

ECON MANAGEMENT VISION

经管视野

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同济经管顾问院长 郭重庆院士 荣获第七届管理科学奖 特殊贡献崇敬奖

*GUO CHONGQING, HONORARY DEAN OF
TONGJI SEM WON SPECIAL CONTRIBUTION
AWARD IN 7TH MANAGEMENT SCIENCE
AWARDS CEREMONY*

10

习·讲坛
EXPERT'S VIEW

激活市场需求是全过程工程咨询推进的主要驱动力

Stimulating Market Demand is a Major Driving Force in Promoting Whole Process Engineering

36

享·热点
SHARING

北京大兴机场投运一周年
同济经管助力民航发展

Tongji SEM Released A Guide for Comprehensive Management and Control of the General Progress of Civil Airport Construction and Operation Preparation

56

品·生活
LIFESTYLE

从实践中来，到实践中去
——管理科学与工程系讲席教授霍佳震



经管视野

ECON MANAGEMENT VISION

总策划 / Chief Plan

施骞 SHI Qian 谢恩 XIE En

主编 / Editor in Cheif

程国萍 Penny CHENG

编辑 / Editor

毕方方 BI Fangfang

王瑾 WANG Jin

郑雯婷 Wendy ZHENG

校对 / Proofreader

刘婷 LIU Ting

编辑部地址 / Address

上海市四平路 1500 号同济大厦 A 楼 6 楼
6th Floor, Block A, Tongji Building,
1500 Siping Road, Shanghai

投稿热线 / Contact

+86-21-65982427 tongjisedu@tongji.edu.cn

网址 URL

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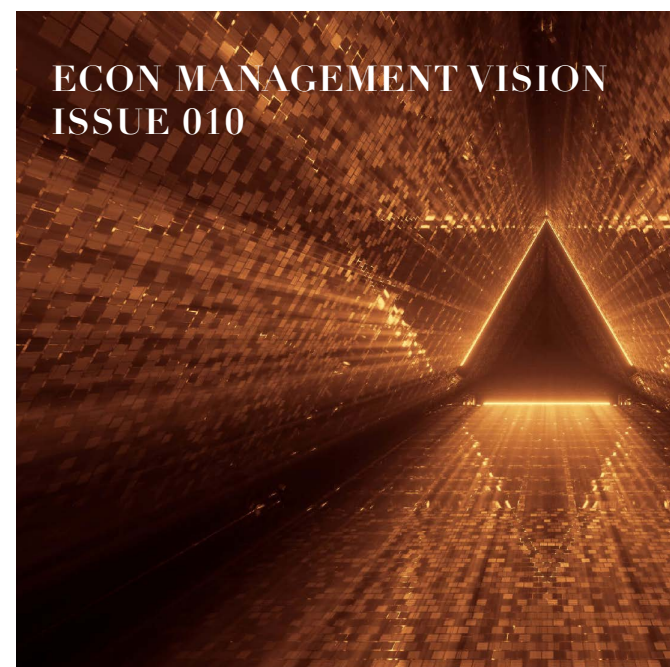


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CONTENTS 目录

ISSUE 010

OCT 2020



ECON MANAGEMENT VISION
ISSUE 010

06 同济经管顾问院长郭重庆院士
荣获第七届管理科学奖特殊贡献崇敬奖

07 GUO CHONGQING, HONORARY
DEAN OF TONGJI SEM WON
SPECIAL CONTRIBUTION AWARD
IN 7TH MANAGEMENT SCIENCE
AWARDS CEREMONY

引
PREFACE



郭重庆

中国工程院院士、同济大学教授、国家自然科学基金委员会管理科学部主任

心有所信，方能行远。他一生践行工程设计与管理，将中国制造业与工程“产学研”深度融合，从最早提出并践行“企业制度的改革、生产流程化的改造及生产现代化的改造三结合”方面，到中国最早的管理特色领域的专注研究，他让哲学思维在互联网+时代大放异彩，让中国工程设计走上世界舞台，他是我国创新的行业最权威，是网络时代的管理改革者。

从业数十载，他以绝对的权威和学术成就，纵横工程设计、咨询及产业发展研究领域，是享誉全球的“中国工程设计大师”，是著名的工程管理专家、热科学家和工程技术专家，对中国管理科学的发展做出杰出贡献。

10 激活市场需求是全过程工程咨询推进
的主要驱动力

12 STIMULATING MARKET DEMAND
IS A MAJOR DRIVING FORCE IN
PROMOTING WHOLE PROCESS
ENGINEERING

文 丁士昭 DING Shizhao



EXPERT'S
VIEW

14 2018 年底就已提出的“新基建” 今年为何突然火起来

18 WHY DOES THE NEW INFRASTRUCTURE PROPOSED AT
THE END OF 2018 SUDDENLY GO VIRAL THIS YEAR?

文 石建勋 SHI Jianxun



24 情感同化 + 目标引领——创始 CEO 包容如何化解创业团队
“争权夺利”

28 EMOTION ASSIMILATION + GOAL ORIENTATION –
HOW THE INCLUSIVENESS OF THE FOUNDING CEO
RESOLVE THE “POWER STRUGGLE” AMONG THE
FOUNDING TEAM MEMBERS

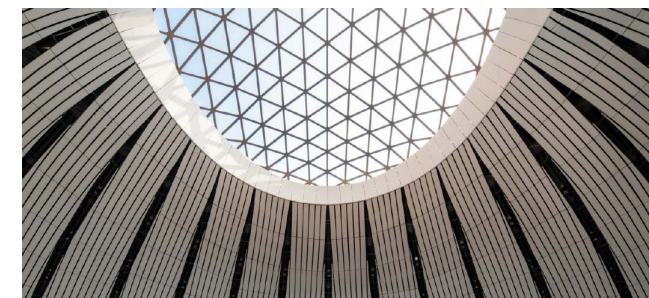
文 魏峰 WEI Feng

36 同济经管师生参与编制的行业标准
《民用机场工程建设与运营筹备总进
度综合管控指南》发布

37 TONGJI SEM RELEASED A GUIDE FOR
COMPREHENSIVE MANAGEMENT AND CONTROL
OF THE GENERAL PROGRESS OF CIVIL AIRPORT
CONSTRUCTION AND OPERATION PREPARATION



SHARING



38 2020 浦江创新论坛—区域（城市）论坛在上海举行

40 同济经管管理学硕士 FT 排名跻身全球第 31 连续五年稳
居全球 50 强

42 TONGJI SEM RANKED 31ST IN FT 2020 MASTERS IN
MANAGEMENT RANKING

44 同济经管全球供应链管理硕士项目首次参评 荣膺 QS 全
球 50 强

46 TONGJI M.SC. TRICONTINENT GLOBAL SUPPLY
CHAIN MANAGEMENT WON THE TOP 50 OF QS
RANKING

48 同济 - 曼海姆双学位 EMBA 项目跻身 QS 全球联合项目
排名第九

51 TONGJI-MANNHEIM DUAL DEGREE EMBA PROGRAM
RANKED 9TH IN THE QS EXECUTIVE MBA RANKINGS
– JOINT PROGRAMS 2020

52 同济 113 周年校庆 重磅推出《同济经管 时代新知》专著，
教授观点解读时代议题

53 NEW BOOK RELEASED BY TONGJI SEM

56 从实践中来，到实践中去
——管理科学与工程系讲席教授霍佳震

58 彭婧：美丽青春 不负乡愁

64 以梦为马 创业趁年华



LIFESTYLE

TONGJI SEM

School of Economics and Management,
Tongji University

同济大学经济与管理学院

INNOVATION INCLUSION IMPLEMENTATION INTEGRATION

To create management knowledge
and develop leading professionals for
China and the world who are capable
of solving practical problems while
addressing the challenges of business
and society with a global perspective,
responsibility and in a sustainable way.

