

ECON MANAGEMENT VISION

# 经管视野

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 **sina** 新浪 专访

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## FEATURES OF SEM

Global strategic positioning, international cooperation

## THREE SIGNATURE DISCIPLINES

Project Management, Urban Development Management and Service Management

## GLOBAL COOPERATION

70 world-renowned colleges and universities in 15 countries and regions, such as Germany, France, United States, India, and so on.

## 学院特色

全球战略定位、国际合作

## 三个学科平台建设

项目管理、城市管理、服务管理

## 国际合作

德国、法国、美国、印度等 15 个国家和地区的  
70 多所世界知名院校

## TONGJI SEM RECEIVES TOP INTERNATIONAL ACCREDITATIONS FOR BUSINESS EDUCATION

## 同济大学经济与管理学院获 国际顶级商学教育认证

**EQUIS（欧洲质量发展体系）五年认证**  
EQUIS (European Quality Improvement System)  
five-year accreditation

**AACSB（国际精英商学院协会）五年认证**  
AACSB (Association to Advance Collegiate Schools of  
Business) five-year accreditation





# 经管视野

## ECON MANAGEMENT VISION

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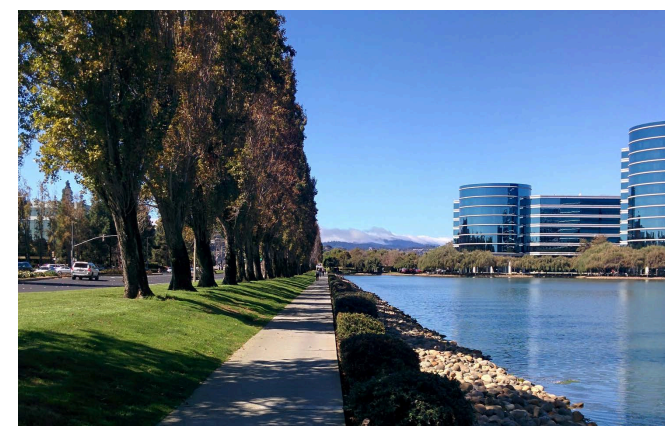
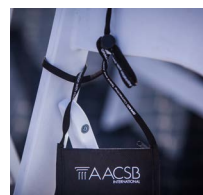


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sina新浪 专访：

# 商学院的「世界角色」

Q & A



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同济大学经济与管理学院  
教授、博士

主持人：

恭喜同济大学经济与管理学院获得 EQUIS 和 AACSB 五年期认证。众所周知，EQUIS 和 AACSB 的认证周期都很长，在漫长的周期里，为了通过认证，同济做了哪些努力和准备？

霍佳震：

EQUIS 和 AACSB 是国际商学教育领域内公认的两大权威认证。它的权威性是从认证设计的严密逻辑、论证标准以及结构上的细致、精确上体现出来的，因此，我们准备论证的周期就比较长，可以分为“战略定位”、“完善治理结构”、“流程梳理”和“质量提升”这么四个板块的内容。

“战略定位”，就是确定学院长期发展的愿景和目标，即定位问题；“完善治理结构”，就是要把“全员参与学院发展”的理念落到实处；“流程梳理”，指用标准化而又不失灵活性的管理程序来规范我们的教学和管理工作；“质量提升”，指的是我们的教学质量、科研质量，也包括管理水平的提升。

我想主要就“战略定位”这个问题，做一些更详细的说明。

同济的商学院，扎根在上海，不仅仅满足在中国立足，更要在世界上显示出它的质量、特点和品味。我们评估了全球经济和城市发展的大趋势，对学院发展的底蕴做出分析，制定了我们的发展战略。

第一，国际化战略。

从历史上看，商学教育的发展与城市发展的进程相当。未来商学教育的高峰也将在世界级的中心城市中出现。目前，全球城市的第一集团是伦敦、纽约、巴黎和东京。这些第一集团都是人口超过 1000 万的“又大又强又美好”的城市，大量的人口聚集才有机会创造出最具有经济影响力、科技创新能力和多元文化及商业活力的全球城市。

回过头来看看我们所处的上海。2014 年，上海的人口已达 2500 万，综合排名在全球的 14 到 20 位之间。根据上海未来 30 年的战略规划，到 2040 年，上海会成为综合性的全球城市，在国际经济、金融、贸易、航运、科技创新和国际文化领域跻身全球城市的“排头兵”。有美国的学者已经断言，纽约的竞争对手不仅仅是芝加哥和洛杉矶，而伦敦和上海也跻身世界舞台。

所以呢，上海将在未来的城市经济和商业领域扮演世界“角色”，同济的商学院也一定需要在国际商学教育的舞台中扮演好世界“角色”。“国际化”，既是我们追赶世界顶级商学院的一种发展战略，同时更是我们积极参与世界竞争与合作的一种“外交”战略。在这个概念里，“国际化”已经包含了“中国化”或者是“本土化”的意义，我们不是一味地接收外来的思想或是做法，而是把中国商学院参与全球竞争的特质融入其中。

第二，以应用研究为导向。

同济的商学院沉淀在同济大学强势的工科背景下，建筑、土木工程、桥梁、道路、环境等专业仍然是我们的优势学科。经济与管理类的学科发展完全可以同这些传统的优势学科取得协同发展的效应。我们管理类学科的起源和发展，有的本身就是“脱胎”于土木、环境等优势学科。因此，我们商学院的专业特色，是强调应用研究的，与社会发展的需求和实践结合紧密。

根据专业内容和特点，我们在三个领域集成资源，开展实践、研究和教学。一是“项目管理”；二是“城市管理”；三是“服务管理”。具体来说：

在“项目管理”学科平台，我们的教授、学生参与了很多大型的建设项目，例如上海世博会的总体项目管理，上海虹桥枢纽的建设项目以及目前的上海迪斯尼项目管理等。通过这些实际的大项目，我们一方面向实践领域输出我们的理念和方法，另一方面，我们也从中发现和搜集中国现实的管理问题。比如，我们发现，在大型的项目管理方面，中国的管理经验仍然欠缺，很多大型项目存在工期缓慢、不经济、管理不善，甚至是决策失误等问题。这些问题，是我们研究工作的导向。“实践——研究——教学”，是一个循环的系统，在项目管理领域里，我们已经有大量的成果可以来回应我们的这么一个应用研究的逻辑。

在“城市管理”领域，“城市化”仍然是中国发展的主旋律之一。我记得，联合国有个报告，中国只用 60 年的时间就实现了城镇化率从 10% 到 50% 的过程。到 2030 年，中国仍将新增 3.1 亿城市居民，城市人口总数将超过 10 亿，城市化率将达 70%。中国城市发展的“加速度”是非常惊人的，中国的城市将会在经济、社会 and 环境保护等方面遇到非常大的压力和挑战。那么，如何应对扑面而来的“城市人口集聚”呢？如何解决“小到堵车”，“大到诗意生活”的城市问题呢？

这些问题，都需要我们去研究。回到我们的学科优势和发展中来，由于同济在城市建设方面的学科优势，我们的城市管理研究也是务实的，有技术背景和工程背景的支撑。

我们集成的第三个“学科平台”是“服务管理”。中国是制造业大国，上海在 2012 年的统计呢，它的制造业比重是 35% 左右，服务业的比重是 60% 左右，但是与全球性的城市相比，比如大伦敦、东京等城市相比，上海服务业的比重仍旧是低的，大伦敦区达到 90% 以上，而东京也有 85%。因此，上海，作为中国“调产能”的一个城市缩影，它的服务业比例一定会增加。在这个转型过程中，我们的优势专业，例如物流管理、金融、贸易、会计等等就可以促力上海甚至是全国产业结构转型的这么一个趋势。

以上的三个“学科平台”，我们都强调以实践应用为导向的科研与教学。我们的教授不仅要会“写论文”，也要会“用论文”。

第三，以实现“可持续发展”作为我们商学院发展的特色和愿景。同济大学已经明确“要建立以可持续发展为导向的世界一流大学”，作为同济的商学院，我们需要积极回应在经济与管理领域的“可持续发展”问题。

事实上，我的理解，“商科”的本质就是“协商”，是各种市场力量寻求一种最佳的多方获益的平衡。这个理念，与“可持续发展”中强调“社会、经济、环境”三者协调发展的平衡理念是相当一致的。在我们的课程设计中，都包含了“可持续发展”的理念。EQUIS 和 AACSB 专门就我们的这个特色进行考察和论证，我们的一些具体做法得到了他们的认可和赞赏。

我个人是中国传统文化的爱好者，上面的三点，其实就是我们学院的“个性图腾”，这三个“图腾”构成了我们的战略定位，也是我们实现差异化发展的核心内容。



AACSB International (The Association to Advance Collegiate Schools of Business International)  
【国际高等商学院协会】成立于 1916 年，是全球首屈一指的商学院和会计项目非政府认证机构。AACSB International 教育认证制度之严、标准之高、冠居全球，世所公认。

EQUIS 是欧洲管理发展基金会 (EFMD) 创办的一个以认证为形式，对高等教育机构进行质量评价，推动教育进步的国际认证体系。







#### 主持人：

此次获得 EQUIS 和 AACSB 两大权威的国际认证，对于同济经管学院未来的发展和意义又是什么呢？

#### 霍佳震：

参加权威的“国际论证”，既能帮助我们“练好内功”，也能促进我们“练外功”。怎么讲？“内功”就是学院的“内涵建设”；“外功”，就是一个学院品牌建设和传播的过程。在论证的过程中，我们让世界看到了我们的个性和努力；获得认证后，我们与世界一流的商学院在一个舞台上交流、合作，当然也有竞争。但最为关键的是，我们在国际上传播了我们的“图腾”，也彰显了中国商学院的一种“个性”，我始终强调“国际化”不是“崇洋媚外”，同样也是“中国化”的过程。这样，我们在寻找和选择合作伙伴时就会相对容易和精准。

获得认证后，我认为，将在三个层面对商学院未来的发展产生持续的作用和影响：

第一个层面，体现在学院的宏观治理模式上。我们的“治理”体系中，有全球咨询委员会、教授委员会、学生委员会、校友组织等。院长领导下的管理团队是“执行机构”。我们的决策过程将是一个多方协调的

参与过程。“治理”的实现，需要我们培养和维护自由、宽容、独立的文化环境，这是大学的精神，也是我们商学院的价值观。

第二个层面，体现在管理的流程和规范性上。这两个国际论证是有期限的，我们拿到的是最长的期限 5 年，在中国目前只有七家商学院拿到了两个 5 年。这意味着，5 年以后，这些权威的论证机构还会对我们的工作再次论证，而且他们的要求一定会更高。所以，未来商学院的发展仍旧需要在进一步完善流程、精细化教学模式上挖掘更多的提升空间。通过国际论证，商学院的管理和教育都将进入一个更为“精细化”的阶段。

第三个层面，体现在“国际化”的质量上。我们现在生源国际化的程度挺高，一年本、硕、博全日制招 500 个左右中国的学生，同时，我们还招接近 400 多名外国学生，中外学生数量基本持平。我们可以预测到，会有越来越多的高质量国外生源和师资进入到我们这里学习、深造、工作。我们已经制定了“国际合作伙伴”的标准，获得国际认证后，我们在选择学生、教师以及合作伙伴的过程中将更为细腻、精准，注重质量。

#### 主持人：

作为权威的国际认证 EQUIS 和 AACSB 在认证过程中的侧重点是否有所不同呢？能否就同济经管学院本身做出说明？

#### 霍佳震：

这两个认证确实是有点不一样的。AACSB 是美国管理商学院联合会提供的国际论证，全世界仅有 5% 的商学院取得了这项认证。EQUIS 是欧洲创办的质量评价和国际认证体系，这个认证从整体来评价认证对象，认证过程非常严谨。

具体来说呢，AACSB 注重商学院的战略管理、参与机制、教学质量的保证体系；而 EQUIS 主要在质量保证体系、商学院的国际化以及商学院与实务商界的联系程度上制定标准。

这两个国际论证，其实总结起来是两个特色，AACSB 是战略导向的认证，强调过程控制，特别是对于教学过程的控制；EQUIS 是以国际化为导向的认证，强调全球的使命感，以实现专业理论知识和商业实战之间的平衡。



# BUSINESS SCHOOL'S ROLE IN THE WORLD



Q

*I would like to extend my sincere congratulations to Tongji SEM for having been accredited by EQUIS and AACSB. As we all know, the accreditation process of these two international school accreditation systems takes a rather long time, so what has SEM done to get ready for the accreditations?*

A

EQUIS and AACSB are two authoritative accreditation bodies in the realm of international business education, whose authoritativeness lies in the rigorous logic of the accreditation design and the preciseness and meticulousness of their standards and structures. Therefore, we have prepared for a very long time. Generally speaking, the assessing cycle covers four sections, namely “strategic positioning”, “management structure improvement”, “procedures combing” and “quality enhancement”.

“Strategic positioning” focuses on the positioning of the school. That is to say, the school is obligated to determine its long-term development vision and targets. As to “management structure improvement”, it should make the philosophy of “full participation in the school development” not only high-flying, but down-to-earth. “Procedure combing” attaches importance to standard and flexible managing procedures of the teaching and management activities, while “quality enhancement” emphasizes the improvement of teaching and research qualities and management level.

I would like to give a full description of “strategic positioning”.

SEM is a business school affiliated to Tongji University and takes root in Shanghai City. However, it will not be indulged in the success achieved in China, but aims to show its quality, characteristics and taste to the rest of the world. We have set the school development strategy on the basis of the trend and landscape of global economy and urban development as well as the comprehensive analysis of school concepts and philosophical connotations.



**Huo Jiazhen**  
Ph.D., Professor of School of Economics and Management, Tongji University



I. First comes the international strategy.

Historically, the development of business education has been in accordance with the urbanization, which reveals that the peak of business education will appear in world-class key cities. Currently, the first group of global cities includes London, New York, Paris and Tokyo, each of which has a population of more than ten million and is entitled as “large, strong and beautiful city”. It is admitted that the mass of population can possibly create a global city with economic clout, technological innovative competence and multiculturalism as well as commercial vitality.

So let’s take a look at Shanghai. The population in Shanghai has achieved 25 million in 2014, ranking 14-20 in the world. In addition, referring to the strategic planning of next 30 years set by Shanghai municipal government, Shanghai will develop into a comprehensive global city in 2040, and become the pioneer of the world-class cities in terms of global economy, finance, trade, shipping, technological innovation and international culture. Some scholars of the United States has claimed that the rivals New York faces are not only Chicago and Los Angeles, but London and Shanghai.

As a result, Shanghai will play a significant role in the world in the realms of urban economy and business, so Tongji SEM will accordingly shoulder its part in the stage of international business education. In another word, “internationalization” is a development strategy set to catch up with those world top business schools, and a “diplomatic” strategy we make to actively get involved in world competitions and cooperation. What is worth mentioning is that the “internationalization” I have mentioned above has already contained the connotations of “sinicization” and “localization”, that is to say, we do not slavishly accept foreign thoughts, ideologies or practices but integrate the involvement of Chinese business schools in global competition into “internationalization”.

II. Second, we are applied-research-oriented.

Benefiting from the rich heritages of Tongji University with preponderant disciplines in architecture, civil, bridge, road and environment engineering, the subjects in economics and management can co-develop with these

traditional superior ones. As to the origins and development of our disciplines in the field of management, some of the subjects are derived from civil and environment engineering, so the school individuality attaches more importance to applied research and closely relates to the demands and practices of social development.

We integrate resources to put priorities in three areas, namely “Project Management”, “Urban Development Management” and “Service Management” based on the contents and features of corresponding disciplines and then conduct practices, researches and teaching activities.

Specifically, as to “Project Management”, professors and students of our school have participated in many large-scaled construction projects, such as the Overall Project Management of 2010 Shanghai Expo, the Construction of Shanghai Hongqiao Transport Hub and the Shanghai Disneyland Project Management, from which we have applied our philosophy and methods in practices, and at the same time we have discovered and collected actual management problems existing in China. For example, we have found that China is not sufficiently experienced in managing large-scaled projects which leads to problems such as long construction duration, lack of efficiency, poor management and even policy mistakes, which in turn serve our researches. It is recognized that “practice-research-teaching” is a circulatory system which has been proved by large amounts of research results in the area of project management.

Referring to “Urban Development Management”, “urbanization” is still the priority of China’s development. I remember the United Nations once stated that the urbanization rate in China has increased from 10% to 50% in just 60 years. In addition, China will have 0.31 billion new urban residents by 2030 and the urban population will surpass 1 billion with the urbanization rate reaching 70%. It should be recognized that the pace of urban development in China is astonishing and thus it will bring tremendous pressure and challenges to the cities in China on aspects of economy, society, and environment protection. So here comes the question that how can we properly deal with the urban population? And how can we tackle the problems like “traffic jam” or “poetic life pursuit”? We need to think about it. Now back to the disciplinary strengths and development, thanks to the advantages Tongji has been endowed with in urban planning and

construction, we are strongly supported by advanced technology and civil engineering and thus we make the urban management subject in our school practical and down-to-the-earth.

The third one is “service management”. As we all know, China is a power in manufacturing. Now we can take a look at the situation in Shanghai, the manufacturing industry accounted for 35% and the service sector 60% in 2012. However, the proportion service sector takes is much lower than that of in London and Tokyo, where the former reaches 90% plus, and the latter occupies 85%. Therefore, the share of service industry in Shanghai, as an urban epitome of China’s “capacity adjustment”, will certainly increase. Our disciplines with advantages such as logistics management, finance, trade, and accounting will facilitate the industry structural transformation in Shanghai or even outreach to the rest of the country.

The three “discipline platforms” mentioned above all emphasize application-oriented research and teaching activities. What the professors teach is not only “writing essays”, but “using essays”.

III. Third, take “sustainable development” as individuality and vision for our business school.

Tongji University targets to “build sustainable-development-oriented world-class university”, so we need to give a positive response to the University target in the field of economics and management as we are the business school affiliated to the University.

Actually, I think the essence of “business” is “negotiation”, in which market forces seek to balance the interests of all parties. And I think this concept agrees with the philosophy of “coordinated development of society, economy and environment” that “sustainable development” attaches importance to. In fact, our curriculum designing embodies the concept of “sustainable development”, which has been assessed by EQUIS and AACSB and gained acknowledgment and appreciation for specific conducts.

I personally really love Chinese traditional culture, and the three points mentioned above are the school “individual totems”, which are the core contents of our differential development and lay foundation for school strategic positioning.

