

ECON MANAGEMENT VISION

经管视野

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策划 /Plan
金福安 Jin Fuan

主编 /Editor in cheif
陈迅 Diana Chen

副主编 /Associate Editor in Chief
郑雯婷 Wendy Zheng

翻译 /Translator
盛辉 Sheng Hui

英文校对 /Proofreader
陈于舟 Kendra Chen 程思 Sophie Cheng

中文校对 /Proofreader
张月欣 Zhang Yuexin

出版人 /Publisher
同济大学经济与管理学院
School of economics and management,
Tongji University

编辑部地址 /Address
上海市四平路 1500 号同济大厦 A 楼 709 室
Room 709 Block A Tongji Building,
1500 Siping Road Shanghai

投稿热线 / 电邮 Contact
+86-21-65982551 zwt@tongji.edu.cn

网址 /URL
http://sem.tongji.edu.cn



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金福安博士
同济大学经济与管理学院党委书记

商学教育的人本视角

人本教育，就是把人的发展放在教育的核心，不论是教育体系的创设、教育内容的选择，还是教育方式的采量等，均要以促进人的发展为根本。在商学教育领域，尽管商科的特质需要商学院在项目、培训等领域实现与社会、与市场的相互衔接与良好互动，但是，商学教育的价值最终还是体现在为社会培养出卓越的管理和经济类人才上。

以人为本的商学教育，是一种充分尊重个人差异的“包容”性教育。商学院的教育对象往往是多元化的，不同的国籍、不同的年龄层次、不同的职业和专业背景，当然，更有不同的个性和兴趣爱好。我们的老师需要观察到学生的不同特质，创造出师生互动的体验式教学氛围。我们已经有一批又一批的访问学者前往国际一流的大学观摩、学习“模拟互动式教学”，他们也会在全院大会上分享自己的心得与经验。商学院的“国际化”，就是在培养一种“和谐包容”的教育气质，子曰：“有教无类”、“因材施教”。

以人为本的商学教育，以实现人的全面发展为要义。知识与技能、过程与方法、情感与价值，三个层面的培养需要有机结合。我们培养的经济管理类人才，在学院三大重点学科平台，即城市管理、工程管理、服务管理领域为实业界所认可与青睐。根据与雇主的访谈与调研，专业知识过硬、



实践动手能力强以及为人低调、踏实，是企事业单位主们对我们同济经管人的普遍印象。

以人为本的商学教育，需要我们每一个从事商学教育的工作人员，意识到自我以及他人的潜能。商学教育，需要为相关者提供平等的发展机会。仅就学生培养的角度来谈，学院为学生搭建了多个可以让他们施展才华的空间。例如，MBA 项目的“创业基金”与“创业苗圃孵化机制”，与创投机构合作，为学员与校友创业企业的成长提供机会。

从人本的角度来谈商学院的教育，是对我们所从事的教育工作进行再梳理、再认识。教育的美学境界，应是帮助学生更好地认识自己，我们需要帮助学生在同济经管的一段珍贵人生历程中，寻找到未来发展的路径和方法，创造出新的自我和社会发展的积极力量！

ON BUSINESS EDUCATION: ANALYZE FROM A HUMANISTIC PERSPECTIVE

by Dr. Jin Fu'an
Party Secretary of School of Economics and
Management, Tongji University

We get to straighten and recognize our educational work when perceiving business education from the humanistic perspective. The aesthetic realm of education is to help students to know themselves better. The time they spent in Tongji SEM is a precious period of their life course, during which we should help them to find the paths and means for future development, bring about a new self and become the positive force for social development.

The development of people is the core of Humanistic Education, thus either the establishment of its education system, the selection of educational content or the adoption of educational methods all serves this fundamental objective. In the area of business education, it is required that business schools in nature should be well connected and interact with the society and the market in projects and training programs. However, the value of business education still lies in developing excellent talents in management and economics for the society.

The people-oriented business education is an inclusive education that fully respects the differentiation among people. It is well-recognized that the students of business schools are usually diversified in nationalities, ages, vocations and professional backgrounds, and more in particularly personal characteristics and hobbies. In order to create an experiential teaching atmosphere apt for teacher-student interactions, faculty needs to observe the individual characteristics of students. The School has sent several batches of visiting scholars to overseas leading universities to view and emulate “simulation interactive teaching”, who have shared their ideas and experiences on faculty congresses. The “internationalization” of the business school is also meant for cultivating a “harmonious and inclusive” education quality, which is embodied in the sayings by Confucius,

“education for all without discrimination” and “teaching students in accordance with their aptitude”.

The priority of people-oriented business education is to realize the comprehensive development of people. It requires the organic combination of “knowledge and skills”, “process and methods” and “emotions and values”. The talents we have developed in three key disciplines of Urban Management, Project Management and Service Management have gained recognition and favor from the business community. According to the surveys and interviews we have conducted to the employees, their general impression on Tongji SEMNESE encompasses solid professional knowledge,

strong abilities in practice and low-key and earnest personalities.

As required by the people-oriented business education, each educator should be aware of the potentials of themselves and the other people. Business education should offer equal opportunities for the development of its stakeholders. Taking the student development as an example, the school has provided room for students to practice their talent. For instance, our MBA programs in cooperation with venture capital institutions have established “entrepreneurship funds” and “mechanism for incubating start-ups” to support start-ups set up by the students and alumni.



sina 新浪 新浪教育专访

国际化是我院的四大战略之一 与同济大学使命匹配



受访者 陈松教授
同济大学经济与管理学院博
士生导师

新浪：

今年，同济经管学院在获得 EQUIS 五年认证后，又正式通过了全球商学院顶级认证——AACSB 认证，成为中国大陆第七家获得全球两大最具权威商学教育 5 年认证的商学院。您认为这两大认证的通过，对同济大学经济与管理学院来说意味着什么？

陈松：

首先，全球面向商学院的国际认证主要有两个：一个是 EQUIS，由欧洲管理发展基金会主办；另一个是美国的 AACSB。同济大学荣获了两大最权威的认证，一方面，这对我院的品牌建设有重要推动作用，全世界仅有约 160 家商学院通过了 EQUIS 认证；另一方面，这也有利于我们与欧美著名商学院之间的交流与合作，比如学分的互认和双学位项目的开办等。

其次，通过国际认证，使得学院有资格参加国际排名。特别是像英国《金融时报》这样的国际排名，自 2016 年起，要求参加者必须通过两大认证之一，才能参加其 MBA、EMBA 和管理学硕士等各项排名。通过 EQUIS 认证后，我院于前年参加英国

《金融时报》的全球排名，一举获得第 65 位，当时大中华区仅有两家商学院入选，去年我院荣升至全球第 52 名，今年则跃居全球 50 强。

新浪：

学院的国际化教育情况和特点如何？

陈松：

国际化是我院四大战略之一，也与同济大学培养人才的使命相匹配。同济大学的目标是要打造研究型、综合性和国际化的大学。为什么要国际化？这跟市场需求密切相关。我国经济的发展，最早是出口导向型，以出口引领和促进经济的发展，同时，大力吸引外商进行直接投资。我们的许多学员都从事出口与外资企业相关的工作。从需求上看，我们的教学内容需要走向国际化。学院这些年，正是以国际认证为契机促进国际化，因为 EQUIS 认证一个最主要的特点就是强调国际化，包括师资和学生的国际化，以及教学内容、学生学习经历的国际化。我院国际学生的规模在全国名列前茅。同时，学院还着力引进外籍教师。目前，来自德国、印度、荷兰

Well received speech at the 2016 AACSB Asia Pacific Annual Conference. Sharing with the world TONGJI Concept & Practice of sustainable development.



和美国的外籍教师已占学院师资的 8% 左右。更值得一提的是，我们还聘请了一位资深外籍副院长 Jerome Bon 教授，来协助我们制订国际化战略，他是法国 ESAP 商学院的前副院长。因此，不仅是教师，学院的管理人员也实现了国际化。学生国际化、教师的国际化和商学院管理的国际化，就是我们学院的特点。

新浪：

国际化是整个国内发展的趋势导向，除了这个导向以外，现在“双创”也是中国国内整个社会在倡导的方向。同济经管学院是否有涉猎这个相关的创新创业教育呢？

陈松：

当然，学院本身有一个学科叫技术经济及管理，与创新创业相关，该学科是上海最早设立的一个博士点，师资也比较雄厚。同时，学校还成立了中国科技管理研

究院，从事创新创业研究和教学。

我们可以从三方面来看。一是培养人才，我们设计了一些与创新创业相关的课程，比如：“技术创新管理”；学院在硕士课程中开设了“技术创新管理”课程，在 MBA 项目中也有类似的课程，还有“创业管理”，主要培养学生的创新创业能力，这也是学院培养人才的一个重要内容。

另外，学院参与组织了一系列具有国际影响力并与创新创业相关的论坛，如“浦江创新论坛”，已经有好几年的历史了。

第三，我们的教师也直接参与一些创投活动。同济经管的一些老师是真正做创新创业，而不仅仅研究创新创业。如：郑鑫老师，一直在做车联网、汽车网方面的创业；叶明海教授，作为创业导师，辅导过不少初创企业。

新浪：

他们有很丰富的实践性经验？

陈松：

对，应用为本也是我们学院的战略。学院的四大战略包括：师资提升、学科聚焦、国际导向、应用为本。

新浪：

您是如何看待我们商学院在双创的浪潮中扮演的角色，它的定位是什么？

陈松：

商学院在双创当中的角色主要还是培养人才。培养学生的创新创业能力和意识，这很重要；当然也不能盲目地要求所有学生，特别是本科生，都去创业，一定要具备相应的能力和机会才能去创业。

新浪：

关于国际化和创新创业教育，同济经管学院如何将这两个热点趋势进行相互融合？

陈松：

学院在一些国际合作的项目中都设有相应的课程。比如我们有一个中外合作项目，早在 15 年前就开设了“技术战略和创新管理”课程。这在当时的国内 MBA 教育领域首开先河。该方面的国际合作，亦带动了学院在创新创业方面的教学。

新浪：

国家现在之所以倡导创新创业，是因为处于经济转型的时期，这是一个关键时期。同济经管学院在这样一个特殊的时期，是否会做出一些战略性的调整？

陈松：

会的。首先还是要坚持深化国际化战略。国家倡导“一带一路”，实际上也是国际化的表现，它要求企业有进一步国际化运营的能力。在国际化进程中，企业除了要具备全球视野，还应有创新创业的能力，才能应对全球挑战。于商学院而言，要进一步深化国际化的理念，加强培养学生国际化的能力。现在有些学生，包括 MBA 学生，外语能力较弱，跨文化交流能力也有待提高，无法自如地与外国人打交道，不能直接与外商谈判沟通。

此外，还要进一步地强化我们的应用特色，不仅要提高教师的研究能力，还要强调应用为本。我们的教师应了解和参与企业的实际运营，掌握企业的实际需求，真正做到“顶天立地”，既脚踏实地，又有全球视野。如果教师自己没有创业的经历，也没有在企业实践的基础，又如何教好创新创业呢？

我们大多数教师都有这方面的经历，这也是学院的特点。下一步我们要持续实施学术休假制度，让教师每三年或五年可以到企业工作半年，或者在政府部门挂职锻炼。我院陆续派了不少教师去企业和政府部门挂职，我院关贤军教授目前就在南通政府挂职，负责开发区的招商工作。



Interviewee: Prof. Chen Song,
Ph. D Supervisor of School of Economic and
Management, Tongji University

Sina: After obtaining five-year EQUIS accreditation early this year, Tongji SEM has also been accredited by AACSB, another global top accreditation for leading business schools. It has thus become the seventh business school in Chinese mainland who has earned the world top two business accreditations for 5 years. What benefits do you think these two accreditations will bring to Tongji SEM?

Chen: There are two primary international accreditations for business schools around the world, which are EQUIS created by European Foundation for Management Development and AACSB from the US. Gaining of these two accreditations, on the one hand, will promote the brand building of the school, as there are only 160 business schools around the world EQUIS accredited; and on the other hand, it will significantly facilitate our exchange and cooperation with well-known business schools in Europe and the US, and is conducive to

INTERNATIONALIZATION, THE STRATEGY OF SEM IN LINE WITH THE MISSION OF TONGJI UNIVERSITY

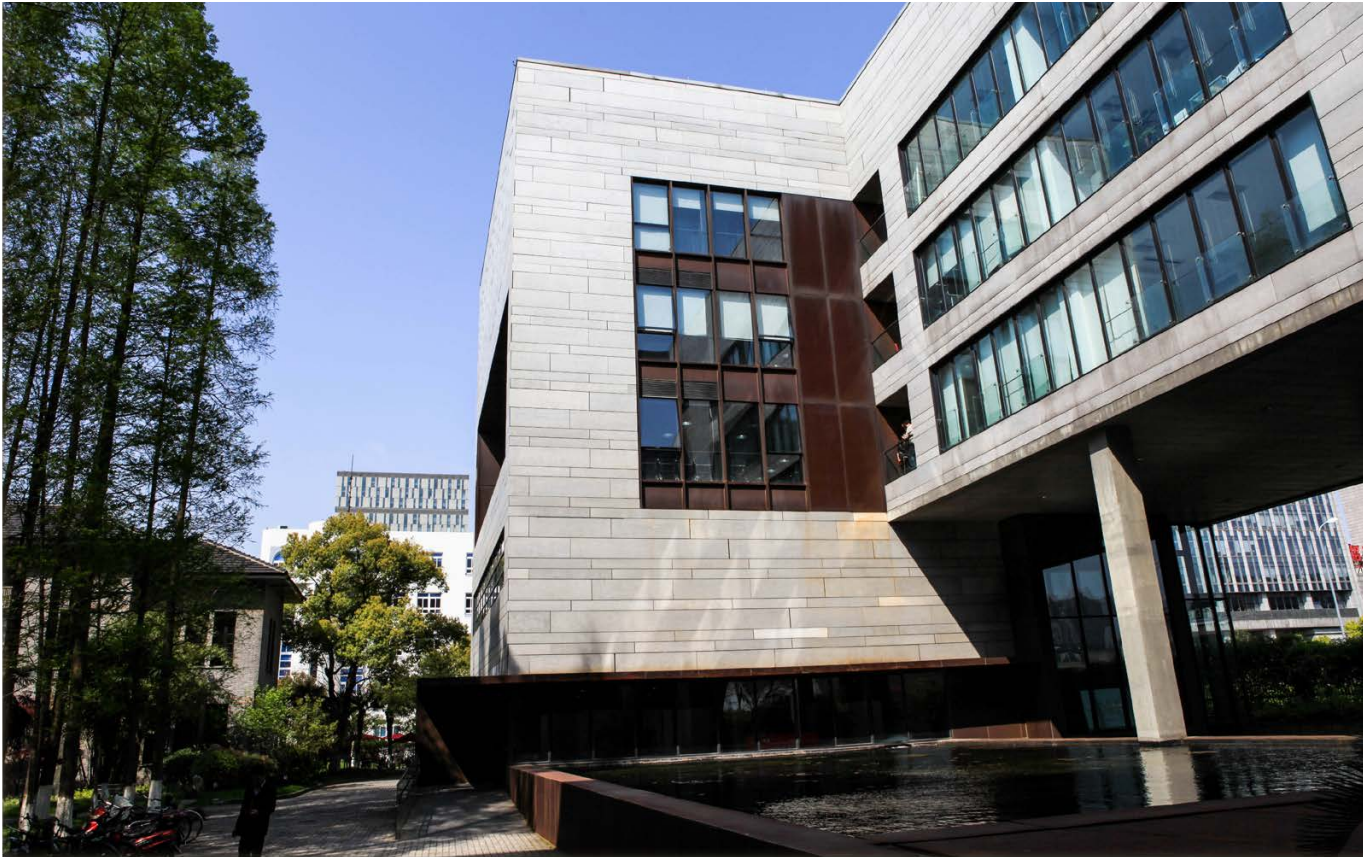


the mutual recognition of credits and the launching of dual degree programs. Secondly, the obtaining of international accreditations has qualified the School for international rankings, especially the British Financial Times rankings for MBA, EMBA and Master in Management, which has required the participating schools to own either of these two top international accreditations since 2016. As being EQUIS accredited, our school participated in the FT global rankings two years ago, and was ranked the 65th worldwide, when there were only two business schools in greater China listed in the charter. The School was ranked 52nd in 2015 and rise to 50th this year.