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造就业界精英，
践行持续发展，
应对全球挑战。

全球第 **31** 位
2020 年英国《金融时报》管理硕士排名

全球第 **41** 位
2021 年 QS 全球供应链管理硕士项目排名

全球第 **9** 位
2020 年 QS 全球 EMBA 联合项目排名
(同济 - 曼海姆双学位 EMBA 项目)

同济经管顾问院长 郭重庆院士 荣获第七届管理科学奖 特殊贡献崇敬奖

中国管理科学学会授予郭重庆院士的颁奖词这样写道：心有所信，方能行远。他一生践行工程设计及管理，情系中国制造矢志不渝。从最早提出并践行“企业制度的改革、生产合理化的改组及生产现代化的改造三结合”方案，到中国情景的管理特色领域的专注研究，他让哲学思维在互联网+时代大放异彩，让中国工程设计走上世界舞台。他是拥趸创新的行业颠覆者，是拥抱时代的管理改革者。从业数十载，他以绝对的权威和学术成就，纵横工程设计、咨询及产业发展研究领域，是享誉全球的“中国工程设计大师”，是著名的工程管理专家、战略科学家和工程技术专家，对中国管理科学的发展作出杰出贡献。

郭重庆院士因有其他学术活动，由其团队成员代为领奖。中国工程院工程管理学部主任、中国工程院院士胡文瑞颁奖。



中国管理科学学会“管理科学奖”是依据国务院《国家科学技术奖励条例》和科技部《社会力量设立科学技术奖管理办法》的规定，报经国家奖励办公室批准设立的科学技术奖。“管理科学奖”通过表彰奖励，以调动广大管理科学工作者的积极性、创造性，促进我国管理科学的发展及应用，进一步发挥管理科学对社会经济发展的推动作用。

本届管理科学奖共设立六大类奖项，来自全国45家单位的管理科学研究成果分获学术、实践、创新、促进、英才五类管理科学奖，包括郭重庆院士在内的3人获得管理科学奖特殊贡献崇敬奖。

GUO CHONGQING, HONORARY DEAN OF TONGJI SEM WON SPECIAL CONTRIBUTION AWARD IN 7TH MANAGEMENT SCIENCE AWARDS CEREMONY

On September 27th, the 2020 China Management Science Conference and the 7th Management Science Awards Ceremony were held in Beijing. Prof. GUO Zhongqing, Honorary Dean of Tongji SEM, Academician of Chinese Academy of Engineering and Former Director of Management Science Department of The National Natural Science Foundation of China (NSFC), won the Special Contribution Award.

Academician GUO Chongqing received the award on his behalf by the member of his team.

GUO Zhongqing has practiced engineering design and management throughout his life and devotes himself to the development of China manufacturing. From the earliest

proposal and practice the scheme of “Combinations of Enterprise System Reform, Production Rationalization Reorganization and Production Modernization Transformation”, to the research on “Management Characteristics of Chinese Context”, he devoted himself to making China’s engineering design move toward world stage. He also advocated applying philosophical thinking to “Internet+” Era. GUO Chongqing has made great achievements in the fields of engineering design, consulting and industrial development research. He is a famous engineering management expert, a strategic scientist and an engineering expert, making outstanding contribution to China’s management science development.



Master in Management
Ranking 2020



同济经管
TONGJI SEM

2020 年英国《金融时报》管理学硕士排名
同济大学经济与管理学院

跻身全球第31 位列中国第2

Ranked 31st

in FT's 2020 Masters in Management Ranking

连续五年稳居全球 50 强

Ranked among the Top 50 in the World from 2016-2020





丁士昭
德国工学博士
同济大学经济与管理学院教授、博士生导师
同济大学工程管理研究所名誉所长

激活市场需求是全过程工程咨询推进的主要驱动力

2017 年《关于促进建筑业持续健康发展的意见》提出“鼓励投资咨询、勘察、设计、监理、招标代理、造价等企业采取联合经营、并购重组等方式发展全过程工程咨询，培育一批具有国际水平的全过程工程咨询企业”以来，全过程工程咨询一度成为行业热词。

然而，从目前来看，全过程工程咨询市场仍然相对较小。多数人将之归结为政策的不明晰，事实上，相关的政策已经陆续出台，但需求方的大门并未向全过程工程咨询完全敞开。

如果没有甲方需求，只有乙方的积极性是没有用的。”丁士昭坦言，当前，消除行业对全过程工程咨询的“误解”，正确理解“全过程”，激活业主需求，是推动全过程工程咨询发展的关键。

消除“误解” 满足甲方需求

“要推行全过程工程咨询，就必须立足于市场化、国际化的变革趋势，正确理解其内涵。”

丁士昭分析称，全过程工程咨询的定义明确了两个概念：一是服务的时间范畴，即全过程工程咨询是对工程建设项目前期研究和决策以及工程项目实施和运营的全生命周期；二是服务范围，即全过程工程咨询提供包含规划和设计在内的涉及组织、管理、经济和技术等各有关方面的工程咨询服务。

“从前期研究到后期运行，有的项目需要持续上百年时间，从服务时间上看，对于一个企业来说显然是难以实现的。”

丁士昭表示，有些咨询公司认为全过程工程咨询就是全过程的项目管理或者是全过程的造价管理，实际上，国际上并无这种说法。另外，有些人将组织模式与管理模式相混淆，简单地将以往各专业化的服务叠加在一起，或“串联”在一起，就冠以“全过程工程咨询”，其实这都是“误解”。

丁士昭认为，全过程工程咨询就是全生命周期的工程顾问，其组织模式是多样的，与分阶段分专业的服务组织模式长期共存，互为补充，以满足市场的多样性需要。

在丁士昭看来，随着投资建设项目进入不同的阶段，业主方的需求也是多样化的。在实践中，除了“全过程”以外，业主更需要“全方位”、“全覆盖”各专业“范围”和“边界”的管理服务所体现出来的全过程工程咨询服务。

因此，要正确认识全过程工程咨询的内涵和外延，避免从字面上简单地理解“全过程”。目前，在一些试点地区，全过程工程咨询均以各自理解的形式在

不同的工程与项目上“实验”着。

由于在工程咨询服务过程中缺少相应的指导准则，比如全过程工程咨询的服务标准、收费标准等，投资者的管理习惯与行为仍是传统的，并未采用与国际投资咨询直接接轨的形式，这就导致全过程工程咨询出现了边摸索边总结的特征。