**Q** *Tongji SEM is now accredited by EQUIS and AACSB, so what influence it will bring to the school’s future and development?*

**A** Applying for international accreditation can help us enhance “internal strength” as well as “physical strength”. To put it simply, “internal strength” refers to the “connotation construction”, and the “physical strength” implies the process of establishing and promoting the school brand. During the process of achieving accreditation, we have proved our individuality and endeavor to the whole world, and we will exchange, cooperate and compete with other world-class business schools on the same stage after we have been accredited by the two authorities. However, what is worth mentioning is that we have promoted our “totem” and highlighted the individuality. I have emphasized that “internationalization” is not merely worshiping foreign things but a process of “sinicization”, which will make it easier and more precise for us to find and choose partners.

From my perspective, the granted accreditation will influence the school’s future and development on three aspects:

First, on school management model at the macro level. Our management system includes International Advisory Committee, Professor Committee, Student Committee and Alumni Association, among which the management team headed by the Dean is the Executive Committee. Besides, the decision-making process involves mass participation and negotiation. I think “management” should be achieved in a cultural environment with freedom, tolerance and independence, which is the spirit of the university and the values of our school.

Second, on the processes and standardization of management. The accreditations we have achieved are granted for five years, and there are only 7 business schools in China have obtained two 5-year accreditations. It also implies that these authorities will assess the school again after five years and put forward higher standards then. Therefore, the school should expand developing space on the basis of improving review procedures and refining teaching methods and models. The management and education of business school will step into the “refining” period after achieving accreditations.

Third, on the quality of “internationalization”. It should be recognized that the level of students internationalization is high as each year we admit 500 Chinese students for undergraduate, postgraduate and Ph.D. programs, while enroll 400 plus foreign students at the same time. We can see that there will be more and more high-quality foreign students and faculty joining our school. In addition, we have set standards in terms of “international cooperative partners”, which will make it more precise and quality-oriented for choosing students, faculty and partners after the accreditations.

**Q** *Is there any difference in accreditation process between EQUIS and AACSB as to their focuses? Can you give some details?*

**A** Yes, they are different. AACSB is an international accreditation granted by American Association of Collegiate Schools of Business and less than 5% of the business schools worldwide have earned AACSB Accreditation. EQUIS is Euro-founded quality assessment and international accreditation system, which assesses institutions as a whole and conducts rigorous accrediting procedures.

To be specific, AACSB focuses on the school strategic management, participation mechanism and assurance of learning process, while EQUIS sets its standards on quality assurance system, level of internationalization and the professional relevance provided by close interaction with the corporate world.

These two international accreditations are two different systems with their own characteristics. While AACSB is strategy-oriented and emphasizes process control, especially the control of teaching process, EQUIS focuses on internationalization, the global sense of responsibility and looks for a balance between academic knowledge and professional practices.





## 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.

### Tongji SEM Ranked 52th World-wide in the Financial Times Global ranking of Masters in Management

英国 FT《金融时报》全球管理学硕士排名  
TJ SEM 管理学硕士项目  
荣登全球第

# 52

位

“成为培养卓越管理人才，  
推动可持续发展的全球知名商学院。”

英国《金融时报》排名是国际最权威的排名之一。根据毕业生的薪资水平、职业发展、投资价值、目标实现状况和就业状况等指标综合评价得出。

To be globally recognized for developing  
leading management professionals capable of  
building a sustainable society.

On 13th September 2015, Financial Times released the  
global ranking of Master in Management, in which Tongji SEM  
ranked 52, rising from 65 last year.

The ranking by British Financial Times is one of the  
most authoritative rankings in the world, which holds  
comprehensive evaluations on the basis of salaries,  
investment value, aim achievement and employment status.





任浩教授  
同济大学经济与管理学院教授  
同济大学发展研究院院长

# 中国离硅谷 还有多远？

硅谷，是美国旧金山以南的一个地区，上世纪 70 年代曾集中了硅芯片厂商，因而得名。这是世界闻名的创新中心，并且在美国经济近年来陷入危机和低谷的情况下，仍然呈现着蓬勃的增长势头。美国纽约、华盛顿、德州奥斯汀市、犹他州帕克市，以及中国北京中关村、印度班加罗尔、英国伦敦东部、南非开普敦、以色列海法等地区都在向硅谷看齐，试图复制硅谷模式。

尽管如此，其周边的学术溢出、宽容的意识形态、一流配套服务机构及设施、极佳的生活环境和优越的下一代生活环境，还是让硅谷迄今仍然表现出相比它的学习者和竞争者更强的竞争力。那么，中国的园区比起硅谷还有何欠缺，如何加强？

## 一、硅谷优势

中国的园区在学习硅谷形式上的一些显性成果的过程中，已经取得了一定的进展。比如硅谷的银行配套服务，杨浦区也迅速引起了此类银行；硅谷出色的公共服务平台，我们也很快的借鉴到了中国。但是从实际情况来说，在中国，想建成像硅谷那么活跃、创新氛围那么强、创新成果那么显著的园区，还是有很大距离。

产生这个距离的关键原因，在于生态问题。硅谷在系统上、集成上形成的一种有助于创新的生态，是中国目前不及的。这种创新生态，包括产业生态、社会生态和自然生态。具体来说，主要为两方面：一是文化，二是具有创新溢出的场所。

### 1. 文化方面

文化方面，体现在他们的文化中鼓励失败、包容失败。美国企业家们信奉“世界属于不满足的人们”，因此把创新与变革作为企业的最高价值，在创新和变革中寻求和把握机会，并且鼓励员工们敢于冒险和尝试，积极支持和赞赏员工的创新思想和创新行为，同时又宽容失败，鼓励犯错误，从不以成败论英雄。

所以，尽管美国硅谷每年有 90% 以上的创新公司破产，但矢志不渝的创新精神和热情却依然保持着。依靠这种创新精神，英特尔公司得以长期雄居芯片市场王座，微软公司始终控制着软件市场的主动权，麦当劳独领世界快餐文化之风骚……

### 2. 创新场所

创新溢出的场所，分为正式沟通场所和非正式沟通场所。正式沟通场所，即具备会议功能的正式沟通场所。园区中造的很多会议中心，供很多专业人士在这里开会、讨论，形成思想来源，有利于专业人士思想的触动。

同时，人思想的触动，还有很大一部分来自非正式沟通场所，比如说像很多咖啡店、中国的茶馆，那里自由的交流，可以是产生灵感的地方。在单位中也是，单位中的茶水间，有可能是大家创新的重要来源。大家在那里产生的一些偶发性、碰撞性冲撞，产生的触动反而更大。因为在原有的部门中讨论、思考问题很容易定式化，没有一种意识的东西触动。像硅谷这种地方，就有大量正式的、非正式的沟通场所，在这些新型的办公场所中，人们能够自由流畅的进行交流。



## 二、中国现状

### 1. 中关村

中关村在创新的氛围上来讲是全国领先的。因为它处在一个类似硅谷的地理环境：依托大学，处在知识溢出的区域。周边很多高校和中科院资源，它可以通过人员的流通，带来思想、知识的流通，之后去进行产业化，然后加上活跃的资本去进行催化。因此，中关村的发展基于区域发展上是合理的，这一点比深圳、上海都做得好。

### 2. 上海张江

上海张江在知识溢出方面就存在很大的问题。它不是在一个有知识溢出的地方建立的园区，而是在一片农地上建的园区，从这一点来说，它是违背高新区发展规律的，它周边没有大学的知识溢出的地方。而后虽然依靠政府的行政力量，使一些高等院校的分部入驻，但是知识和文化的沉淀，是需要积累的，来想人为的建一个能够知识溢出的区位是不现实的。

### 3. 深圳高科技园

深圳的高科技园也在做同样的努力，尝试依靠行政力量加打造知识溢出的氛围。但是行政力量没能帮他们的忙，老天爷帮了：最近一两年，北大老师愿意到深圳来了，因为北京的雾霾，老师们作为雾霾难民逃到了深圳。有了一定的文化氛围，加上城市年轻活跃的创新环境，使深圳高科技园欣欣向荣的开始发展。

### 4. 杨浦湾区

目前，杨浦想依托周围同济、复旦、交大等名校打造湾区经济。对于它来说，它具备了知识溢出的基本条件，但是短板在于产业化空间不够，想要产业化的企业都会首选去张江或者其他。依托名校，却又缺乏知识溢出足够的成熟，是很令人惋惜的。

## 总结

以上是我们中国园区的利弊。总的来说，美国有硅谷，日本有筑波，台湾有新竹，我们要想汲取人家的优势并刻画得入木三分，要从生态系统的角度去研究我们的管理体制和服务体制，基于系统性去考虑生态完善。现在中国园区表面上的、显性的东西，能够学的都已经搬过来了，现在我们要更多的是要去关注的是显性下面的、冰山下、海面下的那部分东西是什么。





**Prof. Ren Hao**  
Professor of Tongji SEM  
Dean of Development Institute,  
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*Silicon Valley, located in the southern half of San Francisco, was home to silicon chip innovators and manufacturers in the 1970s, hence the name. It is a world famous innovation center, and maintains vigorous momentum in development despite the recent crisis and declines of American economy. It features a pattern preferred by many pursuers, including New York, Washington D.C., Austin Texas, Park City Utah, Zhongguan Village Beijing, Bangalore India, East London UK, Cape Town SA, and Haifa Israel, and so on.*

*However, Silicon Valley still prevails over its learners and competitors by now given its ambient academic overflow, tolerable ideology, first class supportive service institutions & facilities, brilliant living circumstances, and predominant breeding environments for the next generation. So what are the disadvantages of China parks as compared with them, and how to amend them?*

# How far is China away from the Silicon Valley?

## I. ADVANTAGES OF SILICON VALLEY

China parks have made a certain progress in their learning of dominant results from pattern of Silicon Valley. For example, in light of the banking services in Silicon Valley, Yangpu District, Shanghai has also brought similar banks in; the outstanding public service platforms enjoyed by Silicon Valley have also been introduced to China in the prompt way. However, in the practical sense, China is still so far away from building another silicon valley which shall be so much active, provided with so dense atmosphere of innovation, and rewarded with so brilliant results.

The key reason of such a distance lies in the ecologies. Silicon Valley's system integrated and innovation favoring ecology, which includes industry, society and nature, is currently beyond the reach of China. It can be grouped into two specific aspects: culture and space with innovation overflow.

### 1. Culture

In the aspect of culture, they encourage trial and tolerate failures. Holding the belief that "The world belongs to unsatisfied people", American entrepreneurs honor innovation and alteration as the most important values of company, by which they seek and grasp new opportunities. They encourage

their staff to risk and try, give active supports and praises to the staff's innovative ideas and behaviors, accept failures, and encourage trial mistakes; they never tell a person by his success or failure.

Therefore, in spite of bankruptcy of more than 90% innovation companies every year in Silicon Valley, the target shooting innovative spirit and enthusiasm still persist on. It is with such a spirit of innovation that Intel has long possessed the crown of chip market, Microsoft always seizes the initiatives in the software market, and McDonald takes the lead of fast food culture around the world...

### 2. Innovation Space

Space with innovation overflow is divided into the ones for formal and informal communications. Formal communication space is the area provided for sessions. The valley has built many session centers, in which experts would meet, make discussions, and get touched. This is the space where thoughts and ideas are created.

Meanwhile, a great part in touching of thoughts comes from informal communication spaces, like coffee bars or China tea shops, where unbounded communications flow to give birth to inspirations. Tea room of a company can be another important source of innova-

tive ideas, where people may experience even more occasional and impacting brain storms and touches, for discussions and thoughts in a given department tend to be standardized, and people receive no touching of sense there. Silicon Valley is a very space provided with abundant formal and informal communication spaces, so that people can communicate beyond boundaries.

## II. CURRENT SITUATION IN CHINA

### 1. Zhongguan Village

Zhongguan Village is leading the atmosphere of innovation through the nation, as it locates in a circumstance similar to Silicon Valley: a place supported by colleges, favored by knowledge overflow, and adjacent to universities and CAS. Personal circulation brings also circulation of ideas and knowledge, which shall be then industrialized, and bred with active capitals. So Zhongguan Village is rational with its developments based on location, which is better than Shenzhen and Shanghai.

### 2. Zhangjiang Shanghai

Zhangjiang Shanghai is facing major problem on knowledge overflow. Instead of a park among knowledge overflow, for example from universities nearby, it is built on a

## Conclusions

*Here we have summarized the advantages and disadvantages of China parks compared with Silicon Valley USA, Tsukuba Japan, and Xinzhu Taiwan. All in all, we won't be able to learn much from their advantages and do even better unless we have investigated into our management and service systems with a view of ecologic systems, and we have perfected the ecologies in the systematic way. We have now copied everything possible, visible and dominant from them, and should now focus more on what is under the dominant layer, under the iceberg, and into the ocean.*

farm land, which is a violation to the regular up-growing process of a high tech development area. Although some high schools have later allocated their branches into the park with administrative supports from local government, the settling of knowledge and culture takes time and effort, -- it is unrealistic to build an area with knowledge overflow under just administrative orders.

### 3. Shenzhen High Tech Park

Shenzhen High Tech Park is making the same efforts: they try to build an atmosphere of knowledge overflow with just administrative strengths, which however have not helped them: God help them instead. Professors from Peking University are showing interests in Shenzhen in these one or two years for the hazes in the capital. They fled to here as haze refugees. Shenzhen High Tech Park thus starts to flourish with a certain atmosphere of culture and the innovation circumstance braced by active urban youngsters.

### 4. Yangpu Bay Area

Yangpu is now building its bay area economy with supports from Tongji, Fudan, and Jiaotong Universities nearby. Favored by the basic conditions of knowledge overflow, it faces shortage of industrial spaces. En-

terprises with tendency of industrialization would prefer to Zhangjiang or else first. So it is fairly regretful to be provided with first class universities but short in sufficient maturation of knowledge overflow.



# 谈供给侧问题要关注“消费驱动”

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## 一、供给侧结构性改革的重要任务是“攻破三驾马车”

供给侧结构性改革的重要任务就是要“攻破”经济发展“三驾马车”的老问题，即投资、出口和消费。

一是从投资的角度来看，2008-2009 年的全球金融危机，中国最后采用了“投资”的办法来解决，但是从目前的效果来看，决策的有效性还有待商榷，“投资”这驾“马车”不能再走老路。二是从出口的角度来看，上海乃至全国都具有较大优势，但随着人口红利的逐步减少，以及外围因素影响“出口”优势在逐年减弱，且当前遇到了严峻的全球性经济困境，目前外贸出口遇到了改革开放以来最大的问题。第三，基于经验来看，投资和出口都遇到了问题，当前的经济发展不能再绕开“消费驱动”这个难题，只能也

对于供给侧结构性改革问题的讨论还需要进一步解放思想，要鼓励和倾听不同的声音，百花齐放，百家争鸣，这样有利于总结和提炼出积极有效的改革方案，同时也有助于在讨论中增强对改革的认同和执行力。

必须对“消费”这驾马车采取“攻坚战”的方式予以突破。

换言之，供给侧结构性改革实际上就是要攻破长期以来一直困扰上海乃至中国经济发展的“消费驱动”这驾“马车”的瓶颈问题。

够自由流畅的进行交流。

## 二、“消费驱动”要讨论三个重要问题

关于“消费驱动”经济发展，当前面临的问题主要体现在如下三个方面：一是收入增长问题；二是需求满足问题；三是可持续发展问题。

第一，从收入增长角度来看，纵观上海乃至全国，收入增长是肯定的，但存在增长不均衡问题，因而要研究和解决均衡增长问题，这是关系中产阶层能否茁壮成长，消费中坚力量能否得到增强的问题。

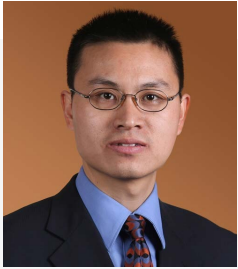
第二，从需求满足角度来看，问题则较为突出。从表面上看，问题主要集中在价格、质量、技术等方面；从深层次看，实际上是涉及到产业升级、转型遭遇障碍，背后是税赋、诚信等市场机制缺失等一系列问题。如果未来一段时间这些根本问题得不到解决，就会导致消费增长缓慢或消费进入误区等问题，例如境外消费、房地产、教育、健康医疗等领域。我们可以看到，境外消费和海淘的迅猛增长显示了国内供给存在严重的结构性短缺，所以，表面上

国内有一些产能过剩现象，实质是产能层次和水平存在严重短缺；房地产、教育、健康医疗等对于百姓而言目前已经造成沉重的负担，需求的满足度被大打折扣。

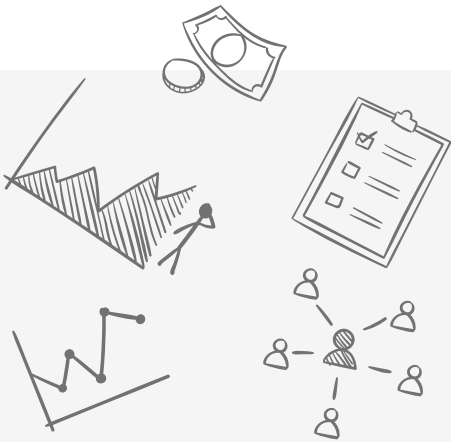
需求未能充分得到满足的根本原因是市场机制问题。市场经济的优点就是通过市场竞争帮助价格、质量、技术等得到改善和进步，而当前上海乃至全国面临的状况却未令人满意，究其原因，存在着严重的市场诚信问题，其根源在于市场机制的不完善。因而，供给侧改革的重点是突破思维屏障，解放思想，换位思考，让资源不再为产能过剩添砖加瓦，而是真正有助于拉动消费，从而避免已经摆在我们面前的“存量陷阱”。对于市场机制的完善，制度和政策层面的改革、创新就是重点，这也是供给侧改革的核心问题。

第三、从可持续发展视角来看，现在或过去做好了，不等于未来一定会好，而改革的重要任务是要让明天、后天乃至更长远的未来都获得良好的发展，这就是可持续发展问题。构建一个有助于创新发展的社会环境必须从政府自身的改革开始做起，重视制度和政策的研究，这是影响市场经济健康发展最重要的供给侧改革之一。只有健康、可持续的制度环境才能不断给予科技创新之活力，激发科技创新之动力，从而保障经济社会健康、可持续发展和增长。

# 建议供给侧改革莫忽视需求管理



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1776 年，经济学之父亚当·斯密完成《国富论》，标志着经济学诞生。亚当·斯密的经济学体系有个公式，即幸福 = 效用 / 欲望。在这个公式中，“效用”是指人们从消费或服务中得到的满足感，也就是“供给”，产品或服务越丰裕，人们的幸福感就会越强。“欲望”是指需求，需求越大，欲望越强，人们的幸福感就会减弱。在亚当·斯密时代，社会的核心问题是供给，即如何提供更多的产品和服务，解决产品供不应求问题。其时经济学家们笃信市场的力量，相信“看不见的手”可以有效地配置资源，提高生产效率，迸发丰富的产品或服务供给，且供给可以自主地创造需求，这就是古典经济学。

