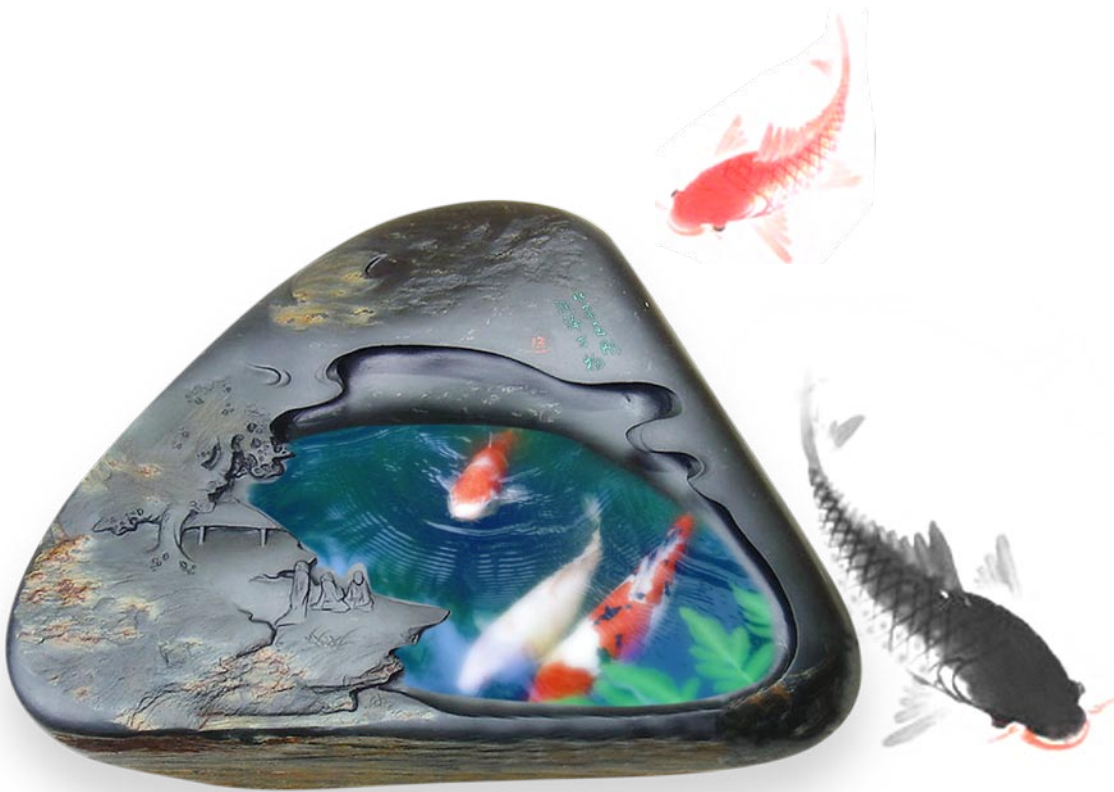




长 | 江 | 商 | 学 | 院  
CHEUNG KONG GRADUATE  
SCHOOL OF BUSINESS



长江商学院2008年度社会责任报告  
**Cheung Kong Graduate School of Business**  
Social Responsibility Report 2008



A NEW GENERATION

BUSINESS SCHOOL

## 报告说明

本报告是长江商学院社会责任报告，是我们践行教育责任、承担社会责任、致力于可持续发展和成为全球新一代商学院的真实反映。

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## About This Report

This social responsibility report published by Cheung Kong Graduate School of Business represents a truthful record of the School's efforts to assume its educational and other social responsibilities for the sake of sustainable development and to become a new-generation business school with global competitiveness.

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# 院长致辞



长江商学院创办院长 项兵博士

2008年，于世界，于中国，都是不平凡的一年。

任何商业社会的发展和繁荣，都离不开商学院开创的各种管理思想，离不开商学院培养的高端精英人才，离不开商学院创新的管理方法和工具，更离不开商学院培养的现代商业文化和道德。

近年来，企业的社会责任、企业家的社会责任成为各国政府和人民越来越关心的重大议题，也是商学院和管理学术界关心的重大课题。它关系到人类社会的可持续发展，关系到全世界人民的福祉，关系到企业和企业家的健康发展，更关系到以人为本，和谐社会的建设。

商学院在培养商界精英、鼓励创新时，应如何体现自己的社会责任？面对全球金融危机的新形势，一所商学院的社会责任又是什么？

在全球经济一体化的今天，中国的崛起已经吸引了全世界的目光。此刻的中国，更需要一批具有全球化视野、社会责任感和人文精神的商业领袖。长江商学院成立6年来，一直以“为中国企业培养一批具有世界水平的企业家”为己任，迅速崛起并成为新一代商学院的杰出代表。

长江商学院从创办之初就十分重视人文素养的培养，并把它当作校园文化非常重要的一部分。落实在管理教育中，我们究竟要培养什么样的人？我认为，虽然美国有值得我们参考的地方，但中国的管理学教育模式不应该学美国模式。在专业分工如此之精细的今天，中国企业要整合全球资源，最难的不是学习技术，而是高端人才为我所用，要有心和

# Message from the Dean



The year of 2008 means differently either to China or to other parts of the world.

The development and prosperity of any commercial society are impossible be it not for managerial thoughts, high-end business elites, innovative methods and tools for management, and culture and ethics of modern commerce as developed in business schools around the world.

In recent years governments and people in all countries are increasingly concerned of social responsibilities of enterprises and entrepreneurs. More and more business schools and researchers in management science are eyeing these significant subjects because they are closely related to sustainable development in the human society, to welfare of all people on this planet, to healthy growth of enterprises and entrepreneurs, and to the building of a people-oriented harmonious society.

How should a business school perform its own social responsibility apart from fostering elites for the business world and encouraging innovations? What new social responsibilities should it shoulder amid the global financial crisis?

China, blessed with its booming economy, has become a cynosure in the process of globalization. Business leaders known for their globalized visions, sense of social responsibility, and humanistic spirits are in greater demand in China. Since its foundation six years ago, CKGSB has been taking as its mandate to foster world-class entrepreneurs for Chinese enterprises, and to become an extraordinary example of new-generation business schools.

CKGSB always pins great importance to humanistic quality of its students, and takes it as an indispensable part of its campus culture. When it comes to what kind of talents a business school should foster, I believe it unadvised for the management education sector in China to copy the operational modes in the United States, despite the fact that there is still much for us to learn from them. In a time when industrial job distribution becomes so delicate, the most difficult task for Chinese enterprises to integrate global resources lies not in learning of





心的交流。其间，一个国家的人文素养对政治、经济体系究竟起到怎样的作用，我们必须有一定的认识。在这方面，我也仍是一个学习者，并愿意一直对它进行研究。我也希望能请到一些有关领域的顶级专家进行专项研究。

毋庸置疑，人文精神对于一个国家至关重要，没有它就不可能整合全球。我一直从人文这条主线来看一个国家的未来。我把民族看作一个流程，把共产主义的思潮作为一个添加剂，并把人文精神作为一个民族的基石。在此基础上，你就能看到一个国家将来在长久的定位下是不同的。

从中、美和欧洲比较来说，我们比美国更为“沙漠化”一些。目前全球竞争的趋势已经使得大家没有时间再等待。我们愿意在针对CEO的管理培训中，在他们心灵之中播下一个小小的火种，能长多大就长多大，但一定要从现在做起，并从战略的高度来认识这个问题。另外，我们还要从一个国家发展战略、整个企业发展战略的高度来认识这个问题。

中国改革开放30年取得了举世瞩目的成就。在全球经济一体化的今天，中国经济由大变强需要一批具有全球视野、社会责任感和人文关怀的商界领袖。长江商学院成立6年来，怀抱10年内跻身世界一流商学院的梦想，一直以“为中国培养一批世界级的企业家”为己任，为打造全球新一代商学院做出了一系列探索与创新。

目前，长江商学院已迈进发展的第二阶段：美、欧、亚管理教育全球“三国演义”战略全面启动，力图在未来三年内，把长江打造成一所泛亚洲商学院。

我们有理由相信：凭借全球化视野、差异化战略、世界一流的教授团队，长江将按照全球“三国演义”战略路线图，朝着成为全球新一代商学院的目标继续前进。



项兵

technologies, but in attracting competent minds, and in heart-to-heart exchanges. We must have sufficient knowledge on what impacts would people's humanistic quality have on a country's political and economic systems. CKGSB is still a learner in this regards, and willing to continue its questing efforts on this subject. We also hope to work together with globally top-notch experts in related fields.

Humanistic spirits are unquestionably critical to a country, without which global integration is no longer possible. I always look into a country's future development from the angle of humanity. I regard a nation as a process, thoughts of communism as additives, and humanistic spirits as cornerstones of the process. In this way, one will see the differences in long-term positioning among all countries.

If compared with the United States and Europe, China looks more like a desert. Given the trends in the global competition, we afford to waste no time. CKGSB would like to disseminate seeds of humanistic spirits in the minds of students of our CEO training programs, wishing that they would grow as influential as they could. We have to take steps now, and understand this issue with a strategic view. Nonetheless, we should take this as a strategy for development of an enterprise as well as of a country.

China has become a global eye catcher with its reforming and opening-up efforts across the past three decades. Aiming to turn its national economy into a powerful one, China will have to rely on business leaders with global visions, senses of social responsibility, and humanistic care for others. Bearing on mind its ambition to become a globally first-class business school in 10 years time, CKGSB exerts every ounce of its effort probing and innovating.

Currently CKGSB is in the second phase of its development, and has adopted the "America-Europe-Asia Triangle Strategy" for its management education services, working to expand itself as a "pan-Asia business school" in the three years to come.

We have all reasons to believe that CKGSB, armed with globalized visions, differentiated strategies, and world's first-class team of professors, will continue to stride towards its goal of a new-generation business school with global vision, following a roadmap of the "Triangle Strategy."

## 2. 社会责任，我们的观点

### Our View on Social Responsibility

#### 2.1 责任理念

商学院的社会责任体现在哪里？创建6年来，长江人一直为此思索和实践着。

商学院在社会经济生活中，具有推动社会经济发展，为企业培养管理人才，为社会贡献商业智慧的角色责任。

任何一个社会组织，都是在一定的社会生活中扮演自己特定的角色。商学院在社会生活中，自然也有自己特定的角色责任，那就是培养管理人才，贡献商业智慧，服务社会各界。这是社会分工的结果，也是商学院自身存在的理由。

商学院培养的学生，应该是符合社会经济发展需要，能满足企业经营管理需要的经济与管理人才。商学院应该把培养高质量、高素质的商业精英人才，作为自己履行的最基本的社会责任。

除此之外，商学院还应该为社会贡献商业智慧，为企业创造新的知识、方法和技能。尤其是在复杂多变的环境中，组织在变革，管理在创新，理论在发展。商学院有责任通过自己的努力，发挥特别的作用，帮助社会各界改进管理，提高效率，并促进他们更好地履行自己的责任。

其次，商学院在履行角色责任过程中，不能忽视自己的行为责任。商学院的行为责任表现在：在社会上，以一个负责任的组织形象出现。相对于静态的角色责任来说，商学院的行为责任是一个动态的社会责任，商学院行为需要自律，并不断地完善，这是一种自觉修正的责任。

再次，商学院作为在社会中活动的一分子，应该承担自己的道德责任。商学院的道德责任，还应该体现在帮助弱势群体，关心困难人群方面，要带头在社会上尽一份自己应尽的社会责任。

#### 2.1 Definition of Social Responsibility

What is the social responsibility for a business school? We at Cheung Kong Graduate School of Business have been thinking and putting our social responsibility in practice since its foundation six years ago.

It is the responsibility of a business school to boost social and economic development, foster talented management for enterprises, and contribute commercial wisdom to society.

Any organization has its particular role in society, and a business school is no exception: fostering talented management, contributing wisdom in commerce, and serving the public. This is both the result of social division of labor, and one of the reasons behind the existence of a business school.

Graduates from a business school should be able to meet the needs of social and economic development as well as satisfy requirements for corporate operation and management. A business school's basic social responsibility is to foster high-calibre and competent business elites.

Moreover, a business school should also contribute wisdom in commerce as well as create new knowledge, methods, and skills in corporate management. Organizational changes, managerial innovations, and theoretical developments are happening all the time, particularly in a complicated and diversified environment like ours today. It is the responsibility of a business school to do its most to help improve corporate management, enhance business efficiency, and facilitate better assumption of responsibilities by other organizations.

Secondly, while fulfilling its role of responsibility, a business school should never ignore its behavioral responsibility. Compared with the business school's role of responsibility that is relatively static, the behavioral responsibility is more dynamic, requiring self-discipline and continuous self-correction.

Thirdly, as a participant in social activities, a business school should assume its responsibility in ethics such as assisting disadvantaged groups and caring for people in difficulties. A business school should serve as a role model for other corporate citizens.

商学院在社会经济生活中，具有推动社会经济发展，为企业培养管理人才，为社会贡献商业智慧的角色责任。

*to boost social and economic development, foster talented management for enterprises, and contribute commercial wisdom to society.*

当下，面临全球性的一场金融危机，探讨社会责任的话题更具有特别意义。

商业的存在，除了创造繁荣和就业机会，最大的作用是服务人类的需求。企业本身虽然要为股东谋取利润，但仍应坚持“正直”、“诚信”为企业的固定文化和企业长远发展的最好根基。

长江商学院一直认为，一个没有灵魂、没有道德、没有良知的企业家始终难成大器，所以企业家应该具有一定的使命感、责任感并努力坚持正途，这样才可以取得更高层次的成就。我们期望，每一个学员不仅是物质财富的创造者，更是“为天地立心，为生民立命，为往圣继绝学，为万世开太平”的秉持者，是能够为中国和谐社会的建设，为中国的和平崛起，为世界的文明和进步作出贡献的有担当的人。

## 2.2 利益攸关方

### 2.2.1 商学院与企业家

在创办之初，长江商学院就已对全球的商学院作过系统分析——尽管世界的顶级商学院大都集中在美国，但与亚洲商学院一样，美国的商学院也有其明显的弱点。长江商学院越来越感受到，要造就一批世界级的、有强烈社会责任感的企业家，人文精神的培养必不可少。

正因如此，长江商学院不会做一个拷贝西方教育体系的商学院，而是致力成为“全球新一代商学院”。其中，培养学员的人文精神是我们一直努力锻造和发展的重要方面。人文精神是一种积淀，是一种柔弱但能胜刚强的力量。随着中国进一步融入全球化，我们深信，真正“取势全球”的钥匙是对人文精神的深刻理解与秉持，惟有用力于此，方能逐步改变西方世界认为中国是“经济动物”的刻板印象。

作为商学院的重要目标群体，长江商学院把中国的企业家分成三代。

中国第一代企业家的成功来自于极其强烈的发自内心的成功欲望，是第二代企业家的商业偶像，有很强烈的英雄主义色彩；

第二代中国企业家的崛起，则是“好的商业模式/技术创新+风险投资+海外上市”的成功，创新力是他们成功的最重要因素；

而要真正出现“以全球应对全球”的中国企业，要看第三代中国企业家，他们是带领真正具有全球竞争力的企业的领军人物。

长江商学院的使命之一，就是帮助第一、二代企业家能够更好地实现到第三代的转化，帮助中国培养第三代企业家，使他们能以全球的眼光应对全球。长江商学院一直努力希望能超越“中西之争，体用之分”，希望超越中西，达到更高的层面，最终一切为我所用。

截止到2008年11月，长江在EMBA、MBA及长江高层管理教育等三大项目发展上取得了突破性进展。其中，EMBA学员2000余人，MBA学员数百人，长江高层管理教育项目学员近万人次。可以说，长江学员已成为当代中国经济和社会发展的中坚力量，他们在各自的岗位上尽己所能，为国家的繁荣和富强作出了杰出的贡献。

At the moment when we face a global financial crisis, the discussion on social responsibility carries even greater significance.

Apart from boosting social prosperity and creating employment opportunities, the most important function of the commerce sector is to satisfy people's needs. Despite its goal of making profits for its shareholders, an enterprise should still hold "integrity" and "honesty" as the core of its corporate culture and the foundation for long-term development.

Cheung Kong Graduate School of Business has always believed that an entrepreneur with no soul, ethics or conscience is destined to fail. An entrepreneur will succeed only if he or she has a sense of mission and responsibility as well as the perseverance to stick to it. We hope that our students would not only create material wealth but also practice the belief of "living a life for others, inheriting knowledge from the past, and generating peace and prosperity for thousands of generations." They should be people of courage and responsibility who contribute to the construction of a harmonious society, the peaceful rise of China as well as the civilization and progress of the world.

## 2.2 Stakeholders

### 2.2.1 Business Schools and Entrepreneurs

Since its foundation, Cheung Kong Graduate School of Business has made a systematic analysis on business schools all over the world. The United States is home to most of the top business schools in the world. Like their counterparts in Asia, however, American business schools also have obvious shortcomings. Cheung Kong Graduate School of Business believes more firmly than ever that humanistic spirits are indispensable to fostering world-class entrepreneurs with a strong sense of social responsibility.