要解决这一问题，丁士昭强调，必须要靠业主的力量，激励业主购买这项服务，政府协助做好引导工作。

丁士昭表示：“只有业主保持开放的心态，站在切实提高自身建设管理水平的角度，主动尝试新模式、总结新经验，购买专业的第三方综合工程咨询服务，才能真正推动全过程工程咨询行业的发展。”

2019 年，国家发展改革委员会、住房和城乡建设部联合印发的《关于推进全过程工程咨询服务发展的指导意见》提出，要大力发展以市场需求为导向、满足委托方多样化需求的全过程工程咨询服务模式，政府引导、市场主导全过程工程咨询发展的局面正逐渐形成。

设计引领 打破市场瓶颈

“设计是工程建设的灵魂，起着先导作用，它引导其他工程咨询业务的进行，对于充分发挥投资效益、实现项目全生命周期的增值起着关键作用。”

对于全过程工程咨询是由设计牵头向上下延伸还是监理牵头设计分包的问题，丁士昭认为，设计是保证工程建设质量的核心，设计与施工的密切配合有利于实现工程建设目标实现高质量发展。

因此，要充分重视设计在全生命周期工程顾问服务中的核心地位，充分发挥设计的引领作用。

他表示，在国际上，建筑设计公司通常向业主提供从项目前期至设计全程（含策划、方案、招标图、施工图等）招投标、施工监理等“一条龙”的全过程工程咨询服务。

可见，设计是全过程工程咨询服务最前端、最基础的阶段，是投资者决策的重要依据。设计院从事全过程工程咨询，显然最符合产业逻辑。

因此，全过程工程咨询只有以设计为主导，才能通过设计文件及过程中的变化，充分实现业主的建设意图。

丁士昭认为，设计院作为业主最重要的决策顾问，除提供设计成果外，还应提供包括招标顾问、合约管理、工程监督在内的“设计延伸”服务。

他建议，随着造价市场化改革的不断深化，设计院应积极改变“掐头去尾”的服务模式，发挥优势，向前拓展策划，向后提供精准发包、合约管理等“设计延伸”服务。

据此，培养“懂设计、懂材料、懂造价、懂管理、懂施工”的复合型专业人才，打造全过程工程咨询服务的“金刚钻”，则是设计院的当务之急。

全过程工程咨询是市场的产物，要实现“真全咨”，既需要业主驱动，也需要政府部门下决心改革造价管理制度，更需要以设计院为主导的各类工程咨询服务方以项目利益为依托、以全过程工程咨询服务作支撑，给业主带去实实在在的价值，并形成与国际接轨的行业标准，实现真正意义上的“全过程”。

“这是顺应市场需求的大势，也是国际通行的做法。”丁士昭如是说。

DING Shizhao: STIMULATING MARKET DEMAND IS A MAJOR DRIVING FORCE IN PROMOTING WHOLE PROCESS ENGINEERING



DING Shizhao
Professor of Tongji SEM,
Doctoral Supervisor

The document entitled Opinions on Promoting the Sustainable and Healthy Development of the Construction Industry that was issued in 2017 stated that “enterprises for investment consulting, surveying, design, supervising, bidding services, and costing should be encouraged to develop whole process engineering consulting services through joint operations and reorganization (mergers and acquisitions), thus to cultivate a batch of world-class whole process engineering consulting companies”. Since these opinions were put forward, whole process engineering consulting has become an industry hot topic. However, the market for whole process engineering consulting is still relatively small. Most people attribute this to unclear policies. In fact, relevant policies have been introduced. However, there is still not much demand for whole process engineering consulting. “It is useless for Party B to be enthusiastic if Party A has no demand.” Ding frankly pointed out that eliminating the industry’s “misunderstanding” of whole process engineering consulting, correctly understanding the “whole process”, and stimulating the client demand are the keys to promoting the development of whole process engineering consulting.

ELIMINATE “MISUNDERSTANDINGS” TO MEET PARTY A’S DEMAND

“Whole process engineering consulting promotion requires correct understanding based on a reform trend of marketization and internationalization”

According to his analysis, Ding said that the following two concepts have been clarified in the definition of whole process engineering consulting. The first is the time scale for the service. Whole process engineering consulting runs through the entire life cycle of a construction project from preliminary research and decision-making to implementation and operation. The second is the scope of the service. Whole process engineering consulting provides engineering consulting services (including planning and design) that are concerned with various aspects such as organization, management, economics, and technology.

“Some projects may take hundreds of years to go from the stages of early research to actual implementation. From the perspective of service time, it is very difficult for an enterprise to achieve such projects.”

According to Ding, some consulting companies believe that whole process engineering consulting equals whole-process project management or cost management, which is not an international consensus. In addition, some people confuse the organizational model with the management model, simply stacking or “connecting” past professional services and calling it “whole process engineering consulting”. In fact, these are all “misunderstandings”.

Ding holds that whole process engineering consulting is like an engineering consultant for the entire life cycle. It has various organizational models that will coexist with phased and specialized service organization models for a long time. These two will complement each other to meet diverse market needs.

In Ding’s opinion, as construction investment projects enter different phases, client needs also become diversified. In practice, clients not only need engineering consulting services throughout the “whole process” but also need these whole process engineering consulting services to be reflected in the managed services that fully cover the scope and boundaries of the various professions.

Therefore, we should correctly understand the connotation and extension of whole process engineering consulting and avoid reading into the phrase “whole process” literally. At present, based on respective understandings, whole process engineering consulting is “experimented” in different projects in pilot areas.

Without relevant guidelines for the provision of engineering consulting services such as the service and charging standards for whole process engineering consulting, investors still have traditional management habits and behaviors and have not transitioned to international investment consulting business models. Therefore, investors have to summarize their experiences while they are still practicing whole process engineering consulting.

Ding emphasized that this issue must be addressed by utilizing the power of the client. Clients should be motivated to purchase the service and the government should provide good guidance.

“Only when clients keep an open mind, try new models and summarize new experiences, purchasing professional and integrated third-party engineering consulting services to improve their managerial skills, can the whole process engineering consulting industry be really promoted.” Ding said.

Guideline on Promoting the Development of Whole Process Engineering Consulting Services that jointly issued by the NDRC and MOHURD in 2019 presented

to vigorously develop the whole process engineering consulting service mode that is driven by market demand and meets the diversified needs of clients. The government-guided and market-led development of whole-process engineering consulting is gradually taking shape.

LEADING DESIGN BREAKS THROUGH MARKET BOTTLENECKS

“As the soul of construction engineering, design plays a leading role and guides other engineering consulting services. It is essential to obtain a significant return on investment and achieve value growth throughout the entire project’s life cycle.”