工业革命之后，供不应求的局面快速扭转，人类社会总体上进入供大于求的时代。供需持续失衡，直到 20 世纪 30 年代的经济大萧条爆发，资本主义世界第一次经济危机发生，随后凯恩斯主义诞生，其核心是“需求侧”，主张刺激有效需求，认为需求能够决定供给，拉动经济增长，主张投资、消费、出口“三驾马车”，这就是新古典经济学。

到了 20 世纪 70 年代，石油危机爆发，这是资本主义世界的第二次经济危机。高通胀、高失业的滞胀现象出现，经济增长乏力，凯恩斯主义失效。为了应对这次危机，以美英为代表的西方发达国家，抛弃凯恩斯主义，采取了供给学派的观点，实施了减税或国企改革等措施，让经济回归繁荣，这就是里根经济学和撒切尔主义。

通过以上梳理，可以清晰地发现：供给和需求一直是经济运行的两条主线，供求平衡一直是各国经济政策所追求的基本均衡。当前，中国经济所面临的问题，不仅仅是增速放缓的总量问题，更是供需失衡的结构性问题，有效需求不足和有效供给错位同时存在。一方面，就需求侧看，有效需求要满足“有需要”和“有购买力”两个基本条件。由于收入分配和贫富差距等原因，对低收入阶层，面临的是“有需要”但“没有购买力”，即“买不起”。这种差距在房产购买方面比较突出。对高收入阶层，则是“有购买力”但“没有需要”，或者需要的商品或服务国内没有供给，即“买不到”。例如对品牌服装或某些高档消费品，高收入阶层往往通过出国旅游或海外代购的方式实现购买。另一方面，就供给侧看，有效供给需要满足“生产得出来”和“卖得出去”两个基本条件。但目前看，有些产品“生产得出来”但“卖不出去”，即“产能过剩”。这种情况主要出现在传统行业，例如中国钢铁产量占全球钢铁总产量比例居高不下，仅仅中国的钢铁产量就能满足全球需求，导致中国一些钢铁企业处于“僵尸”状态。有些产品则是“卖得出去”但“生产不出来”，即“没有产能”。这种情况主要是高精尖产品，例如仅仅计算机芯片，中国 2015 年的进口额就超过 2000 亿美元。

由此可见，中国经济所面临的问题是复杂的，有效需求不足和有效供给错位同时存在。因此，我们要尊重中国实际，建议在谈供给侧改革的同时，不要忽视了需求管理。





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# EMPHASIZING “CONSUMPTION- DRIVEN” FORCES WHEN TALKING ABOUT PROBLEMS CONCERNING SUPPLY SIDE

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*Besides, minds need to be further emancipated, and different voices need to be encouraged and listened to for the discussion of supply-side structural reform problem. As a Chinese saying goes, let a hundred flowers blossom and a hundred schools of thought contend. Only by doing so can more positive and effective reform programs be put forward, can reform be recognized and executed in the discussion.*

## I. THE PRIORITY OF SUPPLY-SIDE REFORM IS TO TACKLE THE “THREE CARRIAGES”

Priority of supply-side structural reform is paid to solving the problem of “three carriages”, namely investment, export and consumption.

First of all, China resorted to “investment” to tackle 2008--2009 global financial crisis, the effectiveness of which is still open to question, and “investment” cannot follow the old path. Secondly, Shanghai and even the whole country have a large advantage over export, but due to fall of the demographic dividend as well as external factors, its advantage is weakening year by year. Besides, due to the severe global economy, the foreign trade exports have encountered the biggest problem since the reform and opening up. Thirdly, obstacles stand behind investment and exports, and “consumer-driven” cannot be evaded for the current economic development, and a tough fight will be inevitable.

In other words, the supply-side structural reform is to break the bottleneck of “consumer-driven” that has long plagued the development of Shanghai and even the whole country.

## II. THREE KEY ISSUES CONCERNING “CONSUMPTION-DRIVEN” FORCES

“Consumption-driven” economic development is mainly encountered by the problems of income growth, need fulfillment and sustainable development currently.

Firstly, revenue is growing unevenly in Shanghai and throughout the country. Therefore, to study and solve the problem determines how well the middle class grows and the hard core of consumption is enhanced.

Secondly, the problem on demand fulfillment stands out. On the surface, it is mirrored by price, quality and technology. In a deep sense, it is actually related to the industrial upgrading and obstacles in transformation accompanied by the deficiency in the market mechanism such as the taxes and integrity. If these fundamental problems fail

to be solved in the future period of time, the consumption growth may slow down or the consumption may be misled in such areas as consumption abroad, real estate, education and health care. As we may see, the rapid growth in offshore consumption and online shopping overseas reveal the acute structural shortage in the domestic supply. Therefore, the superficial domestic overcapacity belies a sharp shortage in the capacity levels. Today, more and more people are tortured by the huge burdens from real estate, education and health care, and the demand fulfillment is greatly reduced.

The deficiency in market mechanism is to blame for the failure to cover the demands. In the world of the market economy, the price, quality, and technology can be improved by the market competition. However, the situations in Shanghai and even all over the country are far from satisfactory. The decline in the market integrity is to blame for it, and the imperfect market mechanism is the root of it. Thus, the focus of supply side reform is to break the barrier of thinking, emancipate the mind and practice empathy, so that the resources will not contribute to the overcapacity but really help to boost the consumption, thereby helping us get out of the “stock trap”. The reform and innovation at the level of system and policy are the focus of improvement in the market mechanism and the core problem of supply side reform.

Thirdly, in terms of sustainable development, what is or was achieved fails to predict a good future. The reform aims at develop soundly tomorrow, the day after tomorrow or in an even longer term. To build a social environment for innovation and development, the government should set out to reform itself, laying emphasis on research of systems and policies, which is one of the most important supply-side reforms that determine a sound development of market economy. Only under healthy and sustainable system environment can technological innovation be vitalized and triggered so as to ensure healthy and sustainable development and growth of economic society.

In 1776, Adam Smith, the father of economics, completed “Wealth of Nations”, marking the birth of economics. In his economic system is there a formula that is happiness = utility / desire, where “utility” refers to satisfaction people get from consumption or service, i.e. “supply”, and the more affluent products or services are, the stronger people’s happiness will be; and “desire” refers to the demand, i.e., the greater the demand, the stronger the desire, and happiness will be lessened. In the era when Adam Smith lived, the core social issue was supply, that is, how to provide more products and services to address short supply. Economists believed in market forces, holding that the “invisible hand” could allocate resources efficiently, improve production efficiency and boost abundant supply of products or services, and that the supply could autonomously create demand, which is what the classical economics advocates.

After the industrial revolution, the short supply was reversed, and the human society entered the era of oversupply as a whole. Supply and demand continued to keep off balance until the outbreak of Great Depression in the 1930s, outbreak of the economic crisis of the capitalist world for the first time, which gave birth to Keynesianism. Its priority was placed on “demand side”, which advocated to stimulate effective demand, insisting that demand decides supply and boosts economic growth, in favor of investment, consumption and exports, which is what neoclassical economics advocates.

In the 1970s, the oil crisis unveiled the curtain of the second economic crisis in the capitalist world, accompanied by high inflation and unemployment and weak economic growth. Keynesian failed. In response to this crisis, the western developed countries like the United States and England abandoned Keynesian and adopted supply-side economics by implementing tax cuts or reform of state-owned enterprises, to drive the economy back to prosperity, which is what Reaganomics and Thatcherism doctrine advocate.

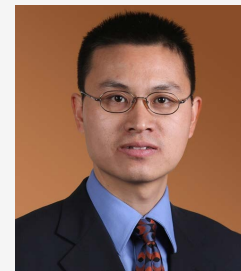
Thus, it can be easy to identify that supply and demand are two factors behind economy development and that the basic balance of supply and demand has been

what economic policy of all countries pursue. At present, the problem facing the Chinese economy is the imbalanced structure of supply and demand more than the slowdown of the total amount, where lack of effective demand and dislocation of effective supply exist concurrently. On one hand, considering the demand side, effective demand is to meet the basic conditions of “in need” and “affordable”. Due to the income distribution and wealth gap, the low-income are “in need” but “unaffordable”, especially reflected in the real estate purchases while the high-income are “affordable” but “in no need” or no supply of goods or services at home, namely “inaccessible”. For example, the high-income has to buy brand clothes or luxury goods by travelling abroad or overseas purchasing. On the other hand, considering supply side, effective supply needs to meet the basic conditions of “producible” and “sellable”. But in reality, some products are “producible” but “unsella-

ble”, that is, “excess capacity”, which is often found in traditional industries. For example, iron and steel output in China accounts for the high proportion of global total output of steel, and even can afford to meet the global demand, generating the “zombies” for some iron and steel enterprises in China. Some products are sellable, but not producible, or “unproductive”, which is mainly found in sophisticated products, like computer chips, the import of which was over 200 billion US dollars in 2015 in China.

Thus, the problems facing the Chinese economy are complex, and insufficient effective demand and effective supply dislocation exist concurrently. Therefore, we shall respect the reality of China and never ignore the demand management while supply side reform is conducted.

# REQUIREMENT MANAGEMENT SHOULD NOT BE IGNORED WHEN IMPLEMENTING SUPPLY-SIDE REFORM



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# 今天，我们为什么需要“工匠精神”

摘自《上海观察》

在今年的全国两会上，李克强总理所作的政府工作报告中提出“培育精益求精的工匠精神”。对于上海而言，“工匠精神”的现实价值并不仅仅在具体的产品和服务层面，也不止是对“上海制造”才有意义。更重要的是通过倡导“工匠精神”，归化全体“新老上海人”的职业行为，让大家都能集中意愿和能力，去做好“分内事”。

“工匠精神”是什么？坚持不懈、精益求精、高度专业化、踏实、耐心、持续改进、不断创新等成为其题中应有之义。不少人认为，中国自古以来不乏优秀工匠，从万里长城、都江堰、赵州桥到苏州园林，能工们完成了众多恢宏壮观的工程。从司母戊大方鼎、越王勾践剑、金缕玉衣到圆明园的十二生肖兽首铜像，巧匠们制作了无数精巧绝伦的器物，中国从来不缺所谓的“工匠精神”。为什么要重提“工匠精神”？有必要讨论一下。



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在德国北部布雷门的奔驰汽车工厂，一名工人戴着手套拿起奔驰汽车的标志。

## “差不多”往往会“差很多”

中国自古就有追求“精确”的传统，曾有“差之毫厘，谬以千里”的说法。现代社会对于“精确”提出更高要求。如今，产品制造系统、产业体系、社会治理结构日趋复杂，已非古代社会可同日而语，“差不多”的多次累计必然导致“差很多”。人类社会正步入“误差零容忍”时代，即使是局部、微小的误差和疏忽，也可能“铸成大错”，甚至导致整个系统的崩溃。

德国是全球第三大出口国，但是其人均出口额高达 17000 美元，居全球第一，而且利润率水平较高。超过 99% 的德国企业属于中小企业，不求做大，而是努力在其细分领域中做到极致，成为最强，这使得德国拥有了占全球总数近一半的“隐形冠军”企业。这与德国企业盛行的“手工业者文化”和“工匠精神”是密不可分的（与“工匠”对应的德语是 Handwerker，意为手工业者）。在德国企业文化中，“差不多”是一个禁忌词，任何行为必须有章可循，杜绝一切随意，德国人甚至愿意为此牺牲任何灵活性。可以毫不夸张地认为，德国的“工匠精神”已经渗透到整个产业系统，整个社会体系，甚至德国社会生活的方方面面。

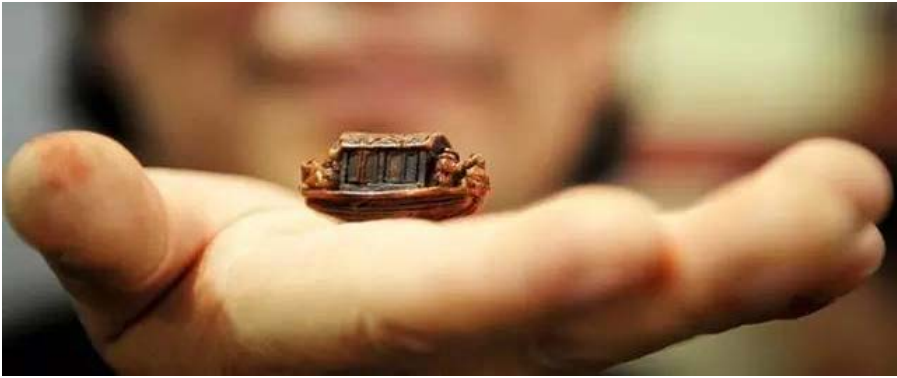
德国的“工匠精神”从何而来？一方面源于人们内心对于职业“一以贯之”的敬畏，对于顾客“敬若神明”的尊重，对于产品“止于至善”的追求。另一方面，“工匠精神”与其所处的社会文化环境息息相关。工匠的职业行为如果能够不断获得顾客好评、同行推崇、社会认可等正反馈，并且有稳定且不菲的收入，可以体面生活，那么“工匠精神”一定能够发扬光大。否则，势必日益消退。

当今中国经济社会的各个方面与改革开放之初相比，已有翻天覆地的变化。持续高速发展的同时，社会环境和人们的职业心态也在发生变化。乱花渐欲迷人眼，气定神闲者日渐稀少，浮躁之气逐步抬头，并蔓延至各行各业。在过去较长时期里，人们更多关注规模、增速和场面，忽略结构、成本和质量。以产品质量为例，2014 年中国产品质量合格率首次超过 90%，达到 92.3%，但是如果按照国际标准衡量，合格率立马被“腰斩”，仅为 46.28%。2012 年，欧盟和美国召回通报总数量的中国产品分别占 57.93% 和 65.17%。制造业每年直接质量损失超过 2000 亿元，间接损失上万亿元。可以推断，这样的结果与长期以来弥漫于中国企业的“差不多”心态有直接关系，旺盛的外部需求、低廉的资源价格、较低的环境管制门槛，似乎怎么干都可以赚钱。近年来，中国经济发展步入新常态，过去发展所依托的种种优势正逐步失去，面对重重压力，重提“工匠精神”确有非常强的现实意义。



一位业余造琴师在车间里测量钢琴音板。





一位核雕艺术家在展示他根据古文《核舟记》记载创作的“核舟”。

### 上海城市精神中的“工匠基因”

古代工匠大多一生只专注于做一件事情，或几件内容相近的“事情”。“庖丁解牛”中的“庖丁”、《核舟记》中的奇巧人王叔远等都大抵如此。随着科技发展和分工协作效率的不断提升，如今一个人有可能同时做几件事情，甚至同时做好几件事情。但是，同时做好几件事情对于个人的时间、精力、素质和技能，尤其是技能、水平构成巨大挑战。为了提升管理的有效性，大多数人还是应该“有所为，有所不为”，明确自己的核心业务范围。否则，极有可能费尽心机和力气，结果却一无所获。

上海自开埠以来，海纳百川，多元文化在此交互融合，形成了良好的“做事文化”。上海人信守承诺，做事靠谱，规则意识强，在国内外形成不错的口碑。这是上海进一步弘扬“工匠精神”的重要社会基础。

对于当今上海而言，“工匠精神”的现实价值并不仅仅在具体的产品和服务层面，也不止是对“上海制造”才有意义。更重要的是通过倡导“工匠精神”，归化全体“新老上海人”的职业行为，让大家都能集中意愿和能力，去做好“分内事”。对政府而言，应该努力做到不缺位、不越位，营造经济运行的良好制度环境，提供公共物品和服务，维护良性的竞争秩序，协调和缓解团体冲突，保护自然环境和自然资源，保障社会和经济稳定；作为高校，应该致力于人才

培养、科学研究、社会服务以及文化传承等中心任务，为社会创造精神和知识财富；产业界则应努力推动技术创新，加强能力建设，成为上海创新驱动发展的主导力量。

值得注意的是，“有所为，有所不为”并不意味着否定任务交叉与协同。优秀的工匠并不会“各扫门前雪”，他们在做好“分内事”的同时，也讲求分工协作，相互提醒，相互补位。以德国为例，该国拥有世界上最完善的职业教育体系，覆盖 350 种职业，旨在培养高技能、专业化的员工。该体系既着眼于面向特定领域专业知识的传授和专门技能的培养，也通过专门的人文教育模块，使得培养的人才兼具专业技能和人文情怀，既可以独立开展工作，也可以在必要时时刻相互施以援手。

### “工匠精神”精髓不是墨守而是创新

“工匠精神”所倡导的执着和专注，并不意味着墨守成规，而是强调持续推陈出新。优秀的工匠永远不会满足于已经取得的成就，而是不断根据环境的变化，在品种、款式、材料、工艺、流程等方面寻求改进。日本是一个善于学习和创新的民族，有强烈的“职人”意识（职人，日语中对于拥有精湛技艺的手工艺者的称呼）。中华文化极盛时期，日本有“遣隋使”和“遣唐使”蜂拥而来，明治维新时期则派出大批人员远赴重洋，向西方学习先进的科学技术。在传

统产业和不少新兴产业领域，日本人都能做到“青出于蓝而胜于蓝”，后来居上。

在技术“引进、消化、吸收、再创新”的过程中，“工匠精神”发挥了重要作用。大批基层技术人员和产业工人既是创新的构思者，也是创新的践行者。他们不仅有创新的想法，还有办法将这些创新的想法落地，转化为具体的实施方案，最大限度地拉近理想和现实的距离。在这个过程中，技术人员和产业工人的业务能力也不断得以提高。

上海要着力加快具有全球影响力的科技创新中心建设步伐，就必须把创新放在第一位。上海发布关于加快建设科技创新中心的 22 条意见已有近一年时间。作为顶层设计，“22 条”明确了上海科创中心建设的奋斗目标、总体要求及主要抓手，勾勒出未来发展的战略框架。某种意义上可以说，上海建设科创中心的“想法”已经成型。但是，要将这 22 条“想法”都落到实处，必须有更为具体、可操作的实施“办法”跟进。这些“办法”的形成不可能一蹴而就，需要相关的政府部门牵头，发扬“工匠精神”，深入调研，精心谋划，精准施策，克服各种制度性和非制度性屏障。同时，还要关注政治、经济、社会以及科技环境的变化，不断创新和优化“办法”，调整行动策略，稳步推进建设进程。



Author Chen Qiang  
Professor of Tongji SEM

# Why do we need Craftsmanship Spirit now?

Source  
Shanghai Observer

*During NPC and CPPCC this year, Premier Li Keqiang proposed “We should foster a craftsmanship spirit of striving for the best” in his Report on the Work of Government. For Shanghai, the actual value of “craftsmanship spirit” is not confined in specific products or services, or “Made in Shanghai”. What is more important is to standardize the professional behaviors of old and new Shanghainese by advocating “craftsmanship spirit”, so that everyone would and could be fully dedicated to fulfill his or her “own responsibility”.*

So what is “craftsmanship spirit”? Persistence, striving for the best, high specialization, reliability, patience, continuous improvement, and continuous innovation are part of the answer. It is believed that there has been no lack of excellent craftsmen since ancient times of China, whose spectacular engineering masterpieces range from the Great Wall, Dujiangyan Irrigation System and Zhaozhou Bridge to Suzhou Garden. Also, the craftsmen have made countless delicate artifacts varying from Simuwu Rectangle Ding, Sword of Goujian, jade clothes sewn with gold thread, to Old Summer Palace’s twelve animal statues. There has been no lack of the “craftsmanship spirit” in history, but why are we discussing it again? It deserves.