Sina: What are the current situation and features of the School's internationalization?

Chen: Internationalization is one of our four strategies, and is in line with the mission of Tongji University for talents development. The objective of Tongji University is to build itself into a research-oriented, comprehensive and internationalized university. But why do we pursue internationalization? It is closely related to the market demands. The Chinese economy was export-orientated at first, and the development of which was led and boosted by exports. In the meantime, China was also making great efforts in attracting foreign direct investments, so most of our students were working in export corporations or foreign-invested enterprises. It is required that our education should be internationalized. Therefore, our school has taken international accreditation as an opportunity to advance the process of internation-

alization. It should be noted that the most important feature of EQUIS accreditation is its emphasis on internationalization, including the internationalization of faculty, students and the teaching content as well as the students' learning experience. The number of international students at SEM tops other business schools in China. Meanwhile, we also put great efforts in recruiting foreign faculty from Germany, India, Netherlands and USA, who accounts for 8% of the faculty now. Furthermore, we also invited Prof. Jerome Bon, former Vice Dean of ESCP Europe Business School in France, as our Senior Deputy Dean to help us develop the internationalization strategy for the School. Thus, not only the faculty, but also our management internationalized. The internationalized students, faculty and management of the school have become our distinctive features.



Sina: *Internationalization is a national trend. But innovation and entrepreneurship are also advocated in China now. Has SEM been engaged in these two initiatives?*

Chen: Of course, we have a relevant discipline named Technological Economics and Management. As one of the earliest doctoral programs in Shanghai, it enjoys excellent faculty resources. Meanwhile, Tongji has also set up the Chinese Academy of Science and Technology Management, which conducts researches and teaching on innovation and entrepreneurship. Let's view your question from two aspects. The first is talents development. We have designed some courses concerning innovation and entrepreneurship, such as "Technological Innovation Management" It is included in the syllabus of our postgraduate programs, which is similar to certain course in the MBA program. We also offer the course named "Entrepreneurship Management" aiming at developing students' competence in innovation and entrepreneur-

ship, which is an important element in the talent development of the School. Besides, SEM has also hosted a number of international forums on innovation and entrepreneurship. For example, the Pujiang Innovation Forum has been hosted by the School for many years. Thirdly, our faculty has directly taken part in venture capital investment activities. Some SEM faculty are really practicing rather than researching on innovation and entrepreneurship. For example, Prof. Zheng Xin has been engaged in entrepreneurship on internet of vehicles and car networks. Prof. Ye Minghai is another example, who is a mentor on entrepreneurship and has guided the development of many start-ups.



Sina: *They have rich experience in practice?*

Chen: Yes, application-oriented is also one of our strategies. To be specific, our strategies include Faculty Enhancement, Academic Focus, International Expansion and Research Priority on Application.

Sina: *What's your opinion on the role of the school in the wave of innovation and entrepreneurship? And what's the school's positioning?*

Chen: With respect to innovation and entrepreneurship, the primary role of business schools is talents development. It should be recognized that though it is important to cultivate students' ability and awareness of innovation and entrepreneurship, we cannot require all the students to set up their own businesses, especially the undergraduates, who may not have the competence and appropriate chance.

Sina: *How will Tongji SEM combine internationalization with innovation and entrepreneurship?*

Chen: We have offered relevant courses in some international cooperative programs. For example, we have opened a course named "Technological Strategy and Innovation Management" in an international joint

program since 15 years ago. At that time, there was no such course on innovation management in domestic MBA programs. Thanks to the international cooperation in this aspect, our school has taken the lead in teaching of innovation and entrepreneurship.

Sina: *The reason why China advocates innovation and entrepreneurship is because the country is in the period of economic transformation, which is really critical. So will SEM make some strategic adjustments in corresponding to this special period?*

Chen: Yes. The first is to deepen the internationalization strategy. The "One Belt and One Road" initiative pushed forward by the country is also reflect of internationalization, which requires companies to enhance their competence of international operation during the process of internationalization; the companies should have international visions and the ability of innovation and entrepreneurship, so as to address the global challenges. As a business school, we should deepen our concept of globalization, and further cultivate the students' internationalization capabilities. Some of our students, including MBA students, are weak in foreign language proficiencies and their competence

of cross-cultural communications is yet to be improved. For example, they cannot communicate with foreigners in a foreign language at their ease or negotiate directly with foreign businessmen. Besides, we should enhance our ability of application. We will not only improve the research ability of our faculty, but also high-light the priority on application. Our faculty should understand and participate in the actual operations of enterprises and know their real demands. They should both be down-to-earth and have international visions. How could faculty deliver good lectures on innovation and entrepreneurship whereas he does not have any experience of starting a new business or practice in enterprises? Most of our faculty has professional experience, and it is a distinctive feature of our school. We will continue to implement the sabbatical policy, which enables the faculty to work in companies or government for half a year in every three to five years. Many faculty members in our School have taken positions in companies and government. Prof. Guan Xianjun is now working at Nantong municipal government and responsible for attracting foreign investors in the development zone.

有限地球资源下的环境经济学与环境策略



作者：Matthias Ruth
公共政策和城市事务学院院长兼教授
土木与环境工程系教授
弹性城市实验室主任
美国·马萨诸塞州·波士顿·东北大学

我相信人类将逐渐明白，我们生活的方方面面都依赖于健康而丰富的生态系统为我们提供资源，同时吸收我们产生的废物。不论技术革新的速度多快，我们都无法通过自己的经济行为去创造这些资源——我们唯一能做的是更好地利用和回收它们，然而在此过程中，生态系统转化和回收物质的能量会不可逆转地退化。由于当下生产与消费的增长速度远远超过了大自然的自我恢复速度，因此自然资源正在减少，而废物则在累积。另一方面，人造资源（例如机器和基础设施）在不断增加，但其实它们的运行和维护也依然离不开自然环境。从长远来看，我们似乎将陷入资源净损失的泥沼之中。

那么我为什么会对人类将逐渐扭转破坏环境的行为方式抱有希望呢？——我们在追求飞速增长的经济利益过程中早已习惯了这种方式。因为在公共、私人以及非营利部门，正涌现出一批新的决策者，他们寻求合作而非竞争。因为受过专业培训他们会考虑整个系统及其复杂性和因目光短浅而造成的意外后果。他们懂得从自下而上地推行激励政策、运用实验性证据以及具有坚实理论基础的论点具有强大的力量。在政策和城市事务中，他们推动科学创新。从他们那里，我看到了希望；他们就在我们的教室里，会议室中，市政厅内，在上海，也在全世界。

让我想举个例子来说明系统性思考方式是如何挑战既有思维和观点，并提出极具发展前景的解决方案的。传统经济学的特点是，它认为人类行为是受激励引导的。因此我们探究如何采用适当的激励制度来引导行为以达到预期结果是再自然不过的事情了。运行良好的市场会发出指引信号——涨价表示某种资源越来越稀缺，因此需要降低人们的需求以及寻找替代品。当生产和消费出现意外情况时，适当调整价格可以促使人们改变行为或变革技术。又比如说，向电力公司收取化石燃料碳排放费用，或者向干旱地区的家庭收取水费，两者都是基于价格的激励措施，目的在于抑制对环境有害的行为，并鼓励提升效率。

但是如果世界比我们设想的更复杂呢？万一价格并非理性经济决策的产物，而反映的是根深蒂固的社会紧张状态与长期被忽略的环境限制呢？比如说，在妇女儿童自我表达与自我决定权都受到限制的社会里，他们的劳动报酬就会被压低。而在环保标准较低的地方，资源开采和环境污染所导致的危害也始终不在经济决策的考虑范围内。糟糕的是，如今到处都是这种扭曲的价格机制。因此，这种通过掠夺社会与自然资源得到的商品与服务，其价格在引导经济决策以获取理想结果方面几无价值，它们更有可能强化可持续发展的实践。

但即使社会运转的动机与结构可以被轻易改变，也依然无法从一开始就弄清这种改变应该采取什么方式进行，因为未来充满着不确定性与意外。识别妨碍可持续发展的行为总比描述替代行为要简单得多。既然技术无法帮助我们克服生物物理学上的局限，而传统经济学工具在引导系统性改变方面也能力有限，那么从长远来看，快速的社会革新是唯一可行的战略了。考虑到人与环境的互动方式极为复杂，我们需要对尝试和错误保持相当开放的态度。我们要有远见，能够模拟和预测未来的各种不同情形，同时赢得持有不同观点和目标的利益相关方的广泛参与。简言之，我们需要在本地和区域范围内进行大范围的实验，不断评估和分享实验中所获得的经验教训，加以总结后，再确立和修改社会改变环境的规则。这种对于技术与革新在实现可持续发展中所扮角色的观点，与现行法律、市场激励以及社会奖励体系的本质构成了鲜明的对比。

城市一直是社会革新的焦点。在城市中，公共、私营和非赢利实体行为之间的联系以及它们对人们生命和生活的直接影响，都是显而易见的。尤其是大学，它们坐落于城市之中，又把城市当作自己的研究实验室，可以在可持续发展实践中起到催化剂的作用。大学和大学生们，那些对陈旧道理的价值提出质疑、并开始寻找新真理的人，还有那些融入并着手塑造周遭环境的睿智人士，正是我心中希望的源泉。

ENVIRONMENTAL ECONOMICS AND POLICY IN A RESOURCE-CONSTRAINED WORLD



*By Matthias Ruth, Director and Professor,
School of Public Policy and Urban Affairs
Professor, Department of Civil and
Environmental Engineering
Director, Resilient Cities Lab
Northeastern University, Boston,
Massachusetts, USA*

I have considerable hope that mankind begins to appreciate the fact that all aspects of our lives depend on the presence of healthy and plentiful ecosystems that provide us with resources and absorb our wastes. At no rate of technological change can those resources be created in our economies – all we can do is get ever better at using and recycling them while, along the way, the energy needed to convert and recycle materials is irreversibly degraded. And since production and consumption currently grow at rates higher than those at which nature can replenish itself, nature's assets are drawn down and wastes accumulate. On the other side of the ledger, human-made assets – such as machines and infrastructures – are built up. But even they cannot be operated and maintained without contributions from the environment. We seem to be locked into a pattern of net losses over the long run.

So, why am I hopeful that we will begin to turn the tide on destructive environmental practices that we have so long accepted in

our pursuit of fleeting economic benefits? Because a new generation of decision makers in the public, private and nonprofit sectors is emerging. They seek to cooperate rather than compete. They are trained to think about systems, their complexity and the unintended consequences of shortsighted actions. They understand the power of motivative policies from the grassroots up, using empirical evidence and arguments based on sound theories. They promote science-based innovations in the policies and city affairs. All these give me hope as I see them in our classrooms, in boardrooms and city hall, here in Shanghai and all across the world.

Let me share here just one example of the way in which system-based thinking challenges established wisdom and points towards promising solutions: A hallmark of traditional economics lies in the recognition that human behavior is guided by incentives. It is therefore all too natural to explore how proper design of incentive systems can guide behaviors towards

desirable outcomes. Well-functioning markets will give the signals on which to act – rising prices would suggest that scarcity of a resource is increasing and thus stimulate a decline in demand and a search for alternatives. Where unintended consequences of production and consumption are encountered, prices may be adjusted to prompt changes in behaviors and technologies. Charging energy companies for their carbon emissions from fossil fuel combustion or households in drought-stricken areas for their water consumption are just two examples of such price-based incentives that are targeted at curbing environmentally harmful behaviors and incentivizing efficiency improvements.

But what if the world is more complex than presumed here? What if prices are not necessarily the product of rational economic decision-making and instead reflect deep-seated social tensions and long-overlooked environmental constraints? For example, in societies where women and children hold limited rights

for self-expression and self-determination, the wages paid to them for their labor will be depressed. In places where environmental standards are low, resource extraction and environmental pollution may cause harms that remain unaccounted for in economic decision-making. Unfortunately, the mechanisms for such price distortions are at work everywhere. As a consequence, the prices of goods and services under conditions of social and environmental exploitation are not worth much with respect to their ability to guide economic decisions towards desirable outcomes. More likely, they will entrench unsustainable practices.

But even if the motivations and structures by which society operates could be readily changed, it is unclear at the outset n what forms such changes should assume because the future is rich in uncertainties and surprises. Identifying those actions that undermine sustainability remains much easier than de-

scribing behaviors to take their place. Since technology cannot help us overcome biophysical constraints and since traditional economic instruments are limited in their abilities to guide systematic change, then the only long-term viable strategy is sufficiently rapid social innovation. Given the complexity of human-environment interactions, this will mean a need for considerable openness towards trial and error. It will also require long-term visioning and simulation in anticipation of alternative futures, and broad engagement of stakeholders with diverse perspectives and goals. In short, a wide range of experiments need to be carried out at local and regional scales, and the lessons from these experiments need to be continuously assessed and shared, then aggregated to establish and revise the rules by which society engages in changes of its environment. Such a perspective on the role of technology and innovation for sustainable development markedly contrasts with the nature of existing laws, mar-

ket incentives and social reward systems.

Cities have long been focal points for social innovation. In them, the relationships between the actions of public, private and non-profit entities on the one hand and direct impacts on the lives and livelihoods of the people are readily apparent. In particular, the universities that reside in cities and use them as their laboratories for investigation can serve as catalysts for sustainable practices. They, and the many smart people who study in them, who question the value of outdated truths and seek new ones, and who then engage with and shape their surroundings are the source of my hope.