Should whole process engineering consulting be led by design for vertical extension or led by construction supervision for design subcontracting? Ding holds that design is vital for ensuring quality. The close cooperation between design and construction is conducive to the realization of construction goals and high-quality development.

Therefore, we should attach importance to and fully leverage the central and leading role of design throughout the entire life cycle of engineering consulting services.

Ding also expressed that in the international community, architectural design companies usually provide clients with “one-stop” whole process engineering consulting services for bid invitation and submission as well as construction supervision from preliminary work to design (including planning, solutions, bidding drawings, and construction drawings).

It is obvious that design is the most basic stage of the whole process. It is an important basis when investors are making decisions. Design institutes are therefore the most logical choice when it comes to organizations related to the industry that provide

whole process engineering consulting services.

Therefore, only by taking design as the leading element, can whole process engineering consulting fully realize the client’s intentions through design documentation and process changes.

Ding believes that as the most important decision-making consultant for clients, design institutes should not only provide designs but also provide “extended design” services including bidding consulting, contract management, and construction supervision.

He suggested that with the continuous deepening market-oriented cost reform, design institutes should actively change the incomplete services that are currently being provided. They should also use their advantages to expand project planning and provide “extended design services” such as planning, precise contracting and contract management.

Therefore, it is urgent for design institutes to develop their strengths for whole process engineering consulting. That is, they should focus on creating multi-skilled professionals who understand design, materials, cost, management, and construction.

Whole process engineering consulting is a market product. The realization of “whole process consulting” needs to be driven by the client and requires the government to reform the cost management system. To realize whole-process consulting, all kinds of engineering consulting service providers that led by design institutes, should focus on project benefits to bring great value to their clients. This can be achieved by providing whole process engineering consulting services and developing industry standards that are in line with international standards.

“This follows the general market demand trend and is also an international practice.” Ding said.

2018 年底就已提出的 “新基建” 今年为何突然火起来



石建勋
同济经管经济与金融系教授、博士生导师
同济大学国家创新发展研究院首席专家、副院长
同济大学财经研究所所长

编者按：5月7日，上海正式发布了《上海市推进新型基础设施建设行动方案（2020-2022年）》，形成了上海版“新基建”35条。事实上，今年以来，全国多地相继布局“新基建”领域，一时之间，“新基建”成为媒体报道的一个热词。在同济大学经济与管理学院石建勋教授看来，“新基建”不是“强刺激”，而是中国未来新的经济增长点，也是经济发展中最活跃、最具有生产力要素优化和潜力提升的新引擎。以下是他在同济大学的演讲。

最近“新基建”一词很火，从高层会议的多次部署，到资本市场的资金热捧，“新基建”已经成为舆论场的一大热词。这个概念从何而来？新基建究竟“新”在哪里？对企业影响如何？对中国发展有何意义？许多人都在追问。今天的演讲，我就围绕上述问题和大家分享一下个人的思考。

新基建“新”在哪里？

所谓“新基建”，它是新型基础设施建设的简称。2018年12月召开的中央经济工作会议，首次提出“加快5G商用步伐，加强人工智能、工业互联网、物联网等新型基础设施建设”，“新基建”的提法由此产生。此后，2019年政府工作报告要求“加强新一代信息基础设施建设”。而2020年初的国务院常务会议也明确提出，要“出台信息网络等新型基础设施投资支持政策”。可以说，从一开始，“新基建”这一概念便与5G、人工智能、物联网等新兴产业紧密相连。

那么，“新基建”包括哪些方面的内容呢？今年4月20日召开的国家发改委新闻发布会，首次作出了明确界定。

“新基建”主要包括三个方面的内容：一是信息基础设施，主要指基于新一代信息技术演化生成的基础设施，比如，以5G、物联网、工业互联网、卫星互联网为代表的通信网络基础设施，以人工智能、云计算、区块链等为代表的新技术基础设施，以数据中心、智能计算中心为代表的算力基础设施等。二是融合

基础设施，主要指深度应用互联网、大数据、人工智能等技术，支撑传统基础设施转型升级，进而形成的融合基础设施，比如，智能交通基础设施、智慧能源基础设施等。三是创新基础设施，主要指支撑科学研究、技术开发、产品研制的具有公益属性的基础设施，比如，重大科技基础设施、科教基础设施、产业技术创新基础设施等。

在我看来，与传统基建相比，新基建“新”在三个方面：

一是建设内涵新。“老基建”指的是机场、铁路、公路交通、邮电、供水供电等传统市政公用工程设施和公共生活服务设施的建设。这些投资规模大、周期长，短期刺激作用明显，但是投资回报相对慢一些。而“新基建”与高新技术发展紧密相连，是发展信息化、智能化、数字化的重要载体，也是创造与满足新需求的重要保障。

二是投资方式新。“新基建”涉及的领域技术性强、专业性强，需要政府调动社会资本参与的积极性，引导“专业人做专业事”。与传统基建相比，“新基建”投资主体更加市场化，像华为、阿里、腾讯等头部企业都是“新基建”的深度参与者。与之相匹配，社会资金的比例也会更高，在推进“新基建”过程中，更加注重探索投融资机制创新，进一步激发民间投资参与的积极性。

三是发展内涵新。“新基建”不是“强刺激”。经过多年发展，传统基建的边际效用和收益递减。而“新基建”以技术创新为底色，既可短期创造就业和增长，也可促进结构转型升级，带动经济的中长期健康发展。加大在新型基础设施领域投资，寻找经济增长新动能，体现创新发展的理念，不仅可以带动传统产业转型发展，还关系到长远发展。

“新基建”并非替代“老基建”

“新基建”是2018年底提出来的，但在今年进入了“加速道”。我粗略作了一个统计，从2月3日到3月4日，短短30天时间内，仅中央层面就至少5次部署与“新基建”相关的任务，平均不到一周就谈一次。这样的频率和密度前所未有，这是为什么？

从战略角度来说，国家将科技创新要素为主的信息基础设施纳入新基建，具有鲜明的导向和指向，是贯彻落实创新发展理念，建设创新型国家的具体部署，体现了国家对科技创新的充分信任和殷切期待。科技强国必须要有“杀手锏”，随着创新基础设施的布局，不少领域将出现“国之重器”，在科技强国的征途中扮演重要的角色。“新基建”与现实需求高度吻合，某些领域的科技创新不断步入“深水区”，对于创新基础设施提出了更高的要求。“新基建”三个方面建设都与科技创新密切相关，具有鲜明的科技特征和科技导向，尤其是将创新基础设施明确列入范围，更是凸显了科技创新在“新基建”中的特殊使命和重要地位。

从现实情况来看，新冠肺炎疫情对经济产生了较大影响。为应对疫情对经济的冲击，必须采取更加积极的财政政策，加大对基础设施投资，拉动经济增长。以投资“铁公机”为主的传统基建要继续发力，以信息基础设施建设为主的“新基建”则承担新使命，二者有机结合，将激发形成经济增长新动能。

