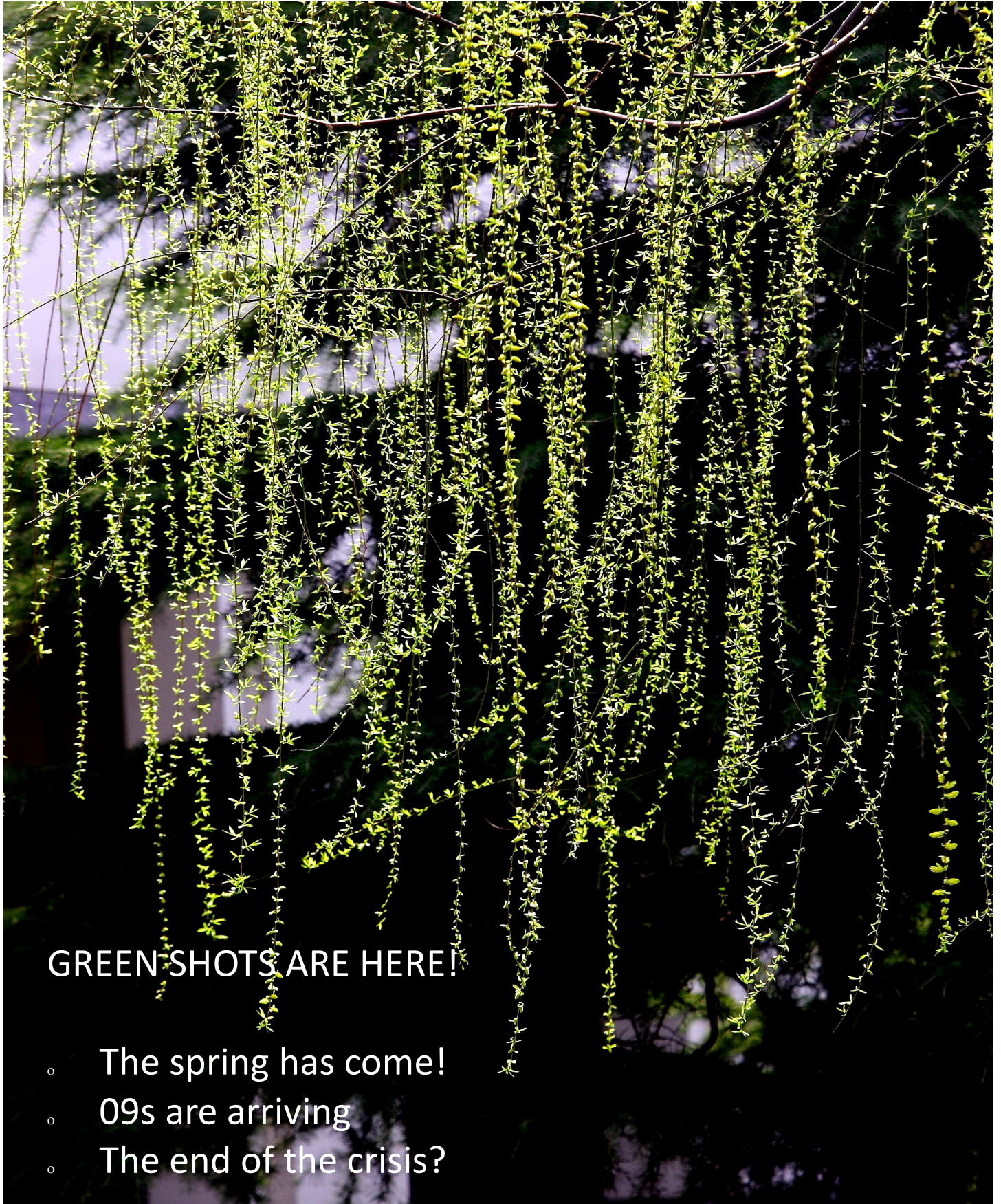




什么 ? Shenme?

CEIBS Students Newspaper: the best literature on campus :)



GREEN SHOTS ARE HERE!

- The spring has come!
- 09s are arriving
- The end of the crisis?



Editorial

The end of term 3 has arrived and with it a new edition of 什么? Shenme?. It is a long-due edition but, now that we are taking Entrepreneurship, we have found a way to assemble the resources needed.

The end of term 3 is a good chance to look back and reflect on all we have achieved: there is little doubt the MBA has changed many of us. For example, Brian has gone from afro to punk to an army-short haircut. But this is only the surface. Deeper changes have happened. The International club has helped us all grow more aware of the different cultures: the dumplings for the Chinese lantern Festival taught us all more about the country we are living in and the Spanish, SE Asian, Korean, Latin American, Indian and North American nights taught us more about the cultures of some of our classmates.

Different club activities have made us be more professional, more mature. And thanks to the excellent BGRC, also more socially responsible. A great achievement, BGRC team! Events like this one are what have made the school what we are now: the 8th best MBA in the world.

Summer is a time for change. Some of us will leave for the internship, others will do a GCP, others will leave on exchange, a lot will get married or see the family grow (congratulations to all) and the 09s will arrive... In this issue we have tried to reflect all this change. You will find articles from 3 batches of MBAs and articles giving some tips to the 09s and to the ones who will leave on exchange, amongst others. But change is limited: there is the green page with articles about Green Campus and the already-classical article by the energy-conscious Jorge.

From the editorial team we want to thank photography club for all the pictures he has provided for this and the previous edition. Thanks, Double!

We wish you will enjoy this edition.

The Editorial Team:

Gary Pan, Jorge Menéndez Notario, Vishal Agrawal, Kenneth Lee and Marc Lascorz i Florit

Famous Sentences

We pretend this section to be a regular one. So, if you find some funny sentence, please send it to us together with the author and

Prof. Zhao: "After September 11, who's responsible for the unused capacity in the US airlines?"

Jay Wong: "Terrorists."

Prof. Zhao: "Yes, Bin Laden. You can send the bill to him".

"You like the McDonald's fishburger. It actually contains some fish. [Silence] The hamburger contains no ham." - Prof. Thomas Callarman

"I tried diving in Thailand. It was an embarrassing experience. It was with a very

good company. Before going to the sea, I had to do a 1-hour training in a pool. After the pool, they told me: 'Mr. Zhao, we are going to give you all the money back, but please, don't get into the water.'" - Prof. Zhao Xinge

"You know what happens when you run out of oil in an engine? Just ask my daughter." - Prof. Thomas Callarman

"This piece of contract is piece of... 4-letter word." - Prof. Chun Chang

"In finance this is what we call what? Apples and apples." - Prof. Chun Chang

"Rick, do you say yes? No? I see you moving your head. Are you taking a nap?" - Prof. Chen Weiru

"You may become addicted." - Prof. Thomas Callarman, about Littlefield

"尼不睡觉, 你闭关 [You don't sleep, you meditate]" - Prof. David Gosset to a tired student

What to do when you lose your China Mobile phone

If you have lost your mobile phone and you want to keep your number (and don't want to write an email saying, "sorry for the spam, this is my new phone number") these are the steps you have to follow:

1. Do not cry, there is a solution.
2. Take the following with you:
 - o Your passport/ID (do not forget your passport, if you do you will need to come back and repeat the process!).
 - o The envelope where the SIM card was when you bought it.
 - o At least 15 numbers you have called in the last month

(take into consideration that should be more than 15 as they need 15 to check that it is your mobile).

- o 10 RMB.
3. Go to China Mobile office in Minsheng Lu (Pudong) and be patient— they have not studied queue management with professor Callarman.

The people in the office will check that you have called these 15 people recently, and after payment of the 10 RMB and sign several documents you will get a copy of your SIM card.

Hope this will help many of you from now on!



Looking back: CEIBS Student Committee 2008

It is a humbling realization that almost a year has passed since the 2008 Student Committee (SC) was voted-in as the “voice” of the 2008 MBA class. Humbling first due to my ever-increasing awareness that time is speeding up as the years pass by, but even more so, by the fact that anything is possible when one’s team is committed and passionate about an end goal.

All candidates for the student committee elections held last September would have been true assets to the betterment of the CEIBS community and have proven as much through their continued assistance to SC. Those who were voted-in have proven time and time again that there is no impossible, broken through barriers previously thought impregnable, and earned the gratitude of our entire class (whether direct or indirect) as well as our classmates to follow.