韩传峰教授
同济大学经济与管理学院副院长

在新旧平台间，搭一座沟通合作的桥梁

摘自《解放日报》

提高制度性话语权 构建广泛利益共同体

后金融危机时代，世界经济尚未恢复元气，全球经济治理的理念、结构和规则进入深度调整变革期。作为首个发达国家和发展中国家相对平等对话的国际经济合作机制，G20 打破了发展中国家更多是国际秩序和国际规则被动接受者的局面，赋予了发展中国家平等参与全球经济治理体系改革和建设的机遇，在促进世界经济稳定和增长方面肩负重要使命。

在国际治理体系中，中国代表着发展中国家和新兴经济体的利益与诉求，具有连接发展中国家与发达国家的桥梁作用。世界各国媒体普遍关注到，此次 G20 杭州峰会邀请到东盟、非盟和非洲发展新伙伴计划组织的轮值主席国及 77 国集团主席国等参会，成为发展中国家数量最多的一次峰会，有助于推动发展中国家争取到更多制度性话语权，开启了 G20 推动全球经济治理体系变革的新纪元。

当前，中国已成为全球第二大经济体、第一大贸易国和第一大外汇储备国，在世界贸易与投资、国际金融等诸多领域拥有系统性外溢影响。2008 年至 2015 年，中国贡献了全球 GDP 增长总量的 47%，是当之无愧的世界经济“火车头”；未来相当长的一段时期内，这一势头不会改变。随着经济

实力与日俱增，中国的全球利益同步外延，深度参与全球经济治理成为捍卫国家权益的必然选择。

事实上，中国正努力深化在全球经济治理体系中的渗透力、影响力，稳步争取与自身实力相称的制度性话语权。

2008 年国际金融危机后，中国政府和领导人频频就全球治理发出声音。特别是党的十八大以来，习近平总书记等党和国家领导人在出席联合国大会、G20 峰会、亚太经合组织领导人会议、东亚峰会、金砖国家领导人会晤、达沃斯世界经济论坛、博鳌亚洲论坛等场合时，先后提出了有关全球经济治理的中国倡议。

习近平强调，中国是现行国际体系的参与者、建设者和贡献者，是国际合作的倡导者和国际多边主义的积极参与者。作为一个负责任大国，我们在继续学习的同时，要更加积极、主动地参与全球经济治理，努力在全球经济制度建设中作出贡献。

党的十八届五中全会提出，要积极参与全球经济治理和公共产品供给，提高我国在全球经济治理中的制度性话语权，构建广泛的利益共同体。世界范围的技术创新和产业革命正在兴起，各国在政治、经济、军事等重要领域有着更加广泛的共同利益，

G20 2016 中国



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参会国人口占全球



60%

国土面积占全球



参会国国内生产总值占全球



参会国贸易额占全球

41

构建创新、活力、联动、包容的世界经济

相互依赖性进一步增强，越来越成为你中有我、我中有你的命运共同体。为此，G20 杭州峰会设立“创新增长方式，完善全球经济金融治理，促进国际贸易和投资，推动包容、联动式发展”四大重点议题，为世界经济走出当前困境、实现可持续发展献计献策。

引导经济议程 促进各国合作共赢

近些年来，G20 峰会常被会议前夕的国际事件干扰视线、转移话题，难以取得实质性成果。作为本次杭州峰会主席国，中国静观其变、从容应对，在准确把握和引领时代潮流的基础上，向全世界明确展现维护世界和平、促进共同发展的姿态。我们就改革和完善全球经济治理机制发出了负责任大国的声音，为有效参与国际经济游戏规则制定打下了良好基础。

站在新的历史起点上，中国应从全球视野和高度责任感出发，从中华优秀传统文化中汲取思想和智慧，积极参与全球经济治理和公共产品供给，提出促进世界经济增长和完善全球经济治理秩序的理念和主张。

一方面，全球经济治理机制亟须摆脱传统观念和路径依赖。要摒弃“冷战思维”，摆脱世界经济发展“单极思维”，淡化政治色彩和意识形态，以更加包容的姿态平等对待所有经济体，承认多极化力量格局，照顾各方利益和诉求，谋求全球经济共同发展。

随着科技进步和经济全球化发展，世界经济的关联性和互动性不断增强，各经济体越来越成为紧密联系的整体。各国产业结构互动程度超过以往任何时期，形成世界经济产业结构的大系统，国际贸易和投资政策的设计要与此相协调、相适应。

2008 年国际金融危机是技术、产业聚变与传统经济治理机制相互作用的产物。

目前，各国实施的财政政策和货币政策仍然倾向于过度重视国内短期经济和通胀目标，会促使一国内部的货币和财政政策传导并影响到其他国家，可能放大潜在的金融风险。国际社会迫切需要建立协调一致、相互评估的政策体系，将短期宏观经济措施调整为中长期战略，制定更加符合国际金融体系需要的长期金融方案并付诸实施。

另一方面，建立和完善全球经济治理新机制。传统的全球经济治理体系亟待革故鼎新，在坚持联合国宪章宗旨与原则的基础上，根据全球经济的现实需要和发展趋势，重视新兴国家和广大发展中国家参与治理的呼声，对全球经济治理机制进行相应的改革、完善和创新，推动国际经济关系更加民主化、法治化和合理化。

要建立世界经济的监管协调机制。继续推动国际货币基金组织、世界银行和世界贸易组织三大传统治理机构的改革，增加和完善各自的职能和运行机制，建立三者之间的沟通协调机制，提升新兴市场国家和发展中国家的代表性和影响力，解决全球金融监管乏力、货币治理失衡、贸易争端频发等问题。

要建立世界科技和产业形态的创新创造机制。当前世界经济增长乏力，但新一轮科技和产业革命已现端倪。汇集全球优势资源，建立创新平台，推动世界科技创新、产业创新和商业模式创新，把世界经济从“泥潭和徘徊”中解救出来，应成为全球经济治理机制改革的重要内容。

G20 要因时而变、立足长远，积极引导全球经济议程，推进全球经济治理体系变革，进一步形成促进世界经济可持续发展的政策机制和行动能力。同时，积极发挥亚投行、金砖国家新开发银行等国际机制的作用，在新旧平台之间搭起沟通合作的桥梁，建立完善新的国际机制，促进国际经济秩序朝着平等公正、合作共赢的方向发展。

BRIDGE THE NEW & OLD PLATFORMS WITH COMMUNICATION AND COOPERATION

An extract from *Liberation Daily*



Gain More Say over International Regimes and Create a Community of Broad Interests

The world economy has not yet recovered from the post financial crisis era, while the concept, structure and principles of global economic governance have entered a phase of in-depth adjustment and reform. As the first international economic cooperation mechanism for the relatively equal dialogue between developed and developing countries, G20 has broken the situation that developing countries were passive recipients of international orders and rules in most cases, and provides developing countries the opportunities of equal participation in the reform and development of global economic governance system, and to assume the important task of promoting the stability and growth of world economy.

In the international governance system, China represents the interests and demands of developing countries and emerging economies, and acts as a bridge between developed and developing countries. It is recognized by the world media that G20 summit in Hangzhou has invited the rotating presidency of Association of Southeast Asian Nations (ASEAN), African Union (AU) and the New Partnership for Africa's Development (NEPAD) and the presidency of Group of 77, which gathers the largest number of developing countries. It also helps developing countries to win more say and ushers in a new era for G20 to advance the revolution of world economic governance system.

China is now the world's second largest economy, the largest trading country, and the nation with the largest foreign exchange reserves. It possesses systematic spillover impacts on the world trade and investment and international finance, etc. During 2008 and 2015, with the contribution of 47% of the global GDP growth, China well-deserved the title of world economic "locomotive", and shall maintain this momentum for quite a long time in the future. It is inevitable for China to get profound involvement in the world economic governance to safeguard its national interests as its economic power is steadily on the increase and it shares global interest with the rest of the world.

In fact, China is trying to step up its penetration and impacts on the global economic governance system, and steadily strives for institutional discourse powers that are proportionate to its own strength.

After the international financial crisis in 2008, Chinese government and leaders have frequently addressed on global governance. In particular, since the 18th National Congress of CPC, President Xi Jinping and other party and state leaders have successively put forward China Initiatives on the global economic governance when attending the UN congress, G20 summit, APEC Leaders' Meeting, East Asia Summit, BRICS leaders meeting, Davos World Economic Forum, and Boao Forum for Asia, etc.

Xi has stressed that China is a participant, builder and contributor to the current interna-



Author: Prof. Han Chuanfeng,
Deputy Dean of Tongji SEM

With the group uprising of emerging economies represented by BRICS, the global economic governance system, institution and concept dominated by western developed countries showed its declining tendency. Thus the revolution of world governance system stands at a historical turning-point. Grasp the opportunity to take part in and improve the global economic governance system became a historical choice for China which serves its national interest.

tional system, who advocates international cooperation and actively take part in international multilateralism. As a responsible great power, China will continue to learn from others, while participate more proactively in global economic governance, and strive to contribute to the institutional improvement of global economy.

It has been proposed by the Fifth Plenary Session of 18th CPC Central Committee that we shall play a more active role in global economic governance and provision of public goods, achieve more say over the global economic governance, and create a community of broad interests. With the rising of worldwide technological innovation and industrial revolution, all countries share more extensive common interests in the political, economic, military and other important areas, and the interdependence is more in-

tense between all countries as a community with a common future has been built. Therefore, the G20 summit in Hangzhou has put forward four key issues: Innovative Growth Pattern, Improve Global Economic and Financial Governance, Facilitate International Trade and Investment while Promote Inclusive and Coordinated Development, to contribute ideas and exert efforts for the world economy to get out of predicament and achieve sustainable development.

Guide the Economic Agenda and Promote Win-Win Cooperation between Nations

G20 summits in recent years have seen much difficulty in achieving substantive results as it was always interfered or diverged by pre-session international events. Being the presidency of Hangzhou Summit, China was calm and rational in its approach, and precisely grasped and led the trend of the times when reveal its posture to the world in safeguarding world peace and promoting mutual development. We have voiced as a responsible great nation on the reform and improvement of global economic governance mechanism, which has laid a solid foundation for our effective participation in the formulation of international economic rules.

Now standing at a new historical starting point, China with a global vision and high sense of responsibility shall draw from our excellent traditional culture its ideology and wisdom, participate actively in the global economic governance and public products supply, and put forward concepts and propositions for stimulating the world economic growth and improving global economic governance.

On the one hand, the global economic governance mechanism must urgently get rid of its dependency to the traditional concepts and routes. We shall abandon the "Cold War Mentality", get rid of the "unipolar thinking" of world economic development, and dilute the political complexion and ideology, so as to treat all economies

equally with a more tolerant attitude, recognize the multipolar balance of power, take care of the interests and aspirations of all parties, and strive for the common development of global economy.

With the development of science, technology and economic globalization, the world economy is experiencing a higher level of relevance and interactivity, and all economies are more and more closely connected as a unity. The industrial structures of different countries have carried out more interactions than ever before, which brought in a large scale system of world economic industrial structure. Thus, the design of international trade and investment policies should be coordinated and adapted accordingly.

The global financial crisis in 2008 is the product of interactions between the technology and industrial fusion and the traditional economic governance mechanism. Currently, the fiscal and monetary policies adopted by all countries are still inclined to emphasis too much on the domestic short-term economic and inflation targeting, due to which the monetary and fiscal policies of one nation are more easily transmitted to and impact the other countries, and amplify the potential financial crisis. There is an urgent need for the international community to build a coordinated policy system with mutual assessing functions, convert the short-term macroeconomic measures into medium and long-term strategies, and develop and implement long term financial plans to better meet the needs of the international financial system.

On the other hand, establish and improve the new global economic governance mechanism. The traditional global economic governance system urgently needs reform and innovation. On the premise of upholding the purposes and principles of UN Charter, and according to the realistic demands and development tendency of global economy, we shall attach importance to the aspiration of emerging economies and developing countries for participant in governance, apply reform, improvement and in-

novation to the global economic governance mechanism, and promote democratization, legalization and rationalization of the international economic relations.

Establish a regulatory and coordination mechanism of world economy. Continue to promote reforms of the three traditional governing bodies: IMF, WB and WTO increase and improve their functions and operational mechanisms, establish a communication and coordination mechanism among the three; enhance the representativeness and influence of emerging market economies and developing countries; and provide the solutions to the weakness in global financial regulation, imbalance of monetary governance, frequent occurrence of trade disputes, etc.

Build an innovation and creation mechanism for world science, technology and industrial forms. Though the world economic growth is weak, a new round of scientific and industrial revolution has now taken its shape. It should become an emphasis for the reform of global economic governance mechanism to gather the global superior resources, create platforms for innovation, boost worldwide scientific and technological innovation, and reforms on industrial and business modes, and thus rescue the world economy from "quagmire and hover".

By changing at times and based on the long term development, G20 shall actively guide the global economic agenda, promote reforms of the global economic governance system, and further develop the policy mechanism and action capability of the world economy for sustainable development. Meanwhile, we shall give full play to the international institutes like Asian Infrastructure Investment Bank and national development banks of BRICS; bridge the old and new platforms with communication and cooperation; establish and improve the new international mechanisms; and thus push forward the international economic order towards equality, justice, and win-win cooperation.