Cheung Kong Graduate School of Business shall therefore not copy the educational systems in the West, but work hard to become a "new-generation business school of global visions." The development of humanistic spirits in students has always been a vital component in our educational endeavors. Humanistic spirits is a sort of accumulation, a force that appears fragile but can conquer powers several times as strong. As China becomes increasingly integrated with the global economy, we firmly believe that the key to "Mastering Global Trends" lies in profound understanding and adoption of humanistic spirits, which is crucial to gradually eliminating the Western stereotype of Chinese business people as "economic animals".

Cheung Kong Graduate School of Business divides Chinese entrepreneurs, its key target, into three generations.

The first-generation entrepreneurs in China owe their success to their extremely strong and intrinsic desire for success. They serve as role models for the second-generation entrepreneurs, with a strong color of heroism.

The rise of the second-generation entrepreneurs in China is attributable to good business models, technology innovations, venture capital and going public overseas with innovation playing a critical role.

However, the birth of Chinese enterprises that are truly capable of "responding to global challenges with a global vision" relies on the emergency of third-generation entrepreneurs in the country, who should be business leaders with genuine global competitiveness.

One mission of Cheung Kong Graduate School of Business is to help transform the first- and the second-generation entrepreneurs into the third generation ones, and enable the third-generation entrepreneurs to respond to global challenges with global insights. Cheung Kong Graduate School of Business always works to overcome the disputes over issues of Chinese and Western academic styles and perceived differences between essence and phenomena, hoping to apply every piece of knowledge from all corners of the world to solve problems in China.

By November 2008, Cheung Kong Graduate School of Business had made substantial breakthroughs with its three core programs of EMBA, MBA, and Executive Development. It has enrolled a total of 2167 EMBA students, 310 MBA students, as well as some 10,000 participants in Executive Development programs. Cheung Kong Graduate School of Business students and alumni are now integral to China's economic and social development, saving no effort in their respective lines of business for prosperity and progress of the country.

## 2.2.2 商学院合作与竞争

我们以为，教育机构是观念的创新和交流的重镇。为中国商业社会引入新的观念和教育机会，为中国企业家创造与世界对话的机会，把中国的商业实践介绍给世界，也是长江商学院对中国社会进步的贡献所在。

此外，一所教育机构的灵魂是其全职的、世界级的教授队伍。长江商学院也一直把组建自己的世界级教授队伍视为“重中之重”。

凭借“教授治校”的优越体制，长江商学院已经成功聚集了一支以华人为主、全职的世界级教授队伍。他们均曾任教于欧、美和亚洲的世界著名商学院，不仅通晓西方管理理论，得到国际学术界的广泛认同，而且深入了解了中国及大中华地区的管理实践。这一教授阵容的整体实力和个人实力，不仅在国内独一无二，在整个亚太地区也不多见。

我们深知，为实现“全球新一代商学院”的目标，不仅要大量的世界级管理学教授吸引到长江商学院这一平台上来，而且还要积极与海外一流的商学院及企业建立广泛的战略联盟，充分利用国外管理教育的优势资源，营造国际化的校园氛围和学习环境。

为此，长江商学院不仅有针对性地开设了中国企业国际化的有关课程，还相应安排学员赴国外知名商学院听课和对知名企业进行考察。凭借世界级的教授队伍，以及原创性、前瞻性、实用性，甚至颠覆式管理新思想，长江商学院EMBA、MBA和长江高层管理教育项目目前已跻身中国乃至亚洲领先行列，并与世界顶级商学院建立了广泛的合作关系。

为此，长江商学院不仅有针对性地开设了中国企业国际化的有关课程，还相应安排学员赴国外知名商学院听课和对知名企业进行考察。例如EMBA课程安排学员赴美国或欧洲著名商学院和企业的国际商务考察学习周；MBA项目与美国一流商学院建立了学生交换关系，合作院校中有排名第一的宾夕法尼亚大学沃顿商学院和北卡罗纳大学Kenan Flagler商学院MBA项目。

2008年，欧、美、亚的知名企业均留下了长江学子的考察足迹，与欧洲工商管理学院和美国哥伦比亚大学商学院合作的“中国企业CEO课程”持续开展并取得不俗效果。“中国企业CEO课程”自2006年首次开设以来，已成功三度携手世界顶级商学院，并帮助100余名中国领袖企业家以全球视野掌控全球及行业发展趋势，其中包括傅成玉、郭广昌、马云、江南春等中国经济的风云人物。“中国企业CEO课程”以其世界一流的教授、高端的课程设置、全球视野的管理思维，让学员受益匪浅。

“金融CEO课程”于2007年正式创设，由长江携手哥伦比亚商学院及伦敦商学院特别推出，期望在经济全球化的背景下，全力协助中国金融领域具有代表性的企业高层管理人员，解读和把握中国未来金融业发展的机遇和挑战，增强金融企业综合竞争力和抗风险能力。该课程创办伊始即吸引了数十位来自华泰证券、申银万国等国内知名金融机构的“一把手”参加学习，2008年更是受到了金融行业高管的热捧。

全球化的商学院联盟也为国际著名商学院更深入地了解长江商学院和中国企业搭建了桥梁与平台，为缩小东西方差距、帮助世界了解中国、促进中西方经济和文化的交融打开了一扇窗口。

## 2.2.2 Cooperation and Competition among Business Schools

We believe that educational organizations are key platforms for creation and exchange of new ideas. Cheung Kong Graduate School of Business has contributed to China's social progress by introducing new ideas and educational opportunities to the country's commerce sector, providing opportunities for local entrepreneurs to have dialogue with the outside world, as well as introducing China's commercial practice to the world.

The real strength of an educational organization lies in its full-time workforce of world-class professors. Cheung Kong Graduate School of Business always gives top priority to the establishment of its own team of such professors.

With its superior system of "School Governance by Faculties," Cheung Kong Graduate School of Business has successfully built a full-time workforce of world-class professors most of whom are Chinese. Having taught in renowned business schools in Europe, the U.S., and Asia, they not only are widely recognized by the international academic community for their insights on western management theory but also have a thorough understanding of management practices in Greater China. The collective and individual competence these professors is unrivaled in China and rarely seen in other parts of the Asia-Pacific region.

We have realized that it takes more than a team of world-class professors of management to turn Cheung Kong Graduate School of Business into a "new-generation business school with global visions." We also need to develop extensive and strategic partnership with first-class business schools and enterprises abroad to make full use of foreign resources in management education and create an internationalized campus atmosphere and learning environment.

To this end, Cheung Kong Graduate School of Business opened selected programs on internationalization of Chinese enterprises, and sent its students abroad for modular courses in respectable business schools and academic visits to renowned enterprises. Thanks to its world-class professors and their managerial thoughts which are original, forward-looking, practical and sometimes even revolutionary, Cheung Kong Graduate School of Business now ranks among the top few in China and other parts of Asia with its programs of EMBA, MBA, and Executive Development, having established extensive cooperative relations with tier-1 business schools throughout the world.

For instance, the EMBA program arranges a week-long business study tour for its students to visit well-known business schools and enterprises in the United States or Europe; the MBA program exchanges its students with top American business schools such as the Wharton Business School of Pennsylvania University which is ranked world No.1, and MBA Program at Kenan Flagler Business School of North Carolina University which is ranked world 13th.

In 2008, Cheung Kong Graduate School of Business students have visited renowned enterprises in Europe, America, and Asia. The "China Corporate CEO Program" in partnership with the INSEAD and the Business School of Columbia University continued to deliver remarkable results. For three times since its inception in 2006, this Program has successfully worked with top business schools in the world to help more than 100 leading Chinese entrepreneurs such as Fu Chengyu, Guo Guangchang, Ma Yun, and Jiang Nanchun to master the development trends of the global economy and various industries with global visions. Students of this Program have benefited substantially from the world-class professors, the quality program layout, and the insight of global visions and managerial thoughts.

The "Financial CEO Program", officially introduced in 2007 through cooperation among Cheung Kong Graduate School of Business, Columbia Business School, and the London Business School, expects to enable senior executives at leading financial firms in China to understand and cope with opportunities and challenges in the country's financial sector against a backdrop of economic globalization. This Program aims to improve the overall competitiveness and risk management of local financial firms. Since the very beginning, it had attracted dozens of ranking officials from best-known Chinese financial organizations such as Huatai Securities, and Shenyin & Wanguo Securities. In 2008, this Program became even more popular among senior executives from China's financial sector.

The global alliance of business schools provides a platform for internationally prestigious business schools to deeply understand Cheung Kong Graduate School of Business and enterprises in China. It also enhances mutual understanding between the East and the West by helping foreigners better understand China and facilitating economic and cultural exchanges between China and other countries.

### 2.2.3 商学院的校友网络

一直以来，长江商学院以其校友间独特的“超团队精神”在中国商界闻名。作为一批高端企业管理者的“聚集地”，我们的社会责任意识也通过他们在持续传递。

我们认为，商业的存在除了创造繁荣和就业机会，最大的作用是服务人类的需求。企业本身虽然要为股东谋取利润，但仍应坚持“正直”、“诚信”为企业的固定文化和企业长远发展的最好根基。一个没有灵魂、没有道德、没有良知的企业家始终难成大器，所以企业家应该具有一定的使命感、责任感并努力坚持正途，这样做才可以取得更高层次的成就。每一个长江学员从入学的那一天起，就浸润在这种理念之中。

长江期望她的每一个学员不仅是物质财富的创造者，更是“为天地立心，为生民立命，为往圣继绝学，为万世开太平”精神的秉持者，是能够为中国和谐社会的建设，为中国的和平崛起，为世界的文明和进步作出贡献的有担当的人。

2008年，长江商学院先后成功举办了“三亚年度论坛”，多场“长江管理前沿论坛”以及以聚焦艺术品投资、房地产市场和企业营销等不同领域的学术论坛，不仅给近万

名企业家和社会公众带来了长江人面对全球化危机的最新思考，长江教授分析大势，把握大局，指明方向的“取势、明道、优术”的学术理念，也得以广泛传播。

作为中国第一所实行“教授治校”体制的商学院，“长江商学院教授”群体已经成为一个独特的标识。他们不但潜心于各自领域的学术研究，还正与当下中国的热点经济事件和管理故事紧密联系在一起，出现在媒体报道、电视访谈、博客、播客、视频等形式的各种媒体中。他们的声音已成为瞬息万变的全球经济事件最有力的注脚。

### 2.3 灵活优越的管理体制：教授治校

长江商学院深谙世界知名院校成功规律，在创办之初即提出教授治校，目前是国内第一所也是唯一一所实行教授治校而非行政治校体制的商学院。

在这一体制下，长江商学院的重大决策均由核心教授组成的委员会来决定，其中包括所有学术活动、重要的人事和项目等重大决策。这种制度不仅确保了教授们有灵活施展其学识才华的宽松平台，而且可以充分发挥教授的管理才干。

这支优秀的教授团队，已成为学院持续发展最为重要的差异化战略之一。他们凭借所学，一直在深入了解中国及大中华地区的管理实践，逐步形成了对中国管理实践行之有效的新视野、新思路和新对策。

截至2008年底，长江商学院共拥有24位常驻教授和20余位访问教授，几乎全部为华人。他（她）们均来自于哈佛大学、斯坦福大学、沃顿商学院、加州大学伯克利分校、加州大学洛杉矶分校、纽约大学、欧洲商学院等欧、美、亚地区的世界著名商学院，并全部拥有各自领域的博士学位。他们回到中国，看重的不仅是这里作为世界重要新兴经济体之一的研究乐土，同时，也是对长江商学院立志成为“全球新一代商学院”的恢弘梦想深表认同。

### 2.2.3 Business Networking among Alumni

Cheung Kong Graduate School of Business is known in the China's business community for its unique "super teamwork" among its alumni. As a "rally point" of high-end corporate managers, Cheung Kong Graduate School of Business has promoted awareness of social responsibility among its students.

Apart from creating social prosperity and employment opportunities, the most important function of the commerce sector is to satisfy people's needs. Despite its goal of making profits for its shareholders, an enterprise should still hold "integrity" and "honesty" as the core of its corporate culture and the foundation for long-term development. Cheung Kong Graduate School of Business believes that an entrepreneur with no soul, ethics or conscience is destined to fail. An entrepreneur will succeed only if he or she has a sense of mission and responsibility as well as the perseverance to stick to it. Every student at Cheung Kong Graduate School of Business is well reminded with such philosophy at the first day of his or her enrollment.

Cheung Kong Graduate School of Business wants every one of their students to not only create material wealth but also practice the belief of "living a life for others, with inheriting knowledge from the past, and generating peace and prosperity for thousands of generations." They should be people of courage and responsibility who contribute to the construction of a harmonious society, the peaceful rise of China as well as the civilization and progress of the world.

In 2008, Cheung Kong Graduate School of Business successfully hosted the "Sanya Annual Forum," several sessions of "Cheung Kong Graduate School of Business Management Frontline Forums" and other academic forums focusing on artistic collection investment, real estate market, and corporations marketing. These events not only presented the latest thoughts of people at Cheung Kong Graduate School of Business on the global crisis to some 10,000 entrepreneurs and the public but also enabled Cheung Kong Graduate School of Business professors to disseminate their academic philosophy of "mastering the trends, understanding the theories, and optimizing the skills" through their lectures.

Cheung Kong Graduate School of Business professors have become a unique symbol of the School as it pioneers the system of "School Governance by Faculties" in China. In addition to their devotions in academic research, these professors united management cases with present 'hot' issues in economic activities and spread their voices via news coverage, TV interviews, blogs, web casts and other video contents. Their voices have become convincing footnotes to the drastical changes of the global economy.



### 2.3 Flexible Administrative System: School Governance by Faculties

Cheung Kong Graduate School of Business profoundly understands the reasons behind the success of prestigious schools in the world, and has been practicing "School Governance by Faculties" since its early days. It is now the only school of its kind that practices "School Governance by Faculties" instead of "School Governance by executives."

Under such a system, a committee that is comprised of core professors in Cheung Kong Graduate School of Business shall make all key decisions at the School including academic activities, important HR arrangements and teaching programs. This system not only ensures a flexible platform for professors to contribute their wisdom but also makes full use of managerial competence of the faculties.

Such a team of outstanding professors has become one of the most important differentiating strategies for sustainable development of the School. Drawing on their own expertise, these professors are seeking in-depth understanding of management practices in Greater China, and have progressively developed new insights, thoughts and solutions applicable to managerial practices in China.

By the end of 2008, Cheung Kong Graduate School of Business has a total of 24 full-time professors and over 20 visiting professors almost all of who are Chinese. They came from globally well recognized business schools such as Harvard University, Stanford University, Wharton Business School, University of California - Berkeley, University of California - Los Angeles, New York University, and INSEAD, each with a PhD in their respective academic interests. They returned to China not only to seek a paradise of academic research in an important emerging economy but also to join Cheung Kong Graduate School of Business in pursuing its dream of becoming a "new-generation business school with global vision."



### 3. 善尽教育责任

## Shouldering Responsibility of Education

“取势、明道、优术”是长江商学院深刻反思国际与国内企业的发展历程而提炼出来的核心理念：

取势，审时度势，把握中国及世界发展大势，具备清醒的自我认识、开放的全球视野、强烈的危机意识和高瞻远瞩的眼光；

明道，结合中国博大精深的管理之“道”及中国企业的发展现状和特殊性，掌握在全球范围内进行资源整合，在全球市场竞争中搏击并胜出的商学新道；

优术，以古鉴今，深刻理解中西方文化内涵，虚心学习并在此基础上创新西方先进的管理之“术”，做到洋为中用，古为今用。

长江商学院的目标是，为中国培养世界级的商界领袖，开创新的知识领域，促进管理理论与实践的发展，努力使学院成为亚洲领先的商学院，并在10年之内进入世界一流商学院之列。

“Mastering the Trends, understanding the Theories, and optimizing the Skills” is the core philosophy of Cheung Kong Graduate School of Business, derived from our in-depth analysis on the development of overseas and domestic enterprises.

Mastering the Trends: One should thoroughly evaluate current conditions to predict future trends of development in China and beyond; be armed with honest self-evaluation, open and global visions, sharp awareness for crisis, and forward-looking insight.

Understanding the Theories: One should associate rich and delicate management theories from ancient China with a special emphasis of corporate development in China today, and understand the new business theories for integration of global resources to succeed in global market competitions.

Optimizing the Skills: One should compare present cases with those in the past from both China and abroad for more in-depth understanding. Learn with an open mind; draw on advanced management skills from abroad for local application.

It has been Cheung Kong Graduate School of Business's goal to foster world-class business leaders for China, open up new fields of knowledge, and facilitate development in management theory and practices. Cheung Kong Graduate School of Business aims to become a leading business school in Asia and rank among the world's first-class business schools by the end of its first decade.