“ALMOST” TENDS TO END IN “A LARGE DISCREPANCY”

China has a long tradition of pursuing “accuracy”, which is reflected in the old saying of “A tiny difference may lead to a great error”. The modern society raises the higher requirements for the “accuracy”. Nowadays, manufacturing systems, industrial systems, and social management structure are becoming increasingly complicated, which is a far cry from that in ancient society. Repetition of “almost” will inevitably lead to “a large discrepancy”. Human society is stepping into an era of “no tolerance of error” so much so that even a partial or trivial error and negligence may lead to a “disaster” or even collapse of the whole system.

Germany is the third largest exporter with exports per capita as high as 17,000 US dollars, ranking first in the world. It also enjoys high profit rate. Over 99% of German enterprises are middle and small sized. They do not aim at becoming large-scale corporations. Instead, they strive for the best in their own fields, so Germany owns half of “hidden champion” enterprises worldwide. This has everything to do with “craftsmen culture” and “craftsmanship spirit” in German enterprises (The German word for “craftsman” is “Handwerker”, which means a person skilled in a particular craft). In German corporate culture, “almost” is a taboo term --- people’s behaviors should not violate rules, and in no way should anyone behave out of arbitrary discretions at work. The Germans are even willing to sacrifice any flexibility thereby. It is fair to say that the “craftsmanship spirit” in Germany has influenced all its industrial systems, the whole social system, and each and every aspect of social life in Germany.



In Mercedes-Benz Automotive Corporation in Bremen, Northern Germany, a worker wearing gloves is taking up the logo of Mercedes-Benz.

Xinhua News Agency

What is the origin of “craftsmanship spirit” in Germany? On one hand, it comes from people’s “persistent” awe to profession, deep reverence to customer “like Gods”, and pursuit of “perfection” of products. While on the other hand, “craftsmanship spirit” is closely related to the social and cultural atmosphere. If the professional behavior of craftsmen achieves positive feedbacks, such as common praises from customers, esteem of peers, and recognition by the society, and if craftsmen enjoy steady and lucrative income as well as decent lives, “craftsmanship” will definitely spread and flourish. Otherwise, it will certainly fade away day by day.

Nowadays, compared with that in the beginning of China’s Opening-up and Reform, all aspects of economy and society in China have undergone radical changes. Together with the increasingly rapid economic development are the altering social atmosphere and people’s professional mindsets. With the flourishing and meanwhile perplexing situation, the portion of people with a firm and light mind has been decreasing while fickleness is going up and spreading to all walks of life. Throughout a relatively long time in the past, people were showing more concern to scale, acceleration and tableaux while ignoring the structure, cost and quality. Taking product quality as an example, the eligible rate of Chinese products reached over 90% to 92.3% for the first time in 2014. But if measured by international standard, the eligible rate will be instantly “cut” to only 46.28%. In 2012, the number of recalled Chinese products in EU and USA counted to 57.93% and 65.17% respectively. The annual direct losses from quality problems in manufacturing surpass 200 billion RMB with indirect losses of trillions of RMB. We can conclude that such a situation is directly related to the “almost” mindset that has permeated among Chinese enterprises over a long period of time. In the days of strong external demands, cheap resource prices, and relatively low environmental regulation threshold, it seemed that money could be easily made whatever you did. Coming in recent years, as China economy has stepped into a new normal state, advantages in the past which were once relied upon are disappearing; therefore, it is of highly practical significance to remind “craftsmanship spirit” under such emergency of multiple pressures.

“CRAFTSMAN GENE”  
IN SHANGHAI SPIRIT

In ancient times, most craftsmen devoted their whole life to one single or several similar “things”. Butcher Ding in Butcher Ding’s Dismembering Bulls from Zhuangzi (an ancient philosophic book of China) and Wang Shuyuan, the marvelous craftsman in the Peach-Stone Boat (an article written in Ming Dynasty), were among them. With the development of technology and improvement of efficiency by profession division, one individual is now able to carry out several tasks at the same time. However, doing several things at the same time poses great challenge to people’s time, energy, qualification and especially, the skills. In order to improve management effectiveness, most people should carry out tasks “selectively” and clarify their scope of core business. Or else, it is highly possible that one has invested huge amount of time and efforts for nothing.

Since its opening as a commercial port, Shanghai has been open to various cultures, which interact and integrate with each other to form a sound “work culture”. Shanghainese are reliable, keep promises, and have strong sense of rule, so they get good words of mouth both home and abroad. This is the critical social basis for Shanghai to further advance its “craftsmanship spirit”.

For Shanghai today, the actual value of “craftsmanship spirit” does not only lie in specific products and services, nor is it meaningful only to “Made in Shanghai”. What is more important is to standardize the professional behavior of old and new Shanghainese by advocating “craftsmanship spirit” so that everyone would and could be fully dedicated to fulfill his or her “own responsibility”. For the government, we should try to avoid absence and offside, and develop sound systematic atmosphere in favor of economic operations, provide public goods and services, maintain benign competition order, coordinate and mediate group conflicts, protect natural environments and natural resources, and ensure social and economic stabilities. Universities should be dedicated to their core tasks, including talent cultivation, scientific research, social service and cultural inheritance, to

bring mental and knowledge properties to the society; industrial circle should make efforts to promote technical innovation, strengthen capability creation, and become the main force of innovation driven development of Shanghai.

It is worth noting that “carrying out tasks selectively” does not mean negating task overlapping and collaboration. Excellent craftsmen do not just care about their own business. Instead, they also pay attention to coordination & job allocation, and mutual reminding & complementation. Taking Germany as an example, it has the most perfect vocational education system in the world, which covers 350 professions aiming at cultivating employees with outstanding skills and expertise. The system is meant to impart specialized knowledge and develop professional skills in specific fields; it also develops talents with specialized skills and humanistic senses through liberal education. Such talents can undertake tasks independently and help each other when necessary as well.

ESSENCE OF “CRAFTSMANSHIP SPIRIT”  
LIES NOT IN LEGALITY BUT IN INNOVATION

Persistence and devotion advocated by “craftsmanship spirit” does not mean we have to be old fashioned --- but emphasizing the continuous innovation. Distinguished craftsmen will never be satisfied with the existing achievements; instead, they seek to make improvements in variety, pattern, material, process, and procedure etc. Japan is a nation good at learning from others and bringing forth new ideas with a strong sense of “professional”. (Professional is the term for skillful craftsmen in Japanese). During the heyday of Chinese culture in Sui and Tang dynasties, “diplomats” from Japan flocked in to study in China; during Meiji restoration, Japan sent a large number of people to the west to learn advanced scientific technology. In traditional and also quite a few new industries, Japan has “managed to excel the predecessors”.

In the process of technology “introduction, assimilation, intake and re-innovation”, “craftsmanship spirit” plays an important role. Numerous primary technical personnel and industrial workers are both the designers



and practitioners of innovation, who not only hold original ideas but also implement their ideas and turn them into actions so that they can maximally bridge the gap between ideal and reality. During this process, they themselves also improve their professional competences.

Innovation has to be prioritized if Shanghai is to accelerate the construction of technological innovation center with worldwide influence. 22 Opinions on Accelerating Construction of Technological Innovation Center has been released for about one year in Shanghai. As the top layer design, 22 Opinions clarifies the goal, overall requirement and major grasps for the construction of technological innovation center in Shanghai, and draws the strategic frame of future development. In certain senses, the “idea” of building Shanghai technological innovation center has been already shaped. However, to implement 22 Opinions, we need more specific and practical “approaches” to follow up. These approaches won’t come out of nulls; they require concerned authorities to take the lead, carry forward “craftsmanship”, carry out thorough survey, scheme carefully, carry out plans accurately, and come over all systematic and non-systematic barriers. Meanwhile, we should also focus on alteration of politics, economy, society and technological environment, so as to remain creative, perfect “approaches”, regulate action strategies, and promote the constructions in the steady way.





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在达沃斯上获得 2016 循环经济世界领导者奖

# 大城市如何破解城市病

采访者 黄祺  
节选自《新民周刊》

诺贝尔经济学奖得主斯蒂格利茨曾说，21 世纪最让人期待的事件有两个，一个是美国的高科技，一个是中国的城市化。欧美发达国家用 200 年的时间完成了 10 亿人的城市化，中国将在未来 30 年完成同等规模的城市化过程，一个波澜壮阔的时代，刚刚拉开帷幕。



## 特大、超大城市如何宜居



记者：

近年，我们经常看到各种宜居城市排行榜，“宜居”究竟有哪些标准？

诸大建：

依照联合国的可持续城市概念，宜居的城市应该是经济、社会、环境、治理四位一体的可持续发展城市，其中包含 4 个操作性的标准，我把这 4 个标准解读为“四可”。

第一是可就业，即工作机会。第二是可居住，不管是买房租房，要让城市人有可以承受的居所。第三是可休闲，满足人们对精神文化、教育卫生、公共服务的需求。最后是可出行，城市的交通应该是快捷、安全、舒适的。比如外地人到上海来，首先需要工作机会，留下来后，住房是否可以承受，小孩的教育、卫生需求是否能满足，能否享受充足的公共服务设施，出行交通是否方便。

一个宜居的城市能够吸引就业者、居住者、旅游者和商务人士。国外的概念一般认为，城市吸引人越多，城市就越好。

记者：

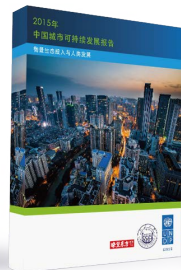
城市制造业占比减少，是否会更容易达到宜居？

诸大建：

理论上，宜居的城市通常是消费型的城市，因为居住、休闲都是消费；而生产型的城市，意味着资源消耗和污染排放相对比较大，交通、物流比较繁忙，对人的生活有影响。

像上海这样的超大空间的生产型城市，制造业如果保持在 30% 左右，一般意义上的宜居是能办到的。相比之下，纽约、伦敦等城市的制造业只有 10% 左右；东京的宜居性也比上海好，制造业有 20% 多。上海城市空间比很多国外城市大，上海相当于十个纽约那么大，严格来说上海不是单个城市，而是城市组合，如果中心城市以服务业为主，郊区城市发展高端制造业，并不影响市民的生活质量。要平衡宜居生活与经济活力，上海的制造业应该向高端发展。





2015 年中国城市可持续发展报告

## 城市发展有自己的规律

记者：

中央城市工作会议提出要尊重城市发展规律，城市发展有什么规律？

诸大建：

从联合国倡导的城市可持续发展概念，我认为需要从对象、过程、主体多个维度考虑。

首先，从城市发展的对象角度，城市空间必须兼顾经济、社会、生态，经济就是生产需要，社会就是生活需要，生态就是环境需要。一个城市如果只有水泥钢筋，那么这个城市既不宜居也是不可持续的，管理城市发展要兼顾好三个方面。

上海目前的建设用地规模已经大大超过人口规模，建设用地 3100 多平方公里，

其中工业用地占到 1000 多平方公里，我一直开玩笑说上海是一个“经济动物城市”，因为建设用地多半是经济导向的。要提高上海城市的宜居性，就需要控制建设用地的规模以及结构，平衡考虑经济空间、社会空间和生态空间，经济空间多了，生活空间就少了，生态空间也少了。一般来说大城市的生态空间要大于三分之一，最好占到 40% 或者 50% 左右。

城市发展开始的时候一定是用生态空间来发展经济空间和社会空间的，例如圈掉农地搞工业园区，搞楼盘和房地产。但如果一座城市全部变成钢筋水泥，这个城市就会变得很糟糕。城市发展到高级阶段，市民必然会对公共空间和生态空间提出增长的需求，政府就要改变以往的发展战略，顺应民众的绿色新需求。像上海以及中国东部沿海许多城市，都到了经济空间从增量发展到存量发展的空间转型阶段。

## 未来，绿色比楼宇更有价值

记者：

在已经建成的城市中，怎么做到“青山绿水”？

诸大建：

城市发展到一定阶段，会有一个再生态化的过程。

举个例子，李明博当首尔市长的时候，做了一件很得民心的工作。首尔市中心原本有一条河叫清溪川，不如黄浦江大，曾经被填掉，建设了高架路。后来，老百姓觉得城市的生态空间少了，公共空间少了，城市出现了绿色稀缺。李明博在任时把高架拆掉，恢复了清溪川河道。现在清溪川沿岸变成一个休闲区域，周边都是商务楼，小吃街，很兴旺，游客也多。

另一个例子是纽约的高线公园，它曾是一条高架铁路，就像我们上海的内环高架路。高架铁路废弃后，铁路保留，变成公园。这样做不占用新的空间，又增加了城市的绿色空间，很多市民喜欢在上面休息，沿着铁路走一走。

目前，黄浦江两岸已建立了人行步道，这是城市的绿色化转型。待上海地铁网络建设完后，我希望小汽车能逐步退出市中心，同时若高架公路能转化为公园，这可能是一个很有味道的生态景观和创新。

中央现在强调供给侧改革，从这个角度看城市，我觉得我们的城市发展有严重的生态供给不足和绿色供给不足。老百姓的绿色需求是新动力，相信政府会把这种新的需求作为城市发展的努力方向。

记者：

互联网改变了我们的生活方式，未来城市，会因为新技术变得更宜居吗？

诸大建：

网络技术能够帮助城市人实现资源的共享，建设一种全新的分享城市。欧洲有一种汽车共享的方式，会员每年交会费，到需要用车的时候就给汽车公司打电话预约，借车使用。汽车企业不再卖车，而是卖使用权，变成了服务业。一个城市用不了太多汽车，10 个人开车，可能有 1 辆车的保有量就够了。这样能缓解道路和停车需求，既能节约能源减少消耗，又节省了空间。最近，首尔、阿姆斯特丹都宣布要建设共享城市。共享城市能够在不增加物质空间的基础上，满足城市人不断增长的需求。

*Joseph Stiglitz, one of Nobel laureates, said that the most anticipated events in the 21st century related to American high-tech and China's urbanization. It took almost two hundred years for developed European and American countries to achieve the urbanization of 1 billion people. By contrast, China is expected to complete the urbanization of the same scale in the next 30 years. A magnificent era has just unveiled its curtain.*



**Respondent Zhu Dajian**  
professor of Tongji SEM, director of think tank of sustainable development and new urbanization, winner of 2016 World Circular Economy Leadership Award in Davos

**INTERVIEWER:**  
Huang Qi; an excerpt from "Xinmin Weekly"

# HOW CAN BIG CITIES CRACK URBAN DISEASES





#### HOW ARE MEGALOPOLIS OR METROPOLIS LIVABLE?

*Reporter:* In recent years, ranking lists of livable cities are often found. What are the standards for “livable”?

*Zhu Dajian:* In accordance with the concept of sustainable cities advocated by the United Nations, a livable city should bring its economy, society, environment and governance under sustainable development, measured by four operational criteria, which I reinterpret as “four abilities.”

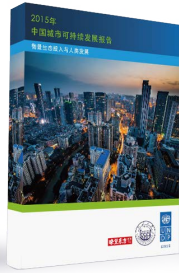
One is employability, i.e., job opportunities. The second is habitability, i.e., urban residents can afford a purchased or rented house. The third is recreation, which aims to meet people’s demands for culture, education, health and public service. The last comes to fast, safe and comfortable traffic accessibility. Take the immigrants to Shanghai for example. They need to be employed in the first place, and they will inevitably take house affordability, children’s education, health, public services and facilities and traveling accessibility into consideration.

A livable city is able to attract employees, inhabitants, tourists and business people. The concept overseas holds that the more people it can attract, the better the city is.

*Reporter:* Is it easier for a city with lower proportion of manufacturing more livable?

*Zhu Dajian:* In theory, a livable city is consumer-oriented, because habitancy and recreation are consumption-oriented; a production-oriented city involves more resource consumption, pollution emission, transportation and logistics, which may affect people’s lives.

A production-oriented megacity like Shanghai with about 30% manufacturing is generally livable. In contrast, manufacturing in the cities like New York and London only accounts for about 10%; Tokyo is much more livable than Shanghai with 20% manufacturing. The urban space of Shanghai is larger than that of major ones overseas, equivalent to ten times as much as the area of New York. Thus, Shanghai is more a combination of cities than a single one. The quality of life won’t be affected in such a city with its center service-based and its outskirts high-end manufacturing-based. To balance livable life and economic vitality, Shanghai should heighten its high-end manufacturing industry.



China Sustainable Cities Report

#### URBAN DEVELOPMENT HAS ITS OWN LAW

*Reporter:* Respecting the laws of urban development was put forward at the Central Urban Work Conference, and what are the laws of urban development?

*Zhu Dajian:* Based on the concept of sustainable development advocated by the United Nations, I think three aspects of object, procedure, subject need to be considered.

First of all, economic, social and ecological aspects need to be taken into consideration for the development of a city. Economy is aimed for production, society for life, and ecology for environment. A city only with reinforced concrete is neither livable nor sustainable. It is necessary to take the three aspects into consideration for management of urban development.

Scale of construction land in Shanghai has greatly exceeded the size of the population with more than 3100 square kilometers of land for construction, of which industrial land accounts for more than 1000 square kilometers. I jokingly called Shanghai as an “economic animal city” because most of its land for construction is economy-oriented. Shanghai would be more livable only when size and structure of land for construction was controlled, and space for economy, so-

ciety and ecology was balanced. The more economic space, the less living and ecological space. Generally, the ecological space of a metropolitan is greater than one-third, and about 40% or 50% is preferable.

At the first start, ecological space tends to yield to development of economic and social space, like agricultural land used for construction of industrial parks and real estate. A city of steel and concrete would be terribly alarming. If a city develops at an advanced stage, the public is bound to raise more demand for public space and ecological space. Thus, the government should discard out-of-date strategies, adapt to the needs of the public for greenness. Shanghai and the cities along the eastern coast of China need to transit from incremental development into stock development.