“新基建”是中国未来新的经济增长点，也是经济发展中最活跃、最具有生产力要素优化和潜力提升的新引擎，“新基建”将创造大量新的市场需求和新的岗位。从投资角度看，“新基建”将比“老基建”有更大的成长空间、更

多的机会。以5G行业为例，根据2019年12月中国国际经济交流中心与中国信息通信研究院发布的《2020中国5G经济报告》，我国5G产业每投入1个单位将带动6个单位的经济产出。作为新型基础设施的重要组成部分，5G正成为各领域数字化转型的关键，而5G也被认为是“新基建”领域投资的重要发力点。5G作为支撑经济社会数字化、网络化、智能化转型的关键新型基础设施，不仅在助力疫情防控、复工复产等方面作用突出，同时，在稳投资、促消费、助升级、培植经济发展新动能等方面潜力巨大。

更关键的是，“新基建”是面向未来的、具有前瞻性的布局。这一布局将为国家下一步的发展奠定基础，也必将促进和加快数字中国的发展。当前，数字经济正在进化到以人工智能为核心驱动力的智能经济新阶段，与之相适应的新基础设施同样需要国家牵头来投资、建设和协同。数字经济是经济高质量发展的核心，“新基建”是数字经济的基础保障。“新基建”对国民经济发展将起到巨大的推动作用，不仅能在短期内助力“六稳”和“六保”，从长远发展来看，更是提升全要素生产率，实现经济高质量发展的重要支撑。而数字经济基础建设的水平，决定了中国在新一波技术红利的全球格局中，能否占据到更有利的位置。

需要指出的是，在现实中不少人陷入一种认识误区，认为“新基建”将逐步代替“老基建”。事实上，“新基建”和“老基建”并不是相互代替的关系，更非相互排斥，而是相互补充、互为条件和支撑的。从国家基建总体发展的大局看，需要关系国计民生的重大工程等“老基建”托底复苏，也需要以“新基建”为主要推手，为经济发展注入新动能。新政策层可能将通过“老基建复苏、新基建加力”的双轮驱动方式，推动经济复苏和转型升级。从具体建设项目的需求来看，“老基建”需要“新基建”为其注入新内涵、新活力和新的应用场景，“新基建”则需要“老基建”的基础设施和工程建设队伍的支撑和广泛参与。

新基建对不同的企业意味着什么？

以上，我主要从宏观层面对“新基建”的意义和作用进行了分析。也许有人会问，“新基建”对于企业意味着什么？

我前面说过，“新基建”之所以在今年突然火起来，与新冠肺炎疫情的暴发这个时间节点有关。应该看到，此次疫情给社会运转和企业发展带来影响，与此同时，也孕育着新的机遇。云办公、云课堂、云视频、云带货、云游戏、云试衣等需求和创新层出不穷，云服务概念深入人心，互联网产业涌现众多“新常态”，让人们看到云计算和AR、VR等技术赋予终端更强大的生命力。

短期来看，疫情催化出的“新常态”需求让部分互联网行业用户量激增、渗透率提升，而习惯的养成具有不可逆的特性，有助于促进行业进一步发展。长期来看，这些短暂爆发的创新和应用，并不会随着疫情趋缓、人们复工复产而消逝，而是在以云、AI、5G为代表的“新基建”的驱使下，又有了新的动力和可能。

在这背后，整个产业正经历从流量驱动进入技术驱动时代。对于不同企业而言，“新基建”有着不同的意味。

显而易见，百度、阿里和腾讯等互联网前沿科技企业，是“新基建”关键的建设者和受益者，也是新经济的引领者。一方面，前沿科技企业掌握了建设“新基建”设施的关键技术、产品和平台，另一方面，前沿科技企业同时也是“新基建”主要的用户，更加清楚新型基础设施的需求，可以将“新基建”的应用场景和需求更紧密地结合，通过迭代方式提升新型基础设施的能力，进一步拓展应用场景和覆盖人群，领跑新经济。可以预见，“数字化”将成为一种生活方式。未来，智能制造、物联网、自动驾驶、人工智能、智慧医疗等方面的应用，必然带来云消费、云办公、云会议和在线娱乐等，如果能借助“新基建”所带来的增长新动能，前沿科技企业将会在满足人民数字生活的美好需要中迎来新一轮的发展机会。

“新基建”给广大中小企业和创新创业也带来无限机会。“新基建”将会极大降低新技术、新模式创新创业的门槛和技术难度，可以在短时间内激发大量的创新和就业机会。“新基建”包括十分重要的“软平台”应用场景的拓展。电商平台、移动支付、直播卖货、快递物流等基于互联网基础设施发展起来的新业态已经成为与“硬设施”相伴相生的“软平台”，共同支撑新经济的发展，成为“新基建”不可或缺的一部分。对于中小科技企业来讲，“新基建”需要用到一些基础元器件或基础设施，中小企业可以提供配套，也可以参加一些基础设施建设；另外，更重要的是，“硬设施”和“软平台”在进一步降低商业成本的同时，为广大中小企业创新

创业、拓展应用场景和市场空间提供了广阔空间。

“新基建”对于传统制造业来说，既是挑战也是难得的发展机遇，有助于加快传统制造业企业数字化转型进程。大数据、人工智能、工业互联网等信息处理技术的应用和发展，为传统制造业的应用技术场景革命提供了更为广阔的空间，是制造技术升级和新型业务发展的关键驱动力。制造业企业借助“新基建”，可吸收数字化时代赋予的科技力量，充分释放产业互联网的连接、融合、共享价值，在推进企业转型的同时助推行业转型，顺应新时代发展步伐。制造业企业通过工业全要素、全价值链和全产业链的连接、解耦和重构，实现对企业成本、质量、效益的优化和新技术、新产品、商业新模式的培育，提高精细化运营和精益化管理水平，做好与数字经济、实体经济融合的远期布局，实现科技创新与产业升级相互促进。

“新基建”不能走“老基建”之路

“新基建”总体上是一个新事物，在推进过程中，我们还面临不少弱项和短板。

从新基建领域的国际比较来看，目前我国在网络建设方面全球领先，包括宽带基础和5G发展。但我国在数据中心建设、AI人才储备、开源社区等方面和发达国家相比差距还很大。比如：人工智能产业链条初步形成，但在底层算法、开源框架上基础比较薄弱；作为传统制造业转型的铺路石，工业互联网平台建设用到的智能装备、高端工业软件大多数依赖进口；我国有较强的数据中心部署能力，但“缺芯少魂”的局面没有得到根本扭转，随时可能面临被“卡脖子”的风险。同时，重大技术原创性不足、标准制定话语权不够、研发应用与市场脱节等技术创新瓶颈，也逐渐暴露。我国目前几乎没有重大原创的移动互联技