“取势、明道、优术”是长江商学院深刻反思国际与国内企业的发展历程而提炼出来的核心理念。

*mastering the Trends, understanding the Theories, and optimizing the Skills*



Message from the Dean  
陈永致

Our View on Social Responsibility  
社会责任，我们的观点

Shouldering the Responsibility for Education  
善尽教育责任

Fulfilling our Social Responsibility  
善尽社会责任

Philanthropy and Global Vision  
慈善事业与全球视野

Looking into the Future  
展望未来

About Us  
关于我们

### 3.1 独特的商学院管理之道： 取势、明道、优术

#### 取势：全球发展战略

长江商学院的10年发展计划可分为“3-4-3”三个阶段：

2003年—2005年：第一阶段的战略目标是，实现中国和世界的无缝对接。长江要拥有自己的世界顶级教授团队，形成自己独特的学院文化，建立校友会。

2006年—2010年：第二阶段，长江不仅要加强与全球经济新兴势力的沟通，更要重点加强与印度、日本、韩国、东盟及俄罗斯等国家和地区的联系，建立泛亚洲的商学院体系。同时，还要启动美、欧、亚“三国演义”战略，不断扩大长江商学院的影响范围。

2010年—2013年：长江将进入10年计划的最终阶段——洲际整合。在这个阶段中，长江商学院将进一步寻求整合更高端的全球商学院资源，进入全球顶尖商学院行列。

如今，在通向全球10强之路上，长江商学院的行程已过半。长江商学院一直看重“取势全球”的意义。因为，只有赢世界，才可能赢中国。

#### 明道：注重人文精神

我们认为，打造世界一流商学院最难的不是如何去挖掘顶级的教授，也不是如何抢夺生源，亦不是如何设置出与众不同的课程，更不是如何去吸引企业家的投资，而是如何整合所有资源。

商业文明要注入人文精神。要想实现与全球的无缝对接，除了课程设置和人员配备，对文化理念、宗教信仰等的互相理解也越来越受到重视。现在所有商学院的教育，都是围绕管理本身进行，很少考虑到宗教、文化、社会等非商业因素。

在长江商学院看来，真正的高手过招往往是深厚“内功”的比拼。因此，长江商学院率先把人文内容引进到管理课程，因为“我们的学生是人，而不是经济动物。”长江商学院成立长江人文委员会，并邀请到世界新儒学大师杜维明担任该委员会主席，负责世界人文与管理课程。我们深信，只有在真实世界中认识、理解世界，世界才会为我所用。

#### 优术：管理思想的创新

如果仅仅是站在中国看世界，以中国应对世界，那么在全球一体化的今天，当今的跨国公司已经一步步地实现以全球应对全球的资源整合能力，从中国看世界视野的局限性会越来越大。世界顶级商学院之间的竞争，就是其管理思想的竞争。在长江商学院，最常被提起的一句话就是“站在月球上看地球”。

处于弱势地位的本土企业要实现主流行业的突破，必须站在新的高度，从新的视野来探讨颠覆的新战略与战术。单纯的比较和模仿不能成就新理念的形成，要想超越前人，必须跳出当前流派与领域的概念，集世界之大成后达到新的高度。

国外商学院因身处主流市场，相对注重研究现代跨国企业在主流市场（例如美国）的竞争与合作模式，我们把这种西方管理思想的精髓战法叫做“阵地战”。而长江商学院则以新兴市场为立足点，提出了“游击战”的概念。

### 3.1 Unique Philosophy in the Administration of Business Schools: Mastering the Trends, Understanding the Theories, and Optimizing the Skills

#### Mastering the Trends:

##### Strategies for Global Development

Cheung Kong Graduate School of Business's 10-year development plan is divided into three phases:

2003 - 2005: Strategic goal for the first phase was to realize seamless connection between China and the rest of the world. Cheung Kong Graduate School of Business was expected to build its own team of world-class professors, develop its unique campus culture and establish its association of alumni.

2006 - 2010: In the second phase, Cheung Kong Graduate School of Business is expected to strengthen its ties with countries and regions like India, Japan, Korea, ASEAN, and Russia to establish an extensive business school partnership across Asia. Meanwhile, the School is expected to initiate the "America-Europe-Asia Triangle Strategy" to steadily expand its influences.

2010 - 2013: Cheung Kong Graduate School of Business is about to enter the final stage of its 10-year plan - intercontinental integration - during which the School will further mobilize resources at top global business schools to become a leading business school in the world.

Cheung Kong Graduate School of Business has now finished more than half of its journey to be one of the top ten global business schools. The School has always attached great importance to "mastering the global trends" because winning the world is the only way to win in China.

#### Understanding the Theories:

##### Emphasis on Humanistic Spirits

The most difficult task in building a first-class business school in the world is not the search for top professors, taking in smart students, designing a unique curriculum, or to lure commercial investments. Instead, it is the task of integrating all these resources.

Commercial civilization needs humanistic spirits. Global integration requires more than just an academic program setup and faculty alignment. More and more importance have been attached to mutual understanding in

terms of culture, philosophy and religious belief. Almost all business schools today are focusing on management itself and paying little attention to non-commercial factors such as religion, culture, and other social issues.

From the view of Cheung Kong Graduate School of Business, we sincerely believe that high-level market competition truly tests one's overall competence. Hence, the School has introduced humanistic content into its management program simply because "our students are human instead of economic animals." Cheung Kong Graduate School of Business has inaugurated a Humanities Commission headed by Du Weiming, a globally renowned maestro in New Confucianism. We believe that we are able to tap into the global market only if we are able to understand it in a real sense.

#### Optimizing the Skills:

##### Innovations in Thoughts for Management

In face of a globalized economy in which multinational corporations are already capable of integrating global resources with global insights, our visions will be further narrowed down if we only view the world from a Chinese perspective. The essence of competition among top business schools in the world lies in their thoughts of management.

Disadvantaged Chinese enterprises must set out to seek revolutionary strategies and tactics from a much-elevated foothold if they want to make breakthroughs in the mainstream economic sectors. Simple copycat would not lead to new ideas. Anyone who looks to outdo his or her predecessors must go beyond current schools of thoughts and concepts and reach a new height with thorough understanding of all the available information in the world.

In mainstream markets (like the United States), overseas business schools devote more of their energy to researching the models of competition and cooperation among modern multinational corporations.

Cheung Kong Graduate School of Business has noticed the huge difference between competition platforms of modern multinational



在长江商学院看来，现代跨国企业与在中国占主导地位的国企、民企在竞争平台上有很大差别。目前发达市场早已被瓜分完毕，各大企业都在整合新兴市场以修炼全球应对全球的能力。对于中国的国有企业和民营企业而言，要应对跨国企业几十年运营经验的累积与沉淀，只有拥有新的视野，站在新的高度，才能与之抗衡。只有把中国经济整合到全球经济中去，才有可能掌握撬动世界的杠杆。

在创办院长项兵教授的领导下，长江商学院在教学思维上有了诸多颠覆性的创新：它不是单纯地培养“大师”，而是从思想上对旧有的模式进行了一些改变；它聚焦新兴市场，提出国企和民企应把思考方式从“以中国应对世界”变成了“以全球应对全球”，并努力培养一批真正具有国际视野、卓越领导力、社会责任感和人文精神的商业领袖。

### 3.2 对中国商学院教育的影响

长江商学院一直强调全球视野，没有中国与世界之分。我们更希望走出“第三条路”，超越中西之分。

长江商学院拥有一批真正对全球企业的问题有相当深入了解的华人教授，经过6年的沉淀，对于新兴市场 and 全球市场的无缝对接，长江商学院已经走在世界商学院前列。

长江商学院拥有全球最高端的企业家学员，并以自己的世界级教授队伍、领先全球的原创管理思想帮助他们进军世界，同时也为其提供中国最有影响力的交流平台。优秀的学员与强大的校友网络一直是长江商学院的宝贵财富，长江商学院倡导的人文精神与超团队文化，不但对于提升企业家群体人文素养至关重要，对中国商业社会发展也不可或缺。在西方商学院强调跨文化交流的“套路与技巧”时，我们已经开始注重人文内功的修炼和培养。

在李嘉诚(海外)基金会的鼎力支持下，“在中国创办一所世界级的商学院”的梦想召唤下，一大批活跃于世界舞台的具有国际一流水平的管理学教授纷纷回国加盟长江，成为常驻教授。他们不仅在学术研究方面有建树，而且得到国际学术界的广泛认同，还拥有在世界著名商学院的教学经验；他们不仅通晓西方管理理论精髓，而且大都从事过中国的管理教学和中国管理问题的课题研究、案例开发和项目咨询，与中国企业界保持着密切的联系。

这支教授团队加盟长江商学院是长期、永久和战略性的选择；他们“传道、授业、解惑”的内容，不是西方理论的生搬硬套，而是扎根于中国，以中国企业正面临和亟待解决的问题为研究对象。这支教授团队能够做到真正把西方理论为根基的管理教育与中国企业所面临的实际问题实现有机融合，这是长江商学院能够提供真正意义上的中西贯通的世界级管理教育的有力保障，我们称之为“四通”教授，即“通国际、通中国、通理论、通实践”。

加盟长江后，他们对中国经济发展中的各种问题仍以其独到的视野和角度保持着持续关注。仅2007年，长江教授在高端财经类媒体发表专栏或文章达60余篇，总字数超过17万字，接受各类专访及媒体报道逾40篇，总字数约9.2万字。据不完全统计，2008年至今，长江教授在高端财经类媒体发表专栏或文章达百余篇，总字数近40万字。

enterprises and those of leading state-owned enterprises and private companies in China. Having secured their shares of developed markets, major overseas companies are integrating emerging markets to foster their own capability to respond to global challenges. State-owned enterprises and private firms in China, however, have no other choice but to adopt new visions to compete with overseas multinationals which can bank on their decades of operational experiences. China is only able to mobilize global resources by integrating itself into the world economy.

Under the leadership of Prof. Xiang Bing, the Founding Dean, Cheung Kong Graduate School of Business has revolutionized its teaching philosophy: the School aims not only to foster a number of "Masters" in management but also to reshape existing ideas; it focuses on emerging markets and calls on local enterprises to shift their managerial style from "responding to global challenges with resources in China" to "responding to global challenges with global resources"; it works to foster a new generation of business managers with true international visions, extraordinary leadership, strong sense of social responsibility and rich humanistic spirits.

### 3.2 Influences on Business School Education in China

Cheung Kong Graduate School of Business puts a lot of emphasis on its global vision and sees no boundary between China and the rest of the world. We hope to find the "the third path" that circumvents the divide between Chinese and Western approaches of studies.

Cheung Kong Graduate School of Business boasts a group of Chinese professors with in-depth knowledge on global corporate governance. The six years of hard work has placed Cheung Kong Graduate School of Business at the forefront of researches on integration between emerging markets and the global market.

Cheung Kong Graduate School of Business has a student body comprised of the most brilliant entrepreneurs in the world. Guided by a team of world-class professors and their original thoughts for management, these entrepreneurs are expanding their business around the world. The School boasts one of the most influential platforms for exchanges in China. Outstanding students and a powerful alumni network have always been a key part of Cheung Kong Graduate School of Business's success. The humanistic spirits and super-teamwork culture advocated by Cheung Kong Graduate School of Business are critical to improving humanistic quality in the entrepreneurs and indispensable to development of China's commerce sector. While Western business schools are still emphasizing "approaches and tactics" of cross-culture exchanges, Cheung Kong Graduate School of Business has already shifted its focus to the development of humanistic quality among its students.

Thanks to the support of the Li Ka-Shing (Overseas) Foundation, a number of first-class professors of management have joined Cheung Kong Graduate School of Business as their full-time faculties to deliver the great dream of "building a world-class business school in China." They are widely recognized in the international academic community for their achievements and have rich teaching experiences in global prestigious business schools. Armed with deep insights on western management theories, most of them have been engaged in management education, research, case writing, and project consulting in China with close relation to local enterprises.

Cheung Kong Graduate School of Business has been a permanent and strategic choice for this team of professors. What they teach is not a "photocopy" of theory from the West; instead they base their research on real problems faced by local enterprises. This team of professors can effectively marry western theory-based management education with real problems that Chinese enterprises face. This team guarantees Cheung Kong Graduate School of Business's ability to provide world-class management education that can genuinely integrate know-how from both the East and the West. They are professors with expertise on internationalization, China, management theory and practice.

After joining Cheung Kong Graduate School of Business, these professors continue to closely observe all sorts of problems in China's economic development from unique angles. In 2007 alone, Cheung Kong Graduate School of Business professors published more than 60 articles with over 170,000 words on high-end financial news media. Furthermore, they were interviewed in more than 40 news stories containing over 92,000 words. So far in 2008, Cheung Kong Graduate School of Business professors have published more than 100 articles on high-end financial news media containing nearly 400,000 words.

通过自己的学术智慧与洞见，长江教授已经在国内高端媒体如《经济观察报》、《第一财经日报》、《21世纪经济报道》、《南方周末》等中建立了极好的声誉与口碑。在各项新法规或政策出台之时，在国内外经济形势发生变化之时，长江教授保持高度关注，积极发表观点，为中国宏观经济政策建言，为中国商业实践指路，为中国社会贡献知识和智慧。

### 3.2.1 立足本土的学术研究

当今世界经济格局下，中国企业的成功绝不能简单复制西方企业的管理经验和模式。世界顶级商学院之间的竞争主要是管理思想的竞争，最为关键的是要产生以自主研究为基础的对管理实践有重大影响的新思想。

长江商学院将以大中华地区的新兴市场为立足点，锁定中国企业目前及将来可能面临的重大挑战，投入大量的研究资源，帮助民族企业“取势、明道、优术”，研究和开发新兴市场的特点和战法，有效结合“游击战”（中国特色的管理模式）和“局部阵地战”（西方管理的精髓）战法，形成中国企业自己的“镇山之宝”。在这一点上，长江商学院要成为高端管理教育中新锐办学模式的创造者和领导者。

此外，长江商学院与中国乃至亚洲一些旗舰企业缔结成坚实的战略联盟，为学院教授提供实时研究与管理咨询的机会。同时，长江商学院的“中国企业管理研究中心”和“中国案例研究中心”每年各投入100万美元的力度，推动长江商学院发展成为中国企业问题研究的阵地，推动学院发展成为集原创性、前瞻性和应用性的管理新思想源泉。

成立于2003年的长江商学院案例研究中心提供的中国本土原创商业案例，是长江商学院的重要特色与核心竞争力之一，她是多种宝贵商业信息资源的“信息港”与“集散地”。长江中国管理研究院（CKRI）则秉承长江商学院“中西贯通”的办学理念，是集海内外一批知名专家教授、学者之智慧的高层次研究机构。

2008年9月，由美国德克萨斯大学达拉斯分校管理学院（UTD）发布的商学院研究成果排名，再次聚焦全球范围各大商学院教授团队的研究成果。该排名根据教授团队在过去5年间在24家主流学术刊物发表的论文进行统计。该排名始创自1990年。相关负责人认为，越来越多的商学院认为，“学术成果在学院发展中起着至关重要的角色。”根据美国德克萨斯大学达拉斯分校管理学院发布的商学院研究数据和方法，长江商学院已领先亚洲诸多商学院，逐鹿全球。

根据过去5年内商学院教授在24种国际权威学术期刊发表的学术论文次数，长江商学院已进入该名单10强之列（相关表单见下）。其中，根据终身教授在顶级学术期刊发表论文的人均平均数字位列全球第六名。

术业有专攻。长江商学院目前拥有的数十位常驻教授分属市场营销、经济学、组织与战略、会计学、运营与物流、金融与财务和人文与管理等七大研究领域。我们有理由相信，正因这些长江教授根植于大中华地区的土壤，针对中国企业管理难题，他们以全球视野开展的研究，必将继续产生具有前瞻性、实用性、革命性的原创管理思想，这些学术智慧也将不断出现在国际权威学术刊物中。

Their academic wisdom and insights have earned, Cheung Kong Graduate School of Business professors high reputation among top Chinese news media such as the Economic Observer, the First Financial Daily, the 21st Century Economic Report, and the South China Weekend. Cheung Kong Graduate School of Business professors always keep a close eye on the latest development of legislation or regulation as well as new changes in the domestic and global economic situation. They are active to give their opinions or suggestions on China's macroeconomic policies and business practice, and contribute their knowledge and wisdom to social progress.

### 3.2.1 Academic Research into Local Business Circumstances

Under the current world economic situations, Chinese enterprises can no longer succeed by simply copying management experiences and models from their western counterparts. Competition among global top business schools rests on competition of their management thoughts, particularly new thoughts based on independent research that can exert huge influence on managerial practices.