Yet, our job is not complete. The first of SC’s three overarching goals this term was to strengthen the CEIBS community by integrating our class and building bonds. While new plans are underway to follow-through with this goal and pass the torch to the 2009 SC, there is still work to be done before our term is through. The most notable project began in October and finally came to fruition on June 3, at 9pm with the opening of the CEIBS Meridian Lounge. The shared vision and perseverance of the 2008 Student Committee - with a “hats off” to Jeff Lin – and CEIBS senior management, with special thanks to the commitment of Dean Zhang Weijiong, has overcome barriers that prevented the creation of the much needed lounge for the past *three years*. The CEIBS community will now have a place to congregate, relax, and strengthen the bonds that will enhance our success in life.

Beyond the lounge, David Fajardo, Charlotte Jung, and Joyce Huang, with the support of Jitesh Jaipuriyar have put forth the tireless work necessary to generate school gatherings, fund them, and organize club congruence to further enhance such events – and most often – doing so while the rest of us were studying for tests; recall that many people desire big “after finals gatherings.” David is currently focused on end of term 3 gatherings to bring our class closer together.

Sally Fan (mei mei) and Brian Fellers (ge ge) have developed numerous school programs and initiatives to promote language exchange and student-to-student teachings. Beyond these programs which the students are familiar with, these two kindred souls have overseen countless endeavors to follow-through with requests from all sides - students, administrative, and faculty alike - to improve the CEIBS community and MBA program. Along with Jeff Lin, the Vice Presidents of each section have been pro-active in requesting additional projects, assisting everyone on the SC team, and been the liaisons between the students, SC, and the administration to make the necessary continual improvements that our school needs during its fast-paced growth and movement up the international MBA rankings.

The second of SC’s three major initiatives, putting CEIBS “on

the map,” was beautifully undertaken by Margaret Kan who has effectively combined her tranquility and ability to handle logistics such that many opportunities were opened for global competition accolades. Margaret has recently begun preparations for a number of extra curricular activities. Especially noteworthy is her work on the future CEIBS art exhibit and efforts with Rika Hayashi to create a CEIBS televised case study series that will bring recognition to our burgeoning program.



The third SC overarching goal, and the most difficult challenge for us when entering our position, was the necessity for, as Dean Cramer put it, “the career development services to adapt to meet rising expectations of the international MBA students;” a task said to be insurmountable by our ‘07 classmates, as well as those from ‘06 and ‘05. Through the understanding and action of our senior management: Executive President Pedro Nueno and President Zhu Xiaoming, Co-Dean Zhang Weijiong, and special thanks to Co-Dean Ralph Cramer, with very special thanks to SC’s Jess Zhang and our fellow ‘07 and ‘08 classmates – you know who you are – this change has finally taken place. A CDC Taskforce was successfully formed and is currently co- led by students and administration - with the goal of bridging the communication gaps among CEIBS departments and guiding the efforts to continually improve the CDC. This taskforce is already making the improvements necessary to support all CEIBS current and future students.

As for me, it has been, and continues to be, an honor to be surrounded by a team committed to excellence and able to see our goals to fruition... especially those we were told could not be done. The 2008 Student Committee made a lasting and positive difference to CEIBS. Those nine individuals mentioned above have put their hearts, minds, and time into making CEIBS a better place. Please join me in letting them know we appreciate their efforts when you see them in passing.

Next on the list: find a way to kill all these damn mosquitoes!

All the best,

Devon Nixon, President, - Your - 2008 Student Committee



Interview: Professor David Gosset

Why did you decide to join CEIBS?

CEIBS is at the intersection of two fascinating and fundamental dynamics, the European integration process and the Chinese renaissance. Of course, there are many factors which explain the huge success of CEIBS (vision of its leadership, great faculty, outstanding students, hard working staff, Shanghai's dynamism and a campus whose design is very inspiring) but I think that the fact that CEIBS is in the continuity with genuine historical trends is a key factor of our school's success. As a European (from Paris), deeply interested by the Chinese world it was natural for me to join this unique Sino-European adventure.

Where does your interest for China come from?

I did not come to China by coincidence, my interest for the Chinese world began as an intellectual journey. In France, among other things, I spent a lot of time studying Russian and Russian culture - and I have still real interest for this part of the world. One of the main questions for a Russian intellectual is: "Am I from Europe or Asia?". At that time, I was, of course, relatively familiar with Europe but knew almost nothing about Asia. So, to understand the com-

« When I am in China, I feel at home. I deeply enjoy the general kindness. »

plex Asian dimensions of Russia, I began to work seriously on Asia and especially on China. It was the beginning of a passion for the Chinese civilization. By the way, I am still fascinated by what I call the "Eurasian continuities" (from the Ancient Silk Road to the new Silk Road which followed the USSR's collapse), and let us not forget that Europe and China are on the same continent, Eurasia.

Can you recommend three places that

you like in Shanghai?

It is a very difficult question because there are a lot of places I like in Shanghai, a city with an extraordinary energy. I love Fuzhou Road for its bookstores - especially for the famous Guji Shudian -



but also its Yifu theatre where, when possible, I go to see Beijing Opera or Kunqu. I like also the former Jesuit library in Xu Jia Hui; if you go there ask to visit what is called the "small Vatican library" designed on the model of the Vatican library. The Astor hotel - much less famous than the Peace Hotel on the Bund - , close to the Russian consulate, is also a great place where you can reflect upon old Shanghai: Einstein, the English philosopher Bertrand Russell, the former American President Grant or Charlie Chaplin chose to stay in this hotel when they visited Shanghai before WWII.

A book to recommend?

You have asked me to name three places I like in Shanghai so I will recommend four books! Read, and read again the "Three Kingdoms". It tells us a lot about the complexities of the Chinese world - you have more than 1000 characters in this epic novel! Another more recent (completed in 1750) novel I like is "The Scholars", Ru Lin Wai Shi in Chinese, that is the unofficial history of the forest of

the literati. I like the humour of this literary text. In the 20th century, talking about humour, satire and wit, how not to mention Qian Zhongshu's "Fortress Besieged"! Chinese literature is so rich that it is difficult to recommend books among so many masterpieces. In the

field of general essays on China, it is very important to read and think about "The Chinese Renaissance" by Hu Shi. He addresses a fundamental problem, China's overall adjustment to modernity.

How do you see China in ten years?

China will go on on the path of a Renaissance (I use Hu Shi's terminology) process. This process is the combination of economic reemergence, socio-political transformation and the re-interpretation of China's tradition by Chinese intellectuals (in China, modernization can not mean westernization). Due to China's size, this process will have a considerable impact on the world affairs. I am not sure about the west's reaction to China's reemergence. But for the west, adjustment to China's renaissance requires more modesty and intellectual curiosity. Are westerners ready to learn from the Chinese civilization as Chinese people are ready to learn from the west? This is the precondition of a genuinely cooperative relationship. For the majority of westerners,



(Continued from page 4)

China is either a museum - hence the surprise of many foreigners in China: "I was expecting something else!" - or a classroom: one has to lecture Chinese people on "more advanced standards". The west has to reflect on these prejudices and to look at China as a living matrix of a civilization that is already reshaping our time. If China proves to be an integrator factor in a world plagued by morally unacceptable exclusive globalization, if China proves to be a laboratory where cultures can cross-fertilize in a world threatened by tensions between civilizations, one should rejoice to find a co-architect of the 21st-century new world order.

How is your life here in China?

When I am in China, I feel at home. I deeply enjoy the general kindness - I want to insist on this notion - of the Chinese people. I have been traveling in most parts of China and often very far away from the big cities, I have been often moved by the hospitality of the simple people - gentle and very peaceful almost like in a Chinese traditional painting. Look again at the famous panoramic painting Qingming Shanghe Tu (Qingming Festival By the River) of Zhang Zeduan from the Song dynasty.

I am happy because the contrast between European culture and Chinese culture helps me to understand my European identity better. I think it is not a very good idea to try to reduce the differences. Difference is the very condition of harmony. In our class on Europe and the European Union, I have tried to show that the world is not flat, and that the idea of an "integrated global village"

is a construct which does not reflect the complex reality. And I think I would not be very happy, in any case, in a flat world, because what I cherish most is difference, or, more exactly, the very fruitful tension between the "same" and the "other".

I thank you very much for asking these questions and I wish SHENME and, of course, CEIBS' students a great future.



Spanish Night on Campus

The Spanish student community and International Club, together with the help of Student Committee, Photography Club, Music club and Film club organized the "Spanish Night" on campus. The objective of this event was to expose the Spanish culture to CEIBS students.