术，手机和计算机终端的核心元器件和操作系统大多依赖于国外。移动互联网领域一直存在重应用技术、轻基础科学的倾向，导致技术创新后劲不足。

习近平总书记深刻指出，“在别人的墙基上砌房子，再大再漂亮也可能经不起风雨，甚至会不堪一击。”因此，在“新基建”投资中，必须避免撒胡椒面式地平均用力、四处散花，应集全国之力，加快突破关键技术瓶颈，不能把支撑中国数字经济发展的“新基建”建在依赖国外技术基础的沙滩上。筑牢“地基”，“新基建”才能更好释放创新红利，促进新业态、新产业、新服务发展。在前沿技术领域以及核心芯片、核心基础软件等具有国际竞争力的关键核心技术领域取得突破，“新基建”才能行稳致远，发挥更大效能。这是保持数字经济先发优势，并向产业链高端攀升的必由之路。

在规划、建设、应用好“新基建”

的同时，我们一刻也不能放松对软硬件、底层平台等“新基建”关键核心技术的科研攻关。要从政策导向上鼓励企业和科研机构增大基础研究，应重点培育拥有“创造改变世界场景”能力的高成长性潜力企业，通过联合创新、外部资源对接等方式，帮助企业加速技术和模式的创新，加快突破“新基建”最底层的基础技术、核心技术，要以价值重构为主线，坚持技术支撑和业务落地双轮驱动，实现技术和业务双向迭代。要持续不断地抓好“新基建”人才的吸引和培养，吸引全球创新人才积聚，实现人才集聚的“洼地效应”，使产业和人才形成互动，最终提升中国高端制造业的国际竞争力。

发力“新基建”，要更加注重探索投融资机制创新，进一步激发民间投资参与的积极性。规划“新基建”项目，必须要尊重经济规律，遵循“市场主导、政府引导”的原则，鼓励不同主体运用市场机制，灵活性地开展多种形式合作，探索团队融合、产品融合、文化融合，在经营机制上进行创新探索，为“新基建”创造良好的发展环境。“新基建”在发展过程中不能走“老基建”之路，要避免一哄而上，要考虑市场需求和本地发展实际，同时，还要根据财力和债务的承受情况循序渐进推进，避免形成新的地方债风险。

正如互联网的普及，带来了淘宝、京东主导的电商时代；移动互联网的普及，带来了微信、滴滴等主导的社交和共享经济时代；4G网络的普及，带来了无线宽带应用时代；随着“新基建”成为现实，“新基建”的“网络效应”会带来指数型的增长，带来大量目前无法预知的高成长的新业态，中国经济“全面在线”时代正加速到来。



WHY DOES THE NEW INFRASTRUCTURE PROPOSED AT THE END OF 2018 SUDDENLY GO VIRAL THIS YEAR?

Editor's Note: On May 7th, Shanghai officially issued Action Plan for Shanghai to Promote New Infrastructure (2020-2022), making 35 new infrastructure terms of Shanghai version come true. In fact, many places across China have already set out on the layout of new infrastructure area one after another since the start of 2020. The new infrastructure has become a buzzword for media reports. Shi Jianxun, professor of SEM Tongji University, said that new infrastructure is not a strong stimulus, but a new economic growth engine for China in the future, which also serves as the most active and productive driver that is full of opportunities for productivity factor optimization and potential improvement. His speech at Tongji University is as follows.

SHI Jianxun
Professor of Tongji SEM,
Doctoral Supervisor



Recently, “new infrastructure” has become a buzzword ranging from the deployment of several high-level conferences to the enthusiasm of capital market. It is now under the spotlight of public opinion. So where does this concept come from? What does the term “new” mean? What influence will it exert to enterprises and what significance does it have for China’s development? Many people want to know the answers, so today I would like to share with you about my own view and thoughts around the above questions.

WHAT’S “NEW” IN THE NEW INFRASTRUCTURE?

The so-called “new infrastructure” is an abbreviation for the construction of new infrastructure. The Central Economic Work Conference held in December 2018 first proposed that we need to accelerate the commercial use of 5G and strengthen the new infrastructure including artificial intelligence (AI), industrial Internet, Internet of Things (IOT), etc. This is where the “new infrastructure” comes from. In the Report on the Work of the Government of 2019, there is also a requirement of further developing the next-generation information infrastructure. And in the beginning of 2020, the executive meeting of the State Council also clearly put forward the idea of issuing supportive policies for new infrastructures such as information infrastructure. It can be said that the new infrastructure is closely connected with emerging industries like 5G, AI and IOT from the very beginning.

So what does this new infrastructure refer to? On 20th April this year, a clear definition was firstly made at the National Development and Reform Commission press conference. The “new infrastructure” mainly involves three aspects: First, information infrastructure, which refers to the infrastructures built on the basis of the evolution of new-generation information technology, such as telecommunication network infrastructure,

represented by 5G, IOT, industrial Internet and IP-over-satellite, new technology infrastructure, represented by AI, cloud computing and block chain, and computing power infrastructure, represented by data center and intelligent computing center. Second, the integration of infrastructure, mainly refers to the deep application of the Internet, big data, artificial intelligence and other technologies to support the transformation and upgrading of traditional infrastructure, thus forming the integration of infrastructure, such as intelligent transportation infrastructure, smart energy infrastructure. The third is innovation infrastructure, which mainly refers to infrastructure with public benefits that supports scientific research, technology development and product development, such as major science and technology infrastructure, science and education infrastructure, and industrial technology innovation infrastructure.

In my opinion, the new infrastructure has three advantages in its new features over the traditional one.

First, the new infrastructure is new in its content. The traditional infrastructure refers to the construction of traditional municipal public engineering facilities and public life service facilities such as airports, railways, highways, post and telecommunications, water supply and power supply. These infrastructures require long-term and huge investments, with obvious short-term stimulus, but the return on investment is relatively slow. In comparison, the new infrastructure is closely connected with the development of high and new technology, which is also an important carrier for the development of informatization, intelligence and digitization, and a vital guarantee for creating and satisfying new demands.

Second, the new infrastructure is new in the form of investment. “New infrastructure” involves high-technical and professional fields that need government to mobilize social capitals to invest and guide professionals to do professional things. Compared with the traditional infrastructure, the new one tends to be more market-oriented in investment subjects. Leading enterprises like Huawei, Alibaba and Tencent are all loyal participants of the new infrastructure. So accordingly, the new infrastructure has a large proportion of investment coming from social capital. In the process of promoting the “new infrastructure construction”, more attention will be paid to exploring the innovation of investment and financing mechanism, so as to further stimulate the enthusiasm of private investment.

Third, the new infrastructure is new in the connotation of development. “New infrastructure” is not “strong stimulation”. Over years of development, the marginal utility and earnings of the traditional infrastructure decrease progressively. The “new infrastructure”, backed by technological innovation, will create jobs and increase earnings in a short period, and facilitate structural transformation and upgrading, thereby bringing along a sound economic development in the mid-and-long term.

THE NEW INFRASTRUCTURE IS NOT A REPLACEMENT OF THE TRADITIONAL ONE.

The concept of new infrastructure was put forward at the end of 2018, and it is in this year that the new infrastructure go viral.