Based on the emerging markets of Greater China, Cheung Kong Graduate School of Business has devoted much of its research capacity to challenges that Chinese enterprises face or will face in the near future, aiming to help local enterprises “Master the Trends, understand the Theories, and optimize the Skills.” Taking into consideration the characteristics of emerging markets, they develop tactics that can effectively combine management models unique to China with practices in western management. In this regard, Cheung Kong Graduate School of Business vows to become a pioneer and leader in developing innovative high-end management education.

In addition, Cheung Kong Graduate School of Business has established strategic alliances with flagship enterprises in China and other parts of Asia in an effort to provide its professors with opportunities for real-time research and management consulting. The “China Corporate Management Research Center” and the “China Case Research Center” at Cheung Kong Graduate School of Business, each will invest up to one million US dollars every year to make the School both a research base for studying Chinese enterprises and a source of new management thoughts known for its originality, forward-looking visions, and practicality.

The original business cases developed at the Cheung Kong Graduate School of Business Case Research Center (founded in 2003) has been an important feature and source of core competitiveness of Cheung Kong Graduate School of Business. The School now serves as a portal and hub for many valuable business information resources. The Cheung Kong Research Institute (CKRI) has adopted the School's administrative philosophy of “convergence of knowledge from both China and beyond,” and is now a paradise for advanced research that attracts renowned experts, professors, and scholars from all over the world.

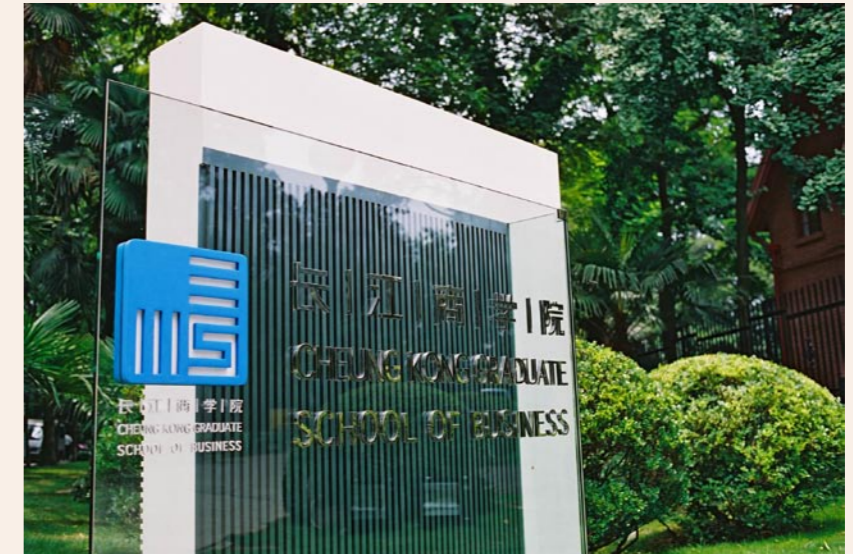
The ranking list on research achievements released in September 2008 by the School of Management, University of Texas – Dallas (UTD) has focused on research competence of professors at all leading business schools. This list, first issued in 1990, is compiled according to the number of papers that professors of these schools have published on 24 key academic journals over the past five years. The compiler of the list noted that more and more business schools believed that “academic achievements play a critical role in the development of their schools”. According to the data and methodology announced by the School of Management, UTD, Cheung Kong Graduate School of Business is already a leading Asian business school and will compete for global leadership.

Judged by the number of papers that their professors published on aforementioned journals, Cheung Kong Graduate School of Business ranks among the top 10 (please refer to the following table). And the School also ranks sixth in terms of the average number of papers published by tenured professors on leading academic journals.

Full-time professors at Cheung Kong Graduate School of Business are specialized in seven sectors including marketing, economics, organization and strategies, accounting, operation and logistics, financial affairs, and humanity management. We have all reasons to believe that professors at the School will continue their research with global visions and develop forward-looking, practical, and revolutionary management thoughts. Besides, they will continue to spread their academic wisdom through papers published on international academic journals.

## Top Worldwide Business Schools Based on Research Contributions (2003-2007)

University	Faculty (From Business Week)							Country
	full-time	Average Articles	Average Score	Adjunct or Visiting	full-time & Adjunct or Visiting	Average Articles	Average Score	
<b>Duke University</b> <i>(The Fuqua School of Business)</i>	118	1.69	0.890678	30	148	1.34	0.710135	USA
<b>University of California at Los Angeles</b> <i>(Anderson School of Management)</i>	94	1.37	0.771915	10	104	1.24	0.697692	USA
<b>Stanford University</b> <i>(Graduate School of Business)</i>	125	1.26	0.68024	6	131	1.21	0.649084	USA
<b>Massachusetts Institute of Technology</b> <i>(Sloan School of Management)</i>	130	1.22	0.678462	11	141	1.13	0.625532	USA
<b>University of Minnesota at Twin Cities</b> <i>(Carlson School of Management)</i>	105	1.27	0.693524	12	117	1.14	0.622393	USA
<b>Cheung Kong Graduate School of Business</b>	19	1.37	0.587895	16	35	1.37	0.62	CHINA
<b>Pennsylvania State University at University Park</b> <i>(Smeal College of Business)</i>	89	1.52	0.816629	33	122	1.11	0.595738	USA
<b>University of Chicago</b> <i>(Graduate School of Business)</i>	123	1.29	0.804065	49	172	0.92	0.575	USA
<b>University of Maryland at College Park</b> <i>(Robert H. Smith School of Business)</i>	138	1.22	0.682609	36	174	0.97	0.541379	USA
<b>Emory University</b> <i>(Goizueta Business School)</i>	79	1.25	0.667468	19	98	1.01	0.538061	USA
<b>University of Washington at Seattle</b> <i>(Business School)</i>	56	1.75	0.897857	40	96	1.02	0.52375	USA
<b>University of Michigan at Ann Arbor</b> <i>(Ross School of Business)</i>	141	1.21	0.658227	42	183	0.93	0.507158	USA
<b>Harvard University</b> <i>(Harvard Business School)</i>	197	0.84	0.517005	10	207	0.80	0.492029	USA
<b>Michigan State University</b> <i>(The Eli Broad College of Business)</i>	108	0.96	0.535	12	120	0.87	0.4815	USA
<b>London Business School</b>	88	1.13	0.598636	31	119	0.83	0.442689	UK
<b>University of Pennsylvania</b> <i>(The Wharton School)</i>	240	1.26	0.705167	143	383	0.79	0.44188	USA
<b>Columbia University</b> <i>(Graduate School of Business)</i>	116	1.54	0.853621	116	232	0.77	0.42681	USA
<b>University of Illinois at Urbana-Champaign</b> <i>(College of Business)</i>	108	0.96	0.531852	33	141	0.74	0.407376	USA
<b>University of Texas at Austin</b> <i>(McCombs School of Business)</i>	150	1.09	0.589867	73	223	0.74	0.396771	USA
<b>Carnegie Mellon University</b> <i>(Tepper School of Business)</i>	95	1.08	0.543684	37	132	0.78	0.391288	USA
<b>University of North Carolina at Chapel Hill</b> <i>(Kenan-Flagler Business School)</i>	104	1.14	0.565192	52	156	0.76	0.376795	USA
<b>University of Texas at Dallas</b> <i>(School of Management)</i>	125	0.76	0.442	27	152	0.63	0.363487	USA
<b>University of Florida</b> <i>(Warrington College of Business)</i>	135	0.70	0.397037	18	153	0.62	0.350327	USA
<b>Indiana University at Bloomington</b> <i>(Kelley School of Business)</i>	139	0.72	0.380791	16	155	0.65	0.341484	USA
<b>INSEAD</b>	143	0.99	0.549161	90	233	0.61	0.337039	FRANCE
<b>New York University</b> <i>(Leonard N. Stern School of Business)</i>	218	1.03	0.534495	138	356	0.63	0.327303	USA
<b>Ohio State University</b> <i>(Fisher College of Business)</i>	108	0.94	0.46963	55	163	0.62	0.311166	USA
<b>USC (Marshall School of Business)</b>	219	0.63	0.372192	48	267	0.52	0.305281	USA
<b>Northwestern University</b> <i>(Kellogg School of Management)</i>	178	0.76	0.432753	81	259	0.53	0.297413	USA
<b>University of California at Berkeley</b> <i>(Walter A. Haas School of Business)</i>	80	1.24	0.643375	108	188	0.53	0.273777	USA
<b>University of Toronto</b> <i>(Joseph L. Rotman School of Management)</i>	169	0.49	0.288521	15	184	0.45	0.265	CANADA



### List of 24 Leading Journals

- The Accounting Review
- Journal of Accounting and Economics
- Journal of Accounting Research
- Journal of Finance
- Journal of Financial Economics
- The Review of Financial Studies
- Information Systems Research
- Journal on Computing
- MIS Quarterly
- Journal of Consumer Research
- Journal of Marketing
- Journal of Marketing Research
- Marketing Science
- Management Science
- Operations Research
- Journal of Operations Management
- Manufacturing and Service Operations Management
- Production and Operations Management
- Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly
- Organization Science
- Journal of International Business Studies
- Strategic Management Journal

### 3.2.2 中西贯通的创新课程

长江MBA、EMBA以及长江高层管理教育的开发均以学员的需求为出发点，结合国内的实际商业环境，借鉴世界著名商学院的课程设置，课程设计力求创新，同时切中当今中国及大中华地区企业所面临的实际问题。教学中所使用的案例既有西方成熟的公司典型案例，又有长江自行开发的国内企业的案例，对学员和企业具有很强的实用性和针对性。

2008年，凭借“取势、明道、优术”的全新理念、扎根中国并具全球视野的卓越师资、对新兴市场的独到研究，以及与世界顶级商学院的资源共享，长江商学院长江高层管理教育进一步完善了一套完整的课程结构，从顶级管理课程（如中国企业CEO课程）、高级管理课程（如总经理课程）到中高级职能课程；从综合管理课程到行业特设课程，切实帮助企业及其中高管（包括董事长、总经理等）掌握前沿的管理思想，更新思维模式，提升综合管理素质。

依靠新思想、新视野和新思维，长江商学院传道授业的同时，也让企业家学员掌握了通往未来的钥匙。这套思想目前既服务于中国顶级的企业，也在服务全球500强企业。

### 3.3 五大“差异化战略”的深入实践

创建六年多来，长江商学院一直向中国商业社会强调视野与境界创新的重要性。

在长江，强调“从月球看地球”，超越“平视和仰视”，在俯视与超越中国视野的全球视野下，重新审视探讨自我的发展与超越。视野的超越是战略超越的先决条件。

首先，在管理教育上，长江努力做到超越“中西之分，体用之争”，超越西方传统管理理念与中国管理实践相结合的传统思维，并探索一套能够引领全球管理教育的新理念，打造全球新一代的商学院。

其次，商学院逻辑的拓展。西方传统管理理念多专注于发达市场的阵地战与相关之“术”，长江商学院则注重“取势、明道、优术”的结合并专注研究新兴市场。这种思维是对传统管理思维的颠覆与超越。在这种新的思维下，长江商学院开商学院课程设置之先河，把人文（尤其是宗教和历史）课程系统地引入MBA、EMBA与长江高层管理教育等课程中。在西方商学院强调跨文化交流的“套路与技巧”的基础上，我们已经开始注重人文内功的修炼和培养。

### 3.2.2 Innovative Programs with Integrated Knowledge from Both China and beyond

All MBA, EMBA, and Executive Education at Cheung Kong Graduate School of Business are developed to meet students' practical needs and taught in the context of the actual business environment in China. Drawing from similar programs at other globally prestigious business schools, these programs integrate as many innovations as possible to address actual problems faced by Chinese enterprises. Cases cited in teaching include both typical ones of Western companies and those developed by Cheung Kong Graduate School of Business based on Chinese enterprises which are of particular value to students and enterprises.

Relying on its philosophy of “mastering the trends, understanding the theories, and optimizing the skills”, extraordinary faculties with Chinese minds and global visions as well as unparalleled expertise in emerging markets, and shared resources from other leading business schools in the world, Cheung Kong Graduate School of Business further improved the structure of its EXECUTIVE EDUCATION ranging from top management programs (such as China Corporate CEO Program), senior management programs (such as General Manager Program), to intermediate executive programs. The content of these programs also varies from comprehensive management to sector-specific customization, enabling enterprises as well as their senior executives (including chairpersons and general managers) to master pioneering management thoughts, update models of thinking, and enhance their overall competency.

With innovative thoughts, expanded visions and updated models of thinking, Cheung Kong Graduate School of Business helps its entrepreneur students to find keys to their future development. Such an approach is applicable to both top enterprises in China and their counterparts in the Fortune 500.

### 3.3 Practice of Five Major “Strategies for Differentiation”

Over the six years since its founding, Cheung Kong Graduate School of Business saves no effort in reminding Chinese businesspersons of the importance of innovations in visions and insights.

At Cheung Kong Graduate School of Business, we encourage students to “overlook the earth from the moon” and develop a “bird view” of China as well as the entire globe to review self-development. Upgraded visions are preconditions to superior strategies.

First, on management education, Cheung Kong Graduate School of Business has tried to go beyond the separation of Chinese and Western academic styles and differences between essence and phenomena. Based on the conventional thought of adapting Western management philosophy to management practices in China, the School has developed a set of new ideas to guide global management education and build a new-generation business school with global visions.

Secondly, Cheung Kong Graduate School of Business is extending the logic behind business schools. Traditional management philosophy in the West mainly focuses on developed markets as well as related tactics used in these markets. Cheung Kong Graduate School of Business adheres to its tenet of “mastering the trends, understanding the theories, and optimizing the skills,” putting an emphasis on emerging markets. This is a brand new style of thinking that overthrows and exceeds traditional management thoughts. Cheung Kong Graduate School of Business has taken the lead among all business schools to systematically introduce humanity courses (especially in religion and history) to its MBA, EMBA, and Executive Education. While Western business schools are still emphasizing “approaches and tactics”

第三，以全球应对全球，超越以中国应对世界的视野，是长江商学院2008年以来一直致力倡导并实践的一个新战略。我们把全世界的积累与经验都看成是可以为我所用的资源，在全球范围内寻找长江商学院发展的机遇、资源与解决方案。

第四，以“高举高打”战略，超越教学工厂与传声筒模式，通过原创的管理思想影响全球管理实践。长江商学院的影响力已不仅局限于中国本土管理教育界和企业界——我们提出了许多引领全球企业战略创新的原创管理理念。如“全球资源整合”、“链条对链条的竞争”等，这些理念已被IBM等诸多跨国公司在具体管理实践中所引用。

此外，长江所开设的中国CEO、韩国CEO、印度CEO等课程以及2008年开设的“跨国公司总经理课程”（China Country Manager Program）都取得了巨大成功，这些课程在全球范围内都属先例。这些项目的成功也证明，长江的原创管理理念是超越中国国界的，并在若干领域可以引领全球。

第五，长江始终把民族企业作为第一服务对象，前瞻性地研究民族企业发展的重大课题。我们充分认识到，改革开放30年来，中国经济发展取得了举世瞩目成就。预计在2008年中国GDP可能会超越德国而成为世界第三大经济体。但是，我们也意识到，中国企业“大而不强”的问题依然存在，特别是在跨国公司志在必得的主流行业，到目前为止民族企业还没有在主流发达国家市场取得重大突破。而在主流行业与主流市场实现面的突破，是中国构筑以中产阶级为核心的社会结构的先决条件，是构建和谐社会的经济基础。

有鉴于此，长江非常重视对中国民族企业的研究，我们关于中国民族企业应对全球竞争的颠覆式思维与战法的研究，对中国企业的管理实践产生了重大影响，被业界认为是源自本土的，对中国管理实践影响最大的原创思想。

在长江，我们一直用更宽广的视野与胸怀看待事业与生活。面对未来，我们深信不仅要具有全球竞争力，更要富有社会责任感与人文关怀，我们要更加用心尊敬人、尊敬环境。

### 3.4 率先引入人文管理教育

2006年，长江商学院率先在全球管理教育界引入人文课程，并成为全球第一家率先提出培养企业家“人文精神”的商学院。长江商学院为此特别成立人文委员会，由世界级新儒学大师杜维明教授担任主席，并力邀联合国“文明对话”五人组成员加入，系统介绍儒学、希腊哲学、佛学、基督教、伊斯兰教等轴心文明。长江期望为中国培养一批具备国际竞争力

of cross-culture exchanges, Cheung Kong Graduate School of Business has already shifted its focus to the development of humanistic quality among - its students.

Thirdly, Cheung Kong Graduate School of Business has adopted in 2008 the new strategy of responding to global challenges with global insights instead of responding to global challenges with Chinese insights. We regard all knowledge and experiences around the world as available resources and seek opportunities and solutions from all over the world for development of Cheung Kong Graduate School of Business.