The preparation started early in the day where the Spanish students diligently spent hours cooking various Spanish cuisine. One of the most unique dish made that day was *empanadilla*, which looked similar to a Chinese fried dumpling but with tomato-based fillings. The taste was simply exhilarating.

The event started around 8pm with a presentation by Marc Lascorz about Spain while students were sipping the amazing Spanish drink called Sangria, a cocktail made of red wine and fresh fruits, ubiquitous in Spain. This unique authentic Spanish drink created a real Spanish feel to the event.

This was complemented by the Spanish garlic soup and it really excited taste buds of many. The food fare wouldn't be complete without the famous "tortilla de patatas", more commonly known in the world as Spanish potato omelette. Throughout the night, the entire ambience of the event was Espanola with

great music. The night ended with some Spanish dances which followed after the dinner.

International Club and Student Committee, with the coalition of clubs organize such events on a regular basis to provide a platform for interaction amongst students and staff and to facilitate the sharing of culture amongst students. Watch out this section for more gatherings like this.

Till our next event, ¡hasta luego!

Eu Jin Ho, MBA 08





North American BBQ Night on Campus

Burgers, hotdogs, country music and billowing smoke from bbq pit, signified the start of North American Night on April 10. International Club, together with North American student community organized this magical night to allow CEIBS students, staff and faculty to learn more about the North American culture.

The event was a continuation of the CEIBS tradition of fostering cross cultural exchange through social events, spearheaded by International Club. This event was the 1st event to be organized in the open area outside student center, to take advantage of the warm weather in April.

Prior to the event, many catchy posters were created to spark student interest for the night. The North

American students keen to show their creativity in English catch phrases created many interesting posters that captivated the minds of students.

The North American night started off with many students congregating around the open area of student centre. Country

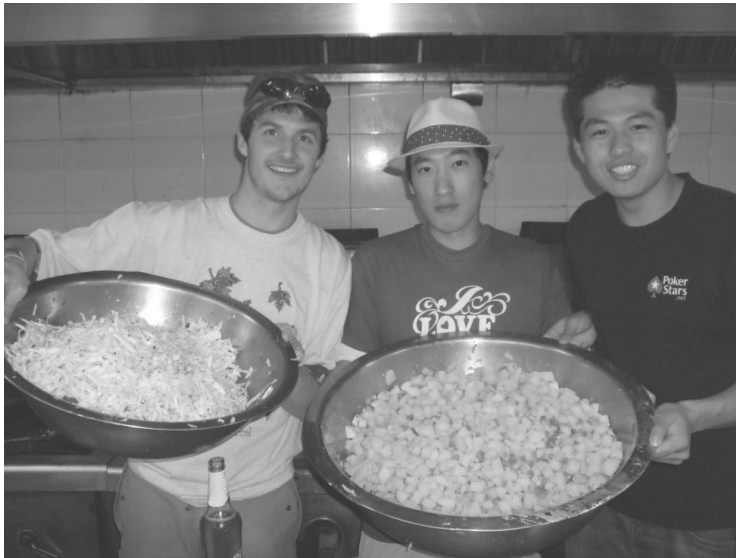
music was melodiously tinkering students' ears. A few North American students were busy flipping burger patties and hotdogs on the bbq pit with many students waiting impatiently for their burgers and hotdogs to be cooked.

On the other side of the table, there was free-flow of beers followed by generous servings of salads.

This event wouldn't be successful if not for the help of many North American students and friends.

These types of events are regularly organized by the International Club and as a way to provide an informal platform for interaction amongst students, staff and faculty members in order to facilitate cultural exchange.

Eu-Jin Ho, MBA08



Korean Night at CEIBS Was No Joke

Although it was April 1st, April Fools' Day, Korean Night hosted by the Korean students at CEIBS was certainly no joke. With strong support from Korea's Tourism Office situated in Xujiahui, many wall hangings and introductory materials were obtained to showcase all that the Land of the Morning Calm has to offer. Mannequins dressed in the graceful *hanbok* were on display for all to marvel at, and many were also given the opportunity to try them on and take photos.

In collaboration with the Film Club, there were three famous Korean films shown leading up to the grand night, with the *Scandal* receiving the most interest. Set in the Chosun dynasty with beautiful traditional Korean costumes, *Scandal* dealt with the vexing passion between a man and a woman considered as taboo during those times.

As Korean pop culture has gained popularity in China through songs and dramas, the night was opened by playing some of the hottest music videos followed by all the Korean students performing *jeol*, the formal Korean bow, to welcome and honor all the friends that had come.

Brett Hwang, the representative of the Korean students provided a brief introduction of Korea, pointing out the deep rooted history and cultural attractions in Korea. A feast is certainly not complete without delicious food, and Korean kimchi (pickled cabbage) and jeon (assorted mini-pancakes) were some of the highlights of the dishes offered. Alcohol can't be missing from a real Korean feast, and *makgulli*, a sweet and

thick rice wine, was introduced in addition to the familiar soju. Although lower in alcohol content than soju, the after effects of makgulli is quite debilitating, so all were warned to just indulge in a taste.

Korean night was a great blend of the richness of Korean culture with the friendly spirit embodied in all the students and faculty that turned up that night to experience it. The event was initiated by the International Club along with the Student Committee, Music Club and Film Club as they continue to bring the diversity of our CEIBS community for all to share and enjoy.

Joo Yi, MBA08





CEIBS in Xinjiang

Xinjiang, also known as New Frontier, is home to a number of different ethnic groups, many of them Turkic origin, the largest of which is the Uighur people. It is the western-most province of China and borders Tibet Autonomous Region, India's Leh District to the south, Qinghai and Gansu provinces to the southeast, Mongolia to the east, Russia to the north, Kazakhstan, Kyrgyzstan, Tajikistan, Afghanistan and Pakistan to the west. It administers most of Aksai Chin, a territory formally part of Kashmir's Ladakh region over which India claims sovereignty since 1962. Xinjiang is one of the 5 autonomous regions in China, where the head of any autonomous region cannot be a Han Chinese by law. Traveling in Xinjiang conjures many mythical thoughts, where one feels like traveling through time, from ancient ruins to legendary mountains depicted in Journey to the West, this place is simply amazing. One should visit Xinjiang at least once in his/her lifetime.

This trip has certainly been a very memorable one for me, one that I will never ever forget in my life. It was my first travel in such a multinational young group, consisting of 11 "nationalities", as commented numerous times by my "first hated" tour guide who is supposed to be number 1 in Xinjiang, (How can we ever forget that fact right when it's constantly repeated?) but I am so not recommending him to any-



body else that is going to go Xinjiang for a nice travel (Sorry to those who likes him but I absolutely LOATHE him)

I also had my first train ride experience in China on a hard seating and had an amazing, crazy mindboggling experience of a drunken guy who tried repeatedly to hit on me, but luckily for the help from Gary (whom I heard had stared at the man with such intensity that he might be already pee-ing in his pants) and Brian (whom had accompanied us ladies with card games and guarding the door from the obnoxious guy) and also the rest of the guys who all came from the next cabin to form alliance, I thank you all. The ladies were wonderful as

well, standing up for our rights as I heard Laura repeatedly trying to argue with the ridiculous train attendant who refused to move the guy to other cabins.

It was also my first to travel back and forth 10hrs just to see a single point of attraction, the border between Pakistan and China. And if what my most hated tour guide said was true, I will think the greatest consolation for me for this was because we had managed to make Bill and Brian the last Americans ever possible to step onto that border. :)

On the fun side, I had my first ever laughing therapy session with Abid at the "biggest fresh water lake attraction" (which turned out to be crap), which lasted for a long 15mins and had me ending up almost in stitches and running away from Abid. It was sooo good just to laugh for nothing and very good training for the abs! Lol. I also learnt my first Japanese poker game, and really had fun revolutionizing! Perfect game to learn about mind strategy! Thanks Rika! You should definitely spread the game!

Thanks all for the memorable trip. Even if I don't get to see some of you guys again, at least you know I will never forget all. :)





CEIBS also in Tibet - Diary of some students on the top of the world

Day 1, Thursday April 30: From Shanghai to Xining.

We rushed in our Ethics/Corporate Governance exam in order to take the plane to Xining. We were in several groups, the four Spaniards in one side, Margaret and Christian in another group, the Germans in another and finally Alex and Pie that decided to join us one day later. In Xining we met Margaret and Christian and the Germans in the hostel. Having dinner we discovered how expensive is Shanghai compared with other regions inside China.