#### GREENNESS WILL BE MORE VALUABLE THAN BUILDINGS IN THE FUTURE

*Reporter:* How can a maturely built city be greener?

*Zhu Dajian:* A city that has developed to a certain degree will go through a further ecological process.

For example, when Lee Myung-bak held a post as mayor of Seoul, he ventured to do a project that pleased the public. In the downtown Seoul was there a river called Cheonggyecheon, not as big as Huangpu River. It had been filled out and an elevated road was built over it. But people found less ecological and public space, and urban greenness was rare. The Lee had the elevated road removed and the Cheonggyecheon restored. Today, recreation area is paved up along the river, scattered with commercial buildings and snack streets attracting more visitors.

Take New York’s High Line Park as another example. It was an elevated railway, just like elevated inner ring road in Shanghai. The railway was preserved and turned into a park after the elevated railway was

discarded. Thus, no extra space is taken up, while the green space is added. People prefer to relax themselves by taking a walk along the railway.

A pedestrian walkway has been built up along the banks of the Huangpu River, sort of a green transformation of the city. I wish cars would withdraw from the center of the city upon the completion of the metro network in Shanghai. And I wish there would be innovative ecological landscape if the elevated road changed into the park.

The central government is emphasizing the supply-side reform, based on which I think there’s a big shortage of ecological and green supply for the urban development. The demand for greenness is a new engine. I believe that the government will try to meet the demand for the urban development.

*Reporter:* The Internet has changed the way we live. Will a city be more livable triggered by new technology?

*Zhu Dajian:* Network technology can help people share the resources of the city and build a sharing-based city. Car-sharing can be found in Europe, where by paying annual membership dues, people call auto companies to make a reservation while they are in need of a car. The auto companies sell the right to use instead of cars, which becomes the service industry. There is no need for too many cars in one city. In case 10 people drive in a city, the ownership of one car is enough, so as to ease the demand for roads and parking, save energy, reduce consumption and saves space. Recently, Seoul and Amsterdam announced to build a shared city, where the growing needs can be met without increasing the physical space.



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<FORBES BEST BUSINESS SCHOOL RANKING> 2012, 2014

TOP 5  
EMBA EDUCATION PROGRAM IN CHINA  
<THE CHINA'S MOST LEADERSHIP EMBA RANKING> 2010-2014

十大中国最具价值在职 MBA 项目  
《福布斯中国最佳商学院排行榜》2012，2014

国内 EMBA 教育项目综合排名前五  
《中国市场最具领导力 EMBA》2010-2014 年





# 全球顶尖创业学课程 走进同济 MBA

来源 同济大学经济与管理学院 MBA 中心

为了让学生体验国际一流的教学模式，3月15日至4月3日，同济大学 MBA 中心携手全球创业学领域的领导者——美国百森商学院 (BABSON COLLEGE) 走进同济课堂，为在读的国际 MBA 项目学生带来了全球顶尖的创业学课程。

整个体验教学由五节联网互动课程 (online) 和两天的面对面课程 (Face-to-Face) 组成。参与授课的 Donna Kelley 教授是百森商学院创业学领域的著名专家，同时也是全球创业研究协会的董事会成员、GEM (全球创业观察) 的监事以及美国组的负责人。曾为高盛投资公司万人女性创业项目，以及在印尼的万隆富布莱特奖学金担任咨询专家，经常为政策制定者、学者和高级职业经理人讲解全球创业管理的主题。

来自同济 - 曼彻斯特双学位 MBA 项目、同济 - 凯斯西储 MBA/ 金融硕士双学位项目、以及 IMBA 国际项目的学生齐聚一堂，他们在 Kelley 教授的指引下，

开启了创业梦想之旅，从什么是企业家精神 (What is Entrepreneurship) 到最后的构建电子商务框架 (Building Business Models)，每位同学都受益满满。在课堂上，



Kelley 教授运用精挑细选案例，让大家以角色扮演 (Role play) 的方式进行课堂讨论，内容丰富有趣，形式别出心裁，同学们对授课内容及教学模式都大为赞赏。来自 2012 级同济 - 曼彻斯特双学位 MBA 项目的侍文同学在尝鲜体验后表示，“这节课让我感触最深的是，无论我们是在 MBA 课

程里学习，或是在企业工作，还是自己独立创业，我们都需要明白如何为一家公司创造价值——恒久的价值。我非常喜欢这个课程，很期待与 Donna 教授的再次面对面交流。”

美国百森商学院 (BABSON COLLEGE) 创立于 1919，其创业管理方向的研究和教学得到广泛的认可。2015 年《美国新闻与世界报导》公布的全美最佳大学排行榜中，百森商学院连续第 22 年荣获创业领域排名第一的佳绩。作为已获得 AMBA、EQUIS、AACSB

国际认证的同济大学经济与管理学院，其 MBA 项目始终秉持国际化特色办学特色，通过聘请国际一流师资，以及与国际一流大学商学院紧密的合作开设特色课程，从而让学生汲取中外才学之精粹。

## WORLD CLASS ENTREPRENEURSHIP PROGRAM PROVIDED BY TONGJI MBA EDUCATION

In order to provide the students with a chance to experience world class teaching model, Tongji MBA Education partnered with BABSON COLLEGE, a world-leading organization in entrepreneurship to provide their entrepreneurship course for Tongji MBA Education Program learners from March 13 to April 3.

The course consists of 5 online interactive classes and two days of Face-to-Face class. The instructor Professor Donna Kelley is a distinguished expert in entrepreneurship in BABSON COLLEGE, board member of Global Entrepreneurship Research Association (GERA), Supervisor and person in charge of the American team of Globe Entrepreneurship Monitor (GEM). Also, Professor Donna Kelley used to be an expert for 10,000 Women Entrepreneurship by Goldman Sachs and Bandung Fulbright Scholarship Program in Indonesia. Professor Donna Kelley often lectures on international entrepreneurial management for policy makers, scholars and senior professional managers.

With the guidance of Professor Kelly, students from Tongji-Manchester MBA Dual-degree Program, Tongji-CWRU MBA/MSM Finance Double Degree Program and Tongji IMBA International Program started their entrepreneur dream. From “What is Entrepreneurship” to “Building Business Models”, every student learned a lot. In class, Professor Kelly organized discussion of carefully selected cases by involving students in role play. With interesting content and unique form, her class was highly complimented by students. Shi Wen, a Tongji-Manchester MBA Dual-degree Program student enrolled in 2012 said after her first experience, “We need to know how to create value for a company---lasting value, no matter whether you are a learner in MBA course, an employee of a company or an independent entrepreneur, which stood out to me. I’m looking forward to having a face-to-face talk with Professor Donna.”

Founded in 1919, both the study and teaching in entrepreneurial management of BABSON COLLEGE have been well-received. According to the Best Colleges rankings in the US published by US News in 2015, BABSON COLLEGE ranked first in entrepreneurship for 22 years in a row. Tongji SEM has won international accreditation such as AMBA, EQUIS and AACSB, whose MBA program always sticks to

the feature of international education by hiring world-leading teachers and professors as well as partnering with world class university business schools to offer special courses so as to enable students to absorb the essence of universities both at home and abroad.

Source  
MBA Center, Tongji SEM





# 2015 年中国二手车残值指数

作者 同济大学经济与管理学院 叶明海、郑鑫，众调科技

2009-2010 年中国市场新车井喷迎来车市高峰。根据中国汽车消费者 6-8 年的置换周期，我国 2016-2018 年二手车交易量将有大幅度上涨。预计在 2020 年，二手车与新车销售比例为 1:1，其销量将突破 2200 万辆。相应的，二手车市场问题也在不断凸显。其中，缺乏具有公信力的车况鉴定标准以及残值评估标准是问题的核心。国外有一些市场公信力高的二手车残值评估与定价机构，相比国内市场，我们也需要一个完善的二手车残值评估标准，二手车残值率则是这一标准的具体体现。

何谓二手车残值率？它是指某款车型在使用一段时期后，将其卖出的价格与先前购买价格的比值。无论对于想选购新车还是二手车的消费者来说，这项数值都是影响未来购车亏损与否的关键点。

《2015 年中国二手车残值指数报告》（简称“二手车残值指数”）由众调科技联合海略咨询、同济大学经济与管理学院与中关村大数据产业联盟汽车专委会共同研究与发布，同济大学提供驾驶行为、道路环境、油品质量等课题研究，国家自然科学基金提供相关课题研究支持，同济大学 -IBM 大数据技术分析中心提供技术支持，力洋、芮锬柯、车三百等合作伙伴提供部分数据支持。该指数研究不仅基于专业权威的残值指数模型，而且以大数据技术整合了海量真实可靠的线上线下整合交易数据，从而实现了中国二手车残值指数的动态高效更新。该指数报告，分国产、进口两篇，分别披露了国产及进口品牌、车系及车型的残值率数据和排名，同时，披露了细分市场不同车龄残值率数据与排名。

郑鑫博士介绍，中国二手车残值指数研究价值在于：洞察二手车市场价格行情，提高价格透明度；消费者、经销商交易决策参考，提高交易效率；完善市场价格发现机制；并形成残值评估统一标准 车辆

价格趋势分析与预判，为回购业务、融资租赁、汽车金融、延保提供定价参考。

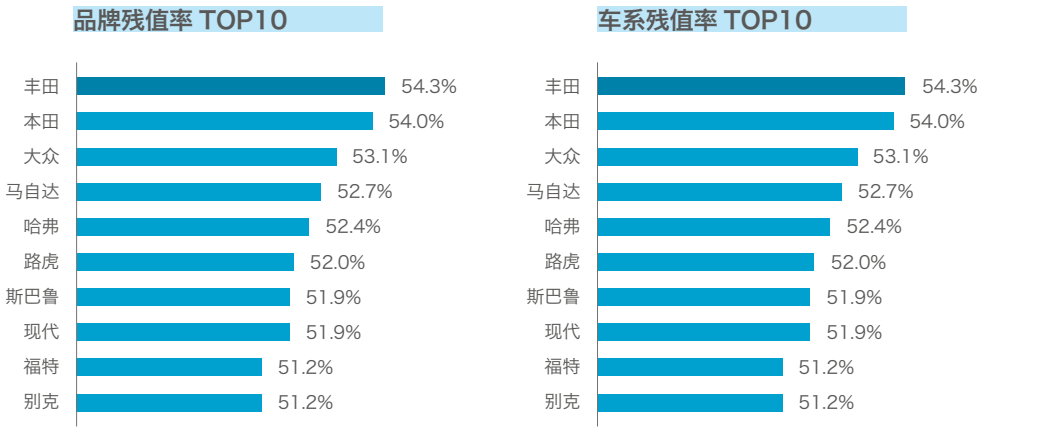
在二手车残值指数研究过程中，众调网从生产厂商和品牌经销商获取新车价格，从线上平台、二手车商和交易市场等渠道获取二手车成交价格，同时整合了车型 /VIN 数据库、地区数据库、车主数据库。这些数据库中涵盖了国内外近 14 万个车型以及超过 1.5 亿车辆识别码。此外，数据库还包含了各城市各车型保有量明细、车主基本信息、OBD 驾驶行为数据等。凭借如此强大的数据支持，使得这项二手车残值指数更精准、客观、公正和权威。

这项二手车残值研究综合参考了品牌、市场、政策、车辆使用、车辆状况、维修保养等多方面的因素，汇集 400 多个指标、车主洞察、残值评估、残值检测与数据技术的支持，让二手车残值模型在应用模式上得到创新。

根据指数研究成果， 2015 年中国二手车残值指数部分排名如下：

### 一、品牌、车系残值率总体排名（ 第三年残值率 ）

品牌残值率 TOP10 中，合资品牌占据 9 位，丰田第一，本田第二，大众第三，而哈弗是唯一自主品牌。



备注：残值率以旗下车型第三年残值率以保有量加权计算

### 二、中国各细分市场残值指数

MPV 第三年残值率最高，埃尔法（进口）第三年残值率高达：67.95%；途观第三年残值率为 62.71%，在 SUV 中是排名第一。

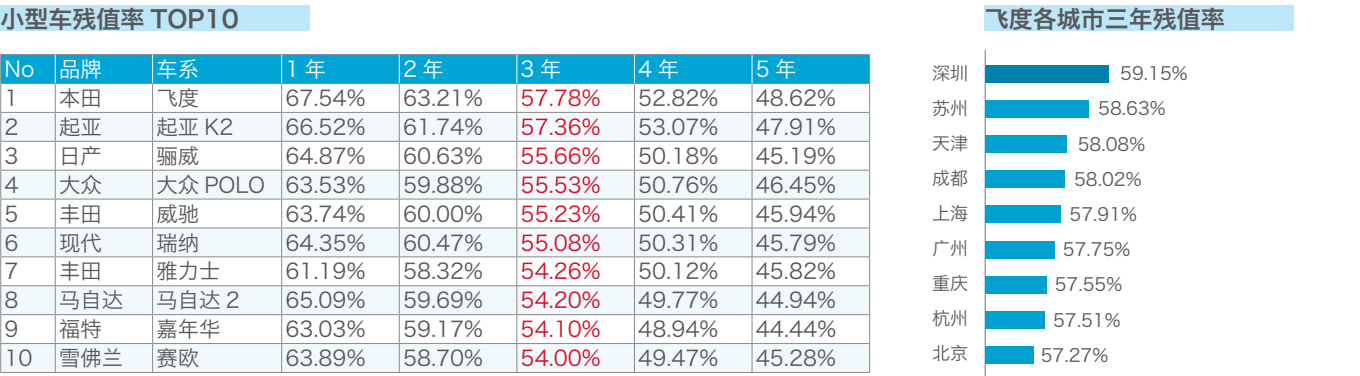
	品牌	车系	第三年残值率
微型车	雪佛兰	乐驰	52.41%
小型车	本田	飞度	58.18%
紧凑型车	大众	高尔夫	61.31%
中型车	福特	蒙迪欧	62.73%
中大型车	丰田	皇冠	54.28%

	品牌	车系	第三年残值率
小型 SUV	福特	翼搏	61.07%
紧凑型 SUV	大众	途观	62.71%
中型 SUV	别克	昂科威	61.15%
中大型 SUV	丰田	普拉多	60.67%
MPV	本田	艾力绅	60.55%

备注：残值率以旗下车型第三年残值率以保有量加权计算

### 三、二手车残值率排名（ 轿车篇 ）： 小型轿车

小型车残值率 TOP10，日系占优；飞度排名第一，其各城市中深圳居首。



备注：残值率以旗下车型第三年残值率以保有量加权计算



#### 四. 二手车残值率排名（轿车篇）：紧凑型轿车

紧凑型车残值率 TOP10，大众占据 5 席；高尔夫排名第一，其城市残值率重庆居首。

##### 紧凑型车残值率 TOP10

No	品牌	车系	1 年	2 年	3 年	4 年	5 年
1	大众	高尔夫	71.39%	66.61%	61.31%	56.46%	51.38%
2	大众	朗逸	69.91%	64.42%	59.10%	53.44%	48.37%
3	马自达	马自达 3 Axela 昂克赛拉	65.45%	63.36%	58.81%	53.10%	47.85%
4	大众	速腾	69.74%	64.54%	58.74%	53.09%	47.48%
5	大众	朗境	68.33%	64.65%	58.60%	53.02%	47.92%
6	本田	杰德	67.35%	63.40%	58.46%	52.41%	47.23%
7	大众	朗行	69.03%	63.86%	58.33%	51.69%	46.08%
8	起亚	起亚 K3	66.74%	62.58%	58.02%	52.77%	46.97%
9	现代	凌派	67.01%	62.67%	57.79%	51.42%	46.29%
10	现代	朗动	66.46%	62.12%	57.78%	53.52%	48.52%

备注：残值率以旗下车型第三年残值率以保有量加权计算

#### 五. 二手车残值率排名（轿车篇）：中型轿车

中大型车残值率 TOP10，德系 4 席；蒙迪欧排名第一，其各城市残值率广州居首。

##### 中型车残值率 TOP10

No	品牌	车系	1 年	2 年	3 年	4 年	5 年
1	福特	蒙迪欧	71.87%	67.18%	62.73%	56.66%	51.11%
2	大众	一汽 - 大众 CC	71.89%	65.85%	60.18%	55.06%	50.28%
3	大众	迈腾	68.94%	64.12%	59.54%	54.07%	48.35%
4	现代	MISTRA 名图	66.73%	63.60%	58.13%	52.54%	47.42%
5	宝马	宝马 M4	67.59%	63.45%	57.38%	51.81%	46.72%
6	雪佛兰	迈锐宝	64.16%	60.85%	56.86%	52.78%	47.58%
7	大众	帕萨特	65.76%	61.38%	56.63%	51.82%	47.09%
8	丰田	锐志	64.13%	60.33%	56.08%	51.49%	46.50%
9	本田	雅阁	66.16%	60.64%	55.00%	50.29%	45.73%
10	马自达	睿翼	63.96%	58.83%	54.52%	50.29%	45.65%

备注：残值率以旗下车型第三年残值率以保有量加权计算

#### 六. 二手车残值率排名（跑车篇）

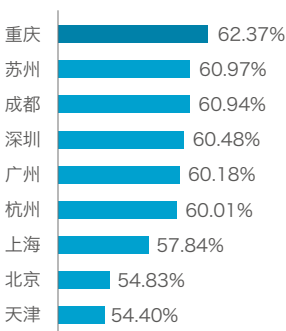
跑车残值率 TOP10，德系占据 5 席；AMGGT 级 No.1，其城市残值率天津居首。

##### 跑车残值率 TOP10

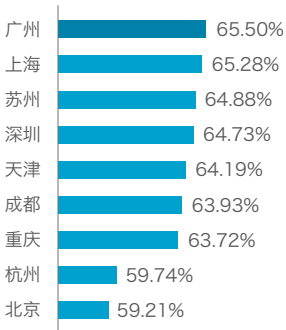
No	品牌	车系	1 年	2 年	3 年	4 年	5 年
1	奔驰	AMG GT	75.57%	70.12%	64.94%	60.10%	55.57%
2	斯巴鲁	斯巴鲁 BRZ	64.36%	58.98%	53.45%	46.94%	41.41%
3	宝马	宝马 2 系	64.35%	59.07%	52.73%	47.02%	41.85%
4	保时捷	保时捷 Boxster	64.76%	59.18%	52.65%	46.87%	42.00%
5	大众	尚酷 ( 进口 )	63.31%	58.09%	52.58%	47.42%	43.15%
6	丰田	丰田 86( 进口 )	62.04%	57.66%	52.52%	46.64%	41.74%
7	奔驰	奔驰 R 级 ( 进口 )	64.00%	59.28%	52.21%	46.73%	41.44%
8	日产	日产 GT-R	60.71%	55.16%	50.04%	45.23%	40.76%
9	保时捷	保时捷 Cayman	60.38%	55.46%	49.36%	43.92%	39.51%
10	雪佛兰	科迈罗	62.99%	54.06%	49.17%	44.30%	38.96%