Fourthly, Cheung Kong Graduate School of Business tries to seek global influence on management practice with original management thoughts. The influence of Cheung Kong Graduate School of Business is not only limited to the management education community and the corporate world in China. We also developed a number of management methods that has powered global corporate strategy innovation. Ideas such as “global resource integration” and “competition among industrial chains” have been adopted by IBM and other multinational corporations in their day-to-day management practices.

Moreover, the China Corporate CEO Program, the Korea CEO Program, the India CEO Program and the 2008 China Country Manager Program offered by Cheung Kong Graduate School of Business all turned out to be huge successes. These are all pioneering programs in their respective categories across the world. Their success shows that the management philosophy originated at Cheung Kong Graduate School of Business knows no national boundary and the School has taken the lead in many research disciplines.

Fifthly, Cheung Kong Graduate School of Business has taken local enterprises as its prime clients and made their development a key topic for research. China has made remarkable achievements over the three decades of reform and opening up. It is expected that China will replace Germany in 2008 to be the world's third largest economy. However, we also realized that few Chinese enterprises were able to get stronger while expanding in size, particularly in backbone industries. Chinese enterprises have yet to make breakthroughs in grabbing market shares in major developed countries. Such breakthroughs by a number of Chinese enterprises in key industries and in developed markets are indispensable foundation for China to develop a middle class-dominated social structure and build a harmonious society.

Therefore, we at Cheung Kong Graduate School of Business attached great importance to researches on local enterprises. Our revolutionary thinking about how Chinese enterprises can cope with global competition has exerted a huge impact on Chinese enterprises' management. These management thoughts are widely recognized as the most influential and original thoughts for managerial practices in China.

At Cheung Kong Graduate School of Business, we always look at career and life with broad visions and minds. To succeed in the future, we need not only global competitiveness but also a sharper sense of social responsibility and greater humanistic care for others. We need to show more respect for people and the environment around us.

### 3.4 Pioneer of Education in Humanistic Management

Back in 2006, Cheung Kong Graduate School of Business pioneered in introducing the humanities program and became the first business school to advocate “humanistic spirits” in entrepreneurship development. The School inaugurated the Humanity Commission, which is headed by Du Weiming, a globally renowned maestro in Neo-Confucianism, and includes members of the Group of Five for UN “Civilization Dialogue.” The Commission



和人文精神的商界领袖参与全球竞争，为中国商业社会的发展贡献人文精神的火种。

长江商学院院长项兵教授认为，亚洲的文明并非根植于基督教，但宗教力量的影响又是相当大的，因此要把伊斯兰教、印度教等加入研究，跳出商业看商业。要成为一流的商学院，一定要建立起有别于西方商学院所建立起来的竞争优势。

企业的竞争归根结底都是人文底蕴的竞争，是思想和理念的竞争。若想获得长远发展就需要发掘文化精髓，通过人文视角透视管理之“道”。人文精神已成为除营销策略、财务管控、创新能力等企业竞争优势之外的一种独特竞争力。通过相关课程，长江商学院期冀与企业家学员探讨在向世界级企业迈进的过程中，企业应如何通过历史、人文、宗教、多元文化等因素深层次的了解来构建独特的精神资源，提升人文竞争力。

### 3.5 与全球化下的中国经济共成长

长江商学院的定位是民族企业。作为改革开放后的重要生力军，民营企业家的需求是尽快地缩小和世界顶级企业的差距，并了解世界级企业是如何管理的。因为中国大企业目前面临的问题和世界顶级企业面对的问题是不同，竞争的环境是不一样的，所以要将中西企业的差异全面贯通。

在过去20多年间，全球经济发生了质的变化，其主要表现就是全球经济一体化向纵深方向发展。全球化对各国经济、社会与企业、人才等方面提出了深刻挑战，而且这一挑战还将深入延续下去。这意味着，中国企业同样要认真思考全球化竞争策略，企业家群体需要进一步提升自我视野，建立企业的全球竞争力。

在过去几年间，长江商学院一直呼吁中国企业应建立全球视野，来应对全球竞争。这些具有全球视野和创新意识的新一代企业家，将是中国的“第三代企业家”。正在诞生中的第三代企业家，应该是具备全球视野和全球资源整合能力，可以推动中国企业在全球化竞争时代、在主流产业、主流市场赢得主流地位的新一代企业家。

systematically introduces core civilizations like Confucianism, Greek philosophy, Buddhism, Christianity, and Islam. Cheung Kong Graduate School of Business is committed to fostering business leaders with international competitiveness and humanistic spirits while contributing the thoughts of humanistic spirits to the development of commercial society in China.

According to Prof. Xiang Bing, Dean of Cheung Kong Graduate School of Business, Asian civilization does not derive from Christianity but is subject to powerful influences from religious beliefs. The School hence includes Islam, Hinduism and other religions into its research in an effort to better understand commerce from a new angle. To become a first-class business school, Cheung Kong Graduate School of Business must build its own competitive edges that are different from those of established business schools in the West.

Corporate competition really boils down to competition of humanistic spirits, thoughts, and ideas. Sustained development depends on making full use of cultural essence, in other words, managerial know-how from a humanistic approach. Humanistic spirits have become a unique competitive edge other than marketing strategies, financial control and innovative capacity. Through relevant courses, Cheung Kong Graduate School of Business looks to explore with its entrepreneur students how local enterprises should develop their unique spiritual resources with a profound understanding of history, humanity, religion, and diversified cultures and form humanistic competitiveness during the course to go global.

### 3.5 Growing Together with China in the era of Economic Globalization

Cheung Kong Graduate School of Business is positioned to serve Chinese enterprises. As the most dynamic driving force behind China's reform and opening up, entrepreneurs in the private sectors need to quickly catch up with global business giants and understand their management expertise. Both the problems that major Chinese enterprises face and the competition environment for them are different from those for global business giants abroad. Therefore, it is necessary to thoroughly understand these differences between Chinese and western enterprises.

A major change of the global economy over the past two decades is deepened integration of the global economy. Globalization has posed a serious challenge to development of nations, economies, societies, enterprises, and human resources. And the challenge will continue to deepen, making it necessary for Chinese enterprises to consider their strategies against globalized competitions and entrepreneurs to further broaden their visions to obtain global competitiveness.

Cheung Kong Graduate School of Business has been calling on Chinese enterprises to develop global insights to cope with global competition. Entrepreneurs with global visions and awareness for innovation will become the third-generation business leaders in the country. Such a group, which is coming into being, should be armed with global insights and capabilities to integrate global resources to navigate local enterprises through the ocean of globalized competition.

## 4. 善尽社会责任

### Fulfilling our Social Responsibility

作为“全球新一代商学院”，长江商学院是全球首家提出培养企业家“人文关怀精神”的商学院。几年来，千余名长江学子也一直秉持长江人的人文精神和社会责任感，学以致用，经世济民，回报社会。

商业的存在除了创造繁荣和就业机会，最大的作用是服务人类的需求。企业本身虽然要为股东谋取利润，但仍应坚持“正直”、“诚信”为企业的固定文化和企业长远发展的最好根基。一个没有灵魂、没有道德、没有良知的企业家始终难成大器，所以企业家应该具有一定的使命感、责任感并努力坚持正途，这样做才可以取得更高层次的成就。

长江商学院期望，她的每一个EMBA学员不仅是物质财富的创造者，更是“为天地立心，为生民立命，为往圣继绝学，为万世开太平”精神的秉持者，是能够为中国和谐社会的建设，为中国的和平崛起，为世界的文明和进步作出贡献的有担当的人。

2008年，于中国社会而言，是不平凡的一年。这一年，在政治、经济和文化生活等诸多领域，长江学子在继续发挥他们自身影响力的同时，也积极践行着社会责任的重要承诺，并在社会公益事业等方面作出了突出贡献，2008年的中国进程，也已写上了长江人的厚重一笔。

As a “new-generation business school with global vision,” Cheung Kong Graduate School of Business was the first business school to call for “humanistic spirits” among entrepreneurs. The 1,000 plus Cheung Kong Graduate School of Business alumni have also been holding on to such spirits and sense of social responsibility in their own endeavors to contribute to social progress.

Apart from boosting social prosperity and creating employment opportunities, the most important function of the commerce sector is to satisfy people’s needs. Despite its goal of making profits for its shareholders, an enterprise should still hold “integrity” and “honesty” as its core corporate culture and the foundation for long-term development. Cheung Kong Graduate School of Business believes that an entrepreneur with no soul, ethics, nor conscience an entrepreneur is destined to fail. An entrepreneur will succeed only if he or she has a sense of mission and responsibility as well as the perseverance to stick to it. Every student at Cheung Kong Graduate School of Business is well reminded of such philosophy at the first day of his or her enrollment here.

Cheung Kong Graduate School of Business wants every one of their students to not only create material wealth but also practice the belief of “living a life for others, inheriting knowledge from the past, and generating peace and prosperity for thousands of generations.” They should be people of courage and responsibility who contribute to the construction of a harmonious society, the peaceful rise of China as well as to the civilization and progress of the world.

The year of 2008 is by no means an ordinary one to China. In addition to their sustained influences on the country’s economic, political, and cultural activities, Cheung Kong Graduate School of Business’s students and alumni have been actively delivering on their commitments to social responsibilities with outstanding contributions to public welfare undertakings. Cheung Kong Graduate School of Business has played a remarkable role in boosting China’s development in 2008.

长江商学院期望，她的每一个EMBA学员不仅是物质财富的创造者，更是“为天地立心，为生民立命，为往圣继绝学，为万世开太平”精神的秉持者。

*living a life for others, inheriting knowledge from the past, and generating peace and prosperity for thousands of generations.*

## 4.1 广泛社会影响力

长江商学院44名学子参加2008年全国“两会”，为中国社会经济进步建言献策。

2008年3月，备受瞩目的十一届全国人大一次会议和全国政协十一届一次会议在北京相继召开。在参加全国“两会”的4000余名代表和委员中，共有44名长江学子，肩负着人民的重托，分别出席了“两会”。

**附表：长江商学院学子参加第十一届全国“两会”代表名单（合计：45人）**  
**参加第十一届全国人民代表大会一次会议的长江商学院学子名单（共计23人）**

姓名	班级	所属代表团
郭广昌	首期CEO班	上海
李东生	首期CEO班	广东
南存辉	首期CEO班	浙江
吴亚军（女）	二期CEO班	重庆
王明辉	二期CEO班	云南
向文波	Executive Education内训课	湖南
刘富才	EMBA首期	广东
王素毅(蒙古族)	EMBA二期	内蒙古
刘正东	EMBA五期	广西
张建恒	EMBA五期	河北
李振江	EMBA六期	河北
蒋勇	EMBA七期	重庆
薛继连	EMBA九期	河北
李强	EMBA十期	江苏
周莉（女）	EMBA十期	江苏
范锐平	EMBA十一期	湖北
罗平（女）	EMBA十一期	安徽
孙云飞	EMBA十一期	安徽
黄楚平	EMBA十二期	湖北
李建华	EMBA十二期	广东
李永良	EMBA十二期	广东
裴春亮	EMBA十二期	河南
王春成	EMBA十二期	辽宁

## 4.1 Increasing Social Influences

Forty-four of Cheung Kong Graduate School of Business students and alumni attended the annual plenary sessions of the National People's Congress and the Chinese People's Political Consultative Conference ("the Plenary Sessions" hereafter) in 2008, contributing their advices for social and economic progress in China.

The March of 2008 saw the openings of a much-awaited annual plenary session of the 11th National People's Congress and the 11th Chinese People's Political Consultative Conference in Beijing. Cheung Kong Graduate School of Business students and alumni accounted for 44 among the 4,000-odd participants. (Please refer to the appended lists)

### Appendix: List of Cheung Kong Graduate School of Business Students and Alumni Attending the 11th Plenary Session (45 in total)

#### List of Cheung Kong Graduate School of Business Students and Alumni attending the 11th Annual Plenary Session of the National People's Congress (23 in total)

Name	Class	Delegation
Guo Guangchang	the first CEO Program	Shanghai
Li Dongsheng	the first CEO Program	Guangdong
Nan Cunhui	the first CEO Program	Zhejiang
Wu Yajun (Female)	the second CEO Program	Chongqing
Wang Minghui	the second CEO Program	Yunnan
Xiang Wenbo	Executive Education internal training course	Hunan
Liu Fucai	the first EMBA Program	Guangdong
Wang Suyi (Mongolian)	the second EMBA Program	Inn. Mongolia
Liu Zhengdong	the fifth EMBA Program	Guangxi
Zhang Jianheng	the fifth EMBA Program	Hebei
Li Zhenjiang	the sixth EMBA Program	Hebei
Jiang Yong	the seventh EMBA Program	Chongqing
Xue Jilian	the ninth EMBA Program	Hebei
Li Qiang	the 10th EMBA Program	Jiangsu
Zhou Li (Female)	the 10th EMBA Program	Jiangsu
Fan Ruiping	the 11th EMBA Program	Hubei
Luo Ping (Female)	the 11th EMBA Program	Anhui
Sun Feiyun	the 11th EMBA Program	Anhui
Huang Chuping	the 12th EMBA Program	Hubei
Li Jianhua	the 12th EMBA Program	Guangdong
Li Yongliang	the 12th EMBA Program	Guangdong
Pei Chunliang	the 12th EMBA Program	Henan
Wang Chuncheng	the 12th EMBA Program	Liaoning

### 参加政协十一届全国委员会一次会议的长江商学院学子名单（共计：22人）

姓名	班级	所属团体
刘汉元	首期CEO班	民主建国会
荣海	首期CEO班	经济界
王均金	首期CEO班	全国工商联
王玉锁	首期CEO班	全国工商联
冯东明	二期CEO班	全国工商联
任洪斌	二期CEO班	全国青联
王伟斌	二期CEO班	全国青联
杨铿	二期CEO班	全国工商联
傅军	Executive Education课程	全国工商联
谢伯阳	EMBA二期	全国工商联
安桂武	EMBA三期	共青团
尔肯江·吐拉洪（维族）	EMBA四期	共青团
刘金虎	EMBA四期	全国工商联
田伟	EMBA四期	全国青联
吴一坚	EMBA四期	全国工商联
余渐富	EMBA六期	全国工商联
于海	EMBA七期	文化艺术界
林圣雄	EMBA八期	民主促进会
龚立群	EMBA十期	民主建国会
孙聪	EMBA十期	科学技术界
李政文	EMBA十一期	特别邀请人士
潘碧灵（土家族）	EMBA十一期	民主促进会

## 4.2 倾心回报社会

在长江大家庭里，长江校友在超团队精神和大家庭文化的感召下，在生活上彼此关心，在学业上相互启迪，在事业上相互扶持，共同分享光荣与梦想，共同参与学院的爱心善举，共同体味作为长江人的非凡人生历程。

### 四川大地震：长江人在行动

2008年5月12日下午，四川汶川发生8.0级强烈地震，造成数万人死亡，直接受灾人数达1000多万。自灾害发生的那一刻起，长江商学院教授、员工及广大企业家学员第一时间做出反应，捐出善款，并用各种方式奉献爱心。截至2008年7月30日18时，长江人向四川地震灾区累计捐赠434,829,082.40元，其中，长江商学院师生通过学院捐赠4,943,034.57元；长江校友以个人或企业的名义通过其他途径捐赠429,886,047.80元，占中国企业捐款7%（中国企业共认捐71亿4647万元。数据来源：新浪网）。

### List of Cheung Kong Graduate School of Business Students and Alumni attending the 11th Annual Plenary Session of the Chinese People's Political Consultative Conference (22 in total)

Name	Class	Organization
Liu Hanyuan	the first CEO Program	China National Democratic Construction Association
Rong Hai	the first CEO Program	Economic Sector
Wang Junjin	the first CEO Program	All-China Federation of Industry and Commerce
Wang Yusuo	the first CEO Program	All-China Federation of Industry and Commerce
Feng Dongming	the second CEO Program	All-China Federation of Industry and Commerce
Ren Hongbin	the second CEO Program	All-China Youth Federation
Wang Weibin	the second CEO Program	All-China Youth Federation
Yang Keng	the second CEO Program	All-China Federation of Industry and Commerce
Fu Jun	Executive Education training	All-China Federation of Industry and Commerce
Xie Boyang	the second EMBA Program	All-China Federation of Industry and Commerce
An Guiwu	the third EMBA Program	China Youth League
尔肯江·吐拉洪 (Uigur)	the fourth EMBA Program	China Youth League
Liu Jinhu	the fourth EMBA Program	All-China Federation of Industry and Commerce
Tian Wei	the fourth EMBA Program	All-China Youth Federation
Wu Yijian	the fourth EMBA Program	All-China Federation of Industry and Commerce
Yu Jianfu	the sixth EMBA Program	All-China Federation of Industry and Commerce
Yu Hai	the seventh EMBA Program	Culture and Art Sector
Lin Shengxiong	the eighth EMBA Program	China Association for Promoting Democracy
Gong Liqun	the 10th EMBA Program	China National Democratic Construction Association
Sun Cong	the 10th EMBA Program	Science and Technologies Sector
Li Zhengwen	the 11th EMBA Program	Specially Invited
Pan Biling (Tujia)	the 11th EMBA Program	China Association for Promoting Democracy

## 4.2 Serving the Public Wholeheartedly

Inspired by the super teamwork and the big-family culture, Cheung Kong Graduate School of Business alumni take care of each other in daily life and support each other on their academic and career pursuits. Together they share glories and dreams.