Day 2, Friday May 1st: Around Xining and taking the train.

We had train tickets for that night from Xining to Lhasa, therefore we decided to visit the Ta Er Si, an important temple for Buddhists that is not far from Xining. There we enjoyed many things, for example the smell of the burned yak butter that was going to be with us all around the trip. Then we had some time to visit Xining and we enjoyed a lot a street market, not far from our hostel, where we bought some food for the train trip. In the evening we met with the Philippine couple at the station and took the train all together.

Day 3, Saturday May 2nd: in the train and arrival to Lhasa.

Since we took the train, we spent 26 hours sharing two six-bed hard-sleeper rooms that were better than expected, although we felt a little bit like "sardines in a tin". From the train we could see the magnificent Qinghai-Nepalese Plateau. We started to see yaks and we also saw many other animals like wild donkeys, Tibetan antelopes, etc. After many hours we went through the Tanggula mountain pass and we arrived to Tibet! Of course, before reaching Lhasa we had to stay some more hours on the train. At the arrival to Lhasa we had mixed feelings: the train station is huge and modern, as it is the neighborhood that surrounds it, so we missed at that time the taste of the Tibetan culture, but all that feelings were dissipated as soon as we saw the Potala Palace... It is as amazing as you would think! We arrived to our hostel and our guides had

arranged everything.

Day4, Sunday May 3rd: in Lhasa visiting Potala Palace and Jongkar temple

The next day we were going to visit Potala. The Palace is impressive, some figures talk by themselves: 999 windows or seven floors on top of a hill. As we were reaching the highest part some of us had some dizziness and headache, so stopped the visit of the Palace (altitude sickness is real and serious!). The interiors are amazing with many Buddhist art crafts. After the visit we went to lunch and afterwards some went to visit Jokhang temple and its surprising surroundings, while others stay negotiating with the guides for transportation around the region. After some time bargaining Antonio showed his astonishing abilities in negotiations and got a very good deal that was good for all of us: a bus available to travel all the places we wanted for a week. As we all wanted to head to

amazing views of the surrounding mountains and to bargain. We continue our road trip to stop at a Kharola glacier, where our German friends tried to fly the kite they brought. In the evening we arrived to Gyantse, a small, charming town.

Day 6, Tuesday May 4th: visit of Gyantse and arriving to Shegar

The Pelkhor Chöde Monastery in Gyantse is a must and the kind of place you expect from Tibet. The neighborhood around it is also amazing and both deserve more time than the half day we spent there. But our trip had to continue so we took the bus again heading to the Everest Base Camp. That day we abandoned the paved road and entered into a dirt track (both reasonably good, I have to say) and arrived to our 'cozy' hostel in Shegar, a really small place in the way to Base Camp. There we bought some oxygen, just in case.



the base camp of Everest, we designed a trip-plan stopping in different places before going there.

Day 5, Monday May 4th: from Lhasa to Gyantse

After waiting some time for our guides to get the permits, we started our amazing trip in the 'roof of the world'. First we stopped in Yamdrok-tso lake, a beautiful place to see different wild geoses,

Day 7, Wednesday May 5th: Arriving to Everest Base Camp, sleeping in a tent

That day we went up and up in the dirt track to reach the Base Camp. The place is really simple, with some tents where you can sleep. We did a short trek but some of us could not finish it because of the altitude sickness (the base camp is at 5200 m above the sea level). After taking some photos of Mt. Everest



(Qomologma) we went back to our tent... the headache was terrible! There we spent the time having tea, chatting, having tea... from time to time we went out of the tent to see the sunset on the Everest or to go to the toilet. The dinner was really basic and some people were feeling quite bad, oxygen bottles were starting to be used. That night all of us had a so-so night with the worst-ever headache of our lives, but we still think it was worthy!

Day 8, Thursday May 6th: from base camp to Shigatse

The morning view over the Everest made all of us full of energy to go back to the valley. We sent some postcards (yes, there is a post office there in a tent) and went back to some more friendly places. We spent almost the whole day to go Shigatse, the second city in Tibet. There we split in several groups to have dinner and at the end of the evening we (Johannes, Antonio, Rocio and I) went to wander in the Tibetan quarter, where we could see the life of normal people in a charming atmosphere.

Day 9, Friday May 7th: From Shigatse to Namtso lake

On that day we went through Lhasa again to reach the lake. We had to go through a mountain pass, again over 5000 meters, and then we arrived to our destination. There the image is impressive, a huge lake with a range of mountains at the back in the middle of nowhere. And, as we were in nowhere, the 'hostels' were according to the situation: we, joking, called that place 'the refugee camp'. Anyway the place is worthy to visit.

Day 10, Saturday May 8th: From Namtso lake to Lhasa

We went back to our beloved Lhasa, to meet again good food and the charming



The expeditionaries at the Everest base camp

center of the city (around Jokhang temple). We had dinner all together until we were completely full and then continued to a pub to have a drink. The younger continued to other pub while the rest, we headed to our new hotel.

Day 11, Sunday May 9th: Lhasa to Shanghai

In the morning we made the last minute shopping, sent postcards, had the last meal in Lhasa... then we went to the airport to come back to Shanghai, where the day after an intensive third term was awaiting us...

Tips: It is by far better not to fly directly to Lhasa in order to avoid Altitude sickness. The best way is to go by train, therefore we decided to fly to Xining above 2200m and spend there one night to make the body start to get used to altitude. Then the 27 hours long trip in the train (going through mountain passes over 5000m) allow us to get more accustomed to altitude.

Bargain: remember Tibet is always cheaper than Shanghai, therefore you must bargain.

At the beginning we saw that some people in our group were reluctant to bargain everything, but after some time to figure out more or less how much everything was worthy, we developed very good bargaining skills. Alex was our advantaged student, he learnt very fast! J That period of time was great to travel to Tibet, you will not freeze and you will even have some hot weather in the valleys. You will also avoid problems with the snow and... it is not high season yet. So we encourage you to travel in this time of the year!

Food: Tibetans only yak, some rice with yak and yak butter. Outside Lhasa is what you are going to find!

Toilets: Tibetans are used to have a hard and simple life, therefore the toilets there are as simple as their inhabitants way of life. Do not forget your toilet paper if you go outside Lhasa!

The 'Spanish Four'

MBA should be romantic

"MBA should be romantic." One of our classmates mentioned this to me sometime in term 2 when things started to again get a little hectic at school. Having never heard, and most probably never will MBA being described this way, I naturally asked why. The reply, "Think about it." I left that discussion with the most puzzled look on my face (sort of how you would look when a dog suddenly came up to you on Biyun Lu and asked what time it was in a very deep Scottish accent). Anyway, I did think about it, a lot more than needed actually.

Did she mean Romantic love? I guess in other words, would MBA be a lot more meaningful when shared together with someone special? Imagine launching the catapult outdoors on a clear spring day alone with your "special someone" while a Michael Bolton (迈克尔·波顿) song plays out in the background. Or imagine accidentally bumping into one another as you both turn a blind corner in AC3, dropping all your books to the floor in the process. As you both slowly reach down to pick up your stuff, your heads gently graze one another, your



eyes meet and you both end up giggling like 7-year olds. Again, with Michael Bolton (迈克尔波顿) belting out “When a Man Loves a Woman” in the background. Well, it’s either you guys either find that extremely funny or have that what-did-that-dog-just-ask-me look on your face. Either way, that’s just way too cheesy. And going back to the topic, I don’t think that’s what she meant.



So, maybe she meant Romantic Literature? Well, just to have some sort of context, romantic literature is any piece of literature relating to, with characteristics of, giving thoughts and feelings to, displaying or expressing some sort of love. So let’s see – Romantic Literature and MBA. In International Finance, we talked about that love-hate relationship between Hong Kong Monetary Authority and George Soros (which actually becomes a hate relationship for the latter with Malaysia’s Mahathir Mohamad). In Strategy, there’s that 我需要你-你需要我的爱情 of the Cathay and Degussa merger. Come to think of it, isn’t there something disturbingly romantic about that word “merger”? I mean why don’t they just call it “merger” instead of “wedding”? After all, there is “value creation” there. But then again, we all know from Strategy, Corporate Finance and Entrepreneurship that “value creation” is still possible without having a “merger”..... ANYWAY.... the Corporate Governance article “Parable of the Saddu” also sounds romantic (or maybe just because of the title), and all the more of course when Michael Bolton (迈克尔波顿) is singing in the background. Look at the closeness between the Exemplar Electronics work stations, or the distance between the risk-free rate and average return on an equity portfolio. Or maybe that hand-out on J.I.T and Lean Systems. Don’t get me started on how being and staying lean can contribute to a better “merger”, or make the firm more attractive for a “post-merger integration”..... ANYWAY... there is also that other literary masterpiece, “Clarkson Lumber Company.” But I have to admit I can’t think of any romantic connotation about it all (if you think of something, please email me – idavid.m08@ceibs.edu) - even with the Michael Bolton (迈克尔波顿) song playing in the background. But again, I don’t think that’s what she meant.