备注：残值率以旗下车型第三年残值率以保有量加权计算

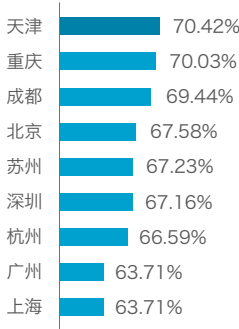
##### 高尔夫各城市三年残值率



##### 蒙迪欧各城市三年残值率



##### AMG GT 各城市三年残值率



#### 七. 二手车残值率排名（SUV 篇）：中型 SUV

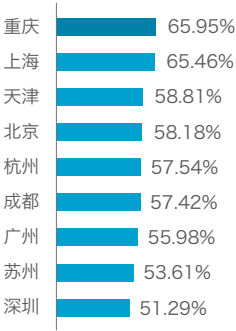
中型 SUV 残值率 TOP10，德系、美系各占 3 席；昂科威排名第一，重庆残值率占首。

##### 中型 SUV 残值率 TOP10

No	品牌	车系	1 年	2 年	3 年	4 年	5 年
1	别克	昂科威	72.16%	67.41%	61.15%	55.37%	50.06%
2	福特	锐界 ( 进口 )	69.45%	65.23%	61.04%	56.78%	51.88%
3	奔驰	奔驰 GLK 级	67.85%	62.06%	56.88%	51.99%	47.13%
4	比亚迪	比亚迪 S7	68.53%	62.36%	56.61%	51.33%	46.50%
5	宝马	宝马 X3	66.46%	61.59%	56.50%	51.06%	45.85%
6	奥迪	奥迪 Q5	67.08%	61.27%	55.96%	50.95%	46.22%
7	现代	全新胜达	64.83%	60.56%	55.93%	49.43%	43.56%
8	丰田	汉兰达	65.12%	60.49%	55.63%	50.94%	46.30%
9	现代	新胜达 ( 进口 )	67.31%	62.07%	55.53%	49.54%	44.88%
10	雪佛兰	科帕奇	63.81%	60.12%	55.49%	50.37%	46.01%

备注：残值率以旗下车型第三年残值率以保有量加权计算

##### 昂科威各城市三年残值率



#### 八. 二手车残值率排名（新能源车篇）

总体而言，汽油车残值率高于新能源车，主要原因在于电动系统成本高等问题。

##### 插电式混动残值率 TOP5

No	车系	车型	1 年	2 年	3 年	4 年	5 年
1	宝马 5 系	530Le	65.26%	58.70%	52.68%	47.24%	42.29%
2	荣威 550	550 Plug-in	54.16%	50.76%	45.20%	40.20%	35.68%
3	秦	秦	53.19%	48.28%	43.73%	39.56%	35.72%
4	奥迪 A3( 进口 )	A3 Sportback e-tron	50.88%	46.21%	41.88%	37.91%	34.27%
5	保时捷 918	918 Spyder	46.80%	43.65%	39.14%	35.71%	32.50%

##### 对应车系残值率 TOP5

车系	1 年	2 年	3 年	4 年	5 年
宝马 5 系	62.00%	57.79%	52.83%	47.91%	42.73%
荣威 550	58.40%	53.43%	48.54%	43.36%	38.54%
秦	53.19%	48.28%	43.73%	39.56%	35.72%
奥迪 A3( 进口 )	58.76%	53.86%	48.67%	44.14%	39.91%
保时捷 918	42.34%	34.47%	26.35%	20.20%	16.90%

##### 油电混动残值率 TOP5

No	车系	车型	1 年	2 年	3 年	4 年	5 年
1	雷克萨斯 NX	NX300h	65.45%	58.76%	52.63%	47.08%	42.04%
2	楼兰	楼 兰 HEV XV	64.40%	57.52%	51.32%	45.81%	40.89%
3	凯美瑞	凯 美 瑞 双 擎	61.40%	55.68%	50.36%	45.52%	41.06%
4	雷克萨斯 ES	ES 300h	63.50%	56.18%	49.62%	43.79%	38.59%
5	普锐斯	普锐斯	56.30%	52.88%	49.42%	46.17%	41.27%

备注：残值率以旗下车型第三年残值率以保有量加权计算

##### 对应车系残值率 TOP5

车系	1 年	2 年	3 年	4 年	5 年
雷克萨斯 NX	65.49%	59.08%	53.20%	47.84%	42.97%
楼兰	60.74%	53.89%	47.47%	41.58%	36.79%
凯美瑞	64.32%	59.32%	54.12%	49.51%	44.72%
雷克萨斯 ES	63.22%	58.00%	52.60%	47.08%	41.99%
普锐斯	56.30%	52.88%	49.42%	46.17%	41.27%

备注：纯电动，价格数据不足，尚未建模。

由报告可见，市场保有量越大，车系或车型残值率相对较高；维修保养成本零整比越低，车系残值率相对较高；网络口碑评分高，残值率相对较高；日系车型一改以往残值率较低的形势；自主品牌哈弗在 SUV 细分市场保值性初步显现。

预计未来两年，车源供给将持续扩容，残值率总体呈下降趋势；地方限迁政策解除，有望缩小各城市之间的残值率差异；1.6 排量及以下购置税政策将普遍拉低 2.0 排量残值水平；电动技术发展与动力系统质保将对新能源残值率产生重要影响。



# 2015 RESIDUAL VALUE INDEXES OF USED CARS IN CHINA

**Source**  
Ye Minghai, Zheng Xin, School of Economics and Management, Tongji University, Shanghai Unicdata Co.ltd

The year 2009 and 2010 witnessed a peak in Chinese automobile market as new cars kicked off. Due to the 6 to 8 years replacement period for Chinese auto consumers, the trading volume of second-hand cars will rise substantially in China during the years from 2016 to 2018. The sale ratio of used cars and new cars is expected to be 1:1 in 2020, and the sales volume of used cars is expected to exceed 22 million. Accordingly, the problems emerged in second-hand cars market are highlighted, in which a lack of credible standards on identification and evaluation of residual value is the key issue. Compared with the overseas market where some residual value assessments and pricing mechanisms for the used cars with the high market credibility are provided, comprehen-

sive evaluation criteria for residual values of used cars need to be set up in the domestic market, measured and manifested by residuals rate of used cars.

What is residuals rate of used cars? It refers to the ratio of its selling price after use for some time to its previous purchase price. For those who want to buy a new car or a used car, residuals rate of used cars determines whether the car to be

“Report of 2015 residual value indexes of Chinese used cars” (referred to as “ residual value indexes of used cars”) was jointly studied and issued by Shanghai Unicdata Co.ltd, Tongji SEM, as well as Cars Committee of Zhongguancun Big Data Industry Alliance. Tongji University was committed to research projects on driving behavior, road conditions, fuel quality and so on, supported by National Natural Science Foundation. Tongji IBM Big Data Center provided technical support for analysis, and partners such as Liyang IT Co. Ltd, Risk Network, and Che300 provided some data supports. Based on professional and authoritative models of residual value indexes, the indexes research integrates massive credible online and offline transaction data by means of big data integration technology, enabling dynamic and efficient update of residual value indexes of Chinese used cars. The indexes report, made up of domestic and imported cars, discloses domestic and imported brands, residuals rate data of car series and models and their rankings, as well as residuals rate data and rankings of vehicles with different vehicle ages in the market segment respectively.

According to the introduction of Phd. Zheng Xin, research on residual value indexes of Chinese used cars is significant in the following aspects: gaining insight into price quotes of the used-car

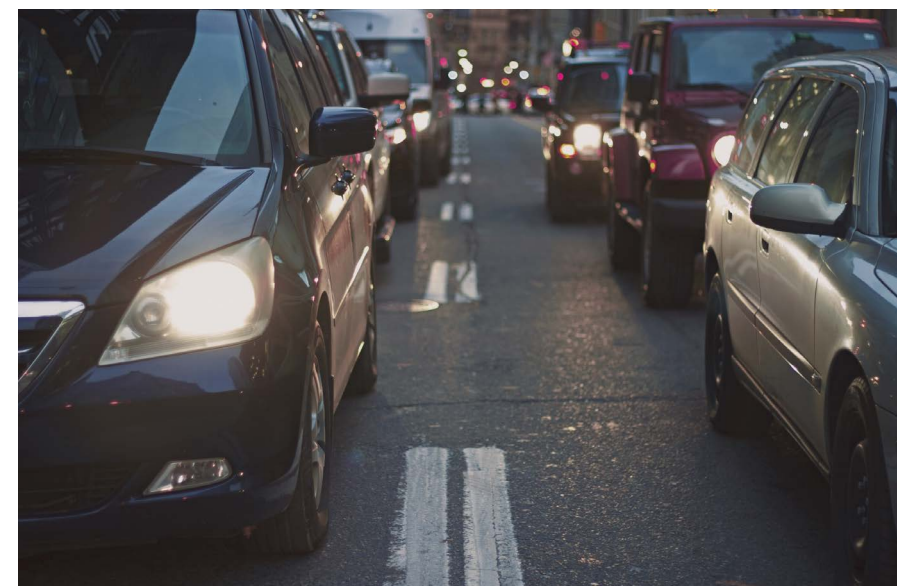
market price, and improving price transparency; referring to transaction decisions of consumers and dealers, and improving transaction efficiency; improving the mechanism of market price discovery; and forming the uniform standards of residual value assessment, trend analysis and prediction of vehicle prices, to provide pricing reference for repo business, financial leasing, auto financing and extended warranty.

In the study of residual value indexes of used cars, Shanghai Unicdata Co.ltd got access to prices of new cars from manufacturers and brand dealers, and transaction price of used cars from online platforms, used car dealers and trading markets, integrating models/VIN database, regional database and owner database, covering nearly 140,000 vehicle models at home and abroad and more than 150 million vehicle identification codes. In addition, the database contains the details of vehicle model inventory, basic info of owners, and OBD driving behavior data in all cities. Supported by such powerful data, the residual value indexes of used cars appear to be more accurate, objective, impartial and authoritative.

The study of residual values of used cars comprehensively referred to brand, market, policy, use, condition and maintenance of vehicles, supported by more than 400 indicators, owners' insight, assessment and detection of residual values, as well as data technology, thus innovating the application mode of residual value model of used cars.

*The report reveals that the greater the market share claims, the higher the residual rate of car series and models will be; the lower parts-to-whole price ratio for the maintenance costs, the higher residuals rate of car series; the higher IWOM scores, the higher residuals rate; residuals rate of Japanese models has improved; the SUV market segment holdings of proprietary brand Haval begin to show up.*

In the next two years, supply of cars will continue to expand, and residuals rate will take downward trend; the relief of local relocation limitation policy is expected to narrow differences of residuals rates among cities; the policy of purchases tax on vehicles of 1.6 displacement and below will generally lower the residual value of vehicles of 2.0 displacement; electric technology development and power system warranty will have a major impact on residuals rate of new energy.







# “ 电商趋势及融资策略 对话返利网总裁 ”

受访者 葛永昌 返利网创始人，总裁  
采访者 张鹏  
编 辑 Wendy Zheng

在同济 MBA 校友企业家联谊会（蓝蚂蚁俱乐部）沙龙上，作为同济创业校友代表之一的葛永昌接受了我们的采访。

**问：当时促成您创业的初衷是怎样的？**

**葛：**  
2006 年创办公司时，我在上海的美资软件公司工作，当时注意到了 Ebates 网站，它是美国最早做返利（Cash-back）的网站。用户买东西然后得到返利，我觉得非常不可思议，想了解这个商业模式是怎样运作的。强烈的好奇感触动了我去研究这个模式。经过研究，我发现其商业模式是市场营销的创新，而这种创新就促使我也想在中国创办这样的网站，一方面便于消费者买到价廉物美的东西，一方面可以让他们尝试到购物以外的惊喜和乐趣，我觉得非常有意思，继而创办了返利网。最早的 1000 个用户是我身边的朋友、同学和 MBA 校友，目前其中的 400 个账户依旧处于高度活跃状态（笑）。

返利成立于 2006 年，是中国领先的电商导购平台，用户量超过 1 亿，去年获得了日本乐天 c 轮融资。创始人葛永昌先生，是一名不折不扣的同济人，从同济工程系毕业数年后，于 2006 年攻读了同济 MBA，同年创办了返利网。目前，网站的合作伙伴涵盖了众多知名电商，包括天猫、淘宝、京东、苏宁易购、苹果中国官方商城、一号店、亚马逊等 400 多家电商网站。



葛永昌 返利网创始人，总裁

**问：对供应商管理有何见解？**

**葛：**  
我们与品牌的合作分两种，一、直接与品牌方合作；二、与天猫、京东授权的店铺合作。通过电商平台自有的品牌质量管理体系，以及我们对产品的二次把关，可以对供应商起到非常有效的监督作用。

**问：您和管理团队如何解决管理层的分歧？**

**葛：**  
企业发展到了一定阶段，需要采用科学的管理模式，我们的产品和市场是灵活富有创造性的，但对整个产品架构的技术管理、财务管理、内部风控的管理我们是严谨对待的，这样才能把企业做得更好。因此公司内部，合伙人的分工和职责也各不相同的。例如另外一位合伙人有着丰富的海外大公司职业经理人的经验，因此他负责研发、财务和法务相关的工作。企业内有分歧是很正常的，公司的决策以讨论为主，深入沟通，彼此信任，这样就不会有大问题。



**问：如何成功获得投资者的青睐？**

**葛：**  
在不同的融资阶段，企业的策略是不同的。早期的 A 轮融资，讲的是故事、概念，能够让投资人理解这个行业未来更大的增长空间；B 轮融资的时候，就需要有更多的数据支持；到 C 轮融资，对商业模式的要求就很高了，需要讲明白你到底是怎么赚钱。因此这三轮的重点是不同的。  
我给大家的建议是，最好在不需要钱的时候启动 B 轮和 C 轮的融资，融资及行业会有冷暖情况出现，所以在不需要钱的时候启动，心态会好很多，对企业来说价值更大。在 A 轮的时候每个投资人对概念的理解不一样，你需要对这个行业有足够的透析，理解这个行业的真正痛点，你的计划书要有基础数据的支撑，你要找到足够多的人进行介绍。A 轮毕竟还是很多企业可以去做的。

面对现在的资本市场变化，建议先考虑一下人民币的融资。之前的风险投资大部分是美金投资，但现在看到国内的资本市场的开放局面，例如新三板，注册制等，IT 行业公司的机会将越来越多。

**问：与同济校友的创业合作**

**葛：**  
我们内部注重组织创新，充足的人才对于企业进入更高阶段的发展意义深重。我们公司有一个很好的孵化创业机制。我们现在亟需拓宽互联网金融、跨境电商、线下返利的市场，此外还有网购社区领域，我们一直在寻找这样的事业合伙人。如果校友里有志于在这方面发展的同学，我们随时欢迎，在这个有基础的平台上一一起合伙创业，而不是从零开始，这样成功率会更高。从零做起的风险和成本真的太大了，特别是没有任何平台的支持下。



返利

Fanli.com

TRENDING & FINANCING STRATEGIES OF E-COMMERCE Dialogue with President of Fanli.com

Mr. Ge has accepted our interview in the sodality (BlueAnt Club) salon for Tongji MBA alumni entrepreneurs, who is a Tongji alumni representative as business initiator.

Interviewee

Ge Yongchang, Founder and President of Fanli.com

Interviewer

Zhang Peng

Editor

Wendy Zheng

Q: So what is your original intention to initiate a new business?

Ge: Before I created Fanli.com in 2006, I was working for an American software company in Shanghai when I noticed Ebates.com: it was the first website that achieved cash-back in USA. It amazed me that users could get cash back when they bought something. I was driven by great curiosity to learn and to investigate into their business patterns, and I found it an innovation of marketing. So I was also encouraged to create a similar website in China, which would facilitate shopping of something cheap with good quality for consumers, and also bring them surprise and pleasure beyond shopping. Such an idea was so interesting that Fanli.com was such created. I have brought in my friends, school-mates, and MBA school fellows as my first 1,000 users, and 400 accounts of them still remain highly active today. (smile)

As a leading E-commerce shopping guide platform built in 2006 and now with 100 million plus users in China, Fanli.com obtained the C-cycle financing from Rakuten Japan last year. Its creator Mr. Ge Yongchang is a Tongjier. A few years after his graduation from Engineering Department, Tongji University, Mr. Ge chose to return to Tongji to study MBA in 2006. It was also the year when he founded Fanli.com. Now the company has built partnerships with more than 400 E-commerce websites, the popular ones among them including Tianmao, Taobao, Jingdong, Suning, Apple China, Yihaodian, and Amazon etc.



Ge Yongchang  
Founder and president of Fanli.com

Q: How are the change and trends in the whole E-commerce market in recent years?

Ge: As to the changes, the first change is in the platform of internet. Alibaba and Jingdong etc. have grown up in latest ten years (on the basis of internet). A new opportunity of business shuffling now comes up with the uprising of mobile internet. consumer's time has been fragmented. They need professional services instead of a comprehensive one. Mobile internet has created a lot more opportunities of business initiation.

Second lies in the form of social communication and interaction. For example, conflict of sharing the same business with Wechat has squeezed Ali's living space on Wechat, so a new pattern of business, Microstore, has appeared in the platform of Wechat.

The third is in the upgrading of consumption in China. Taobao and Jingdong have gained attention of consumers and their shopping with high cost performances. However, consumer's requirement of qualities has arisen along with mid-class's alteration of demands; they are now sourcing from cross-border E-commerce dealers or online shopping overseas instead.

Q: What's your idea of supplier management?

Ge: We classify brand cooperation into two categories: 1. Direct cooperation with branded supplier, and 2. Cooperation with authorized shops in Tianmao and Jingdong. So we have applied very effective supervision on our suppliers via brand quality management system integrated in the E-commerce platform and by our second inspection of products.

Q: How would you and your team deal with disagreements emerged in management?

Ge: Rational management mode shall be due for an enterprise scaling to a certain degree. Our products and marketing are both flexible and creative; however, we are always serious with our technical and financial managements of overall product structure and management of internal risk control, by which the company prospect shall be promised. Therefore, the job designated for and duties among company staff and partners also differ from each other. For example, one another partner has abundant experiences as an occupational manager in major overseas companies, so he is responsible for jobs concerned with research & development, finance and legal affairs. It is very normal to see divergence of views in a company; it'll be just minor and OK as long as our decision is based on fair discussion, in-depth communication and mutual confidence.

Q: How to win the preference of investors?