期待中国经济的“成都样本”

建设西部经济中心

来源《成都日报》



阮青松教授
同济大学经济与管理学院副院长

“加快建设西部经济中心将很好地助力成都建设成为国家中心城市，而成都建设西部经济中心，则是有强大的现实支撑。”阮青松向记者表示。“首先，成都作为国务院确定的西南金融中心，拥有中西部地区数量最多、种类最齐全、开放水平最高的金融机构，金融市场规模在中西部城市中位居第一。2015 年中国金融中心指数也显示，成都金融综合竞争力名列中西部地区第一、全国第六。最新数据显示，截至 2016 年 6 月末，成都金融机构本外币存款余额 3.24 万亿元，同比增长 11.2%，存款增

量居中西部第一；金融机构本外币贷款余额 2.44 万亿元，同比增长 11.8%，贷款增量居中西部第一。目前，成都共有各类金融机构、准金融机构 1800 余家，金融产业呈现集聚发展的良好态势。同时，规划总面积约为 5.1 平方公里的成都金融总部商务区建设，正在按照‘国内一流、西部领先’的建设标准快速崛起。”

阮青松称，成都还是西部内陆地区经济发展水平较高的城市。“2015 年，成都市地区生产总值达到 1.08 万亿元，超过四川省三分之一，同时在中国城市 GDP 排名中位居第九。成都还是全球重要的电子信息产业基地、国家新型工业化产业基地和国家新能源、新材料产业基地。成都具有较好的创新创业环境，目前已获批国家全面创新改革试验区、国家创新型城市试点、国家自主创新示范区和国家服务贸易创新试点城市。雄厚的经济实力和较高的产业发展水平，为成都建设国家中心城市奠定了坚实的经济基础。”

此外，成都也是内陆地区对外开放水平较高的城市。“截至 2015 年底，世界 500

强企业已有 268 家落户成都，而今年以来成都净增世界 500 强企业 10 家，落户成都的世界 500 强企业总数已达 278 家。我相信，未来这一数据还会不断上升。”阮青松无疑对成都的经济发展充满信心。

“成都市委十二届七次全会进行的布局，有利于成都构建现代产业体系和建设西部经济中心。成都正以更加自信的姿态站在新的历史起点，期待成都为中国经济提供一份令人满意的‘成都样本’。”他说，“拿工业经济来说，它是实体经济的核心，是城市强盛的根基，是区域经济社会发展的主轴和能动轴。成都坚持工业‘一业定乾坤’，深入实施成都制造 2025 规划和工业强基行动，重点发展电子信息、汽车等优势产业和轨道交通、航空航天、生物医药等战略性新兴产业，大力发展以互联网产业为代表的新经济，有利于推动产业成链条、成集群发展，培育万亿级产业集群。”在他看来，这一系列的行动，都将内化为成都加快建设西部经济中心的动力，助力成都建设国家中心城市。



苏涛永
同济大学经济与管理学院副教授

战略管理新思维 精益战略

企业战略管理的根本任务在于：构建愿景和使命，协调企业的资源和行动与所处的环境相匹配，持续创造并获取价值。不同时代具有的环境特征，也决定了企业创造价值的着力点在发生变化。19 世纪至 20 世纪早期，工业革命浪潮催生了生产工具的大发展，“资本 + 效率”成为企业成功的法宝。20 世纪中期开始，全球产能提升，买方市场导致企业竞争加剧，“质量 + 品牌”成为企业获取竞争优势的关键。21 世纪始，人类进入了互联网时代，“连接”成为了时代主题。企业和消费者的连接更紧密，企业之间的连接效率更高，消费者之间连接成为社群。在这个时代，大数据得到广泛应用，移动互联高速发展，共享经济颠覆传统。具体而言，互联网时代的特点首先是透明化，互联网的存在不仅加快了信息的传递也拓宽了信息传递的范围，对个人和组织行为起到了很好的监督作用；第二点是数字化，互联网使过去很多不可思议的事情变为了现实，方便了对数据资料的收集与

分析；第三点是平台化，互联网为每一个人、每个企业提供了一个展示的舞台，在这里没有任何资格条件限制，给生产、生活方式带来了深远的影响；第四点是小众化，消费者连接成不同的社区，需求更加多样化，为企业也提供了更多机会。

新的商业环境要求企业具有新的战略逻辑。从安索夫（Ansoff）最早的战略规划，波特（Porter）的竞争定位战略，到哈默（Hammer）等人的企业核心能力及后来的动态竞争、动态能力、蓝海战略理论，战略思想从静态走向动态，强调环境的影响，但战略管理的过程却始终遵循规划设计的思路。商学院所用的战略管理教材基本都是战略分析、战略制定、战略实施的套路。国内企业的战略管理实践，大多数都遵循了这一套路，导致大企业花费大量财力人力，制定的战略方案束之高阁，而小企业由于资源限制，根本无法开展战略管理。虽然明茨伯格（Mintzberg）很早就提出了自下而上的突发战略（Emergent strategy），也有一些企业战略实践表明这种战略路径的优点，如 3M 公司，纽柯钢铁（Nucor）等，但一直缺乏系统的理论框架去描述这种自下而上的战略逻辑。

不同的时代赋予人们不同的思维，创业理论研究的兴起、创业实践的财富效应和社会效应极大地推动了企业管理者们对新思维的接受。David.Collins 教授在“精益创业”思想的基础上，在 2016 年 3 月的《哈佛商业评论》上阐述了“精益战略”，将战略的目标设定、边界设定与新企业的试错、迭代、灵活等特征结合起来，旨在指导新创企业如何运用战略。这一概念的确能反映很多成功企业的实践，也与笔者对企业战略的长期观察和思考不谋而合。例如，近来比较火的“摩拜单车”能够很好地诠释精益战略的实施。摩拜单车的使命在于解决公众出行“最后一公里”的困扰，倡导绿色出行，创造性地运用市场方式解决社会难题，这一初衷是非常清晰的。但究竟采用何种商业模式，自行车设计成什么样子，硬件软件如何结合？摩拜单车并不是一开始就设计好的，而是经过了大量试验、迭代，去掉了太阳能板车筐、采用实心轮胎与轴承

传动等，才演化成人们现在熟悉的智能、简单的“小红车”及运营模式。可以预测，摩拜单车将会根据用户体验的反馈、运营管理经验继续进行版本升级，包括车体设计、合作伙伴的选择、大数据挖掘、收入来源渠道拓展等，但它的核心价值主张是不会变的。

精益战略的思维逻辑实际上可追溯到明茨伯格（Mintzberg）的战略形成过程：有意图的战略和突发的战略。大公司同样可以采用这一战略管理方法，将自上而下和自下而上的战略制定过程结合起来。简而言之，顶层设计、底层迭代。海尔公司（Haier）一直在实施这种有机结合，去除中间层，弱化层级结构，从“每个员工都是一个 SBU（战略业务单元）”到“让员工当创客”，海尔始终强调一线员工的自发行动和反馈对公司战略的重要性。海尔 CEO 张瑞敏在世界上获得了一系列奖项和荣誉，包括耶鲁“传奇领袖奖”（2016）、“全球 50 位最伟大领袖奖”（2014）、“管理思想领袖奖”（2012）等，被西方认为最著名的中国 CEO，原因在于他对新思维的拥抱和在管理思想上的创新。

新的技术、新的概念、新的商业模式层出不穷，人们越来越习惯这种节奏，现有企业的危机意识也越来越强。在这种时代背景下，商业精英们会更容易接受精益战略中的“精益”内涵，将会使传统的战略规划方法和过程在实践中得到有效的补充。引用 Porras 和 Hammer 二十年前的一句话，“**真正优秀的公司知道哪些东西永远不应该改变，哪些东西应该自由地改变；知道哪些东西可以慷慨地牺牲，哪些东西需要永远珍爱**”。这变与不变恰好体现了精益战略的精髓。

VISION FOR THE “CHENGDU PATTERN” OF CHINESE ECONOMY BUILDING AN ECONOMIC CENTER IN WEST CHINA

Source: Chengdu Daily



Interviewee: Prof. Qingsong Ruan
Deputy Dean of School of Economics and
Management, Tongji University

“Accelerating the building of western China economic center will facilitate the transformation of Chengdu as a national central city, while building Chengdu into a western economic center receives strong and real support.” Prof. Ruan told the journalist. “First of all, located in the southwest China, Chengdu is the financial center designated by the State Council, and the financial institutions in Chengdu are superior in numbers, varieties and openness, and the size of its financial market also ranks first in the region of southwest China. As is revealed by the 2015 China Financial Center Index, the comprehensive competitiveness of Chengdu ranks first in the Midwest and sixth nationwide. According to the latest data, the deposit of domestic and foreign currencies in the financial institutions at Chengdu reached 3.24 trillion Yuan by the end of June 2016, with a year-on-year growth of 11.2%, top in the Midwest region with respect to the growth of deposits. And the loan of domestic and foreign currencies reached 2.44 trillion Yuan, with a year-

on-year growth of 11.8%, also ranking the first in loan increase. Now, Chengdu has 1,800 plus formal and yet-to-be-accredited financial institutions, and the financial industry maintains a good momentum of development. . Meanwhile, the business district harboring the Chengdu finance headquarter, with a planned area of 5.1 square kilometers, is rising sharply under the construction standard of “first-class in China and leading in the West China”.

According to Ruan, Chengdu enjoys high level of economic development in western inland region of China. “In 2015, the GDP in Chengdu reached 1.08 trillion Yuan, 1/3 higher than Sichuan Province, which ranked ninth in the GDP charter of Chinese cities. Chengdu is also the world’s key base for electronic information industry, and the national industrial base for new industrialization, new energy and new materials. In addition, Chengdu enjoys a good environment for innovation and entrepreneurship, which has been granted the national innovation and reform pilot site, experimental unit of national innovative city, and it has also been approved as the national independent innovation demonstration zone and state pilot city for service trade innovation. Chengdu’s strong economic power and higher level of industrial development lay a solid foundation for building itself into a national central city.”

Furthermore, the level of openness in Chengdu is much higher than many other inland cities China. “By the end of 2015, 268 corporations among global top 500 businesses have opened branches in Chengdu, and 10 more Global Top 500 companies have entered the market of

Chengdu this year. Thus, the number of Global Top 500 that settled down in Chengdu reaches 278. I believe the number will keep increasing in the future.” Ruan is confident in Chengdu’s economic prospects.

“The planning and layout map released during the seventh plenary session of 12th Chengdu Municipal Committee is conducive to establishing the modern industrial system in Chengdu and building it into an economic center in West China. Gaining a new historical starting point, Chengdu is more confidence, and we are looking forward to a satisfying ‘Chengdu pattern’ of Chinese economy.” He said, “For example, industrial economy is the core of real economy, and the foundation of a prosperous city, it is also the primary and driving force for the regional economic and social developments. Upholding the guiding theory of “industry sets the foundation”, the city has thoroughly implemented the 2025 Made-in-Chengdu Planning and the Reinforcement of Industrial Base Initiative, which focuses on its advantageous industries (electronic information and automobile etc.) and strategic emerging industries (rail transit, aerospace and biomedicine etc.), it also puts great efforts on new economies, represented by internet industry. And all these industries will boost the development of industry chains and clusters, and thus incubate trillion-level industry clusters.” In his view, all these activities will internalize as the driving force for building Chengdu into the western economic center and a national central city.

The fundamental tasks of corporate strategic management: develop visions and missions; coordinate the resources and actions of enterprises to match its environment; keep on creating and acquiring values. Enterprise’s focus of value creation alters along with the environment features of specific times. The tide of industrial revolution since the 19th century till early 20th century has resulted in the great development of production tools, and “capital + efficiency” has ensured the success of enterprises. Even more fierce competition of buyer market has been faced by enterprises as a result of global productivity enhancement since mid-20th century, thus “quality + brand” played a critical role in the enterprise competitions. Then starting from the 21st century, “connection” has become the theme of the internet era: enterprises and consumers are even more closely connected, where enterprises are connected in higher efficiency, and consumers are connected as communities. The contemporary era has witnessed the wide application of big data, accelerated development of mobile internet, and subverting tradition by sharing economy. Or in more specific words, the Internet Age is

NEW CONCEPT OF STRATEGIC MANAGEMENT: LEAN STRATEGY

primarily featured by transparency: internet has not only accelerated the speed of information transmission, but also extended the scope of it, which plays a good supervisory role on personal and organizational behaviors; and secondly digitalization: internet has turned many incredible things into reality, and eased the data collection and analysis; and thirdly platforms: internet has provided stages for individual person and enterprise without qualification threshold, which means far-reaching influence on production and lifestyle; and fourthly anti-popularization: consumers have formed various communities with more diversified demands which provides more opportunities for enterprises.

New business environment requires enterprises to have new strategic logic. Since the earliest theory of strategic planning by Ansoff, competitive positioning strategy by Porter, core capability of enterprise by Hammer et al, and the succeeding dynamic competition, dynamic capability, and Blue Ocean strategic theory, strategic thinking has evolved from static to dynamic, which highlights the environmental impact; however, the process of strategic management has always complied with the original planning and design concept. The fixed pattern of strategic analysis, strategy formulation and implementation still prevails in the teaching materials of strategic management courses at most business schools; this pattern of strategic management is also popular in practices among domestic enterprises, which has consumed a great amount of financial and human resources in large companies, who eventually shelved and forgotten their strategic planning, while the strategic management is almost infeasible for small companies with limited resources. Although the bottom-up Emergent Strategy proposed long time ago by Mintzberg has been proved advantageous by some enterprises in strategic practices, e.g. 3M and Nucor, the bottom-up strategic logic behind it still remains short of theoretical frameworks.

People’s concepts are the result of specific times. Initiation of entrepreneurial theories and the wealth and social effects of entrepreneurial practice have promoted in great scale the acceptance of new thinking by enterprise managers. Harvard Business Review in March 2016 has included an article by Prof. David Collins, who has narrated the “Lean Strategy” on the basis of “Lean Entrepreneurship”. It has combined the setting of strategic targets and margins with the characteristics of new enterprises: trial and error, iteration and flexibility, with an aim to guide new enterprises in using of strategies. This concept is a good reflection of many successful enterprise practices, and also accord with my personal observation and thinking of enterprise strategies over a long period. The recent hotspot MoBike is a good demonstration of lean strategy execution. It is committed to solving the “last one km” harassment in public transportation, an advocator of green travel; it creatively solved the social problem through the market approach. Their original intention is very clear. The question is choosing what kind of business model, the design of bicycles and how to combine the hardware-and

software. MoBike wasn’t a mature design from the very beginning, which has gone through many tests and iterations, to get rid of the solar board basket, and use solid tires and bearing drive, so that it has evolved into the intelligent and simple “mini red bike” with its present business mode familiar to the public. It is foreseeable that MoBike will be upgraded according to the feedback of user experience and operation management experience, including bicycle framework design, partner selection, big data mining, and income channels expansion etc.; however, the core values will remain unchanged.

In fact, the thinking logic of lean strategy can be traced back to Mintzberg’s strategy formation process: intentional strategy and emergent strategy. This way of strategy management is also applicable to large companies by integrating the up-bottom and bottom-up strategy development processes. In short, top design and bottom iteration. Haier Group has been applying this organic combination all long, by removing the intermediate layers and weakening

the hierarchical structure. From “Each staff is a SBU” to “Let staff be makers”, Haier has highlighted that the spontaneous actions and feedback of frontline staff are critical to company strategy. The series of global awards and honors achieved by Zhang Ruimin, the CEO of Haier, including Legend in Leadership Award (2016), Global 50 Greatest Leaders (2014), Leadership of Management Thought (2012), and the most famous CEO of China by western media can be attributed to his embracement of new thinking and innovation of management thoughts.

The new technologies, concepts, and business models are coming in thick and fast. People are more and more accustomed to this pace, and the existing enterprises are ever building higher sense of crisis. Such a historical background has got the business elites easier to accept the meaning of “lean” in lean strategy, and thus the traditional strategic planning methods and processes can be effectively complemented in practice. As the words goes by Porras and Hammer 20 years ago: “A real good company knows what shall never be changed, what can be changed freely, what can be sacrificed bountifully, and what shall be cherished forever.” Changing and invariability therein are the very soul of lean strategy.