### Sichuan Earthquake: Cheung Kong Graduate School of Business in Action

An 8.0-scale earthquake jolted Wenchuan County of Sichuan Province on May 12, 2008, leaving thousands of people dead and another 10 million seriously affected. No sooner than the disaster took place, Cheung Kong Graduate School of Business professors, employees, and entrepreneur students launched donation campaigns and disaster relieving efforts. As of 18:00 July 30, 2008, donations from Cheung Kong Graduate School of Business for earthquake victims in Sichuan added up to 434,829,082.40 yuan, including 4,943,034.57 yuan from Cheung Kong Graduate School of Business faculties and students, and 429,886,047.80 yuan from Cheung Kong Graduate School of Business alumni on behalf of themselves or their enterprises. The latter accounted for 7 percent of all donations

5月13日，在四川地震发生的第二天，长江商学院就联合长江校友总会在全国商学院中率先发出了“大爱无私，长江有情——救助四川地震灾区民众的倡议”，并得到了全体长江校友的踊跃响应。随后几日，长江MBA校友、EMBA校友和长江高层管理教育的校友都积极行动起来，来自全国各地乃至北美长江校友的爱心捐款不断涌来，捐款数额与日俱增，长江人的爱心再一次在危急时刻汇集起来。

在随后的近半年时间里，长江校友发起了一系列公益爱心活动，并以实际行动展开了对四川灾区的援助活动——

5月18日，在中央电视台播出的《爱的奉献》抗震救灾特别节目大型活动上，长江商学院“中国企业CEO课程”三期学员、天津荣程联合钢铁集团有限公司董事长张祥青累计捐赠1亿元，他在唐山大地震中失去了双亲，对灾区的民众的苦难感同身受：“我们对5月12日发生的四川汶川特大震情非常牵挂，我们荣程集团人大多来自唐山，亲历过1976年的唐山大地震，为四川地震灾区捐款，我们义不容辞！”

5月23日，经长江商学院和长江校友总会商议决定，所有捐至学院的救灾款通过中国红十字基金会的公益渠道用于定向援建灾区的教育项目（主要用于重建垮塌的学校），剩余部分作为“专项助学基金”，用来资助学校品学兼优、生活困难的学生。

2008年北京奥运会火炬手、长江商学院院长项兵除第一时间以个人名义向中国红十字会捐出人民币5万元外，还在5月14日将自己的奥运火炬提前进行义拍，并同时个人捐资5万元。这支意义非凡的火炬最终以305500元的高价竞拍成功。同为奥运火炬手的长江商学院EMBA学员、东方电视台著名主持人袁鸣的火炬也一同进行了义拍，并以25万元的价格拍出，火炬义拍所得资金将全部捐赠给红十字会用于汶川救灾。

5月21日，长江商学院EMBA12期开学典礼在北京举行。这是长江商学院建院以来最为特殊的一次开学典礼。在开学典礼上，全体师生共同默哀，沉痛悼念遇难同胞。活动现场，新生纷纷慷慨解囊，为四川灾区捐款。

5月25日，由长江商学院教职员捐赠并送达的一批灾区短缺急需药品，已全部送到都江堰灾民手中。由长江商学院员工组成的这支志愿者队伍，在长江商学院副院长薛奎教授的亲自带队下，于5月24日从北京出发，以“点对点”的对口支援方式，力争将灾区群众最急需的物品以最快的方式送到灾民安置点。这批从北京采购的四川灾区目前紧缺的药品，已全部送到都江堰紫坪铺村。紫坪铺村居民向薛奎教授和长江志愿者表示感谢，并请他转达对长江人在这一特殊时期提供的无私援助的感谢之情。

6月1日，汶川地震后第一个儿童节，上海宋庆龄基金会与长江商学院校友会上海分会联合主办了主题为“奉献爱心，传承责任，照亮生命”的义卖义拍活动。本次活动以孩子为主、家庭为单位，所有义卖义拍的全部款项，捐给上海宋庆龄基金会，用于抗震救灾的儿童专项基金，共同为灾区的儿童做一件实事。

最令人动容的场景，发生在寓意“九州大同、鼎力相助”的“中华鼎”的拍卖过程中。主持人宣布由10000元人民币起拍，几番竞价至80000元人民币成交之后，竟得这件拍品的长江校友又无私地将鼎捐出，提出重新以10000元人民币的底价再次拍卖。之后，每一位竞得“中华鼎”的长江校友都将其再次捐出，最后的局面是：拍品已由多位校友拍得，却无一人取走，拍卖所得却不断累积达到近35万元人民币。

from Chinese enterprises. (The donation from local enterprises totaled 71,464,700,000 yuan. Data Source: Sina.com).

On May 13, the second day after the Sichuan Earthquake, Cheung Kong Graduate School of Business joined hands with Cheung Kong Graduate School of Business Federation of Alumni in calling on all business schools in the country to help people in the earthquake-plagued regions. Under the theme of “Great Love from Cheung Kong Graduate School of Business”, the initiative received warm response from all Cheung Kong Graduate School of Business alumni of MBA programs, EMBA programs, and Executive Development programs. Donations kept flowing in from Cheung Kong Graduate School of Business alumni across the country and even those in North America. The rising donations demonstrated Cheung Kong Graduate School of Business people’s great care for others.

In the following six months, Cheung Kong Graduate School of Business alumni launched a series of public welfare activities to help disaster-affected regions in Sichuan.

Zhang Xiangqing, an alumnus of Cheung Kong Graduate School of Business “China Corporate CEO Program” and Chairman of Tianjin Rongcheng United Iron and Steel Group, donated a total of 100 million yuan during a CCTV special program for earthquake relief on May 18. No one can understand the ordeals inflicted by this powerful earthquake more deeply than Zhang, an orphan from Tangshan Earthquake. “All of us are very much concerned about the situation in Wenchuan. Most employees at Rongcheng Group are survivors of the Tangshan Earthquake in 1976. We feel obliged to offer our assistance to the disaster-affected regions in Sichuan!”

On May 23, Cheung Kong Graduate School of Business decided after consulting with the Cheung Kong Graduate School of Business Federation of Alumni that all donations for disaster relief via the School would be transferred to the China Red Cross Foundation as special funds for rebuilding educational facilities in disaster-affected regions (mainly for reconstruction of schools damaged in the earthquake), while the remainders would be used as “a special fund” to finance impoverished students.

Apart from his donation of 50,000 yuan to China Red Cross, Xiang Bing, the dean of School who is also a torchbearer for the Beijing Olympics 2008, held a charity auction of his torch before his own Olympic torch relay on May 14, adding another 50,000-yuan of donations. The torch was auctioned for 305,500 yuan. Another Olympic torchbearer Yuan Ming, a Cheung Kong Graduate School of Business EMBA student and celebrated program hostess at Oriental TV joined Xiang in the auction. Yuan’s torch brought in another 250,000 yuan. All funds raised at the charity auction went to the Red Cross for disaster relief in Wenchuan.

On May 21, the 12th Cheung Kong Graduate School of Business EMBA Program kicked off in Beijing with the most unusual opening ceremony in the history of the School, during which all participants mourned for those perished in the earthquake and offered generous donations for disaster relief.

On May 25, a batch of much needed drugs and medical equipments donated by Cheung Kong Graduate School of Business employees were sent to disaster-affected regions and distributed to residents in Dujiangyan. A team of Cheung Kong Graduate School of Business employee volunteers led by Deputy Dean Prof. Xue Yunkui left Beijing on May 24 to directly deliver relief goods to refugee camps. Medical supplies procured in Beijing all arrived at Zipingpu Village of Dujiangyan. Local residents were more than thankful for Professor Xue and Cheung Kong Graduate School of Business volunteers and asked him to convey their appreciations for assistance from Cheung Kong Graduate School of Business.

Last June 1 was the first International Children’s Day in post-quake Wenchuan. Shanghai Song Qingling Foundation and Cheung Kong Graduate School of Business Alumni Federation Shanghai Branch jointly hosted a charity sales and auction under the theme of “Care for others, assume responsibility, and illuminate life.” The children played the leading roles at this event, and all funds raised from sales and auction were donated to Shanghai Song Qingling Foundation as a special foundation for children’s assistance in earthquake-affected regions.

The most touching moment came when the “China Ding” (a metal tripod resembling an ancient cooking vessel and now symbolizing joint efforts to help earthquake victims) was put for auction. The starting quotation was 10,000 yuan but the gavel did not fall until a bidder offered 80,000 yuan. The Cheung Kong Graduate School of Business alumni who bought the tripod chose to donate it again for a new round of bidding starting from 10,000 yuan. Such process repeated itself for four times until the accumulated proceedings hit 350,000 yuan, but none of the bid-winning Cheung Kong Graduate School of Business alumni actually claimed the “China Ding.”

On June 5, nine members from the Cheung Kong Graduate School of Business Alumni Federation Sichuan Branch led by their President Xu Jin drove all the way to Dujiangyan to study the damage of quake-hit schools. The trip aimed to have an in-depth understanding of the



10月20日，“长江EMBA十一期学员援建的四川江油新安初中奠基仪式”在地震重灾区四川省江油市新安镇新安初中举行。此前，长江人捐款援建的“长江博爱中学”已于9月17日在绵阳安县河清镇开工建设。

四川汶川地震发生后，长江EMBA十一期学员在上课期间积极组织班级同学筹集善款500余万元。后经班委多次接洽和考察，最终选定江油市新安初中作为定向援建的目标学校。新安初中的教学实验楼在地震中成为危房，目前全校师生都在临时搭建的活动板房中坚持上课。本次援建将首先重建教学实验楼，让孩子们早日回到宽敞明亮的教室上课。

根据长江商学院和校友总会的共同决议，长江人通过学院捐赠的善款转入中国红十字会基金会账户，定向用于地震重灾区“绵阳市安县河清镇初中”的重建，并以“长江”为重建后的学校冠名。长江商学院将整合各方资源为灾区学校提供持续的支持和帮助，把学校建设成为长江人长期的爱心活动基地。

本次捐建项目除了充分体现长江人的爱心与社会责任感外，在捐建项目运作机制上也进行了创新：通过与专业NGO组织——中国红十字会基金会的有效合作，以及“长江校友志愿者计划”的实施，建立一个透明化，参与度高，可持续发展，并能体现长江特色的慈善样板工程。

6月5日，在四川校友会会长徐进的带领下，长江校友一行9人驱车进入都江堰灾区考察受灾学校情况。此行的目的是深入受灾一线考察备选受灾学校情况，以确保长江人向地震灾区捐献款物落在实处。

长江校友考察团首先来到“都江堰市胥家镇驾虹学校”。这是一所全日制的九年义务教育学校，在校生1200余人。学校主教学楼在本次地震中损毁情况严重，需要重建。第一站的考察结束后，考察团成员随即来到“都江堰外国语实验学校”继续了解受灾学校情况。据了解，该校规模较大且受损较严重，大部分教学楼也都需要重建。

9月17日，“长江博爱中学奠基”仪式在地震重灾区四川省绵阳市安县河清镇初级中学举行。长江商学院副院长齐大庆，中国红十字会基金会副理事长兼秘书长、长江EMBA 11期校友王汝鹏，中国红十字会基金会项目合作部部长杨闻，长江商学院校友会四川分会副会长兼秘书长、长江EMBA二期校友余红兵及其他长江校友代表等参加了仪式。

situation of schools chosen for assistance and to ensure effective use of Cheung Kong Graduate School of Business's donations.

The first leg of the Cheung Kong Graduate School of Business alumni visit was “Dujiangyan Xujiachen Jiahong School,” an institute for full-time, nine-grade compulsory education with over 1,200 students. The main building at this school was seriously damaged by this earthquake and needed rebuilding. At their second leg, the “Dujiangyan Experimental School of Foreign Languages,” Cheung Kong Graduate School of Business alumni found that this relatively larger school suffered from more serious damages and most teaching buildings had to be rebuilt.

September 17 saw the founding ceremony of “Cheung Kong Graduate School of Business Bo'ai High School” at the Heqing Town Junior High School in Anxian County of Mianyang City, which is not far from the earthquake epicenter. The ceremony was attended by Qi Daqing, Deputy Dean of Cheung Kong Graduate School of Business; Wang Rupeng, Deputy Director-General of the China Red Cross Foundation and a student of the 11th Cheung Kong Graduate School of Business EMBA Program; Yang Wen, Director of Project Cooperation Department, China Red Cross Foundation; Yu Hongbing, Vice President and Secretary-General of Cheung Kong Graduate School of Business Alumni Federation Sichuan Branch and Alumni of the 2nd Cheung Kong Graduate School of Business EMBA Program, and other Cheung Kong Graduate School of Business alumni.

On October 20, a cornerstone-laying ceremony was held for Xin'an Junior High School of Jiangyou City (also not far from the epicenter), financed by students from the 11th Cheung Kong Graduate School of Business EMBA Program.

After Wenchuan earthquake, students from the 11th Cheung Kong Graduate School of Business EMBA Program donated a total of more than



5 million yuan . Thanks to liaison and fact-finding efforts by student leaders, Xin'an Junior High School of Jiangyou City was eventually chosen for this special-purpose assistance. This school' laboratory building was no longer usable after the earthquake and all its students are now having classes in emergency shelters. Hence, donations are first used to rebuild the laboratory building to allow children to resume their schooling in safe and bright classrooms.

According to a resolution by Cheung Kong Graduate School of Business and the Cheung Kong Graduate School of Business Federation of Alumni, all donations for disaster relief via the School would be diverted to the China Red Cross Foundation as special-purpose funds for rebuilding the Heqing Town Junior High School in Anxian County of Mianyang City, and rename it after Cheung Kong Graduate School of Business. Cheung Kong Graduate School of Business will continue to mobilize all available resources to assist this school and turn it into a long-term assistance target.

The rebuilding project financed by Cheung Kong Graduate School of Business donations not only demonstrated Cheung Kong Graduate School of Business people's great care for others and their strong sense of social responsibility but also reflected innovations in project operation. Through effective cooperation with China Red Cross Foundation, a professional NGO, and the implementation of the “Cheung Kong Graduate School of Business Alumni Volunteer Program,” we managed to build a philanthropic project that features transparency, extensive involvement, sustainable development, and uniqueness of Cheung Kong Graduate School of Business.

## 5. 慈善事业与全球视野

### Philanthropy and Global Vision

在2008年“5·12”汶川大地震后的抗震救灾过程中，各路慈善力量走上台前，开始成为官方赈灾体系的有力补充。在此之前，中国公民还从未受过如此的慈善洗礼。无论是前方志愿者还是后方捐赠者，在此次赈灾中都展现出了惊人的力量。但是如何能够通过一个适当的体制，让这种力量转化为一种可持续的慈善文化？政商学界就此开展了广泛的讨论。

早在此之前，长江商学院项兵院长就在积极酝酿设立一个慈善基金，并将现代的管理理念引入到慈善体系当中，改进现有的慈善项目运作方式。如今，在全民反思中国慈善体制的大背景之下，长江商学院的这种探索就愈发显得很有意义。

项兵院长说，做慈善是他一直以来的梦想，他希望2008年就能够将这一梦想付诸实施，其核心理念一是整合全球资源，二是推动端对端的整合，推出整体解决方案。他相信，将现代的项目管理理念应用到慈善事业中，一定能够保证善款得到善用。

事实上，作为李嘉诚先生捐资创建的一个项目，长江商学院本身也不以盈利为目的，而是志在成为一家伟大的教育机构。在筹备长江慈善基金的同时，长江商学院还准备设立相关研究中心，研究企业与个人应该如何有效地捐钱，从理论到实践，相辅相成。

Many philanthropic organizations came into spotlight during the rescue and relief campaigns after the Wenchuan Earthquake. They have become a much-needed supplement to government-led relief efforts. The public in China had never been so deeply involved in philanthropic actions. Both volunteers at the frontlines and donors in other places have demonstrated astonishing motivation during these campaigns. Meanwhile, politicians, businesspeople and scholars participate in the discussion on how to convert such a surge of sympathy into a sustainable philanthropic culture.

As a matter of fact, Cheung Kong Graduate School of Business Dean Xiang Bing had been thinking long and hard before the earthquake about the feasibility of setting up a philanthropic foundation. Xiang also plans to introduce modern management philosophy into philanthropic systems to improve the operation of philanthropic projects. These proposals by Cheung Kong Graduate School of Business carry a much greater significance now as the country is rethinking its philanthropic system.