Ge: A company would have different strategies for each phase of financing. In early phase of A-cycle financing, we would tell stories and share concepts to bring investors with prospect of greater developments for the company; in B-cycle financing, more data supports shall be required; and when it comes to C-cycle, it shall mean higher requirements of business pattern, and you should make it clear how on earth you make money. So we see different focuses for each cycle.

I would like to propose that it is better to initiate B-cycle and C-cycle financing when you don't need money urgently. As both financing and industry would have warm and cold phases, people would hold a much better state of mind if you initiate financing when you don't need money, and it would also bring more values to company. Each investor would possess his/her unique understanding of your concept in A-cycle, and you should give the thorough analyses of industry, understand the bloody pain spot of industry, support your business proposals with fundamental data, and find sufficient potential investors for your profile. After all, A-cycle is easily accessible to many companies.

In light of the current variations of capital market, we propose to consider investments in RMB first. Venture investments were mostly provided in USD before, but with the opening of domestic capital markets, like Three New Boards, System of Registration etc., IT companies would embrace more and more opportunities.

Q: Cooperation with Tongji school fellows in business initiation

Ge: We focus on organizational innovations inside the company, as provision of sufficient talents means great for our further developments. We have an excellent business incubation system, and what we need urgently right now is to explore the markets of internet finance, cross-border E-commerce, and offline cash back, in addition to online procurement communities, for which we have been seeking business partners all along. We are always open to any school fellow who might be interested in developments of these areas. They would enjoy higher chances of success when they have joined in our platform to initiate their business on a good basis instead of a null point. It would be rather risky and costly when starting from zero, especially without the platform supports.



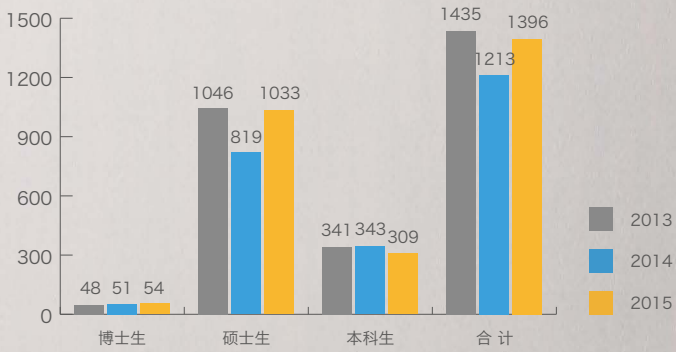
# 经管学院 2015 届毕业生 就业质量报告

来源  
同济大学经济与管理学院  
市场推广与职业发展办公室

## 一、2015 届毕业生基本情况

我院 2015 届各学历毕业生总数为 1396 人，其中博士毕业生 54 人，硕士毕业生 1033 人，本科毕业生 309 人，毕业生总人数比去年增长 15%

近三年各学历毕业生人数



## 二、就业发展趋势分析

### 1、总体就业率和各学历就业率稳中有升

截止 2015 年 12 月 31 日，我院 2015 届毕业生共计 1396 人，其中就业人数为 1385 人。整体就业率达 99.21%，整体签约率达 93.77%，与往年同期相比稳中有升。其中，博士生就业率为 98.18%，硕士生就业率为 99.52%，本科生就业率为 98.38%。

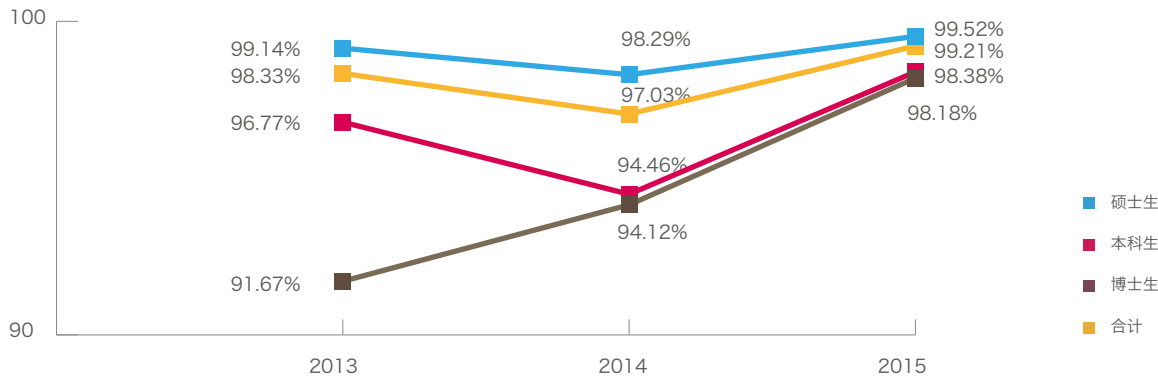
近三年我院各学历就业率及总体就业率比较稳定。

### 2、求职行为分析

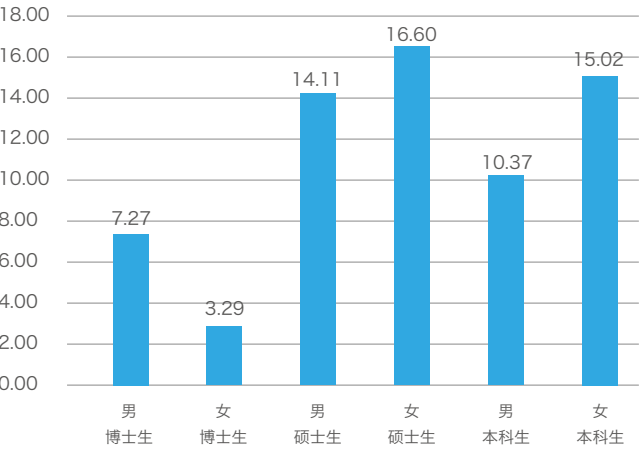
从获得笔试和面试机会的次数来看，同样是硕士生得到的机会更多，尤其是硕士女生。博士生获得的面试机会相对较少。从性别来看，除博士生外，硕士和本科学历女生获得的笔试和面试机会均多于男生。

从拿到 offer 的数量来看，也是硕士生平均拿到的 offer 数量最多，其次是本科生。（如图）女生拿到的 offer 比男生略低，博士生中女生获得 offer 显著较低。

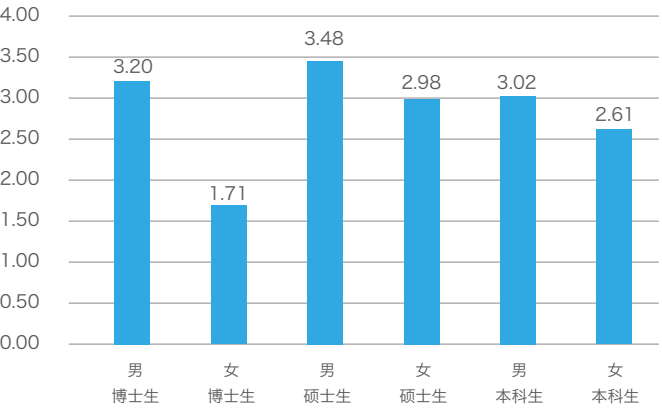
近三年各学历毕业生就业率



2015 届各学历毕业生求职阶段参加  
笔试和面试的次数（平均数）



2015 届各学历毕业生获得 offer 的数量（平均数）



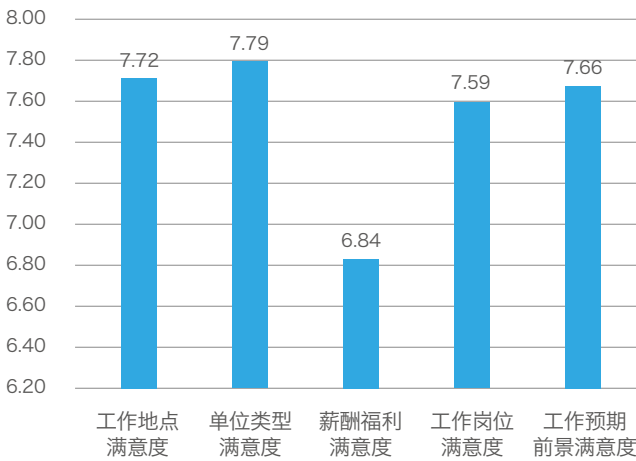


三、就业质量相关分析

1. 签约单位类型满意度最高

综合工作地点、签约单位类型、薪酬福利、工作岗位、工作预期前景五个主要因素可以发现，我院 2015 届毕业生签约单位类型的满意度最高，达到了 7.79，其次是工作地点满意度 7.72，签约工作预期前景满意度 7.66，签约工作岗位满意度 7.59。满意度最低的是薪酬福利满意度 6.84。如右图。这在一定程度上反映了 2015 年就业环境不佳，用人单位的整体薪酬福利水平在下降。

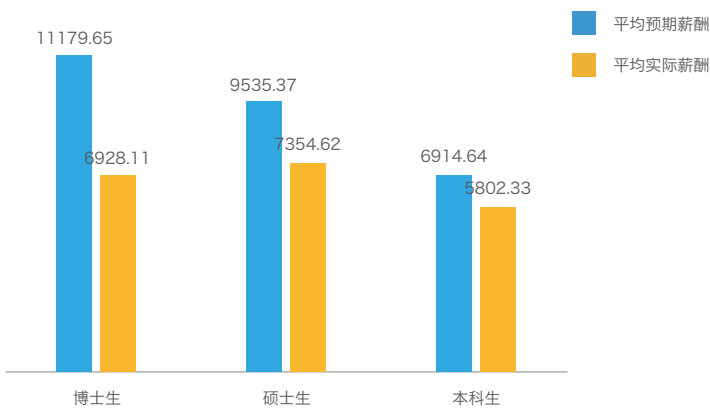
2015 届毕业生分维度就业满意度情况



2、预期薪酬普遍高于实际薪酬

从期望薪酬福利和实际薪酬福利的数据对比可以看出，我院 2015 届毕业生的总体预期薪酬要高于实际薪酬，其中，博士毕业生的预期薪酬与实际薪酬的差距最大，本科生的差距相对较小。如右图。这反应了我院毕业生对个人能力、社会需求、行业门槛等诸多因素的预期和评价还存在着认识上的不足。

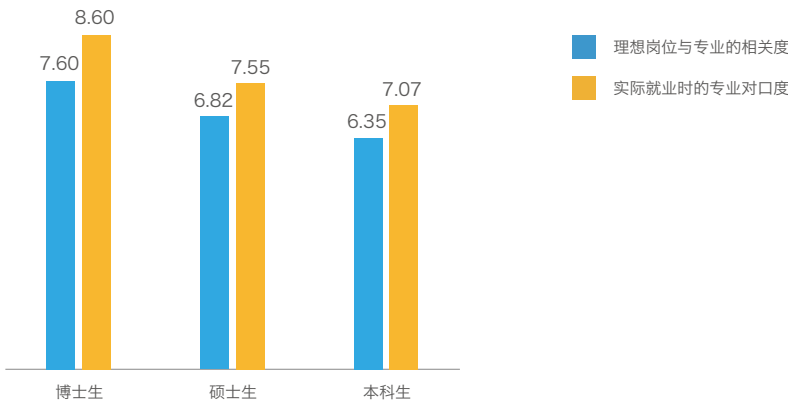
2015 届毕业生平均预期薪酬与平均实际薪酬对比



3、就业岗位专业对口度较高

根据就业前期的调查结果显示，我院 2015 届各学历的毕业生在求职阶段对岗位与专业相关度期望均低于实际的求职结果。在实际就业阶段，博士生因其更明确的培养目标和较强的专业能力，岗位和专业的对口度最高，而硕士生和本科生的实际就业单位与专业的对口度相对低一点。

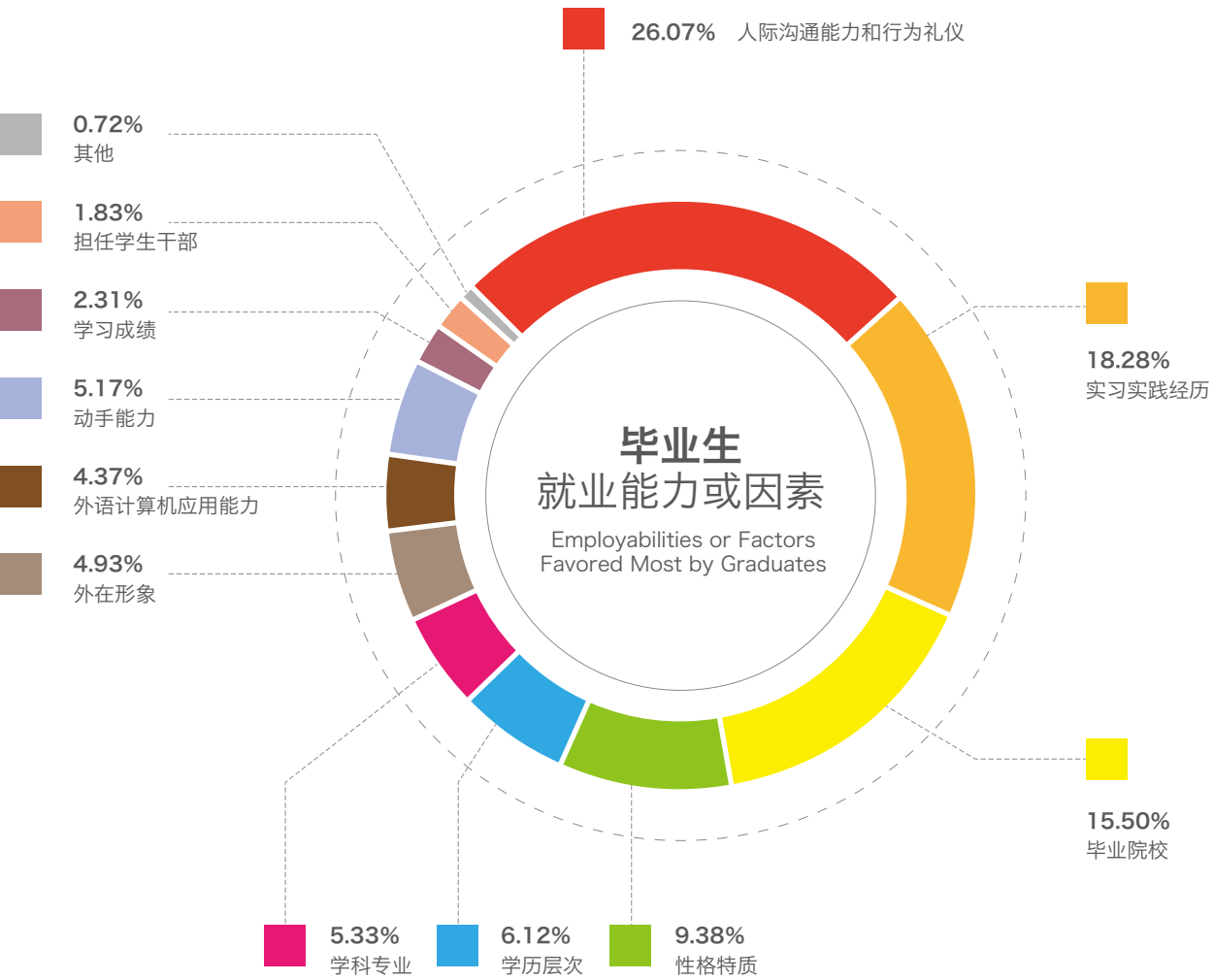
2015 届毕业生求职期望阶段和签约落实阶段岗位专业相关度的变化



四、毕业生眼中最受企业青睐的就业能力或因素

根据学生在求职过程中的切身感受，我院毕业生认为最受企业青睐的就业能力依次为人际沟通能力和行为礼仪（26.07%）、实习实践经验（18.28%）、毕业院校（15.50%）、性格特质（9.38%）、学历层次（6.12%）、学科专业（5.33%）。

此外，工作态度、道德修养、适应能力、表达与沟通能力、团队协作能力、创新意识等，也成为经管类毕业生在求职过程中不可或缺的综合素养。





# EMPLOYMENT QUALITY REPORT OF TONGJI SEM GRADUATES IN 2015

Source  
Marketing and Career Development Office of Tongji SEM

## I. BASIC INFORMATION OF THE GRADUATES IN 2015

The total number of the graduates in 2015 in our school amounts to 1396, among which 54 are doctoral students, 1033 are postgraduates and 309 are undergraduates. The total number increased by 15% compared with the last year, as shown in Chart 1.

## II. ANALYSIS OF EMPLOYMENT TREND

### 1. Total employment rate and employment rate of graduates of all degrees see a steady increase

Up till December 31, 2015, the graduates in 2015 in our school had totaled 1396 with the employment of 1385. The employment rate reaches 99.21% and the signing rate 93.77%, which shows a steady increase compared with the corresponding period in the previous year. The employment rates of doctoral students, postgraduates and undergraduates in our school amount to 98.18%, 99.52% and 98.38% respectively.

The employment rate of graduates of all degrees and the overall employment rate in our school were relatively steady in the past three years, as shown in Chart 2.

### 2. Analysis on job hunting

As to the opportunities (attendance at written tests and interviews) the students acquired, postgraduates often get more chances, especially the female, while Ph.D. candidates are at a disadvantage who have a little chance of getting access to job interviews. Moreover, with the respect to gender, postgraduates and female graduates, except for Ph.D. students, are preferred to getting involved in written tests and interviews compared with male students.

Concerning the number of offers received by students, postgraduates rank first followed by female graduates. What's more, the possibility of female students receiving their offers is lower than male candidates, among which female PhDs are in a very small probability to receive an offer.

## III. RELATED ANALYSIS OF EMPLOYMENT QUALITY

### 1. Graduates shows highest satisfaction for employer type

Among five main elements including work location, employer type, salary and welfare, post,

and job expectation, the graduates in 2015 in our school are most satisfied with employer type, reaching 7.79, followed by work location satisfaction rate (7.72). The satisfaction rates of job expectation and post are 7.66 and 7.59 respectively. The satisfaction rate of salary and welfare (6.84) comes last, as shown in Chart 5. This to some extent reflects the sluggish overall employment environment in 2015, and thus the overall salary and welfare of employers is declining.

### 2. Expected salary is generally higher than actual salary

From the data comparison of expected salary and actual salary, the overall expected salary of graduates in 2015 in our school is higher than the actual salary. The largest gap exists between the expected salary and the actual salary of doctoral students while the gap between the expected salary and the actual salary of undergraduates is relatively small, as shown in Chart 6. This shows that the graduates still don't have appropriate expectation and evaluation of their own ability, social demand, and industrial threshold.

### 3. Professional match rate for the job post is relatively high

According to the pre-employment survey results, the expected professional match rate of graduates of all degrees in 2015 in our school for the post is lower than the actual job application result at the stage of job application. For the actual employment, doctoral students enjoy higher professional match rate for the post due to their clear educational objectives and relatively strong competence while post graduates and undergraduates experience lower professional match rate for the actual employer, as shown in Chart 7.