Author: Su Taoyong
Associate Professor, Tongji SEM

集聚创新要素，打造特色小镇

〔浦江创新论坛·区域(城市)论坛〕

2015年以来，浙江省创新性提出“在全省规划建设一批产业特色鲜明、人文气息浓厚、生态环境优美、兼具旅游与社区功能的特色小镇”，这是经济新常态下加快区域发展的全新战略，是推进供给侧结构性改革和新型城市化的创新实践。9月25日，由同济大学经济与管理学院等承办的2016浦江创新论坛之区域（城市）论坛就此展开了交流和分享。

仇保兴

国务院参事，中国城市科学理事会理事长

浙江省副省长冯飞提出，浙江特色小镇建设的三个聚焦点是提升产业集群效应、创新要素的集聚，以及打造创新强激励的体制和机制。浙江已经创建了79个特色小镇，累积投资1200多亿，集聚企业3.7万家，引进各类创新创业人才1.6万余名，规划力争三年要建设100个左右的特色小镇，特色小镇主要围绕七大万亿级产业，包括信息产业、环保、健康、旅游，以及浙江特色历史经典产业，如丝绸、黄酒、茶叶、中药等。

科技日报社社长李平表示，区域创新一方面需要服务国家总体部署，推动国家战略实到区域，落实到基层，另一方面需要从产业入手抓好转移转化，特别是创新人才、创新主体和创新载体，使创新成果加快转化成实实在在的产业活动。浙江省特色小镇建设是浙江按照“创新、协调、绿色、开放、共享”五大发展理念在新常态下加快转型发展的探索，对全国实施创新驱动发展战略具有重要的借鉴意义。

浙江梦想小镇代表、杭州未来科技城管理委员会副主任赵喜凯指出，有几项任务是现在乃至将来的重中之重。第一，坚持先生态、再生产、后生活，以及宜居、宜业、宜游、宜学的理念，充分保护自然生态和历史遗存。第二，构建完善的创业生态圈，锁定人才和资本两大关键要素，加快集聚创业服务机构，做好项目组合文章，构筑人才+资本+孵化的创业闭环。第三，创新服务型的政府管理机制。坚持政府做配套，市场做运营，围绕互联网企业的特点转变管理方式。第四，营造浓厚的创新创业氛围，鼓励和支持开展丰富多样的创新创业活动，点燃年轻人的创新创业激情。

国务院参事、中国城市科学研究会理事长仇保兴表示，借鉴国际与历史经验，特色小镇应该做到以下几方面：第一，特色城镇必须在某一个方面对主城区产生足够的反磁力，否则吸收不到人才和居民。第二，特色小镇不在于规模大，而在于特色化，与主城区有互补性，必须在环境更美、公共设施更优、生活更宜居方面有所突破。第三，每一个小城镇应该有一个生活中心，这个生活中心应该包括商业、娱乐、高水平的教育和卫生。第四，特色小镇的产业应该形成集群模式，而且与主城区互补。第五，特色小镇的建筑风格应该传承当地历史文化，并与周边的自然美景相融合，形成有特色、与主城区有差异有互补的活动空间。第六，特色小镇应该遵循循环理念，人均的碳排放要低于传统特色小镇一倍左右。



Del Christensen

美国旧金山湾区理事会全球商务发展部部长

旧金山湾区发展的几大特质

美国旧金山湾区理事会全球商务发展部部长 Del Christensen 介绍，旧金山湾区是一个完整的创新生态系统，由很多不同的机构和多样的人才组成，并由社交网络连接。湾区的发展有几大特质：

一是湾区有很多大学与研究机构。例如加州大学系统，这包含很多高新技术和多元模式，校园扮演者催化剂的作用，能够很好的促进当地发展和区域建设；湾区还有国家实验室、卓越中心、顶级的生物试验室；很多顶级的公司都从湾区开始创业，主要原因就是其创始人多在湾区接受大学教育。此外，湾区还有天使基金投资者联盟，这也为创新创业做了贡献。

二是湾区有很多加速器。这些孵化器发源于硅谷和湾区，现在又把湾区与中国等国家连接在一起，从而形成创新的生态系统，这也是一个不断沟通 and 不断发起活动的过程。

三是湾区的环境与生活品质非常好，政府有很多新的政策吸引创新企业。湾区的水质、环境、交通的品质非常高，并且有很多公园、博物馆等基础文化设施，这为湾区的创新生态系统提供了优质的发展环境。

GATHER INNOVATION ELEMENTS & BUILD DISTINCTIVE SMALL TOWNS

Pujiang Innovation Forum · Regional (Urban) Forum



Zhejiang has proposed an innovative strategy since 2015 to “build a series of distinctive small towns in the province which feature strong cultural atmosphere, beautiful ecologic environment and combine the functions of tourism and community”. It is a brand new strategy aiming at accelerating regional development in the “new normal” economy and it is also an innovative practice in boosting structural reforms on the supply side and new urbanization. On 25th September, 2016 Pujiang Innovation Forum Regional (Urban) Forum, organized by the School of Economics and Management of Tongji University was held, whereby experts and participants made

communications and shared their ideas.

As was put forward by Mr. Feng Fei, Deputy Governor of Zhejiang, the construction of distinctive small towns had three focuses: enhancing industrial cluster effects, gathering elements of innovation and building up strong

incentive mechanisms and systems for innovation. Zhejiang has created 79 distinctive small towns attracting more than 120 billion investments, clustered 37 thousand enterprises, and introduced over 16 thousand innovative and entrepreneurial talents. The Province plans to raise the number of those towns to 100 within three years, which are projected to be built focusing on seven major tera-scale industries including information, environment protection, health, tourism, and historical and classical industries with Zhejiang characteristics, such as silk, yellow wine, tea, and traditional Chinese medicine, etc.

Mr. Li Ping, the Director of Science

and Technology Daily, said that, regional innovation, on the one hand, should serve the state general deployment, and promote the implementation of national strategies at the grassroots level; and on the other hand, ought to start with the industrial transfer and transformation, especially the innovative talents, innovation subjects and carriers to accelerate the conversion of innovation results into tangible industrial activities. The establishment of distinctive small towns is an exploration of expediting transformation development of Zhejiang Province in the “new normal” economy under the philosophy of “innovative, coordinated, green, open and sharing”, which sets up a good example for the implementation of innovation-driven development strategy nationwide.

Mr. Zhao Xikai, Representative of Zhejiang Dream Village and Deputy Director of Management Committee of Hangzhou Future Sci-Tech City, pointed out that, several tasks are of top priorities at present and in the future. Firstly, we should insist on the philosophy of “ecology comes first; production is after, and then life” and the idea of “livable, enterprise-adaptable, fit for tourism and appropriate for study” to sufficiently protect the natural ecology and historical relics. Secondly, we should create a full equipped entrepreneurial

ecosystem, focusing on the two key elements, talents and capitals, and accelerate the gathering of service agencies for entrepreneurship, taking into account of program portfolio, and build an entrepreneurship closed loop of talents, capital and incubation. Thirdly, establish an entrepreneur and service-oriented administrative mechanism. It should be insisted that government offers supporting and market is the main body of operation. Moreover, the managing style should make changes according to the features of internet enterprises. Finally, we should create strong atmospheres of innovation and entrepreneurship, and encourage and support various I&E activities to light the young people's passion for innovation and entrepreneurship.

As said by Mr. Qiu Baoxing, Counselor of State Council and President of Chinese Society for Urban Studies, the distinctive small towns should satisfy the following requirements in light of international and historical experiences: First, the towns should generate “anti-magnetic forces” against the main urban

area, or they cannot attract talents and residents. Second, instead of pursuing expansion, the towns should focus on their features and be complementary to the downtown area, and it should make breakthroughs in pursuing better environment, infrastructure and life. Third, every small town should build a living center encompassing functions of commerce, entertainment, high quality education and sanitary facilities. Forth, industries of these towns shall be clustered and supplementary to the main urban area. Fifth, the architecture style of these towns should inherit the local history and culture, and well adapt to the natural scenery. In addition, they should form distinctive activity spaces that are different from the main area of



the city but are complementary to it. Finally, the towns should abide by the philosophy of recycling, to be specific; the per capita carbon emission shall be less than half of the traditional distinctive small towns.

Mark Walport

英国政府首席科学顾问、政府科学办公室主任



Jo Johnson

英国大学、科学、研究与创新国务大臣

Konstantin Novoselov

诺贝尔物理学奖得主，英国曼彻斯特大学科学家

Keith Burnett

英国谢菲尔德大学校长

Mr. Del Christensen, Director of Global Commercial Development Department of San Francisco Bay Area Committee in the United States, has introduced that the S.F. Bay Area is an integral innovation ecologic system which consists of different kinds of agencies and talents and is connected by social networks. The Development of the Bay Area has the following features:

- 1) Many universities and research institutes are located in this Area. For example, the system of University of California. Embraces high techs and pluralistic modes, which serves as the catalyst for and strongly supports the local development and regional construction. The bay area also has national laboratories, excellent centers, and well-equipped biologic laboratories. In addition, many leading companies chose bay area to start their businesses, for most of their founders got a college education in the Bay Area. Furthermore, the alliance of angel investors is located in the Area, which also benefits the innovation and entrepreneurship.
- 2) The Bay Area has many incubators. These incubators originated from Silicon Valley and the Bay Area, and now connect the Area with China and other countries to form an innovative ecosystem, which is also a process of continuing communication and activity organization.
- 3) The Bay Area offers good environment and quality life, and the government provides a bunch of new policies to attract innovation companies. The water, environment and transportation in the Area enjoy superior quality there are also a number of parks, museums and other cultural facilities, which promise a high-class developing environment for innovation eco-system of the Bay.

AS THE MAIN BODY OF INNOVATION, CITIES IN CHINA ARE STANDING AT THE FOREFRONT OF SUSTAINABLE DEVELOPMENT.

Sustainable urban innovation projects were launched by UNDP China, Tongji SEM and Oriental Outlook Weekly, issued by Xinhua News Agency to promote sustainable urban development.

2015 CHINA SUSTAINABLE CITIES REPORT

中国城市作为创新主体， 站在可持续发展的前沿。

联合国开发计划署驻华代表处、同济大学经济与管理学院、新华社《瞭望东方周刊》携手启动可持续城市创新项目，促进城市的可持续发展。

瞭望东方 周刊
Oriental Outlook



Empowered lives.
Resilient nations.

8 SPECIALIZATION MODULES, ESPECIALLY IN PROJECT MANAGEMENT AND REAL ESTATE, SERVICES AND OPERATIONS MANAGEMENT, AND FINANCE

INTERNATIONAL EXCHANGES WITH MORE THAN 50 WORLD-RENOWNED UNIVERSITIES IN 26 COUNTRIES AND REGIONS AND MORE OPPORTUNITIES OF STUDYING ABROAD FOR THE STUDENTS

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项目管理与房地产、服务与运营管理和金融尤其特色

高比例的海外学习机会

与 26 个国家和地区 50 多所世界知名学院建立国际交流

中国最具价值在职 MBA 项目之一

位列“福布斯中国最佳商学院——中国最具价值在职 MBA 项目”排行榜第七

国际权威认证

AMBA, EQUIS, AACSB 及 CAMEA 皆获得最长 5 年期认证





2016 Fall Semester Welcome Ceremony For Int'l Students Of SEM

On September 8th, 2016, the welcome ceremony for new international exchange students of SEM is held. Prof. CHEN Shouming, Deputy Dean of SEM presents at the ceremony to deliver a welcome speech and brief on SEM's mission and vision, and the development and achievement of SEM over the past 30 years. He wished the foreign students can make some achievements during the exchange semester. Team of International Cooperation Office, SEM elaborates in detail on the visa registration, academic affairs regulations, and campus life. A campus tour is guided for all the new students to better know the surrounding areas. As mid-autumn festival is approaching, International Cooperation Office shares with the students different kinds of moon cakes and introduces Chinese traditional festival. In the afternoon, a city tour is organized by International Cooperation Office to visit Shanghai Urban Planning Exhibition Center and Shanghai Museum to learn about Chinese culture and history.

This week is the orientation week for the international students. Besides the campus tour and city tour organized by SEM, Buddy Program is created to bridge the communication between Chinese students and foreign students by various interactive activities. These will help them to accommodate themselves more quickly into the local life and study and to know more about Chinese Culture.

Currently there are 147 new International Students registered in SEM this semester from 24 countries and regions. And they are from 54 universities around the world. Among them 4 are Bachelor Dual-Degree students, 23 Master Dual-Degree students and 120 non-degree exchange students. Besides, there are also 8 international students registered before this semester continuing to study here in SEM.

Currently years, Tongji SEM has successfully acquired the accreditation of AMBA, EQUIS or AACSB, the so-called Three-Crown authoritative accreditations for business schools, which is a great step on SEM internationalization process. Increasingly new international students choose to exchange to Tongji SEM, who explores more and more foreign partners. In order to meet the requirements of incoming international students, Tongji SEM is devoted to develop more English-taught courses and faculty with international background.

2016 秋季学期 国际留学生新生 开学典礼

编辑 Sunan Zhou

秋风送爽，硕果飘香。2016年9月8日，经济与管理学院又迎来了新一届的国际留学生们。学院副院长陈守明教授代表学院致欢迎辞，他给大家解读了学院的愿景和使命，对学院的发展历史及取得成就做了简要介绍，并预祝所有学生中国之行学有所收获。随后，学院外事办为留学生新生解读来华签证和办理居住证的手续，普及留学生教学规章制度，并引导留学生参观了校园和周边。正值中秋佳节，外事办向学生们介绍了中国传统节日的风俗习惯，还与留学生分享了各式各样的月饼。会后，院外办组织留学生前往参观上海城市规划馆及博物馆了解上海城市概貌及中国历史文物。此后，“学伴计划 Buddy Program”将举办中外学生破冰见面会，鼓励留学生与中国学生交流互动，以尽快地融入在上海的留学生活，体验和了解中国的文化风俗和风土人情。

本学期我院迎来了来自24个国家和地区的147名留学生新生参加全英文授课项目学习，他们分别来自54所我院合作院校。其中本科双学位生4名，本科非学位交流生69名；硕士双学位生23名，硕士非学位交流生51名；另有8位老生继续在我院学习。近年我院陆续取得AMBA, EQUIS和AACSB商学院三皇冠认证，标志着学院国际化进程又一重大突破，来我院交流的留学生人数也随之增加，合作院校层次和范围也进一步提升拓宽，学院将继续致力于开拓全英文授课和国际化师资，以满足越来越多的来华留学生国际交流需求。



"During my first days in Shanghai, it was a bit difficult to deal finding an apartment, buying a Chinese sim card for my phone, creating a Chinese credit card... But then I arrived at Tongji and I immediately felt at home."

First, during the registration day, I was glad to see the faces of people from everywhere who were about to follow the same program as I would. Then, the international office informed us on stuff like registration at the police office and the resident permit. The welcome ceremony was concise and clear for everybody and helped me know what to do to finish my installation. I also appreciated the efforts made so that we feel well, be that the buddies program, the organized tours or the teachers' welcome speech."

**—PERRINE COLLET, postgraduate,
ESCP Europe Business School**



"I have felt comfortable at Tongji since the first day I arrived. The international dorms are comfortable and clean, the SEM team has been helpful and the activities during orientation week have made it easy to meet people from my program as well as local students. Everyone studying here is friendly, open-minded and approachable, which has made my integration process very easy."