Strategically, it is of great instructional value for the nation to incorporate information infrastructure that gives priority to the scientific and technological innovation into the new infrastructure. This move reflects specific plans made for building an innovative nation, and shows full trust and expectation of the nation for scientific and technological innovation. The new infrastructure is highly matched with actual demands. As the technological innovation in some certain fields gradually draws near the “deep end”, the infrastructure innovation is required to meet higher standards. All the three aspects of the new infrastructure stand closely with technological innovation, and are featured and guided by technologies. The fact that innovation infrastructure is included in the technological innovation makes more clear the special mission and important position of technological innovation in the “new infrastructure”.

At present, the COVID-19 epidemic has adversely affected our economy. To tackle this problem, more proactive fiscal measures must be adopted and much effort should be centered on increasing infrastructure investment to drive economic growth. Traditional infrastructures that dominated by railways, highway and airports should be developed in full force, while new infrastructures concentrated on information infrastructure should bear new missions. With the combination of the new and the old, there will be new engines for economic growth formed.

The “new infrastructure” is not only the economic growth point for China in the future, but the most active and productive engine that is full of opportunities for productivity factor optimization and potential

improvement. The “new infrastructure” will create vast market demands and new jobs. In terms of the investment, the “new infrastructure” has more opportunities and rooms for growing than the traditional one. Taking 5G industry as example, according to the 2020 China 5G Economic Report issued by China Center for International Economic Exchanges (CCIEE) and China Academy of Information and Communications Technology (CAICT) in December 2019, every unit of input in 5G industry will deliver 6 units of economic output. As one of the most important components of the new infrastructure, 5G is gradually becoming the key to digital transformation of every field, and is regarded as the start point of the “new infrastructure” investment. With its role of supporting the transformation driven by Internet, digital and smart technologies for economic and social development, 5G performs noticeably well in COVID-19 prevention and control and in boosting the resumption of work and production. Also, it has huge potential in stabilizing investment, promoting consumption, promoting upgrading and fostering new drivers of growth.

More critically, “new infrastructure” is a forward-looking and future-oriented layout which lays a solid foundation for China’s development, and will certainly accelerate the building of digital China. At present, the digital economy is entering into a new stage when AI is valued as the core driving force for smart economy. The government thus needs to take the lead to invest, construct and coordinate corresponding new infrastructures for this evolution. The digital economy is the key to high-quality economic development, and the “new infrastructure” is the foundation of a sound digital economy. The new infrastructure will play a significant role in propelling national economy. In the short term, it will help to ensure stability in employment, financial operations, foreign trade, foreign invest-

ment, domestic investment and expectations, and safeguard security in job, basic living needs, operations of market entities, food and energy security, stable industrial and supply chains, and the normal functioning of grassroots governments. In the long run, the “new infrastructure” will become an important supporter for achieving high-quality economic development through increasing total factor productivity (TFP).

It should be noted that there are still some misunderstandings on the “new infrastructure”. Some people believe that the “new infrastructure” will gradually replace the old one. Actually, instead of being a replacement or rejecting one another, the “new infrastructure” and the traditional one complement and support each other. Given the big picture of national infrastructure, it is of great necessity to recover the traditional infrastructures that are concerned with the country’s stability and people’s wellbeing, and to mainly develop “new infrastructures” to inject impetus into economic growth. Considering the demands of specific project construction, the “traditional infrastructure” needs the new one to provide fresh content, energy and application scene, while the “new infrastructure” requires the traditional one’s support and help in infrastructures and engineering teams.

WHAT DOES THE NEW INFRASTRUCTURE MEAN TO DIFFERENT ENTERPRISES?

Previously, I have mainly analyzed the meaning and the role of the “new infrastructure” from a macro level. Some people may ask, what does this “new infrastructure” mean to enterprises?

Like I mentioned previously that the reason why the “new infrastructure” suddenly go viral this year is mainly because of the COVID-19 outbreak. We have all witnessed the impact of this epidemic on social functioning and enterprise development, and we also should not neglect the opportunities. What spring up during COVID-19 outbreak are online working, online teaching, video-chatting, online product selling, online games, and even online fitting. These innovations allow the concept of cloud service to take root in people’s mind. There is gradually much New Normal in Internet industry, through which people witness the strong vitality of terminals given by cloud computing, AR,VR and other technologies.

In the short term, demands for the New Normal produced in the period of COVID-19 outbreak have extraordinarily increased the number of Internet users and infiltration rate of the Internet. As a habit is often characteristically irreversible, this change will further promote the development of Internet industry. In the long run, these innovations and applications, though exploded in a short time, are not likely to fade away as the epidemic eases and people resume their work. Instead, there will be more energies and possibilities for development, with the advancement of new infrastructures represented by Cloud, AI and 5G. The whole industry is moving toward a technology-driven era from flow-driven era. For different enterprises, it certainly has different meanings.

Obviously, as the key builders for the “new infrastructure”, leading technology companies like Baidu, Alibaba and Tencent are also the biggest beneficiaries, who also lead the new economy. On one hand, these cutting-edge companies hold the key tech-

nologies, products and platforms of new infrastructures; on the other hand, they are the main users of new infrastructures, knowing better the demands of new infrastructures, so they can closely combine the demands with corresponding application scenes, and improve the capacity of new infrastructures in an iterative manner. This will further expand application scenes and coverage, thus enabling them to lead the new economy. It is predictable that we are about to embrace a life featured by digitalization, as in the future, smart manufacturing, IOT, autonomous vehicles, AI and smart health will surely generate demands for cloud consumption, cloud working and meeting, and online entertainment. By taking advantages of the new drivers brought by the “new infrastructure”, these leading technology companies will usher in a new round of development opportunities for meeting people’s needs in digital life.

“New infrastructure” will bring in endless opportunities. It will greatly lower the bar and difficulties for innovation and business startup with new technologies and new models. Just in a short time, there will be vast opportunities for innovation and employment stimulated. The “new infrastructure” involves the development of application scenes of a very important soft platform. The new commercial activities such as e-commerce platform, mobile payment, online product selling and express logistics that benefited from the Internet infrastructure have formed a soft platform that inseparably goes together with hard facilities to underpin the development of the new economy, turning into an indispensable part of the new infrastructure. For medium-and-small technology companies, they can provide ancillary facilities when the new infrastructure needs basic components or basic infrastructures, and they can even be members of the “new infrastructure”. In addition, hard facilities and soft platforms can help to reduce business costs, and expand application scenes and market space. They will create a broad space for SMEs to innovate and start businesses.

For the traditional manufacturing, the “new infrastructure” appears both as a challenge and precious opportunity for development. It will help to speed up digital transformation. Big data, AI, industrial Internet are key driving forces for upgrading manufacturing technology and developing new business. Their applications and development have provided more room for the revolution of application scene in traditional manufacturing. With the help of the new infrastructure, manufacturing enterprises can draw on the power of technology bestowed by digital era, and fully release the value of connecting, combining and sharing of industry Internet, promoting the transformation of industries to conform to the pace of development in the new era while promoting the transformation of enterprises. By connecting, decoupling and reconstructing all industrial factors, the whole value chains and industrial chains, manufacturing companies can realize an optimization of enterprise costs, quality and benefits and the cultivation of new technologies, new products and new business models to improve refined operation and management. In this way, they are able to set a long-term layout to be incorporated in the digital economy and the real economy, making technological innovation and industrial upgrading reinforce each other.