So unfortunately, we are back to square one. Romantic movies? Kinky Boots, no. Romantic period? Incremental reform,

no (although EU class is getting quite close). Romantic environment? Western Canteen, no.

After some time, I realized that maybe that was her point. Maybe there is no logical answer. After all, the term “Romantic” connotes more feeling and not thinking. The very concept of romance, Love, is in itself irrational. Trying to give love some sort of logical framework will lead you nowhere. And being caught in love will just drive you crazy and push you as far away from reason as imaginable. Trust me.

To try and guess what my friend meant, let’s use a few concepts we learned in class. In Managerial Accounting, the concept of Activity-Based Costing (ABC) aims to properly allocate costs. But as we all know, there comes a point where it’s just not worth the effort to try and allocate the remaining fixed and SG&A costs. In Operations, we try our best to make the process as predictable and systematic as possible. But again, there is no use in trying to find the perfect schedule and sequence for a Job Shop operation. In Corporate Finance, even with all possible data, sometimes we just have to make an intuitive estimate of the firm’s cost of capital as we learned in the ultra-romantic “Cost of Capital of Ameritrade”. In Ethics, there is simply no one objective solution to any complex ethical dilemma. In EU, well, you just have to move beyond written history and use the intangible inspirations behind European art and music to truly grasp European culture.

In short, reason has its limits, even in the academic world. Intuition and most importantly, LOVE has its place in business and in life. The problem with MBA and even in the workplace, places where most “burn-outs” take place, is that people just think way too much, too much that they forget their original purpose. A very good example that shows us why love is so important was the MBA 2007 farewell party. There was no talk on cases and lectures because in the end, it was all about the people they met and friends they made.

If you think about it, to them MBA was a love affair. For us, it should be. Let’s enjoy this ride and wipe that what-did-that-dog-just-ask-me look off our face. Taking from my previous article in the last Shenme edition, relax lah. So stop worrying too much. Things will fall in place where they should, whether it’s that ideal grade you want, dream job you hope for or even that dream girl that just drives you crazy everyday. You sometimes just have to take the risk, and do what you feel – even when there’s a 99% probability of failure and getting shot down. Live, and feel fully alive, with that 1%.

To truly fall in love once in your life is a privilege most people can only dream of. But to truly fall in love twice is just plain luck..... or bad luck for some people.... But what the heck right? Do all you can for an exam, end up getting slightly below average but still know fully that you understand the topic more than anyone else. Fall in love, have your heart broken everyday you see her, but still treat her like your princess :) I did, and always will. As she put it perfectly, “MBA should be romantic.” We are already into the second half of this MBA love story, let’s stop being too serious and enjoy the rest of this ride.

Chico Ingles, MBA 2008



Business for the future? Why not?



Here I am again ready to talk about energy again. But this time, instead of saying that the prices of oil will skyrocket again soon (just after the crisis) because in the downturn oil prices are low and therefore the oil companies are not investing in increase capacity, and therefore when demand will increase again there will probably be a shock (who knows, maybe the origin of another crisis). No, I am going to talk about something different. This time, I would like to talk about something that can be of interest to Chinese (classmates and companies).

Before writing this article I was wondering why many cities around the world are so concerned about electric transportation now. Why Warren Buffet invests in BYD? Why all the countries want to take the lead in producing electric cars, buses, trams and metros? Why there are Smart electric cars in London, GM has developed the Volt or Toyota the Prius?

I thought that the main reason was to reduce the pollution that makes some big cities around the world a nasty place to leave. But there are other better ways to do that, for example the way that London did (making all the cars that go to the center of the city to pay a fairly expensive tax/fee), encouraging the use of the bicycle (as my hometown in Spain, Seville, that has removed some lines from the cars to allow bicycle traffic) or

simply encouraging the use of public transportation (spending money in public transport infrastructure).

But then, using that powerful tool that is Google I started to do some basic research. And I discovered several amazing things. For example I discovered that the combustion engines that normal cars/motorbikes use are very inefficient. They only use around 20% of the energy they consume in form of gasoline/gasoil. If the engine is a Hybrid one, like the one that has the Toyota Prius and the Honda Insight (among others), the efficiency increases to around 30%. That means that at least 70% of the energy burnt in the engine is released in the form of heat (without use).

Then I continued my research and found that electric engines are much better in that sense, with an efficiency of at least 85-90%. Then everything started to be clearer.

Combined-cycle thermal power generation plants have around 55% efficiency. Therefore if we use all the fuels we use for the cars and transportation to produce electricity and then use the electricity to move electric cars we can do the following calculations.

For X amount of fuel: con-

ventional cars 20% efficiency.

For X amount of fuel: CCPP 55% efficiency. Electric cars: 90% efficiency. $55 \times 0.9 = 49.5\%$ efficiency.

Then, that implies that using electric cars would require less than half the amount of fuel than conventional cars (or with the same amount of fuel they can make twice the distance of a conventional car).

That is probably why everybody around the world is talking about the future of electric transportation. Of course this means that we should change our way of life... This means that there should be places to plug the cars in the cities, that the whole auto industry has to change production. But this will have also many advantages from having a cleaner air in cities, much less noise, more efficient use of resources, reduction of greenhouse effect gases (as part of the electricity will come from renewable energies like hydro or wind), etc.

But let's come back to China. Looking at any city in China we can see that the utilization of electric two-wheeled vehicles (ranging from bicycles to motorbikes) is widespread. Therefore some Chinese companies have the know-how to produce this kind of vehicles and its parts. I think that this can be a great opportunity to Chinese companies to sell products abroad. It is time to some Chinese companies to go abroad, develop their marketing skills and sell something that everybody sooner than later, will be eager to buy. Is good for Chinese companies, but they should do it before other countries start to do it.

Jorge Menendez, MBA 2008





À la ville de... Barcelona

In a few months, 8 of you will be heading to my hometown, Barcelona on exchange. I just wanted to share with you some practicalities that you might not find in the guides.

The schools

Both exchange schools, ESADE and IESE are located in the area of Pedralbes, the high-class district of Barcelona. To get there, you can take FGC line 6 to Reina Elisenda and walk for 15' or take a bus. Metro line 3 or tramway to Maria Cristina and walk or bus is another option. The schools are about 5' walking distance from each other, so you can even catch up for lunch. Not far from ESADE (actually, next door) is the UPC, a technical university. Quite a lot of student life and some cheap places to eat around (Frankfurt Pedralbes is the ultimate sandwich and hot-dog place for students there). IESE guys will have to walk a little bit more.

Transportation

Public transportation in Barcelona is confusing for new-comers. There is not an integrated card as in Shanghai and different services are operated by different companies and require different tickets (this means, that to ride the bus and then the metro, you need to pay twice). However, if you purchase multi-travel tickets (as you will most likely do), you can use it for all means of transportation and it's much cheaper (more than 50% off). My advice is to get a T10 (10 trips) or T50/30 (50 trips in a month) which will save you a lot of money. A T10 costs around 7€.

You can check how to get to a given place @ <http://www.bcn.cat/english/ihome.htm> in the "How to get there" tab (metro, buses and trams are covered).

Chinese presence

Barcelona has a Chinese consulate, which is in an even more expensive area than the schools. It's in Avinguda Tibidabo, 34 (phone: +34 932 541 180, but they hardly answer). To get there, get the FGC L7 to Avda. Tibidabo and then walk up the road (you have a tram but it will cost you 3€ for 3 minutes).



If you are in real need of being with your fellow country-mates, need a Chinese haircut, buy Chinese products or just want to meet people from Zhejiang, you should head towards c/ Trafalgar (<M> L4, L1: Urquinaona or Arc de Triomf) where you will find people from Wenzhou and Qingtian. I am wondering if Jess also has family there. Another good place to buy Asian food is a supermarket in c/ Pelai, just in the corner with c/ Balmes.