—Alexia Planas, undergraduate, Kings College London

同济经管人 用行走丈量人生的宽度

编辑 俞梦菲 外事办公室

2016-2017 学年我院学生出国选派工作已顺利完成。拟派遣中国学生共计 183 名，52 所海外接收院校分布在欧、美、亚 16 个国家，外派总人数比去年增加了 11%。包括 71 名本科生，110 名硕士研究生，其中 63 位同学攻读中外双学位，其余均为非学位交流生。

今年我院共有 54 位硕士生获得国家留学基金委公派硕士研究生项目的资助，15 位本科生获得了国家留学基金委优秀本科生项目的资助。16 名本、硕学生获得了学院资助优秀贫困生出国交流项目的资助。



另外，中法双学位项目 8 名学生荣获法国国家级优秀学生奖学金 - 埃菲尔奖学金；

德国达姆施塔特工业大学授予我院 4 位学生欧洲 Erasmus 奖学金；

赴卢森堡大学交流的 1 位学生获得了卢森堡政府奖学金。

我院获得各类奖学金人数占到本次出国总人数的一半以上。这些都与我院和合作院校共建的高质量合作项目、双方积极有效地组织和指导学生准备申请材料是密不可分的。



8
名学生荣获
埃菲尔奖学金



4
名学生获得
欧洲 Erasmus 奖学金



1
名学生获得
卢森堡政府奖学金

陈治扬 2015-2016 芬兰 Aalto University 双学位交流

攻读国际设计商务管理 (International Design Business Management) 在外交流期间，陈治扬不仅完成了课程学习，其参与的行业项目由客户公司提供经费，让他和组员们去巴西实地考察，带回更好的解决方案。

留学感言

“All the journeys I have taken, the places I have been to, the people I have met, the conversations we have had and the stories I have experienced, together help shape who I am today – a more positive, open-minded and tenacious me.”

(陈治扬 @ 巴西里约热内卢)



(行业项目终期展览)



(陈治扬和他的行业项目小组成员)





(刘嘉丽参加ESCP学术讲座)

刘嘉丽
2015-2016 法国 ESCP Europe
双学位交流

留学感言

“要想实现梦想，就要用一颗脚踏实地的心去不断沉淀与积累；奔跑或是摔倒，都是精彩的人生写照。”



(杨光华参加德国慕尼黑啤酒节)

杨光华
2015-2016 德国 EBS 商学院
双学位交流

留学感言

“双学位交流的这一年对我来说是一个崭新的体验，到一个完全陌生的地方，听着不太懂的语言，与来自不同国家的同龄人交流，亲身体验才发觉原来是这么的不一样。”

谢旭辉
2015-2016 意大利 Politecnico di
Milano 双学位交流

留学感言

“我喜欢旅行喜欢拍照。对于双学位交流的学生来说，需要加倍的努力用比别人更短的时间，争取获得比别人更好的成绩。”



TONGJI SEMNESE: MEASURE THE BREADTH OF LIFE WITH STEPS

Editor: Yu Mengfei
Office of Foreign Affairs



We have successfully finished the selection of out-bound exchange students for the academic year 2016-2017. Altogether 183 students (11% increases than last year) will be sent abroad to 52 schools in 16 countries of EU, USA and Asia. The selected students include 71 undergraduates and 101 postgraduates, 63 of whom go on dual degree programs, and the others are non-degree exchange students.

This year, 54 postgraduates have been financed by the China Scholarship Council (CSC) under the Program for Public Budgeted Postgraduate and 15 bachelors have been supported by CSC under the Excellent Bachelor's Program. SEM has also provided finance support to 16 excellent but poor bachelors/masters for overseas exchange programs. Furthermore,

8 students of Chinese-French dual degree program were awarded with Eiffel Scholarship, the French national scholarship for excellent student;

4 SEM students were awarded with Erasmus scholarship by Technical University of Darmstadt, Germany;

1 exchange student to University of Luxembourg was awarded with Luxembourg Government Scholarship.

Altogether more than half of the students sent by SEM abroad have obtained different kinds of scholarships. All these achievements should give the credit to the high quality cooperation programs launched by SEM and partner schools, and the efficient organization and guidance the two parties have provided to the students in preparation of application materials.



8
名学生荣获
埃菲尔奖学金



4
名学生获得
欧洲 Erasmus 奖学金



1
名学生获得
卢森堡政府奖学金

Chen Zhiyang,
a dual-degree exchange student to Aalto University,
Finland, 2015-2016

Major: International Design Business Management

In addition to the accomplishment of school courses, Chen has also gained financial support from customer companies for his project to conduct field study in Brazil with his team and bring back improved solutions.



Words for Overseas Study

“All the journeys I have taken, the places I have been to, the people I have met, the conversations we have had and the stories I have experienced, together help shape who I am today – a more positive, open-minded and tenacious me.”



(Chen and his industrial teammates)

Yang Guanghua,
a dual-degree exchange student to EBS Business School, Germany, 2015-2016

Words for Overseas Study

“It is a fresh new experience for me as a dual-degree exchange student. Coming to a place completely unfamiliar to me, listening to others who speak a language not so comprehensible for me, and communicating with peer youngsters from other countries, you won’t ever find it so much different unless you have experienced them by yourself.”



Liu Jiali,
a dual-degree exchange student to ESCP Europe, France, 2015-2016

Words for Overseas Study

“In order to realize one’s dream, one need to be hardheaded, keen on searching for the essence and accumulating;; be it running or falling, they are both snapshots of a brilliant life.”



Xie Xuhui,
a dual-degree exchange student to Politecnico di Milano, Italy, 2015-2016

Words for Overseas Study

“I like travelling and photography. As a dual-degree exchange student, I have to make double efforts and take less time to strive for better performances.”



腾讯专访 Tencent 腾讯

立足全球视野 拓宽职业通道

受访者 施骞教授 同济大学经济与管理学院院长助理兼 MBA 中心主任

引领国际化进程 打造世界知名商学院

同济大学经管学院经过历史的考验，不断进步，逐步形成了“创新、育人、服务”的教育宗旨和“多元化、国际化、重实践”的学院特色。近年来，我院致力于国际化进程的发展，努力让同济经管在世界商学院的大舞台上尽情绽放出它独有的魅力。

在引领国际化进程当中，同济大学经管学院主要从国际合作与交流和国际认证这两方面入手。国际合作与交流是学院的重要特色和优势之一。目前，学院已成为 AACSB、EFMD、AMBA 和 PRME 的正式会员，并已获得 AACSB、EQUIS、AMBA 等国际权威认证。在未来的发展中，同济大学经济与管理学院将立足中国、面向世界，继续打造具有中国特色、国际知名的商学院。通过国际三大权威认证是同济经管 MBA 发展战略路径与特色的重要体现，也让同济的 MBA 含金量变得更高！

MBA 项目的国际化依托学院国际化的优势也取得了蓬勃发展，通过与国际一流大学商学院联合培养学生、共同开发课程、选用国际通用教材及国际经典案例，聘请国际一流师资，拓展教师和学员的国际视野。同济经管与英国曼彻斯特大学商学院合作的“同济 - 曼彻斯特双学位 MBA 项目”，与美国凯斯西储大学合作的“同济 - 凯斯西储 MBA/ 金融硕士双学位项目”都受到了学生的高度关注和认可。

全面解析同济 MBA 招生政策

自 1993 年设立以来，以严谨求实的态度探索新知，追求对社会的实际贡献，MBA 教育取得了长足的发展，至今累计招生

“我们同济 MBA 将全力培养具有全球视野，社会责任感及创新精神，掌握现代经济管理知识和技能，践行可持续发展的业界精英。”

有 7000 多人，毕业生近 5000 人。

2017 年同济大学 MBA 招生将继续采取“提前批面试”政策。参加提前批面试获得“优秀”的考生将获得国家线拟录取资格，其他考生获得排名资格，将根据总成绩从高到低的原则择优录取。

在今天的录取方式上，MBA 项目将实行全程无纸化的在线申请

和 PAD 面试系统。这一方式的实行大大提高了考生的申请效率，也让同济 MBA 在招生领域的改革和运用走在了国内商学院的前列。同时，“创新型”、“创业型”、“专家型”人才申请将可以直接获得面试资格。在国际双学位的项目当中，“零志愿”的申请规则依然适用，即申请人参加专场面试，若获得拟录取资格，不得再申请同济 MBA 国内项目；反之也不会影响国内项目的申请资格。

同济 MBA 提前批面试在考核内容上，面试官一般都会进行全方位的考核，但对于考生的决策能力、逻辑能力、商业道德、创新能力这几个方面尤为看重。

薪资的高涨幅折射出同济 MBA 的高含金量

同济大学 MBA 的学生通过多样化课程的学习，个人知识体系不断进行完善，各方面的能力不断增强，因此就业竞争力也显著提升。同济大学经管学院 MBA 项目对历年来全日制毕业生的就业情况和就业质量进行调查研究，主要体现在四个方面。

第一，入读前在三资企业的学生比例是 15%，毕业后，进入三资企业工作的比例达到 48%。第二，毕业生的就业机会增多，34% 的毕业生获得 2 份高质量的录用通知，16% 获得 3 份以上的录用通知。第三，薪资增幅明显提高，全日制毕业生毕业后第一年的年薪比入学前增加 55.6%。第四，职位晋升显著，入读前，公司普通员工、主管、部门经理的学生比例为 37%、33%、30%，学生毕业时这三个数据分别变为 13%、45%、42%。

通过这四个方面的数据可见，同济 MBA 培养的人才，它的含金量之高是显而易见的。同时，同济 MBA 也连续两年位于福布斯中国最佳商学院十强之列，在国内获得最具社会影响力的院校荣誉。坚信这也是让同济经管学院受到很多权威机构、权威媒体认可和赞赏的重要原因。



TONGJI MBA

新浪网



塑造业界精英

五大国际化项目

第一个同济 - 曼彻斯特双学位 MBA 项目，是与英国曼彻斯特大学合作的，我们的特色学科都是项目管理。依托曼大国际化的教育背景，MBA 学员可以在全球 6 个曼大中心进行选课，学员在学习的过程中可以接触不同国家的教授和同学，体会到不同的文化背景，最后可以获得两个 MBA 的学位。

第二个同济 - 凯斯西储 MBA/ 金融硕士双学位项目，是跟美国凯斯西储大学合作，凯斯西储的特色是金融方向。与曼大合作项目不同的是，在凯斯西储合作项目中，同济颁发的是 MBA 学位，凯斯西储颁发的是金融硕士学位。这是一个非常优势的组合。

除了这两大国际合作双学位项目外，其他的普通 MBA、金融 MBA 或者是 IMBA 等项目，也会每年定期组织海外游学。比如 7 月刚结束的美西游学，近 40 个同济 MBA 学员在斯坦福大学、伯克利大学等名校进行了当地教授的授课培训，也参观了像 Google、Apple、波音、等著名的传统行业和科技公司。

此外，国际交换学期也是同济 MBA 的一大特色。同济 MBA 与近 30 个国家和地区的 50 多所国际知名商学院建立了合作与交流关系。我们很多脱产班的学生会选择三个月到半年期

的海外游学交换项目，更深入地体验国际化的文化背景，体会不同商学院的教学理念。

各类大赛中出类拔萃

今年 7 月，同济 MBA 刚刚荣获了第四届全国管理案例精英赛华东分赛区的冠军；5 月，我们也荣获了“创青春”上海市大学生创业大赛的银奖。对于这些大型比赛，同济 MBA 一直秉持“学以致用”的理念，如何培养我们 MBA 学员的管理新知、管理技能，从而具备解决实际问题的能力，同时能够应对目前各种商业挑战。因而，我们在参加案例赛、大奖赛之前，会专门派出老师进行专业辅导，然后在参赛学员当中进行初赛和评选，可见重视程度相当高。

除此之外，我们希望同济 MBA 的学员是全面发展的。除了管理知识和管理技能以外，我们也很重视培养学生的团队精神和坚持不懈的拼搏精神。例如，今年 5 月还有两个非常重要的奖项，同济 MBA 荣获了“第四届全国 MBA 龙舟赛冠军”，当时我们也说这很符合同济的形象，同舟共济嘛，这是龙舟赛的奖项。还有一个重磅喜讯，今年 5 月份，同济 MBA 夺得了亚沙赛的团体最高荣誉“沙鸥奖”，我很为同济 MBA 学员感到自豪，在这样艰苦的环境里能够挑战自我，突破体力、精力的极限。



受访者 徐勤博士
同济大学 MBA 中心副主任
节选自新浪网采访



“Tongji MBA aims at empowering tomorrow’s business elite with an international perspective, social responsibility and innovative spirit as well as with modern managerial expertise and skills in economics and management, who are capable of building a sustainable society.”



Tencent 腾讯

BROADEN CAREER CHANNEL ON GLOBAL PERSPECTIVES FOR TONGJI MBA

Interviewee: Prof. Qian Shi,
Director of MBA Center and Assistant to
the Dean of Tongji SEM,

Take Lead in Internationalization and be Globally Recognized

Standing the test of time, Tongji SEM has made its progress and gradually formed its education tenet of “Innovation, Cultivation and Service” and its unique features of “Diversification, Globalization and Application-orientation”. In recent years, we are committed to boosting the internationalization of the School, and striving to bring the unique fascination of SEM to the global stage. During its process of internationalization, Tongji SEM has attached great importance to the international cooperation and accreditations, as international cooperation and exchange is its foremost characteristics and strengths. Currently, Tongji SEM is full members of AACSB, EFMD, AMBA and PRME, and has been accredited by AACSB, EQUIS, AMBA and other authoritative global accreditation bodies: As to its future development, Tongji SEM, taking root in China and opening to the world, shall continue to build a world renowned business

school with Chinese characteristics. Obtaining the three authoritative accreditations is an important manifestation of the distinctive development strategy and features of Tongji MBA, which at the same time boosts the value of the degree. . Taking advantage of the School’s internationalization process, the MBA program has also been boomed. We have broadened the international perspective of our faculty and students through joint programs and co-developed courses with leading international business schools, and the adoption of international current teaching materials and classic cases as well as inviting world-class professors to teach at the School. The “Tongji - Manchester Dual-Degree MBA Program” in cooperated with the Business School of University of Manchester and the “Tongji - Case Western Reserve MBA / Master of Finance Dual-Degree Program” partnering with the Case Western Reserve University of the United States have gained high appreciation and recognition from the students.