Xiang said that it is always his dream to take part in philanthropic undertakings, and he wanted to realize it by the end of the year. There are two core ideas about this proposed foundation: global resource integration and end-to-end integration for a holistic solution. He believes that application of modern management thoughts in philanthropic undertaking would ensure effective and efficient use of donations.

In fact, as a non-profit program financed by donations from Mr. Li Ka-Shing, Cheung Kong Graduate School of Business aims to not make profits but to become a leading educational organization. While preparing for the establishment of the Cheung Kong Graduate School of Business Philanthropic Foundation, the School also looks at the possibility of setting up a special research center to find out more effective ways for enterprises and individuals to donate.

项兵院长说，做慈善是他一直以来的梦想。其核心理念一是整合全球资源，二是推动端对端的整合，推出整体解决方案。

*global resource integration and end-to-end integration for a holistic solution*

在“5·12”大地震发生后，他接受长江商学院校刊《长江》专访时介绍了他对慈善事业的独到见解。以下是文章摘录。

**《长江》：能否先请您介绍一下长江商学院正在酝酿成立的慈善基金？**

**项兵：**其实我一直以来就有一个做慈善的梦想，希望能够运用现代的管理理念改善慈善业的运作模式。我倡导的两个管理理念可以应用到慈善的管理和创新上：一是以全球应对全球，推动全球资源整合，而不仅仅是停留在中国的资源整合；第二是端对端的整合，我们推出的一定是整体解决方案。比如希望小学，不仅仅是校舍等硬件——当然硬件要做好，包括老师等一系列软件也要做好。比如孩子要走三公里五公里来念书，那干脆我们就做一个寄宿学校，从硬件到软件，做一个就要做好，而不能仅仅追求统计数据。

我希望吸引已经比较富有的人到我们的慈善机构来打工，不希望这些人到这里是来挣工资去养家糊口或去付按揭的，这不是我们想吸引的人员。当然，我们一定要透明度高、要专业，做成效率最高的慈善机构。

我比较重视慈善，第一我认为现在慈善运作模式有不少改进和创新的空间，第二我觉得国外的商学院主要是研究企业如何挣钱，而很少研究如何捐钱。而捐钱对我们中国的企业家，乃至全球的企业家来说，未来会成为非常重要的课题之一。

挣钱是一门学问，捐钱同样是一门学问，如何把你挣的钱善款得到善用，实现你的目标并且效率发挥到最大，我觉得这和如何挣钱一样值得去研究。我们学院要组织一个研究中心研究如何捐钱，这可能是开了一个先河，这和我们对社会责任感的研究是放在一起的，作为后者的一部分。同时我们要成立自己的基金，不仅有理论研究，也有自己的实践。实践使理论得到提高，理论再指导实践，二者可以互相促进。我们可以和红十字会等各类相关部门合作，但我们不希望仅仅把钱捐出去就完了，捐的不仅仅是钱，而是一整套创新的甚至是颠覆式的解决方案，并且至少考虑10年的计划，不只是两年三年的问题。希望我们长江在慈善业方面也能够有很成功的尝试与探索，为国家构建和谐社会贡献自己的力量。

**《长江》：具体来说怎么整合全球资源呢？**

**项兵：**首先就是视野和思维的开阔，全世界有时间的、有钱的、有资源的或者有才华的人，都可以来解决中国慈善要解决的问题。意大利人可以来教意大利语，法国人可以来教法语，他们中的部分人可能就3个月的时间可以奉献，通过真正有效的项目管理，把全世界真正有爱心的人整合起来，能唱歌的唱歌，能跳舞的跳舞，有钱的出钱。现在义工在全球非常流行，做一年的义工对未来的职业发展来说，第一阅历上有帮助，第二也能丰富简历。

比如我们的EMBA学员群体，他们有非常丰富的管理经验，但又不可能脱离他们的公

Not long after the Wenchuan Earthquake, Cheung Kong Graduate School of Business campus journal “Cheung Kong” had interviewed Prof. Xiang about his views on philanthropy. The following is an excerpt from the interview :

*“Cheung Kong”: Could you give us a brief introduction to the philanthropic foundation that Cheung Kong Graduate School of Business is to set up ?*

**Xiang:** It has been my dream to get involved in philanthropic undertakings, and I hope to improve philanthropic operations with modern management philosophy. The two managerial methods I have been preaching are both applicable to philanthropic management and innovation. The first one is to respond to global challenges with global insights, by which we shall promote global resource integration instead of eyeing resources available in China alone. The second one is end-to-end integration, by which we shall design a package of solutions. For instance, the Hope Primary School which we are planning on building will be envied not only for its hardware facilities such as classroom buildings, but also for faculty competence. We should provide a boarding school rather than having children to walk three or five kilometers everyday to have classes. We value the quality of hardware and software in these schools much more than the total number of them.

I hope to attract good people to work in our philanthropic organization rather than those who rely on their salaries to support their family needs or to settle their installment plans. Of course, we must maintain a high level of transparency and professionalism to become the most efficient philanthropic organization.

I attach much importance to philanthropic undertaking mainly for two reasons. Firstly, I believe there is still much room for improvement and innovation in current operational modes for philanthropy. Secondly, I saw that most foreign business schools only look at how enterprises could make more money, with few paying attention to better ways for donation. Donations, however, will become a very important subject not only to entrepreneurs in China, but also to their counterparts across the world in the future.

Making money is a business, but donation is also a business. How could you make the most out of your donation in your intended direction? This deserves serious research. Cheung Kong Graduate School of Business plans to launch a research center on how to donate, which is possibly the first of its kind and a part of our commitment to our social responsibility. Moreover, we are going to create a foundation of our own so as to test our findings from theoretical research. Practices and theories can always enhance one another. We may also work closely with relevant organizations like the Red Cross because we are offering our donations along with a whole set of innovative or even revolutionary solutions to be implemented in at least a decade instead of two or three years. Cheung Kong Graduate School of Business is looking forward to success in its philanthropy-related explorations so as to contribute to the building of a harmonious society.

*“Cheung Kong”: Can you give us some specific examples on how to integrate global resources?*

**Xiang:** The most important thing for us is to have broad visions and minds, and attract those from all corners of the world who have the time, money, resources, or ideas for China to address philanthropic issues. Even ordinary Italian and French individuals are welcome here to teach their respective languages. Through truly effective project management, people from all over the world who care for others may be mobilized - even if each of them can only afford to assume voluntary work for three months. All of them will be assigned to appropriate roles – singers, dancers, caretakers, or just plain donors. Voluntary service is gaining popularity across the globe. A 12-month voluntary service may be highly constructive to one’s career development in that it enriches his experience, and decorates his resume.

For instance, our EMBA students are very rich in management experience, but cannot have leaves of absence

司，公司两三年不管也不行，那么就可以四五个人组合成一个项目小组，比如一个人负责半年。他们丰富的管理经验就可以用到项目管理上来。只有志愿工作的热情，没有管理经验和流程也不行。

我希望我们长江（慈善基金）能够贯彻我说的端对端的整合。这次李连杰的壹基金用了我主张的这个模式去赈灾，他说效果还是不错的。从北京上海直接运往成都，自己组织卡车和其他运输工具与手段，把赈灾物资直接运送到终端捐赠对象。

建立慈善基金也是给我们的学员一个做好事的平台和机会，我们很多同学已经很有钱了，如果能帮助他们在西藏、青海建立10个希望小学，用半年的时间在那里提供志愿服务，发挥自己的才华，多年后回头再看的话，有可能发现这是他们人生最闪光的事件之一。

### 《长江》：项目的后续实施将会如何考察呢？

**项兵：**评估应该有一套体系，我们的项目不能太短期，一定要整体解决方案、长期解决方案。像建希望小学，比如说你负责云南的一个项目，那么我们两年做一次评估考察，不能说做了两年以后1/3的学校变成猪圈了，这是不行的。这样的评估要连续做10年，不是建好了就走。但是我也不希望管的时间太长，我希望10年以后形成一种良性机制。我们不追求统计数据，而要把每一个项目做好。

我希望做些实实在在的事，把全世界的资源整合起来，在业务模式上做一个创新，把我在管理上的理念创新用到慈善层面上去。

### 《长江》：这里是不是还有一个与国家现有的慈善体制对接的问题？

**项兵：**是有个对接的问题。我们可能在红十字会下设立一个专项基金，整个财务接受他们的监管，但是钱和物资可以定向给一个项目，专款专用，比如我给汶川某一个村，或者医院，或者小学，整个项目点对点的实施我们可以来负责，用一整套的流程来解决，把张村做好以后再李村，像麦当劳一样，把流程复制过去。当然我们会和红十字会有协作，接受红十字会的监管和规章制度。

此外，还有很多其他基金，很多企业的基金——有些企业很难投入大量的时间，也没有专业的人员，这就需要有一个专业的团队。长江基金的效率很高的话，将来很多企业基金信任我们，捐赠的方向也吻合，我们就有可能变成一个超级基金管理机构。

说到效率问题，我们会把好钢用在刀刃上，通过IT技术可以让捐赠者自己来进行审计，直接跟终端客户对话。钱捐到哪里去了，机构本身要做审计，同时你作为捐赠者也可以上网自己审计。我们希望能做的是100块钱有99块钱可以用到终端客户，这是非常重要的效率指标，我们作为中间机构不希望有任何稀释与浪费。

### 《长江》：这种资金的利用效率怎么才能实现？

**项兵：**第一是项目管理的有效性，第二我希望我们基金雇佣的人是比较富有的人。业务模式创新的管理会是一个挑战，全球的资源和需求如何对接，这是一门大学问。但是我相信我们有优势：我们有很多具有丰富管理经验的EMBA学员愿意做志愿者，他们有丰富的项目管理经验，这是我们的优势之一。

for two or three years from their companies. It is still possible for them to organize project teams, each with four or five members, where they take turns by a six-month interval to stay at the helm. They will be able to bring their rich experiences in corporate governance to project management.

I also hope to see the model of “end-to-end integration” that I have been preaching being adopted in operation of the Cheung Kong Graduate School of Business Philanthropic Foundation. Mr. Jet Li took my advice when his Foundation One was involved in earthquake relief. Relief supplies were delivered from Beijing and Shanghai to Chengdu via transportation under his management, and distributed directly to the target beneficiaries.

The establishment of a philanthropic foundation will provide a platform for our students to do something really helpful for others. Many of our students have built quite a fortune for themselves, and it could be one of their most valuable memories in their lives if they could help build 10 Hope Primary Schools in Tibet and Qinghai and each devote six-month voluntary services there.

### “Cheung Kong”: How would you evaluate the continued implementation of your projects?

**Xiang:** A fixed system should be developed for such evaluation. Our projects are not for immediate results so the long-term solutions should also be integrated. Such assessment should continue for at least 10 years. We, however, would not take care of such projects for a too long period, hoping that a benign operational mechanism could be developed within 10 years. We are not after statistical achievements but substantial outcome from each project.

I hope to integrate global resources to deliver solid philanthropic results through an operational mode that will involve my mindset of innovations in the field of corporate management.

### “Cheung Kong”: Is it true that you have to cope with the differences between your working style and the existing philanthropic system in the country?

**Xiang:** Yes, indeed. However, it is possible for us to jointly set up a foundation with the Red Cross, where the Red Cross is responsible for financial management, while we donate cash. We may take charge in a point-to-point implementation of a project in a particular village, a hospital, or a primary school in Wenchuan through a carefully designed process. We may duplicate the process in Village B after it proves to be a success in Village A, just like what McDonald’s is doing. Of course, we are going to work closely with the Red Cross, and play by their rules.

Nonetheless, many other foundation including those set up by companies are lacking full-time staffs and expertise for philanthropic operations. Provided that the Cheung Kong Graduate School of Business Foundation as a professional team is highly efficient in its operation, and that many other enterprise-backed foundations for similar purposes have confidence in us, we could develop it into a super management organization for philanthropic foundations.

When it comes to efficiency, we will exert all efforts to apply every penny to where it is mostly needed. Through IT technologies, we may enable donors to do the auditing all by themselves, and have direct dialogue with the intended beneficiaries. Our expectation is that 99 cents out of each donated dollar would hit their targets. It could be a very important efficiency indicator because we wish to see zero dilution or waste at the agency level.

### “Cheung Kong”: How would you realize such high efficiency in fund using?

**Xiang:** We would rely on two strategies: the first one is enhanced effectiveness in project management; the second is employing relatively rich individuals. Innovation in business is surely a challenge, but matching global resources and project demands is a greater challenge. We, after all, have full confidence in our advantages in that quite a few of our EMBA students are willing to become volunteers while having experience in both corporate governance and project management.

《长江》：长江慈善基金规划中的具体投向会是哪些方面？

项兵：主要是解决边远地区的教育问题、医疗卫生机构的问题，还有就是关注弱势群体。

《长江》：长江商学院本身是李嘉诚基金会的一个项目，这使长江商学院跟其他的商学院在目标和运作方面有哪些不同？

项兵：我们是个非盈利机构，长江商学院是李先生捐资创建的一个项目。因为我们有李嘉诚的支持，所以不需要通过学费来挣钱，我们的目标不是挣钱，而是建立一个伟大的商业教育机构。

我觉得中国的教育需要更多的像李先生这样的捐助者。美国的顶级大学几乎都是私人捐出来的，校长的目标都不是挣钱，而是做一个伟大的教育机构，这是完全不一样的价值取向和梦想。我不太赞同国内个别学校市场化运作，从主流来看学校不是赚钱的，校长不应该考虑如何挣钱，这是企业家考虑的事情。我们在这些方面有些误区。

《长江》：这次“5·12”地震的赈灾捐赠中，长江商学院的学员表现很踊跃？

项兵：我觉得非常自豪，长江的同学们真的是很有爱心的。截至5月30日，我们长江学员捐了3.6亿元，按照新浪网的统计数字，占了当时中国所有企业捐款的5%，到6月30日，捐款增加到了4.3亿元。我们从来没定一个额度，这都是学员自发的，他们有这个意愿和能力。

我觉得捐赠不应该攀比，捐钱捐时间或其他资源都很重要。就像我们将来招工一样，有些企业家没有时间做义工，但他把企业经营得很好，为中国产生一批优秀的中产阶级，我认为他同样为社会作出了重大贡献。但从另一个方面，我觉得在重大事件上奉献爱心也是很重要的。

《长江》：国外有这么大型的个人名义的基金会，国内却很少，您觉得这是什么原因？

项兵：需要时间。第一，我们财富的积累才刚刚开始，巴菲特也是到了一定年纪之后才开始从事慈善方面的事业。当然比尔·盖茨是个例外，这一点他是比较令人尊敬的。当然，美国的遗产税比较高也是原因之一。第二，这与价值取向也有很大关系，比如巴菲特从来就没有想过给他的孩子留多少资产，他把财富看成社会的，他也认为把这么多财富留给孩子不一定是好事。我们还是要超越家庭的观念，才有可能出一批伟大的商业机构。这个境界和视野是一定要的。

“Cheung Kong”: What are the specific fields that the Cheung Kong Graduate School of Business Philanthropic Foundation will be interested in?

Xiang: This foundation is mainly to address problems in educational and medical services in remote areas. Disadvantaged groups are also our targets.

“Cheung Kong”: Cheung Kong Graduate School of Business itself is a project financed by the Li Ka-Shing Foundation. How does Cheung Kong Graduate School of Business differentiate from other business schools in terms of objectives and operations?

Xiang: We are a non-profit organization created by Mr. Li through his donation. Thanks to powerful support from Mr. Li, we do not need to make profit through collection of tuition fees, but we are determined to become a great institution for business education.

I think the education sector in China needs more donors like Mr. Li. Almost all top universities in the United States were established by private donations, and the top priority of their presidents is not to make profit, but to develop prestigious educational organizations. This leads to totally different values and dreams. I beg to disagree with the market-oriented operations at a number of institutes for higher learning in China. Generally speaking, schools should not be used as cash cows, and their presidents should rather leave problems in the care of entrepreneurs. There are existing misunderstandings in the academic community in China.

“Cheung Kong”: Cheung Kong Graduate School of Business students were extremely generous with their donations for relief of the May 12 earthquake, weren't they?

Xiang: I take great pride in the Cheung Kong Graduate School of Business students' care for those in need. Donations from Cheung Kong Graduate School of Business students and alumni added up to over 360 million Yuan by May 30 or 5 percent of the total donations from all Chinese enterprises, according to Sina.com. This figure further increased by 430 million Yuan by June 30. The School never set any quota, and all the donations were voluntary.

I don't think we should compete with each on the value of donation, as contributions in terms of money, service, and other resources in need are equally important. We are going to recruit volunteer workers in the future, but some entrepreneurs really have no time for such service. They, however, are so good at managing their enterprises that they helped create an outstanding middle class in the country. I think their contributions to the society are equally important. After all, it would be highly appreciated if one can demonstrate his or her care and sympathy for those affected in major mishaps.