I don't dare to suggest any Chinese restaurants, but my teacher from Dongbei liked quite a lot a place in the harbor (中国, I

Language

Barcelona is the capital of the autonomous region of Catalunya, equivalent to a province in China. We have our own language, Catalan, and everybody speaks Spanish as well. You will find quite a few speakers of English and French, as it is becoming more and more cosmopolitan.

Some people are willing that Catalunya becomes an independent country of Spain and feel strongly being Catalan and not Spaniards. You will get a lot of smiles if you are able to show sensitivity to the local feelings and speak a few words of Catalan. Very basic:

中文	English	Spanish	Catalan
早上好！	Good morning!	¡Buenos días!	Bon dia!
再见	Good-bye	Adiós	Adéu
我爱你	I love you.	Te quiero.	T'estimo.
加油巴萨	N/A	N/A	Visca el Barça!



think). I would though recommend you give a try to Spanish food, which is quite rich and different.

Food

Spaniards eat different than Chinese people. For example, it is not common to order a lot of dishes and share them. Usually, you order your food and eat your food. However, *tapas*, *raciones* or similar will solve your need for social eating.

A *tapa* (a *ración* is just a larger quantity) is usually a small amount of food to go along with a drink. Traditionally, it was served alongside the drink at no cost, but in Barcelona you will have to pay for it (and for pretty much everything). Order some *patatas bravas*, *chistorra*, *croquetas*, *queso manchego*... and you'll have a taste of Spain. Eat that with some *pa amb tomàquet* (you could try it at the Spanish night) and drink some wine to go along (Spain produces quite a lot of good wines, experience them by yourselves – have a look at www.catavino.net for a first impression). Then, you're ready for dinner.

Another thing you will see is that, yes, we eat late. Don't expect to have lunch before 1h30pm (week-ends at 3pm) and dinner before 8h30. The tip here is to eat a normal breakfast and have some snack or sandwich ready to eat at 11am. Then, you're ready for life in Spain (and yes, if you go to public offices at 10am-11am, most people are on their breakfast break).

Now, for the real food. The best known Spanish dish is *paella*, which is rice with seafood. I don't know about Chinese people, but the Japanese, Malaysians or Singaporeans I worked with

were very surprised and liked it. There are plenty of varieties which you will experience if you spend a week-end in Valencia (where *paella* comes from). In Barcelona, it's hard to get a good one for a decent price, although if you want a good one, go to Pg. Joan de Borbó (or the Barceloneta neighbourhood in general) and pick your restaurant.

Catalans also have our own food. A good place to give a try to traditional Catalan food for a reasonable price is a chain of restaurants named *Orígens* 99,9%. Before coming to CEIBS, I experimented with Rubén and he seemed to like it. Of course, there is much more, but I have limited pace and that's part of your discovery.

Unlike in China, tipping is accepted, although small amounts. Even if the waiter does not expect a tip, if you have liked the meal, you can leave some coins on the table as a tip.

Housing

That is going to be expensive. Most likely, you will need to find a room in a shared apartment. The website to look for it is www.loquo.com (another option is www.barceloca.com) where you can find everything, from apartments to furniture to electrical appliances.

Areas you might want to look at are Gràcia (especially if you love nightlife), Les Corts (close to schools) and Eixample (central). But keep in mind that, compared to Shanghai, Barcelona is tiny. Crossing the whole city is shorter than going from the school to Puxi.

Marc Lascorz, MBA 08

Simul-A-Diction

Its 3am and the sounds of keyboard chirping are still audible. Not much later, your consciousness to the world is suspended, but the neurological activity inside is still ongoing. You wake up soon after and can't stop thinking about it even while bathing, eating or getting ready for a lecture. Your day goes through multitude of activities, but during most of them you find yourself wondering about it. Be it lectures, where your sneaky act of defiance of open-laptop policy doesn't go unnoticed, or be it anything else, you find yourself glued to a virtual world of real competition. You with such symptoms are 'addicted to simulations'. You are 'SIMUL-A-DICTED'. And so am I.

My odyssey to Simul-A-Diction started with Columbia's Odyssey Competition. At a time when I should rather be preparing for final term exams, I was busy running airplanes on different markets in a simulated world of 8 competitors with my team. My insomniac eyes de-

picted my enervated state when I was busy writing exams in the morning and altering routes, analyzing financial statements, and deciphering competitor's strategies rest of the day. The decision tree analysis and regression modeling came into practical implementation while the financial statement analyses became an important ingredient for cascading decision making. Not to mention, STP formed the core for effective product offerings and subsequent marketing budget allocations. In a world which progressed by a quarter every 12 hours, we had to log decisions before and after each exam. We were stressed. Lack of sleep, altered eating habits, and strained eyes were all there. But the adrenalin rush, the excitement, the exhilaration was superseding it all. The ubiquitous excitement, loudening midnight exclamations and pacification of the inherent desire of seeking challenge and competition marked my entry into a world of virtual business competitions. I was on

a road to Simul-A-Diction.

I needed my next dose and the next dose of appeasement came in the form of L'Oreal eStrat competition. With a gamut of decisions covering R&D, product launches and modifications, brand positioning, product distribution and subsequent marketing via multiple distribution channels, this challenge was much bigger. With a history of over 8 years and the prestige of being world's biggest business simulation, eStrat, allowed us to compete with global teams. With a stage so high, the visualization of rewards was appeasing and the realization of inherent learning was comforting. From brand maps to excel models, much of my CNY holiday went into analyzing and taking measures to raise the virtual stock price index. At a time when carbon footprints and sustainability awareness was being raised at classrooms, improving the sustainability performance index lay at the sub consciousness of our decision making. How many people to hire? What prod-



(Continued from page 13)

ucts to launch? Which segment to target? What prices to mark at? What costs to reduce? Many such questions started linking the courses being taught. But the thrill of involvement goes beyond the realm of justification. You cherish the dedication (addiction) of your team mate but pity on his wife's sacrifice as she sits all night long for her husband to come back home who is busy running models with you at times for 13 long hours. At this point you realize being surrounded by Simul-A-Dicts.

The addiction was spreading and we, the Simul-A-Dicts, were waiting to hound. Waiting to be engrossed into virtual dilemmas of demand and supply

and an hourly update to live action, I along with other Simul-A-Dicts welcomed Littlefield Simulation to assuage the thirst. This CEIBS internal competition brought all the students competing for the glory. Running a virtual factory and concerned only with the operations of the same, we set ourselves on a weeklong pursuit to balance the capacity, type of business contract, and material procurement with the fluctuating market demand. How many machines to buy? What contract to choose? How much inventory to order? Whether to take loan? With such questions in mind, you realize that only the type of questions has changed not the presence or absence of questions in your mind. You are still pondering over a virtual world state and are still sur-

rounded by real questions of a simulated game in a real environment. You 'were awake' most of the time and now you realize you are Simul-A-Dicted.

Be it Odyssey, or eStrat, or LittleField, or Back Bay, or Global Marketing Game, the temptation is hard to resist and the addiction is hard to fade. But there isn't a reason to feel guilty as it is ok to be Simul-A-Dicted. You satisfy the need of challenge; you learn by practice; and at the end of the day you balance it well with all other involvements. I am a proud Simul-A-Dict, are you?

Puneet Butan (MBA 2008)

Using the bus in Shanghai, it's possible!

For most foreigners in Shanghai there are two ways of public transport, the taxi and the subway. We keep seeing buses coming and going, but who knows how to use them? Well, we know! With some homework before you leave home you can also hop on the next bus!