A Comprehensive Analysis of the Enrollment Policy of Tongji MBA

Established in 1993, Tongji MBA has made considerable progresses in exploring new knowledge with rigorous and realistic attitudes and making contributions to the society. To date, we have enrolled over 7,000 students, and nearly 5000 graduates. In 2017, Tongji MBA program will keep the “early interviews” admission policy, by which the “excellent” candidates shall be granted admission once they pass the national exam, while other applicants will be ranked and selected according to the marks they get. Thoroughly paperless online application and PAD interview system will be applied in the admission of MBA students this year. The system will greatly improve the application efficiency of candidates,

and placing Tongji MBA in the leading position in terms of reforms and moves in admission. Meanwhile, “innovative”, “entrepreneurial”, and “expert” applicants will be granted eligibility for interviews directly. As to the international dual-degree program, the “zero wish list” is still in effect, in which the applicants shall not apply for domestic MBA programs of Tongji if he or she is granted the admission after the interviews, and vice versa. As to the evaluation for “interviews of advance”, the interviewers of Tongji MBA will conduct a comprehensive assessment, with focuses on the candidates’ decision-making ability, logical competence, business ethics and innovation capability.

The Increase of Salary Reflects the High Quality of Tongji MBA

By taking diversified courses, Tongji MBA students would perfect their personal knowledge system and improve their competences, and thus enhance their competitiveness in job-hunting. Tongji MBA has made investigations and researches on the employment status and qualities of all our full-time graduates, which cover the following four main aspects: First, 15% students were working in foreign-invested enterprises before admitting to the program, and the ratio increased to 48% after their graduation. Second, graduates have more job opportunities. 34% of the graduates received two high quality offers, and 16% received 3 or more offers. Third, the increase in salaries was obvious. The first-year salary of full-time graduates is 55.6% higher than that of before the admission. Fourth, remarkable promotions. Before the students got admitted to the program, 37% of them were general staff of companies, 33% were directors and 30% managers, but the percentages will be changed into 13%, 45, and 42% after their graduation. Data on the above four aspects have revealed the high quality of Tongji MBA programs. Moreover, Tongji MBA is also ranked Top Ten Business Schools in China by Forbes in recent two years, and is honored the Most Socially Influential School nationwide. We are convinced that the quality education Tongji MBA programs have offered is the main reason for gaining recognition and appreciations from authoritative institutions and media.



SINA: TONGJI MBA PRODUCES INDUSTRY ELITES



Interviewee: Dr. Xu Qing,
Deputy Director of MBA Center, Tongji University
Excerpted from Sina.com Interview

Tongji MBA has a diversified program portfolio tailored for students of various backgrounds to train leading professionals while meet their industrial needs and career development demands.

Five International Programs

First, the Tongji-Manchester dual-degree MBA program is in cooperation with the University of Manchester, UK, and both universities are strong in project management. Taking advantage of the internationalized education background of UM, the MBA students can select courses from its 6 global centers, will meet professors and classmates from different countries, and experience diverse cultures as well as receive two MBA degrees in the end.

Second, Tongji - Case Western Reserve MBA / Master of Finance dual-degree program jointly launched by Tongji University and Case Western Reserve University of the United States is featuring finance. Different frothed Tongji-Manchester program, students of the Tongji - Case Western Reserve will be granted Tongji MBA degree, and MoF degree of CWRU. The program offers a well-combined choice for the applicants.

In addition to these two programs, other programs such as domestic MBA, Finance MBA program and IMBA, also organize regular overseas study trips every year. For example, around 40 MBA students on the study trip to the West America in July have attended courses delivered by local by professors from Stanford and Berkeley, and visited some famous traditional industries and new tech companies such as Google, Apple and Boeing.

In addition, international exchange program is also a characteristic of Tongji MBA, which has established cooperation and communications with over 50 globally renowned business schools in about 30 countries and regions. Many of our full-time students would choose a 3 to 6 months overseas exchange program to experience different cultures more in depth and different teaching philosophy of other business schools.

Outstanding Competitors in Contests

This year, Tongji MBA students have won the championship of the East China Division at the 4th National Management Case Elite Competition in July, and the silver award in the “Create Youth” Shanghai College Students Entrepreneurship Match in May. Throughout all these large scale competitions, Tongji MBA program has held fast to the philosophy of “Study for the Purpose of Application”, which aims at empowering our MBA students with modern managerial expertise and skills in economics and management who are capable of solving practical problems and address-

ing business challenges Therefore, we attach great importance to these case competitions and grand contests by arranging professional trainings with tutors beforehand, and the student candidates should pass the initial contests and appraisals at the School.

Besides, we expect our MBA students to be all-round developed talents. In addition to management knowledge and & skills, we also emphasize the development of students’ teamwork and persistent fighting spirit. For example, we achieved two important awards in May 2016, such as the championship of the 4th National MBA Dragon Boat Race, which echoes the image of Tongji University, implying riding in the same boat and helping each other.. There was another piece of great news in May that Tongji MBA won the blue ribbon “Seagull Award” in the Asian Dessert Challenge. I am really proud of our MBA students who were able to challenge themselves in such tough environment and break through their physical and spirit limits.



走近柏森商学院 创业教育

作者 蓝峻、程学斌 同济大学经济与管理学院



柏森商学院初印象

柏森商学院由 Roger W. Babson 创建于 1919 年，学校位于波士顿以西 20 公里左右的卫斯理镇，校园内古朴的楼宇造型各异，布局严谨，错落有致，点缀在青翠草坪和参天大树间。它与著名的卫斯理女校毗邻（宋美龄、希拉里·克林顿、冰心、马德琳·奥尔布赖特等知名女性曾在此读书）。哈佛大学、麻省理工学院等蜚声全球的顶级高校也在驱车半小时的路程内，校际之间的交流频繁，学生选修其他学校强项或特色专业课程、获取学分成为常事。即便在暑假期间，哈佛医学院高级经营管理培训班等也仍然选择到柏森商学院来举办。

独树一帜的教育特色

柏森商学院享誉全球，被公认为是创业教育的领导者。该商学院的 MBA 课程，曾连续 18 年被美国新闻与世界报道杂志评为领先，与哈佛、斯坦福等名校并驾齐驱。

学院开设了 Arthur M. Blank 创业研究中心、William F. Glavin 全球管理研究中心、亚洲中心、欧洲中心以及国际项目办公室，领导了考夫曼创业研究大会、全球创业观察（GEM）等研究培训项目。由 Arthur M. Blank 创业研究中心支持的柏森创业交流大会（BEE）多年来一直是成功企业家们传授经验以及互相交流的平台。

学校创业孵化器 Accelerator 可以为学生创业团队提供导师、场地以及法律支持，甚至在波士顿市区为优秀的创业团队提供廉价的办公场所。此外，学校与波士顿当地的创业辅助组织，如波士顿天使投资协会，合作开展创业



教育和创业指导，还经常会邀请知名创业人士到校分享创业实践经验。

每年一度的 Babson 创业大赛堪称 Babson 的盛会，每年约有 200 个项目参赛，有很多知名天使、风险投资基金前来担任评委和观赛，获胜选手可以获得真金白银的投资。

柏森商学院还设立多个创业俱乐部，如柏森商会、柏森创业俱乐部、柏森创业交易会等等，构成了完整的创业组织体系。任何学生，只要有想法、有勇气、有激情，都可以参加学生创业社团。这些创业社团具备完整的支撑体系，吸引了众多社会资金进入加以支持，经过不断的发展和完善，当前一些创业社团的资金实力和投资能力已经十分可观，甚至不逊色于专业风投机构。

浓厚的跨学科氛围

在柏森商学院的校园一侧，奥林理工学院如同双胞胎一般坐落在那里，无外墙阻隔，和柏森商学院融为一体。即便夜深时分，教学大楼依旧灯火通明，学生或热烈讨论或自由出入。教室里配备有多种设施，包括各类电子、机械加工设备和巨大的货运电梯，便于学生使用。走廊和教室里也都展示着学生的创新作品和展示板，琳琅满目。

在这样开放而自由的研习氛围中，不同专业、资历、专长的学生可以相互交流，激发多领域和维度的合作模式。该校既诞生出移动互联网商业模式的创业公司，也有多年接力式研发、得到军方重视及资助的无人驾驶舰艇。

对我国创业教育的启示

美国的创投行业有着强烈的职业精神，创业者被视作顾客，强调顾客体验和服务品质。规模较大的创业企业可以在市中心的孵化器大楼内租用几百平米的办公场地，可以随时与其它楼层里的风投经理交流。经济拮据的创业者也可以在楼里租一个合适的办公位，享用同样品质的物业服务。例如，开放式公用厨房、免费在线租用可俯瞰波士顿海湾一流景观的会议室、免费参加创业咖啡吧路演活动。

此次美国之行使我们得益良多，也获得诸多启示：我国很多商学院虽然在创业课程上借鉴了国外商学院的成功经验，但是教学模式仍旧是以知识教学为主，在实践环节上有待提升。其次，在我国的高校创业教育中，需建立一整套完善的创业支持体系。从创业项目的选择、创业计划书的撰写、创业团队的组建、创业融资等多方面进行全流程的辅导。另外，师资的知识结构也急需完善。在鼓励教师到企业兼职，积累管理实践经验的同时，也需要从企业引进具备丰富管理实践经验的师资，增强创业教育师资力量。



A CLOSE OBSERVATION OF THE ENTREPRENEURSHIP EDUCATION AT BABSON BUSINESS SCHOOL

The First Glance over Babson Business School (BBS)

Founded by Mr. Roger W. Babson in 1919, BBS is located at Wellesley Town, about 20km to the west of Boston. Its campus stretches out in a rigorous and well-proportioned layout, where ancient buildings of various shapes, scatter among green lawns and towering trees. It is adjacent to Wellesley College (many well-known females have attended this school, including Soong May-ling, Hillary Clinton, Bing Xin/Xie Wanying, and Madeleine Albright), and half-hour drive away from many world famous top institutes such as Harvard and MIT. Therefore, the inter-school exchanges were quite frequent, through which students could select advantageous or characteristic specialized courses and earn credits from other schools. Even in the summer holidays, the executive education program of Harvard Medical School would choose BBS to hold its sessions.

Unique Education Features

Babson Business School is a globally recognized leader of entrepreneurship education. Its MBA programs have been honored as

leading ones by US News & World Report in sequent 18 years, and enjoy the same reputations with Harvard and Stanford etc.

The school has established Arthur M. Blank Entrepreneurship Research Center, William F. Glavin Global Management Research Center, Asian Center, European Center, and International Program Office, and leads research and training programs including Kaufman Entrepreneurship Research Convention and Global Entrepreneurship Monitor. The Babson Entrepreneurship Ecosystem, supported by Arthur M. Blank ERC, has acted for many years as a platform where successful entrepreneurs share experiences and communicate with each other.

The school has an incubator named Accelerator which provides tutors, space and legal supports to student entrepreneur teams, and even low-cost office space in downtown Boston for excellent teams among them. Meanwhile, it has also partnered with local auxiliary organizations of entrepreneurship like the Boston Angels Capital Association to deliver entrepreneurship education and guidance, and invited renowned entrepreneurs to the school for sharing of entrepreneurial experiences.

*Authors: Lan Jun and Cheng Xuebin,
Tongji SEM*

The annual Babson Entrepreneurship Contest is fairly a distinguished meeting of the school, which attracts about 200 competing programs every year. Many renowned angel investment and venture capital funds joined this event as judges and observers, who may offer winners with real investments.

Besides, BBS has created multiple entrepreneurship clubs, including Babson Chamber of Commerce, Babson Entrepreneurship Club, and Babson Entrepreneurship Fair etc., which have constituted an integrated organization of entrepreneurship. Students with idea, courage and passion could join any of these associations. All of them have complete support systems and attracted a number of social capitals, which through constant development and improvement have accumulated considerable financial strength and investment ability, to rival professional venture capital institutions.

Strong Interdisciplinary Atmosphere

On one side of the campus sits the Olin Institute of Technology which is like a twin brother without partition wall to BBS. The two schools are naturally integrated. The teaching

building kept brightly lit deep into the night, students were either in-mid of heated discussions or drifting in and out of the rooms. The building is furnished with a variety of convenient facilities for students, including electronic / mechanical processing equipment and a huge cargo elevator. A superb collection of innovative works and display boards of students were showcased in the corridors and classrooms.

Students of different majors, experiences and specialties enjoy unrestrained communications in such an open and free study atmosphere, which inspires cooperation cross-cutting areas and dimensions. The school has not only given birth to entrepreneurial companies of mobile internet business model, but also unmanned self-steering warships valued and

financed by the military after years of successive research work.

Inspirations for Entrepreneurship Education in China

The American VC industry features strong professionalisms, which views entrepreneurs as customers, and emphasizes their user experiences and service quality. Large scale startups could rent an office of hundreds square meters in the incubator building of CBD, where they may easily communicate with venture capital managers on other floors, while entrepreneurs with limited finance resources can also rent an appropriate office space in the same building and enjoy the property ser-

vice of equal quality, such as the open public kitchens, free online renting of meeting rooms overlooking the first-class landscape of Boston bay, and free participation in the roadshow activities held by entrepreneurship coffee bars.

The journey to America has benefited us greatly and helped us gain the following enlightenments: Although many Chinese business schools have drew upon the successful experiences of foreign schools in entrepreneurship education, our teaching mode still rests on knowledge imparting and still needs to improve on practice training. Secondly, we need to establish a complete set of support system for entrepreneurship as part of our entrepreneurship educations in colleges and universities, to provide whole-course tutoring ranging from selection of entrepreneurial programs, writing of business plans, forming of entrepreneur teams and venture financing, etc. Furthermore, the knowledge structure of our faculty is also in urgent need of improvement. We should encourage the faculty to assume part-time jobs in enterprises to accumulate practical management experiences, while introduce personnel from enterprises with rich experiences in practical management to enhance our faculty for entrepreneurship education.



百年同济、风雨兼程

信念的坚守和理念的传承

| 聚焦城市可持续发展 |

可持续发展导论、城市发展与管理、智慧城市推进策略研究、
现代社区发展与管理等

| 开拓国际化视野、注重海峡合作与交流 |

先后与美国亚利桑那州立大学、日本早稻田大学、台湾中山大学、
世新大学进行合作交流

| 卓越的科研和多样化的平台及实践基地 |

已建立相关社会实践基地，与案例教学相结合





MBA in Brazil & China. A Fascinating Cultural Experience

By Dennis Thiele from Germany,
MBA exchange student

When I made the decision to master an MBA, I never expected how much impact this decision would have on my personal, as well as professional life - I never thought that this decision would lead me to China.

After researching which country could give me the best academic and cultural experience, I decided to go to Brazil and attend the highly recognized FIA Business School in Sao Paulo. When I arrived in February 2015 the country was shaken by a huge economic and political crisis. After years of growth a negative factor productivity, critical trade barriers and the administrative hurdles revealed that fundamental structural problems were still not solved. The general uncertainty set the whole country “on hold” and the so-called “Brazil costs” became a widespread term for the inefficiencies.

During almost 12 months in Brazil I got great insights on the Brazilian life, culture and the beautiful nature. Despite the tough economical situation and the immense level of crime in Sao Paulo, I was very impressed how the Brazilians turned the demanding and stressful situation into a very positive way of thinking with an engaging, forward looking attitude. The mindset of the Brazilians is very open and curios and therefore it was always easy to feel familiar with new people around me. Also discussions of all kind of topics were always an enjoyable part of private and academic life.