“Cheung Kong”: There are a large number of major foundations abroad, but only a few in China. Why is this?

Xiang: We still need more time. First of all, most people in China have just begun to accumulate their personal wealth, and Warren E. Buffett did not involve himself in philanthropic undertakings until he reached a certain age. Bill Gates is a respectable exception. Of course, the high legacy tax rate in the United States was also one of the reasons behind such foundations. Secondly, it has much to do with people's value and attitude towards wealth. Buffett never thought of leaving much of his assets to his children because he sees his fortune as part of the society, and he does not believe his legacy would do anything positive to his children. Great business organizations are not possible in the private sector in China unless those at the helm think beyond the ties of families.

《长江》：现在企业捐钱上面是不是有些误区？

项兵：我看过一些统计数据，好像慈善捐款占GDP的比例是全球最低的国家之一。这有多方面的原因，我们解决不了所有的问题，但是我们希望将来捐给长江慈善基金的钱都能够善款得到善用。如果我们的透明度高、效率高，捐献者能看到自己的钱用到哪里了，自己感觉很高兴，就会动员自己的朋友去捐。不是捐一次，而是长期捐，成为一个长期的良性机制，这也是我们的梦想。

这种良性的互动需要大家共同的努力。仅靠激情和热情是不够的，而要靠执行力、打通整个链条的能力。我们希望在这些方面做出一些探索。

《长江》：现在长江基金的筹备到什么阶段了？

项兵：地震以前我们就开始筹备了，一年多以前就开始讲这个项目。希望今年能够把它做起来。



《长江》：您关于长江基金会的设想会怎样具体一步步实施？

项兵：第一批项目可以由我们的学生亲自操刀，在操练中学习流程，学习管理。做了两三年之后声誉起来了，流程也完善了，审计结果100块钱有99块钱都到了终端客户了，我们就会向全世界开放，一定要以全球应对全球。

具体项目上，我们会和地方政府对接，比如和青海省签20个希望小学，具体到哪个镇哪个村，扎根下去，做得好了再往其他地区复制。志愿人员方面，我们可以通过网站发布需求，捐钱的捐钱，出力的出力。比如北京朝阳区的某个退休老师要去青海做半年的志愿服务，那么我们来统筹安排——就像这样，我们把社会资源通过管理整合起来，和终端客户对接。

全球资源的话也是要一步步来，不可能一下子就全球了，但首先要建立一个开放的平台。我们可以通过红十字会、网站等多种渠道宣传，也可以跟世界顶级的基金形成战略联盟关系。如果做得好的话，也许我们可以吸引盖茨、巴菲特的基金来共同做一些事情。

(本文摘自《长江》2008年7月号)



“Cheung Kong”: Is there any misunderstanding today in corporate donation?

Xiang: Statistics show that China is among the lowest in terms of philanthropic-donation-to-GDP ratio. There are many reasons behind this ratio, and it is beyond our means to solve all the problems. We, however, hope to make the most out of future donations to the Cheung Kong Graduate School of Business Philanthropic Foundation. Provided that our transparency and efficiency are high enough to enable all donors to see the whereabouts of their money, they would be very happy to recommend their friends for more donations. A one-time donation is silver, but sustainable donation is gold. The establishment of a long-term and benign mechanism is also what we are working for.

Such benign interaction relies on collective efforts, executive power, and chain-building capacity instead of passion alone. We are going to do more research on this issue.

“Cheung Kong”: So which phase is your preparation for Cheung Kong Graduate School of Business Foundation in?

Xiang: We set off to prepare more than 12 months ago, which was long before the Earthquake. Hopefully we are able to put it in operation within this year.

“Cheung Kong”: Could you tell us how you are going to realize your dream of Cheung Kong Graduate School of Business Foundation step – by step?

Xiang: The first batch of projects would be handed over to our students

so that they may learn to manage and control from hand-on practice. In two or three years, we will be able to build our reputation, and perfect our process. We are going to open this foundation to the whole world if the auditing result shows that we manage to effectively pass 99 cents out of each dollar donated onto their intended beneficiaries. We have to respond to global challenges with global insights.

As for specific projects, we are going to work together with local governments, for example, by signing contracts to build 20 Hope Primary Schools in Qinghai Province, with detailed locations. We will take a down-to-earth attitude to explore for a perfect model, and popularize our findings to other regions. We are going to recruit volunteers through our website – anyone is welcome as long as he or she is willing to contribute what we need – be it money or service. For instance, if a retired teacher in Chaoyang District of Beijing intends to offer a six-month voluntary service in Qinghai, we will be more than happy to do the arrangement. In this way, we are going to perform an end-to-end matching between resources available and those people in need.

The integration of global resources will also happen in a progressive manner, but an open platform should be created in the first place. We may launch information campaigns through the Red Cross, our website, and other channels, and will strike strategic alliances with top global foundations. Ideally, we may draw on resources from foundations of Bill Gates and Warren E. Buffett some day for projects of mutual interests.

(Digested from an article carried on the July 2008 issue of “Cheung Kong”)

## 6. 展望未来

### Looking into the Future

我们的全球视野支持我们描绘这样的发展愿景：凭借全球化视野、差异化战略、世界一流的教授团队，长江将按照全球“三国演义”战略路线图，朝着成为全球新一代商学院的目标继续前进。对社会责任的思索与践行也将伴着长江商学院一路前行。

#### 6.1 管理教育回顾与未来

展望未来，中国发展与全球发展紧密相连，商学院教育与社会发展密不可分。全球化对长江商学院履行社会责任提出了更高的要求，我们将继续认真履行作为联合国全球契约计划成员企业的责任和义务，广泛参与国际、国内交流与对话，更加关注全球范围内的社会责任，与社会各界携手合作，实践科学发展，共同促进人类社会的文明与进步。

#### 6.2 我们的承诺

对政府：严格遵守政府监管，主动承担责任，做推进国民经济发展和全球新一代企业家的培育。

对客户：“以全球化应对全球化”的崭新高度和视野，传授中国企业家应对全球化挑战的独到方法。

对员工：期待中国产生一批伟大的中产阶级，为其实现人生价值提供最佳舞台。

对同业者：促进良性竞争，提升产业整体价值，实现和谐发展。

对公众：在承担教育和社会责任、培育新一代企业家的同时，积极参与公益事业，以永不停息的事业追求和人文关怀，服务和谐社会。

Our vision for future development is well supported by our views on global trends: relying on our globalized minds, differentiated strategies, and a team of first-class professors, Cheung Kong Graduate School of Business will follow the global roadmap of the “Europe-America-Asia Triangle Strategy” to become a new-generation business school with global vision. Awareness and assumption of social responsibilities will power the long-term growth of Cheung Kong Graduate School of Business.

#### 6.1 Management Education: Past and Future

China's development is an integral part of the world's development. So is business education and the development of the entire society. Economic globalization imposes higher requirements for Cheung Kong Graduate School of Business's assumption of its social responsibilities. We will continue to shoulder our duties as a corporate signatory to the UN Global Compact through our extensive involvement in national and international exchanges and dialogues. We are going to keep a close eye on issues related to worldwide social responsibilities and join hands with all the stakeholders to practice scientific development and promote social progress and civilization.

#### 6.2 Our Commitment

To the government: we strictly abide by government regulations, actively assume our responsibilities, and sincerely devote ourselves to promoting national economic development and fostering new-generation entrepreneurs with global vision.

To our clients: adhering to our new philosophy of “responding to global challenges with global insights,” we provide Chinese entrepreneurs with unique methods to cope with the challenge of economic globalization.

To our employees: we help create a great middle class for China and provide the best platform for realizing their values of life.

To other institutes of business education: we advocate constructive competitions to increase the value of the entire community and realize harmonious development.

To the public: While assuming our educational and social responsibilities for fostering new-generation entrepreneurs, we actively involve ourselves in public welfare undertakings and serve a harmonious society with our uncompromising career pursuits and humanistic concerns.



长江将按照全球“三国演义”战略路线图，朝着成为全球新一代商学院的目标继续前进。

Europe-America-Asia Triangle Strategy

## 7. 关于我们 About Us

### 长江商学院简介：

长江商学院的诞生，旨在把握中国经济持续快速增长的大好机遇，通过“取势、明道、优术”的战略选择和“中西贯通”的办学理念，为中国打造一个享誉全球的世界级商学院。学院通过吸引一批国际一流管理学教授常驻长江、扎根中国，促进西方管理学最新的研究成果与中国本土最新的管理实践相结合，从而为大中华地区造就一大批世界级商界领袖，并为中国企业进军世界提供新思维、新视野和新对策。我们通过MBA、EMBA、长江高层管理教育等三个项目，帮助学员在这个充满活力的发展舞台进行商业管理教育，创造竞争优势。

我们深信，在21世纪初期的今天，企业责任和企业声誉密不可分。企业责任可以为企业赢得更优秀的财务业绩，推动中国和世界的发展，让世界更美好。

### Brief Introduction to Cheung Kong Graduate School of Business:

Cheung Kong Graduate School of Business is incorporated amid the brisk and sustained economic development in China, aiming to become a globally prestigious business school through its strategic vision of "mastering the trends, understanding the theories, and optimizing the skills" and its administrative philosophy of "converging all the best knowledge from China and beyond". By building its own team of full-time, internationally renowned professors of management, Cheung Kong Graduate School of Business situates itself in China to facilitate the adaptation of the latest findings from management research in the West to the current-day management practices in China. The School has as its mandate to foster a large number of world-class business leaders in Greater China, and to serve innovative thoughts, insights, and strategies for Chinese enterprises to be successful in the world. Through our programs of MBA, EMBA, and EXECUTIVE EDUCATION, we enable our students to obtain business management skills and to create competitive advantages in vigorous and dynamic circumstances.

We strongly believe that corporate responsibility is closely related to corporate reputation. Assumption of corporate responsibility may incur more brilliant financial performance and drive development in China and other parts of the world.

长江正在构建起一个全球化的管理前沿问题探讨平台，超越中西之分与体用之争，融入历史底蕴与人文精神，不断实现创新与超越。

*enable the students to elevate themselves from the disputes over issues of Chinese and Western academic styles, to inherit historical wisdom and humanistic spirits, and to realize sustainable innovations and improvements.*



长 | 江 | 商 | 学 | 院  
CHEUNG KONG GRADUATE  
SCHOOL OF BUSINESS

Message from the Dean  
陈永致 致辞

Our View on Social Responsibility  
“社会责任”我们的观点

Shouldering the Responsibility for Education  
善尽教育责任

Fulfilling our Social Responsibility  
善尽社会责任

Philanthropy and Global Vision  
慈善事业与全球视野

Looking into the Future  
展望未来

About Us  
关于我们



### 三大项目

学院现有MBA、EMBA、长江高层管理教育三个项目。

MBA项目以“为大中华地区培养未来杰出的商业领袖”为目标,为全日制英文授课的综合管理课程,其入学标准居全亚洲所有商学院之首。目前,长江MBA已成为国内70多家商学院中平均起薪最高的商学院之一,超过50%的长江MBA学员有机会前往欧美等著名商学院交换学习。长江MBA项目希望培养学生成为具备知识和灵魂,具有社会责任感的商业领导者。

长江高层管理教育项目致力于成为志在超越成功的组织及其高层管理者最有价值的学习伙伴,设计开发了一系列创新、独特、实用的长江高层管理教育课程,课程涵盖顶级管理课程、高级综合管理课程、中高级职能课程和行业特设课程,如与欧美顶级商学院合作的“中国企业CEO课程”、“后EMBA课程”、“传媒管理课程”及针对公司特定需求

而量身定制的“公司特设课程”等。2008年,长江高层管理教育项目在原有课程基础上增设了全新的“金融CEO课程”、“跨国公司总经理”和“房地产高级管理文凭课程”等,以其差异化的课程帮助企业及其管理者掌握具有突破性的管理新思维,并提升综合管理素质。长江高层管理教育至今已为上百家中外知名企业的数千名高层管理人员提供了高质量、高规格的管理培训服务。

长江EMBA是长江商学院启动的第一个学位教育项目,旨在为中国及大中华地区最受尊敬企业的高层管理人员提供世界一流的系统管理教育,目标是为企业培养一批世界级的工商帅才。

自2002年11月至2008年11月,长江EMBA已招收13期共2200余位来自各行各业的海内外学员,他们均来自于中国及世界知名公司,其中80%以上担任副总裁及以下的核心管理职位。无论是地理分布、行业分布还是公司类别等

### Three Leading Programs

Currently, the School is running three programs, namely MBA, EMBA, and Executive Education.

Aiming to “foster business leaders of tomorrow for Greater China,” Cheung Kong Graduate School of Business MBA is a full-time management program with all courses taught in English. Its candidate requirements were the strictest among all business schools in Asia. The average starting salary of Cheung Kong Graduate School of Business MBA graduates was also one of the highest among over 70 business schools in China. More than 50 percent of Cheung Kong Graduate School of Business MBA students had opportunities for an exchange study in popular business schools in Europe and America. Cheung Kong Graduate School of Business MBA is designed to foster knowledgeable business leaders with a sharp sense of social responsibility.

Executive Education is committed to becoming the most valuable learning partner to organizations and their senior executives with ambition for even greater success. It packs a series of innovative, unique, and pragmatic courses such as Top Management Program, Senior Executive Comprehensive Management Program, Intermediate Functional Program, and Industry-Customized Program. Specific examples include the “China Corporate CEO Program,” “Post-EMBA Program,” “News Media Management Program,” and “Company-Customized Program” targeting organizations with special

demands, all of which are in cooperation with top business schools in Europe and America. The year of 2008 saw the addition of all-new “Financial CEO Program,” “Multinational Corporation GM Program,” and “Real Estate Executive Diploma Program.” Through differentiated programs, Cheung Kong Graduate School of Business enabled enterprises and their executives to acquire revolutionary thoughts for management, and to improve their overall competence. The EXECUTIVE EDUCATION has provided quality and satisfactory training services to thousands of executives from more than 100 well-known business organizations.

EMBA was the first degree program at Cheung Kong Graduate School of Business, designed to provide world-class, systematic management education to executives from the most respected enterprises in Greater China so that they could become ranking leaders to guide their enterprises into the world market.

During the six years since November 2002, Cheung Kong Graduate School of Business EMBA Program had enrolled a total of 13 classes comprised of over 2,200 students, 80 percent of whom held important positions like VP or higher at renowned companies in all walks of life, both in China and other parts of the world. Cheung Kong Graduate School of Business EMBA candidate community has a great diversity in terms of geographic locations, sector distributions, and types of organization. A national network of business elites has been established with hubs in Beijing, Shanghai, and Guangzhou, and influences all over the Asia Pacific Region.



方面，长江EMBA学员的构成都呈现出多元化、高层面的特点，已经形成了一个以北京、上海、广州为中心，覆盖全国、辐射亚太的精英网络。

长江EMBA致力于服务中国民族经济和民族产业。自长江商学院成立的第一天起，其“为中国培养世界级企业家，为中国创办世界级商学院”的决心和目标，就已经把自己与中国民族企业的命运及其发展壮大紧紧地联系在了一起。因为她深深地知道，一个国家的强盛靠经济，经济的发展靠企业，而企业的壮大要靠任重道远的民族企业家。长江EMBA为此倾注了大量优质资源，决心为中国民族经济的发展贡献自己应有的智力贡献。

作为全球新一代商学院，长江商学院差异化的发展战略造就了EMBA项目的创新精神与独特优势：如前瞻性的原创管理思想；针对新兴市场潜心开发的创新课程；高端国际商务考察项目；终身校友网络；激情的超团队文化……长江EMBA正在构建起一个全球化的管理前沿问题探讨平台，超越中西之分与体用之争，融入历史底蕴与人文精神，不断实现创新与超越。

Cheung Kong Graduate School of Business EMBA Program aims to serve the national economy and national industries in China. Since its establishment, Cheung Kong Graduate School of Business has identified itself with Chinese national enterprises and their development through its mission of "becoming a world-class business school in China, and fostering world-class entrepreneurs for China." Cheung Kong Graduate School of Business is aware that the economic strength of a country lies in its enterprises while the growth of enterprises relies on entrepreneurs. Cheung Kong Graduate School of Business allocates much of its best resources to the EMBA Program, determined to contribute its business wisdom to the vigorous growth of China's national economy.

As a new-generation business school with global visions and differentiated development strategies, Cheung Kong Graduate School of Business has injected innovative spirits and unparalleled advantages into its EMBA Program: forward-looking and original thoughts for management; brilliant courses tailored to emerging markets; high-end modules of international business visits; life-long alumni network; and the super-teamwork culture. Cheung Kong Graduate School of Business EMBA Program is building a platform for discussion on frontline issues in globalized management, which enable the students to elevate themselves from the disputes over issues of Chinese and Western academic styles, to inherit historical wisdom and humanistic spirits, and to realize sustainable innovations and improvements.



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