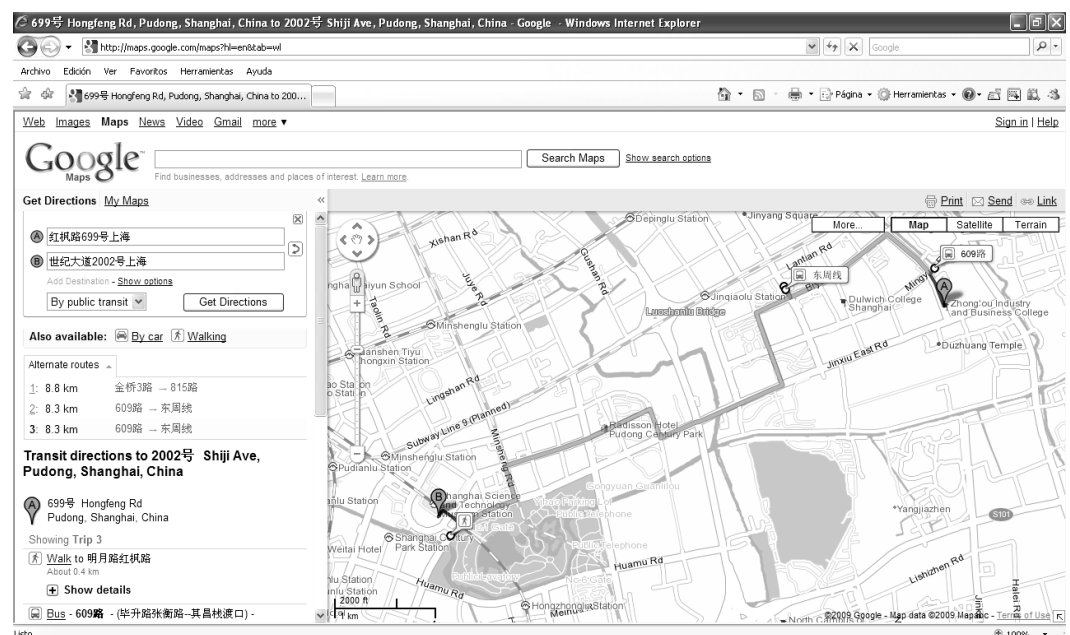
The solution lies in Google (where else?). Let's see an example:

Go to <http://maps.google.com/> (no matter what language you are using in the web browser). Then go to 'Get Directions'.

1. Fill in the blank 'A' (From) with your origin address (whenever you are, in this case CEIBS) and 'B' (To, let's say Shanghai Science and Technology Museum, to take the metro or to make a beautiful dress) with your destination. You have to use Chinese characters here, even though the browser is in English. It is not such a big deal, because most of the places you want go to, have a website where you can copy and paste if you don't master Chinese characters at that level.

2. Select 'By public transit' in the transportation options and press 'Get Directions'.

The website will display different options available for you to choose. In our example there is not a direct bus linking these two places, so the transfer point is clearly explained.



An image is worth a thousand words, so let us enlighten you once more:

Once inside the bus, the driver or the ticket seller, can help you if you are not sure where you need to get off (it's step by step explained by Google, just copy it). Be sure to check how to get back also...

There's another option of learning how to use the bus, just hop on the next one and see where it takes you... it's riskier but you could visit unexplored places in Shanghai.

The bus is not only cheaper, but also a more sustainable way of transportation than the taxi. Give it a try!

Rocio Hernandez, SOs representative



CEIBS: The beginning of a Journey.

I always thought that a journey begins with a tremendous wish to see, understand and learn from other cultures and lifestyles. Each personal travel experience gives you not only the chance to open your mind to other ways of living life, but also the opportunity to learn a bit more of yourself. Although journeys are usually related to geographical movements, there are other life changes that can culminate into a similar experience. A new journey begins each time you take the decision to challenge your life, such as when you change job, or when you decide to get married. I sincerely think that pursuing an MBA can be considered as one of the most exciting journeys in your life. An MBA is the best opportunity to rediscover yourself, at the same time that you learn from all your counterparts. I think there is no doubt about the benefits of doing such amazing journey. The question for many people could be more related to when and where.

My personal stimulus to do an MBA came as a flash of inspiration. Sincerely, I could not remember the exact date in which I decided it, but at a certain time, I felt I wanted to contribute more in my work, willing to join a more strategic role. At that time, I had developed a successful career from a specialist in IT Security to a Project Manager for multi-industry companies with a focus on Banking after obtaining a Master in IT Security Technologies. In 2005, being 27, I achieved the IT Security Officer position in GE Money Bank Spain, the youngest Country Security Officer globally, where I improved my leadership skills in a multi-cultural environment, coaching a 9 staff team. After

three years in the role, it was already the right time to think in the next stage, the MBA. The key decision now was to choose which one could be the best place to challenge my future.

I am a West European citizen, being son of an Italian father and a Spanish mother. My cultural traits allow me to easily manage projects involving European, Latin and North American people (due to my GE work experience). According to those traits, I decided to prioritize the lack of management and understanding skills that I required to become successful dealing with the grow-



ing Asia region. The second decision factor was that I wanted to study in a Top Business School that could give me the best Financial Skills, where I could have great Business Networking, and where I could find outstanding counterparts.

CEIBS was the clearest choice that came into my mind, after analyzing the top Business Schools, being the best link between Western and Asian Businesses, Cultures and Management Styles. Nevertheless, I decided to attend more than 6 Open Days from the most interesting Business Schools, and visited the campus of 3 of them. Being at CEIBS last

September was the best decision I ever made. I just needed one day to attend a second year Marketing lesson, meet several MBA students and share a dinner with them. I had no doubt. The campus was just perfect, the teacher had amazing training and communication skills, and I felt totally in alignment with the interests and willpower of my future counterparts. The warm welcome I felt everywhere in CEIBS, and their smart students energetic and challenging thinking captivated me.

Last stage to begin my Journey was to work hard in my TOEFL, GMAT and Essays, in order to demonstrate CEIBS I could fit in their students' profile. The GMAT exam, as well as the CEIBS application process required tenacity, self-confidence and clear objectives in mind. In the meantime, I decided to keep learning and preparing my movement to China through a EuroAsian Management Master. The Master gave me a great opportunity not only to acquire new tools and knowledge, but also understand some basic Chinese cultural

traits that enriched my understanding, such as the concept of guanxi, yin and yang balance, or mianzi (face).

Today I can say I feel lucky of my choice, due to the opportunity that my new Journey will bring into my life. I am proud of being a CEIBS MBA student, and I wish that all future applicants could choose the Business School based in their life expectations, but also in their feelings. I mention that, because persons and their feelings is what make CEIBS the right place where Chase your Dreams.

Alex Quintieri, MBA 2009



Found My School and Found My Dream

Early since I started my full-time career around four years ago, MBA had been a plan in the back of my mind and a dream deep in my heart. One day in the summer of 2008, I said to myself, "I've been thinking about MBA the whole time. Why don't I just go do it?" So I did - going out there, jumping in the sea and swimming wildly to my dream. Along with me, several good friends jumped off the cliff too. At that moment, we all realized that if we just kept on waiting, our dreams would never be found, and we would end up old someday, wondering what if we had been wild enough to give it a try.

Preparing for GMAT and taking this exam was like a "nightmare" seemingly lasting forever, but what seemed even scarier, according to my friends' gossip, was the application process coming next, which was supposed to be one bigger "purgatory". Already halfway in my adventure, I "swam" on to find out exactly how "excruciating" this might be. Very surprisingly, the next three months turned out to be a quite enjoyable experience, which in many ways feels like a "pleasant discovery" - a discovery inside my soul, a discovery of my right place, a discovery of new friends, and a discovery of future paths.

Having been a commercial aviation consulting professional for over three and half years, I am convinced that my future career success lies in the large context of China, where the market potential is huge. Thus, staying connected with Chinese market and being able to access world-class finance/accounting courses, which I need badly, are a must for my MBA pursuit. With all these criteria in mind, I gradually had my eyes on several very fine business schools, and one of them is called CEIBS.

One big decision I made before applying to any business school was to take time, as long as it shall need, to find THE Right School that I would truly love, and then stay committed, rather than throw applications to over twenty different schools, for some of which I might no passion at all. I took quite a while to conduct the "due diligence" on all those schools I had been eyeing. Amazingly, my "emotion-free" analyses and "gut-feeling" judgments all pointed to this one single school - CEIBS. Then I said to myself, "OK, this is it. Let me go there and check it out." So there I was, on my "CEIBS field trip", attending the student reception and meeting the Ambassadors, whom I am proud to call friends and alumni today.

I still remember the moment I came to the front gate of CEIBS, in a drizzling day of October, 2008. It was a beautifully-designed campus, looking tranquil and enchanting in the rain. By the time I arrived, it was about time for lunch, so I asked for directions to the cafeteria. An old gentleman, who I assume was a gardener, first told me the directions and then, to my surprise, offered to walk me there, because, I guess, he worried that I might "get lost" on this "not-so-big" campus and eventually "starve" (I might have looked too eager for food at that moment, since I didn't get to eat anything on my Beijing-Shanghai flight that morning, and I am REALLY glad I didn't look

that way during my interview with Yvonne and Professor Chen one and half months later) - Fairly amusing as my first ten minutes in CEIBS might look, I started to sense something warm about this school and start to have a bit feeling of belonging. People always say, "The first impression is most lasting". I guess it is true for CEIBS and me, and this impression carries on in the following days and in the following events.