Probably the biggest cultural difference I noticed, compared to Germany, is the tendency to say mostly Yes and never No. Especially with re-



gards to meetings or invitations it was sometimes challenging to find out the real intention. The German attitude is much more straight forward and maybe sometimes even too honest when it comes to result orientated work.

The plan to finish my MBA in China came up when I heard about the exchange agreement between the FIA Business School and the Tongji University, which also enjoys a very good reputation in Germany.

During the application process, I noticed that I would be FIA's first International MBA

Student ever that would be sent to China. For me, this represents a great honor and I am very thankful for this opportunity. Especially since China is the first Asian country that I visited.

When I arrived in Shanghai at the beginning of February, I felt directly a positive connection to this great, modern and international city. Compared to Sao Paulo, Shanghai is very clean and safe, although the smog is sometimes literally breathtaking. The first big cultural difference I noticed, compared to Sao Paulo, is the reserved but still very friendly way of approaching someone new. Whereas the Brazilians are very cordial from the first second on, the Chinese way to get in touch with someone is firstly very observant. This is sometimes perceived as shy but actually could be related to the Confucianism concept of “saving face” - to preserve a good relationship and not to overrun someone – which is very common in China.

After half a year in Shanghai, the opportunity to travel across China, as well as many discussion with professors, professionals and students, I am truly fascinated how fast things get done in China and how pragmatic the adjustment on the micro- and macroeconomic level changed China's role to a leading global growth engine, even if the growth rate slowed down during the last years.

From a cultural perspective, as a foreigner who lived in Brazil and China, I can only assume that the political authorities in China, even if the leadership style is controversial, were an important factor for the rapid growth and the relevance in the World. The people I met are highly focused workers, hungry for success and seeking for a higher living standard in the future. Brazil on the other hand stepped back from the expectation to become the new emerging market superstar - not least because of the selfish political class which missed it to shape the countries full potential.

When I go back to Germany, I will always keep in mind how important cultural differences are and how valuable they can be for the private and the professional life.

*Thank you Brazil.
Thank you China.*



中巴 MBA 求学记： 一次令人陶醉的文化之旅

作者 丹尼斯·蒂勒 德国，MBA 交换生

当我决定去念 MBA 硕士的时候，我从未想到这一决定会给我的个人生活和职业生涯带来如此巨大的转变，我更没想到我会因此来到中国。

通过研究究竟哪个国家可以给我最好的学术与文化体验，我最后决定去巴西，就读著名的圣保罗 FIA 商学院。2015 年 2 月，我来到巴西。此时，巴西刚经历了一场巨大的经济与政治危机。在过去多年的发展过程中，低迷不振的生产效率、严重的贸易壁垒以及行政上的重重阻碍都表明，巴西仍未从根本上解决其结构问题。普遍的不确定性使整个国家“停滞不前”，所谓的“巴西成本”更成为了效率低下的流行代名词。

在将近一年时间里，我深入了解了巴西人的生活和文化，同时也领略了巴西美丽的自然风光。撇开糟糕的经济状况和圣保罗高不下的犯罪率居，令我印象深刻的是，巴西人总能以一种积极参与和朝前看的态度，思考和面对苛刻、紧张的环境。巴西人思想开放，充满好奇心，因此我总是很容易就与周遭的人熟络起来。同样，无论是在日常生活中还是学术氛围下，关于各种话题的讨论总是令人愉快的。

巴西与德国最大的文化差异也许就在于他们总是喜欢说“是”，而从不说不”，尤其在开会或者接受邀请时，有时很难弄清对方的真实意图。德国人喜欢直来直去，对于注重结果的工作，他们有时可能还会诚实过头。

当我听说 FIA 商学院与同济大学的学生交流项目时，到中国完成我的 MBA 的计划就进入了我的脑海，同济大学在德国也享有良好的声誉。

在申请的过程中，我发现自己是 FIA 首个派到中国交换的国际 MBA 学生。这是一个莫大的荣誉，对此我十分感激。中国亦是我到访过的第一个亚洲国家。

我二月初抵达上海，立刻就被这个现代化的国际大都市所吸引。与圣保罗相比，上海非常整洁且安全，虽然有时候雾霾简直让人透不过气。我

注意到，它与圣保罗最大的文化差异在于，虽然人们对陌生人态度比较保守，但是依然非常友好。巴西人对第一次见面的陌生人就会非常热情，而中国人对于陌生人的态度则是敏感谦虚的。有时候这会让人误以为是害羞，但实际上这可能与儒家思想的“爱面子”有关——既保持良好的关系又不太过分，这在中国非常普遍。

在上海生活的半年期间，我去了中国许多地方旅行，还与教授、专家和同学们进行了很多讨论，让我非常佩服的是中国人办事效率如此之高，他们在微观与宏观经济层面上所做的务实调整，使得中国成为引领全球经济增长的引擎，即使最近几年的增长速度有所放缓。

从文化角度来说，作为一个在巴西和中国都生活过的外国人，我只能说尽管中国政府部门领导方式存在争议，但却是实现中国经济快速增长并在世界经济中举足轻重的关键要素之一。我遇到的每个职员都非常敬业，他们渴望成功和在未来改善生活水平。但反观巴西，却放弃了成为新兴市场的巨星的期望——相当重要的一个原因是那些自私自利的政治家们错失了充分发挥国家潜力的良机。

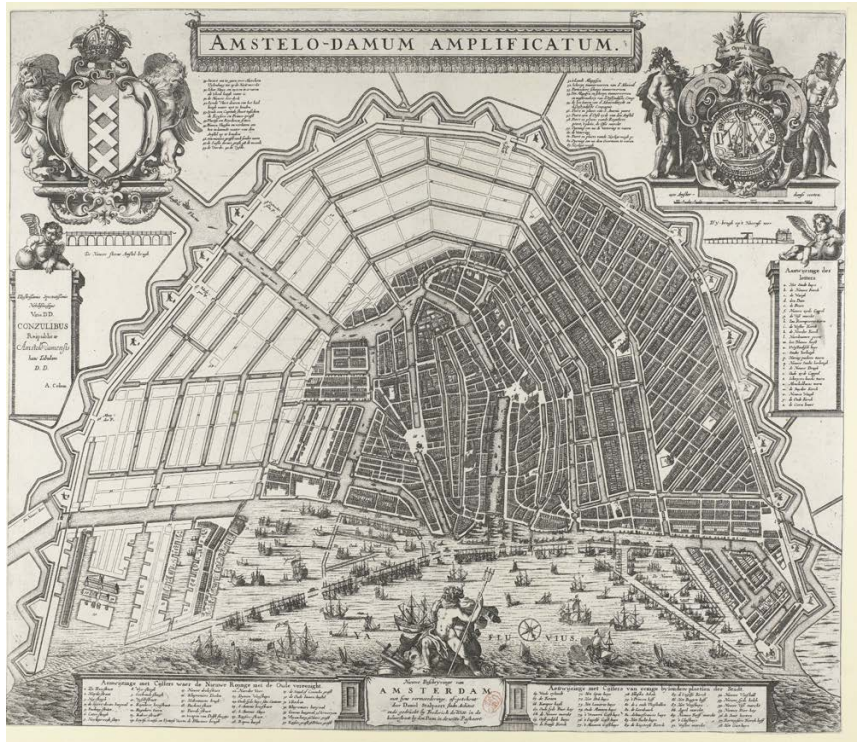
回到德国以后，我会永远铭记文化差异的重要性以及文化差异为个人生活与职业生涯带来的重大价值。

谢谢你，巴西。
谢谢你，中国。





鸟瞰阿姆斯特丹



阿姆斯特丹黄金时代城市规划图

沼泽疏浚，运河挖掘等基础建设极大的方便了水上交通和货物运输，远洋商船可以轻松通过运河将来自世界各地的货物送到阿姆斯特丹的仓库和货栈，而后再进行集散分销。此后，运河区为适应住房、商业和行政需求开始兴建各类建筑，诞生了世界上第一个现代意义上的股票交易所和当时欧洲最大的市政厅（1806年后作为皇宫使用）。十七世纪下半叶，阿姆斯特丹跃升为世界贸易枢纽，被冠以“全球仓库”的美称，其城市规模亦扩展为仅次于伦敦和巴黎的欧洲第三大城市，人均可支配收入四倍于巴黎市民。富裕起来的城市资产阶级开始了欣赏艺术品的风潮，购置油画成为了众相追捧的时尚，然而迅速变换的流行趋势，却使得伦布朗，维米尔，哈尔斯等被后世尊为大师的画家都曾一度难以为生。



作者 唐滨琪
同济大学经管学院 2014 届毕业生，
企业管理硕士专业
现于阿姆斯特丹大学商学院攻读博士学位

阿姆斯特丹运河区 荷兰黄金时代的城市发展

得益于十六世纪末期技术工人的涌入，廉价的能源供应以及荷属跨国公司的崛起，十七世纪的荷兰成为了全球贸易，科学与艺术的支配者，这一巅峰时期称为荷兰黄金时代。在此期间，阿姆斯特丹逐渐形成了重商主义，人文精神和包容性的文化传统，吸引了来自欧洲各地的商业人才，思想家和艺术家。借助得天独厚的临海地理环境和人力资源，阿姆斯特丹迅速累积资本成为了欧洲最重要的港口之一，同时它也迎来了第一批大规模移民迁入，举例来说，1590 年城市人口仅四万余人，但到 1620 年，已有超过十万人栖居于阿姆斯特丹。

为了应对爆炸式的人口增长与贸易需求，市政管理者于十七世纪初开始推行具有模范意义的城市规划，由内向外增加三条同心的半环形运河：绅士运河、国王运河和王子运河。三条新开凿的运河功能在于排干同心弧形沼泽地，并填平中间的空地来扩大城市空间，此外，这三条运河之间又由放射性的水路相连，城市内部形成半圆形环状与放射状运河相互连通的网络体系，城市空间依托运河的环状放射网格向外铺开，至此，阿姆斯特丹独特的“运河—城市”空间体系初见雏形。

四百多年前，荷兰的城镇居民就面临了城市化发展的空前挑战，但他们在那个时代便做出了前瞻性的应对——合理多元的城市规划、有序递进式的建设步伐，为阿姆斯特丹的快速发展打下了坚实的基础。阿姆斯特丹在荷兰黄金时代的发展史是大规模城市规划的一个范例，直到十九世纪仍为世界各地所参考。2010 年，阿姆斯特丹运河区作为展示独特的“运河型”城市发展的物证，被列入联合国教科文组织世界遗产名录，时至今日，这一有机进化的城市综合体，仍在继续自身的演变。

阿姆斯特丹地标 国立博物馆





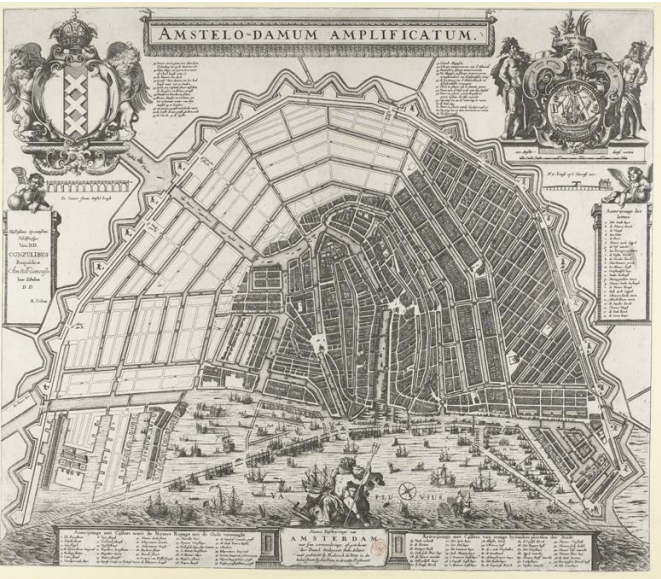
Author Tang Binqi
2014 Graduate from Tongji SEM, Master of Enterprise Management
Pursuing Doctor's Degree in the Business School, University of Amsterdam

AMSTERDAM CANAL ZONE URBAN DEVELOPMENTS IN THE DUTCH GOLDEN ERA



Thanks to the influx of skilled workers at the end of 16th century, the supply of inexpensive energy, and the rise of Dutch transnational corporations, Netherlands became a dominating power in global trading, science and arts in the 17th century, which was the peak time of it, called the Golden Era. During this period, Amsterdam has gradually formed its cultural tradition: mercantile, humanistic and inclusive. It has also attracted businessmen, ideologists and artists from all over the Europe. Endowed with unique geographical conditions and human resources, Amsterdam has rapidly accumulated great capitals and become the most important harbor in Europe. Meanwhile, the city has also welcomed its first wave of immigrants. For example, the urban population was only 40,000 in 1590, but reached 100,000 by 1620.

To cope with the population explosion and trading demands, local municipal officials started to carry out exemplary urban planning in early 17th century by digging three concentric semi-circular canals from the city center, which were the Gentleman Canal, the King Canal and the Prince Canal. The three new canals were built to drain the swamp in between arcs and by filling up the unoccupied areas, the city space was expanded. Besides, these three canals were also interconnected waters in radial networks. Thus, a network system consisting of semi-circular and radial waters was formed within the city, and the canal-based ring like grid system outreached to the vicinity of the city. The unique “canal-city” space system of Amsterdam has taken its shape.



Urban Planning Map of Amsterdam in the Golden Era



De Nachtwacht of Rembrandt

Infrastructure constructions, such as swamp dredging and canal digging has greatly facilitated water traffic and cargo transportation, thanks to which the ocean ships can easily travel through the canals to deliver goods from all over the world to the warehouses and stacks in Amsterdam for further distribution. Since then, various buildings have been constructed in the Canal Zone to meet the demands of housing, business and administration. Moreover, the world's first modern stock exchange and then the largest city hall in Europe (used as a royal palace since 1806) were born. In the second half of 17th century, Amsterdam leaped forward as a world trading hub and was honored as the “global warehouse”. The city size of Amsterdam was expanded, ranking third in the Europe, only next London and Paris, and its per capita disposable income was four times higher than that of Parisians. The rich middle class then started the trend of appreciating artworks, and purchasing oil paintings became a sought-after fashion. However, the fashion trend transformed



Amsterdam Canal

so fast, that even Browns, Vermeer and Hals, who were honored as master painters in the later generations, had once made a difficult living. Nearly four centuries ago, the Dutch town-folks experienced unprecedented challenges of urbanization, but they made a forward-looking response even at that time. The reasonable and diversified urban planning and the organized progressive constructions have laid a solid foundation for the rapid developments of the city. The growth of Amsterdam in the Golden Era of Netherlands has become a model of mass-scale urban planning, which offered reference for the rest of the world until the 19th century. In 2010, the Amsterdam Canal Zone, as physical evidence of a “canal-based” city's development, was included in the UNESCO World Heritage List. Today, this urban complex still continues its organic evolution.

City Hall of Amsterdam



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