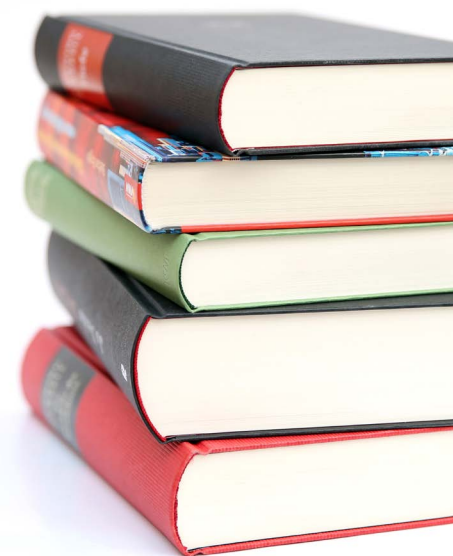
## IV. EMPLOYABILITIES OR FACTORS FAVORED MOST BY GRADUATES

According to their job-hunting experience, the graduates in our school believe that the employabilities most favored by enterprises are

*communicative skills and social manners (26.07%), internship experience (18.28%), graduate school (15.50%), personality traits (9.38%), education level (6.12%), disciplines and majors (5.33%) in proper order,*

as shown in Chart 8.

Besides, work attitude, moral integrity, adaptability, communicative skills, teamwork, and creativity have also become indispensable comprehensive qualities of Economics & Management graduates in job hunting.







## 书法与管理 艺术同宗

*Art is poetic in the eyes of Chinese literati. In an era lack of poetic teaching, there is no shortage of poetic artists, especially calligraphers. Management is deemed as a form of art in Chinese traditional culture. Confucianism insists that management relates to the doctrine of the mean, that is, benevolence. It suggests that a man of great wisdom won't be confused, and only the ordinary can do wonder.*

书法与管理，似乎是二个不相交的领域。然而，有时候表面看似不相关的事物，其内在可能有着千丝万缕的关联性。中国传统文化将自己的学术分为经、史、子、集，就经学而言，汉代人早就有了概念，通一经即可为博士。五经里面重要的一经便是《诗经》，“温柔敦厚，诗之教也。”至少《礼记》里面是这么说的。无论是西方还是中国，诗都是传统文化的核心，是艺术的最高境界。故而，在中国文人的艺术里，到处是诗意盎然。即使在今天这个缺乏诗教的时代，仍然不乏诗意的艺术家，尤其是书法家。管理，在中国传统文化中也被视为一种艺术，从儒家的观点看，则是中庸之道，仁也。其所谓：“上智不惑，大德唯庸”的管理之法。

书法有法，法备而理通。知其然不行，还要知其所以然。笔、墨、纸、砚谓是文房四宝，头正、身直、臂开、足安是写字的姿势，调身、调息、调心是要求，由天时、地利、人和生发出的“五乖五合”是条件；及至运笔时，指要实、掌要虚、平腕、竖掌都有考究。一切就绪，笔有笔法，字有字法，章有章法，墨有墨法等等，归结为一个字就是“法”。而管理之道，亦是如此，人们常说的没有规矩，不成方圆。管理必先有规章制度，这样人们做事就有了规矩，行为就有了标准，人人都知道如何做。依法而为，才能奖罚分明，透明清晰。

书法的妙趣源于汉字的天生丽质，将音美、形美、意美萃于

## Calligraphy and Management--- Different Arts with the Same Origin

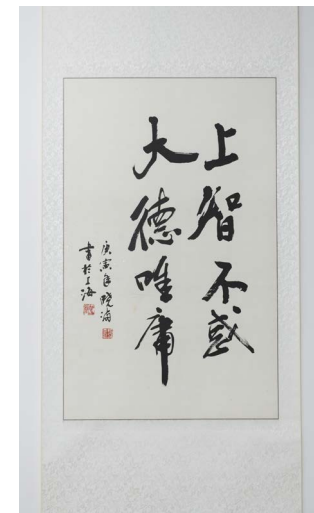


一身。汉字潜在的形象思维、逻辑思维是塑造人、完善人的捷径，俗话说写好字、做好人。书法艺术并不简单，在汉字基础上，经历了篆隶楷行草的形态衍变，此中凝聚了许多人的智慧和心血，最后书法幻化于儒释道精神，即为理。理通则趣生。生趣就是用书法形式表达感情。《兰亭序》、《祭侄稿》、《自叙帖》乃至墓志碑铭都是有感而发生的。于是，法、理、趣成为书法线条的三个要素。从发展历史看，管理也经历了各种蜕变，从奴隶制到泰勒制，再到现代管理的人本主义思想，在民主化的今天，要实现真正有效的管理，我想最终还是要回归到人的本质上来。

书法是线条艺术，也是精气神的表现。书法家凭借形象思维去构建独特的线条空间，用线条的美、线条的趣味来营造艺术感染力。其中，最难的要数线条了，“仅从一条线的质量去评价一幅书法作品的好坏”这话好说，但不好做。这需要眼力，眼力哪来？从实践中来。书法之难，难在“有技才能进乎艺，由艺才能入乎道。”否则难免说玄道玄，将书法架空了。书法技术层面的东西很

多。特殊的、个性的，首先要知“中锋用笔”。古人很多譬喻如“印印泥、锥划沙、折钗股、屋漏痕”都和中锋用笔有关。书法线条的“立体说”，书法艺术的“浮雕说”，根在这里，起点也在这里。中锋显示力量，无力不成书。中锋是“纺锤形”毛笔的特殊贡献，其他工具罕有其匹。掌握中锋需要几年，甚至几十年的功夫。书法以用笔为上，用笔首在中锋。书家在多年的创作生涯中，不断丰富自己的笔法是至关重要的，因为单调的笔法无法造就多彩的面貌。篆书是中锋笔法创造的，隶书的面目是方笔创造的，行草的面目是“提按”与“转折”共同创造的。同样的，各种管理方法之所以有效，必须将其应用于实际工作，得到实践的检验。管理的艺术手法和书法的一样，不仅有中锋用笔的力量，同时也应有转折与提按的技巧，这大概就是人们常说的度吧。

书法中的线条美，离不开轻、重、徐、疾、抑、扬、顿、挫，也就是说线条的感染力在于它的丰富，不单调，极尽变化，富有节奏感。而书法的章法在貌似横成行、竖成列的排列背后学问更深。“古今无同局”，书



法作品点画之间，字与字之间，点画与结字之间的关系既联系又排斥，相互作用，对立统一。当代书法的审美感可以是多层次的，字的外形结构写得好看，虽不失为一种形式美，但作为书法艺术的最高要求仍在于它的精神内涵，即书法所表达的意蕴、情趣。书法的极致和人的精神是相通的。这与管理的本质也是一致的。



ALPHA DOG:  
ON ARTIFICIAL  
INTELLIGENCE AND  
TURING MACHINE从“阿尔法狗”  
谈谈人工智能和图灵机

说起人工智能，你会想到什么？

是《终结者》中自我觉醒的“天网”？是《骇客帝国》中无所不能的“Matrix”？是《银河帝国》中鼎鼎有名的“机器人三定律”？或者，是眼下那只呼风唤雨的“阿尔法狗”（AlphaGo）。

李世石和阿尔法狗的五番“人机大战”尘埃落定，人工智能胜利已成定局。遥想 1997 年，IBM 的超级计算机“深蓝”战胜了当时的国际象棋世界冠军卡斯帕罗夫，也曾引得媒体一片惊呼。那时有科学家站出来，电脑会下国际象棋不算什么，会下围棋才是真本事。

黑白两色，361 个交叉点，围棋的复杂度大大超过其他棋类。事实上，仅仅数年之前，最先进的计算机也敌不过初段棋手。这来自东方的古老棋种，俨然成了人类智慧的最后堡垒。

如今，堡垒陷落在即。有人戏称，天网来了。

与此同时，网上出现了一大批自称来自未来的人类抵抗军。他们目标是炸毁谷歌总部，改写历史，拯救全人类。他们在穿越过程中出了意外，无一例外地掉到了中国。由于买不起去美国的机票，有的抵抗军战士还晒出了银行卡和支付宝账号。从这份幽默感来看，人类智慧还是很有希望的。

说实话，如果真有未来抵抗军战士出现在我面前，我会建议他再多穿越几十年，去二战时英国的布莱切利公园（Bletchley Park），找一个名叫阿兰·图灵（Alan Turing）的人。

图灵何许人也？他主持破译德军的 Enigma 密码，帮助盟军“提前二到四年”结束了二战。他是计算机科学的奠基者，被称为“人工智能之父”。他设计了现代计算机的鼻祖——图灵机。计算机界的最高奖项被命名为“图灵奖”。他可能是 20 世纪最著名的同性恋者，因为“伤风败俗”而被法院强制“化学阉割”。1954 年 6 月 7 日，图灵被发现死于家中的床上，年仅 42 岁，床头放了一只被咬了一口毒苹果。官方的说法是自杀，也有人坚称图灵死于谋杀，许多人一厢情愿地相信，苹果公司的 logo 正是来自那只致命的毒苹果。曾有人问乔布斯，是否是向图灵致敬？乔布斯笑笑说，我倒情愿那是真的。

图灵同志的一生，是奋斗的一生，坎坷的一生，波澜壮阔的一生。若不是英年早逝，他的光芒本该照亮更远的未来。

1927 年，15 岁的少年图灵遇到了他最初的爱人——克里斯托弗·莫科姆。莫科姆比图灵大一岁，瘦小，金发，有一双迷人的蓝色眼睛。寄宿制的男校孕育了这场隐秘的爱情。两人一起散步，一起在地下室鼓捣些疯狂的化学实验，一起讨论量子论和宇宙膨胀假说，一起约定考入剑桥大学。很多年后，图灵忆及当初，依然柔情似水，“会有一个夜晚，他在实验室外面等我，用他的手拉着我，一起去看星星”。



作者 陈于舟  
同济大学经济与管理学院



作者 路明  
签约作家

*We don't have to raise a false alarm or read too much into the man VS machine battle. As a matter of fact, man is inferior to elephants in strength, cheetahs in speed and turtles in life span. So, there's no need to make a fuss over it. The reason why man is called the lord of creation can be attributed to their free will, unrestrained imagination and endless creativity. Lee Sedol's divine move while cornered in the 4th round, out of blue, saved the day.*

两年后，莫科姆突然因病去世，图灵为之悲痛不已。他开始思考物质、意识和死亡的关系。后世猜测，图灵对人工智能的执着和最初构想，可能来自一个浪漫地近似荒唐的愿望：用机器重建爱人的大脑。

那是个科学风云激荡的年代，量子力学和相对论如暴雨般涤荡着一切旧观念。图灵意识到，要想触及思想的本质，绕不开量子力学。他相信，人脑存在“直觉”，即不经思考直接抵达答案的过程。这种“直觉”，或许和量子力学中的“波函数坍缩”（wave function collapse）相关。

量子力学看起来是如此怪异，以至于它的开创者之一，尼尔斯·玻尔曾说，没有人真正懂得量子力学。一个粒子，同时又是波，它的状态用波函数进行描述。外界观测时，波函数便“坍缩”，呈现出某一个确定的结果。波函数坍缩本质上由概率决定，不可预测，因此机器无法模拟。很多科学家相信，人类的直觉、灵感、创造力，以及许多说不清道不明的情感，都和这种随机的量子过程有关。莫扎特的交响曲，李白的《将进酒》，梵高的向日葵，无数人类群星闪耀的时刻，或许来自于几个波函数的偶然坍缩。

然而，图灵终究无法超越时代的局限。在他的时代，量子力学始终在争论和质疑声中艰难前行。为了实现重建人类大脑的梦想，图灵不得不绕开了玄之又玄的量子力学。到后来，他拒绝相信思维的不可预测性，认为“直觉”和“创造力”都源于学习过程，因此可以通过电子器件进行模拟。1936 年，在一篇名为《论可计算数和决定问题》的论文中，他第一次提出了图灵机的构想——把人类的思考等同于一个算法，用逻辑运算模拟大脑的活动。这种结构超越了前人设计的用于“辅助计算”的各种机器，成为现代计算机的理论模型。

图灵机的局限性在于：作为一种基于逻辑运算的系统，无论如何都实现不了真正的“思考”。好比用经典力学方法去求解量子体系，最后只能是南辕北辙。也正

因为此，图灵机天生不具备情感的可能——因爱而生的图灵机，并没有爱的能力。

如今，几乎每一台计算机，都是基于图灵机模型和冯·诺依曼架构，即使算法再高超，学习能力再强大，都不能算是真正的大脑。计算机不会一见钟情，不会怅然若失，一切都基于严格的逻辑运算。如果一台计算机对你说，“我爱你”，那不是心动的感觉，而是上亿次运算的结果。

艾萨克·阿西莫夫在《我，机器人》中写过一个具有高度智慧的机器人，它对所有的科学知识不屑一顾，认为是“小儿科的东西”，唯独着迷于人类的爱情小说。哪怕是二三流的作品，也读得津津有味。最后它哀叹，人类的情感太复杂，无法理解。

直到 1982 年，美国物理学家理查德·费曼（Richard Feynman）才提出利用量子力学进行计算的设想。1985 年，英国物理学家大卫·多伊奇（David Deutsch）论证了量子计算机的可能性。此时，图灵已经去世 30 多年了。

对于此番人机大战，我们不必危言耸听，亦不必过度解读。人的力气不如大象，速度不如猎豹，寿命不如海龟，围棋若是玩不过机器人，也不值得大惊小怪。事实上，人之所以为万物之灵，凭借的是自由的意志、天马行空的想象力和永无止境的创造力。就像李世石在第四局绝境中下出的“神之一手”，如同天外飞仙，直指机器的命门。

无论如何，我为人工智能取得的突破惊叹。我相信有一天，在量子计算的发展下，人类智慧会被人工智能超越。“奇点”总会到来。但不是今天。







# 掌上求职 微课， 你想来体验吗？

来源 同济经管学院职业发展中心

## 同济经管学院职业发展中心简介

同济经管学院职业发展中心（SEMCDCC）成立于 2015 年 10 月，是面向学院所有在读学生，提供职业发展辅导与实习就业指导的专门机构。此外，中心还将根据企业的需求建立人才库，与企业对接。中心致力于通过提供高质的服务和资源，帮助学生明确自身的职业发展方向，提高求职技巧和市场竞争力。

### 学生组织

中心下辖学生社团“职业发展协会”，由学院统一指导，学生自行组织，协助职业发展中心推动学院学生职业发展工作。

### 宗旨

为学生找到适合自己的职业轨迹，为企业输送适合的高品质人才。

Homepage features news and trends, event notifications, job recruitment, internship recruitment, occupational micro lectures, vocational instructors, and policy and information. Occupational micro lecture (platform) is designed for the exclusive online learning and training specifically for college goes in the Tongji SEM. Besides existing curriculums, they can record their own micro lectures for sharing online, and get involved in online questions, discussion and interactions. Thus, they can grow and improve themselves in both teaching and learning.

## 精准化投递简历

同学们，你们是否也有这样的苦恼？在这个信息大爆炸的时代，如何从海量的招聘信息中辨别出哪些信息更可靠？投递哪些岗位更容易成功？如果有一个平台能让同学们便捷的找到针对自己专业方向的就业信息，那岂不是既节省了寻觅工作的时间，又提高了就业成功率！解决以上问题正是我们同济经管学院职业发展中心网站设立的初衷之一。

网站主页设有新闻动态、活动通知、就业招聘、实习招聘、职业微课、职业导师、政策与信息等栏目。职业微课（平台）是专门为经管学院在校学生提供的专属在线学习和培训平台。在该平台上，除了已有的课程之外，同学们还可以自己录制微课进行线上分享，也可以参与在线提问、讨论和互动，在教学相长中成长和提高。职业发展中心由衷欢迎教师们、毕业生和校友以微课的形式向同学们传授求职技巧、分享职业发展的经验。

职业发展中心（CDC）网站发布的招聘信息的主要来源是合作企业、校友推荐、本院教师推荐，在发布之前，这些招聘信息都将先经过职业发展中心的审核，在专业对口和信息真实性上提升了精准性。在网站上，除了可以看到最新的招聘信息外，同学们还可以浏览最新的活动通知，了解最新的就业政策、下载办理就业手续的相关表格等。

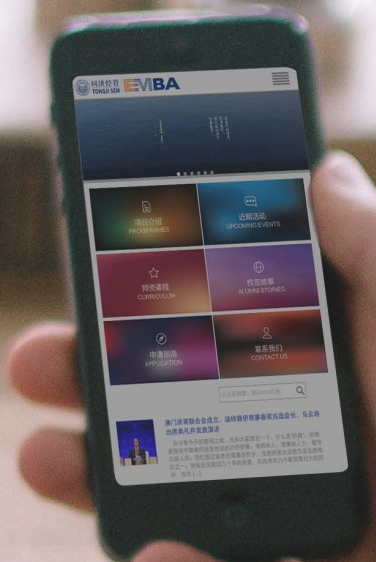
## 19 类求职技能任你学

进入同济经管职业微课平台的主页，给人的第一感觉是：“这些干货正是本小主需要的。”是的，该平台上推出的 19 堂课程正是为面临就业但又缺乏社会经验的应届毕业生们量身打造的。比如《择业，先了解自己》这段微课，将引导求职毕业生从优势与劣势、能力、兴趣、目标、价值观五个方面去了解自己，理性面对求职。微课《求职的焦点问题》可以帮助毕业生在竞争激烈的就业市场上巧妙应对求职时普遍会遇到的几个核心问题。微课《企业面试流程揭秘》会向大家展示企业面试的总体流程，帮助求职者在面试准备时做到胸有成竹、有的放矢。

听了以上的课程介绍，是不是已经让你迫不及待的想要去体验职业微课平台了呢？目前有电脑端和手机端两个登陆途径，学生们既可以通过学院职业发展中心的网站（http://sem2.tongji.edu.cn/CDC/）进入职业微课平台，也可以通过手机扫描二维码的形式进行登录，输入学号密码之后，便可以随时随地进行在线学习和交流了。

CDC 网站及职业微课平台是职业发展中心服务学生的重要窗口，我们希望通过两者的结合，能为学生在市场竞争中脱颖而出提供强而有力的后盾，也期待日后平台上能够呈现更多的精品职业发展课程，形成具有同济经管学院教学特色的宝贵智库。

PALM TOP  
MINI-COURSE  
FOR JOB  
HUNTING,  
ARE YOU  
INTERESTED?





乘扁舟而济者，  
其身也安；  
粹大道而动者，  
其业也美。



同济经管  
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**MF** 金融硕士

**ME**  
工程硕士

**MEM**  
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ECON MANAGEMENT VISION

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