During the student reception hosted that afternoon, I got to meet Clarissa, Ammar and their 2008 Ambassador Team, who, I would say, are truly outstanding people. It is always nice to meet new friends who are smart, humorous and willing to help, and it is even greater if they share the same big dreams and they say to you, "This is such a great place. Why don't you come join us?" I cannot speak for everyone sitting



in that horseshoe-shaped classroom during those two hours, but something told me that I could trust this group of exceptional young men and women on their words. On our later-on campus tour, Ammar said to me, "Look at our beautiful campus - in such a raining day. When the sun comes out, it would be even nicer." When I completed my "recon mission" and was about to leave, just like that, the sun did come out. I turned around, looking at the campus again, feeling its warmth and energy. With satisfaction, I said to myself, "I think I have found my school."

Two months later, on the evening of December 23, 2008, an e-mail came in from CEIBS, saying, "Kevin, we found you too, and welcome home!"

Kevin Chen, MBA 2009



And the MBA is over...



It is almost one month ago, and I still cannot believe that the MBA is over. 18 months have elapsed since I felt seriously embarrassed about having to play the treasure hunt in our orientation week, to the moment in which I passionately embodied a manager of a car company (-me, the "tree hugger" in a car company?) and became involved to the extent of referring to the new car models that we were launching as "our babies."

I think that the last week of the MBA is a good wrap up of the whole experience. It consists of a business simulation in which the whole class is distributed in groups (pretty much like in the orientation week) and given the task of running a car company. It is the perfect tool to realize how much we have learned during the MBA and how useful it has been.

Listening to us saying things like "issue long term bonds," "call the bonds," "calculate the margin of the new models after the upgrades" or "review the discount of the distributors" was totally unimaginable for me when I started the MBA back in August 2007, seriously worried about my mathematic abilities and quite intrigued to know whether I could fit in at all with all these unintelligible engineers, computer geeks, and financial geniuses that my classmates seemed to be.

Important as the technical stuff might be, I think that the best lesson of the simulation is the fact that it allows us to put into practice the "soft skills" that we have tried to learn during the MBA and that are so difficult to be measured. It is not by chance that the majority of the groups of the simulation worked really smoothly (unlike those of term one, if you recall), that stress was kept at a really low level and that people enjoyed the game. Ok, the MBA was almost over and our main concern was job search (by the way, this is something that the school has to review: why the sense of pressure is completely lost after term 2), but still, the approach to work was really different from the beginning of the MBA. What was so different? Apart from our own mood, I think that some differences could be found from our first team works. By the end of the MBA, we knew each other quite well (even if some of us worked together for the first time) and trust was built. We also knew everybody's skills, so tasks were distributed according to capabilities. Leadership was more easily assumed in the different groups and everybody was better committed to well defined goals. Of course, free riding existed and we were still not capable of doing

anything against it apart from keeping it at a harmless level, but, overall, the whole class was working more efficiently and, some of us, even having fun.

Now that I look back at the whole course, I can affirm that we have learned a lot. Well, at least, I have learned a lot: much of it from the lessons, but even more from my classmates: these talented individuals who were generous enough to share their knowledge with the rest. I hope that '08s are as lucky as I was with their student body.

That is why, although these are not "the best of times" (the favorite quote of our finance professors), I am confident that the future will be cleared up for us. CEIBS teaches us the regular MBA courses that can be found elsewhere. But it also provides us with the unique opportunity of getting to know and working with people of very different cultures. And this requires us to have a degree of flexibility and adaptability that constitutes a clear competitive advantage with regard to other MBA graduates. We know it, and it is also time that the market acknowledges it, too. If we are able to convey this to our prospective employers, we



should not have problems in finding good positions.

I am confident. Stay tuned to Shenme (again, a fantastic initiative of students that I am so happy to see continued by '08s) and I hope I will be able to provide you with an update including some successful job searches.

María Isabel Aranda Luna, MBA 2007



Green Campus

Green Campus is back!! Or so we announced as a bang of a gong in our official launch last March. Have we just disbanded after such announcement? Well, certainly not, let me introduce a bit of what we are and what we do.

A bit about ourselves (mission, vision and all the formalities)

Guess it is redundant by now, but let's better address formalities first! Who are we? Green Campus is a platform to ensure daily activities on campus have the minimum impact on our environment. You can say we are just a bunch of MBA students: Renaud Beauchamp, Marc Lascorz, Gorge Menendez Notario, Amanda Ge, Fanny Xue and I. However, we hope to be much more, aided by our schools faculty and staff, mainly Professor Henry Claude de Bettignies, Laurie Underwood and Sharon Tang, we hope to make some real changes on the way the school operates concerning waste management, be it energy, water or garbage. And by school we don't strictly mean CEIBS as an organization, but rather, we hope to engulf the whole community of students, faculty and staff that conforms CEIBS, only in this way we can generate real impact.

Does anyone know what these guys are doing?

Well, it's true, we have not been doing much advertising and awareness campaigns out there yet, but believe me, we ARE working on several things. Our main goals so far has been to get hands on

with some achievable objectives that will have an impact in the short term. In less MBA terms, something we can handle out of a looong list of things that can be improved. We narrowed down the work to two main areas:

Recycling: It does seem that everything is done in this area, but, have you noticed how many times the trash is misplaced on the bins? Or even worse, if you care to look around you would be amazed how much of the paper waste from walls, EMBA meetings, posters, bad print outs, etc DOES NOT go the paper recycling bin. Other initiatives in this area also include paper reuse, through draft boxes near all public printers and expanding the school coverage by placing new bins.

Energy saving: Green Campus work on this area began in 2007 with Bekaert Company donation to laminate CEIBS's Academic Center glasses with a film that reflects UV rays and reduces buildings heating (and hence the need for air conditioning). This year we aim to further insulate the school's dorms and academic centers to avoid the big leakages between doors and windows.

Finally, Green Campus is working with the CEIBS for the Phase 3 development (Campus expansion). This gives us a unique opportunity to contribute with ideas from day 0 and embed energy saving criteria on CEIBS's campus from scratch. The possibilities at this early stage are enormous since early implementation translates into more effective

ways of reducing environmental impact and energy consumption.

What can I do?

For some final words on this official presentation and all the environmental mumbling, I would like to emphasize that Green Campus is not limited to a group of students hoping to make some changes on the way the school works, Green Campus HAS to be everyone in the school. Without everyone's collaboration, most improvements would be only marginal. I hope that in our daily efforts we can raise the bar ever higher, raise our standards and expectations of what is our responsibility for the future, for China and the world we live in. I hereby invite you to rethink the way we think about ourselves in society and the impact we have on it. Basically, by being more conscious on our own role at reducing waste we can make a huge difference with small steps. Just to name a few, every time you sit at the canteen, McDonalds or any other, ask yourself if you really need 10 napkins, make sure you turn of the lights when you leave your room or class, try printing double sided, etc. All of this doesn't really take any time at all and can really make a difference. Last but not least, you can also help either by collaborating in our future events or just by sending ideas or suggestions for improvement. Please don't hesitate to drop us an email at greencampus@ceibs.edu.

Christian Ives Ou-Smolinski, MBA 08

Significant Others Club establishment

After some time working together with the School in order to provide the appropriate framework for our beloved ones, the Significant Others (SOs) Club has been established.

The goal of this club is to give support and recognition for our SOs from the school, organize activities and allow wives/husbands and family members in general to profit from some of the services CEIBS can provide to them.

The club has been established with 13 couples (and even one child!) and it is open to any boyfriend/girlfriend, wife/husband or family member of the CEIBS student body.

The club has a president (a CEIBS student) and a SO representative that will work together with the school. It also has an email account:

mbaclub_significant@ceibs.edu to facilitate all the communications among its members and collect all the ideas and proposals from them.

The club would like to thank the school for the support they have shown from the beginning, we are confident that this support will continue for 08 and 09 students.

The SOs Club President



So Happy Together...



Ella Li



Kevin Fu



Amanda Ge

And many others: Agus Po, Cindy Zhu, Jesús Fernández...

MBA 2038?



Martin Xiong's baby



Jonathan Lin's baby

And Tony Zhang's coming soon...



Brian Shin's baby

Congratulations to you all!!

Congratulations!
To the huge success of
BGRC 2009
&
Innovate China 2009



Shenme Team:

Gary Pan

Jorge Menendez
Marc Lascorz

Vishal Agrawal
Kenneth Lee