THE “NEW INFRASTRUCTURE” SHOULD AVOID THE ROAD OF “TRADITIONAL INFRASTRUCTURE”

The “new infrastructure” is generally a new thing, so there are still lots of weaknesses and difficulties facing us in the process of developing it.

Regarding the international comparison in the field of “new infrastructure”, China ranks top in the Internet construction, including broadband infrastructure and 5G. But we are still dwarfed by developed countries and have a long way to go in data center construction, AI talent pool and open source community. For example, with the initial establishment of AI industry chain, weakness is manifested in the base of basic algorithms and open-source framework; as a paving stone for the transformation of traditional manufacturing industry, intelligent equipment and high-end industrial software required in the construction of industrial Internet platform, however, are imported from foreign countries. Besides, bottlenecks in technological innovation are gradually begin to reveal themselves, such as lack of originality in major technology, and R & D being isolated from the market. At present, China hardly possesses any major original mobile Internet technology, and most core components and operating procedures of mobile phones and computer terminals rely on foreign countries. In the field of mobile Internet, there has always been a tendency of emphasizing application technology and ignoring basic science, which leads to the lack of momentum for technological innovation.

For the investment in the “new infrastructures”, strength must be concentrated and gathered nationwide to break through the bottlenecks of key technology. Only by laying a solid foundation can the new infrastructure better unleash its innovative dividend to beef up the new commercial activities, new industry and new service; only when breakthroughs are made in cutting-edge technology fields,

such as core chip and core basic software, can the new infrastructure maintain sustainable and steady development. This is the only way to retain the first mover advantage of digital economy and move toward the high end of industrial chain.

While planning, building and applying the “new infrastructure”, we should not loosen our efforts in tackling key problems of the research on core technologies, such as software and hardware, underlying platform. We should encourage enterprises and research institutes to intensify their efforts in basic research with our policies, putting emphasis on fostering high growth potential enterprises with abilities of creating and changing the world scene. By means of joint innovation and building synergy with external resources, we should help enterprises expedite their technological and model innovation, so they can accelerate speed to break through the underlying basic technology and core technology of the new infrastructures. It is important to take value reconstruction as a principle, and stick to advancing technological support and business implementation in parallel, trying to realize a two-way iteration between technology and business. We should persevere in the cause of pooling and cultivating talents for the new infrastructure, helping to gather the world’s innovative talents, in an attempt to deliver a Depressions Effect of talent aggregation. With interactions established between talents and industries, China will eventually lift its international competitiveness of high-end manufacturing.

Developing the “new infrastructures” calls for an emphasis on innovation of investment and financing mechanism to further motivate private investment. To plan for the “new infrastructure”, we must respect economic laws, and abide by the principle of market-oriented and government-guidance development, encouraging different players to use the market mechanism to flexibly carry out various forms of cooperation, to explore the integration of teams, products and cultures, and to make innovative explorations in operating mechanisms, so as to create a favorable environment for the development of “new infrastructure”. In the process of development, “new infrastructure” should not follow the path of “old infrastructure”. We should avoid rushing ahead in a rush and take into account market demand and local development realities. At the same time, we should proceed step by step in light of our financial resources and debt bearing conditions to avoid the formation of new risks of local government debt.

The popularity of the internet leads us to an E-commerce era dominated by Taobao and JD, the mobile internet brings in an era of social and sharing economy led by Wechat and Didi, and 4G introduces us to a time of wireless broadband application. As the “new infrastructure” is gradually coming into reality, its network effect will increase exponentially and produce immeasurable new commercial activities with high growth potential. An all-round Internet economy is coming to us in full speed.

情感同化 + 目标引领

—创始 CEO 包容如何化解 创业团队“争权夺利”

编者按：由于创业团队具有异质性和多元性突出、成员主人翁意识强等特点，使其天然更易爆发团队冲突。正所谓“共患难，共富贵”，因创业团队成员“内讧”而导致的声誉受损、分道扬镳甚至创业失败的案例古今皆有之。我国传统文化历来提倡领导者应具备“海纳百川，有容乃大”、“宰相肚里能撑船”等包容特质，那么创始 CEO 的包容是否有助于化解创业团队的“争权夺利”、实现多元化团队管理的有效性呢？同济大学魏峰教授及其团队成员将在本文中为我们提供答案。

在团队创业已然成为创业主流形式的今天，创业团队成员之间固然有同心同德、守望相助的佳话，却也不乏矛盾冲突、争权夺利的争斗戏码。传奇人物乔布斯曾因与合伙人马库拉的冲突被苹果公司解除职务，当当网

创始人李国庆、俞渝夫妇由离婚诉讼引发的夺权大戏更是成为 2020 年媒体竞相关注报道之焦点。虽然当当法务部发布消息称二人离婚诉讼不影响当当网的运营与治理结构，但相关事件还是难免会引发人们对于创始 CEO 应如何应对创业团队地位冲突以保证企业声誉及企业绩效的思考。

我国传统文化历来提倡领导者应具备“海纳百川，有容乃大”、“宰相肚里能撑船”等包容特质，但包容更多被看作是一种个人修养，领导包容与团队冲突、组织效率之间的关系一直不够明确。本文从组织内部人际之间情感与目标的协同性入手，探索 CEO 包容如何化解创业团队地位冲突，从而实现多元化团队管理的有效性。



魏峰
同济大学经济与管理学院教授、
博士生导师

地位冲突—创业团队的天然属性

冲突管理是所有团队都难以避免的议题，常见的团队和组织冲突有任务冲突、关系冲突、地位冲突等。其中，地位冲突可能是创业团队内部更具典型性的冲突类型。中国作为高权力距离社会，与西方主张平等的社会相比，地位、等级在中国等东方国家中显得尤为重要。为了追求权力和地位带来的实际意义和象征意义，地位冲突在中国情境下的创业团队中表现得更加突出。

地位冲突 (status conflict) 指个体为了维持、提高自身在组织中的相对位置而引发的冲突。在组织中，较高地位代表着更大的影响力、更多的资源以及更多来自下属的服从和尊重，也意味着掌握了组织更多的话语权和控制权。



地位冲突之所以在创业团队中更加常见，不仅受社会环境与文化的影响，更是由创业团队的特征决定的：

(1) 创业团队成员具有较高的相互依存性和利益的一致性。

由于自身利益与企业利益休戚相关，创业团队成员一般都有极强的主人翁意识，都希望扩大自己在团队以及企业中的地位 and 影响力，树立更高威信，掌握更多的话语权和控制权，这无形中增加了团队中地位冲突发生的可能性。

(2) 创业团队异质性和多元性 (diversity) 突出。

创业团队成员一般各自拥有特定的资源，在知识、技能等方面也各有特长，同时创业者们又大多都是能力、胆识相对出众的人，具备较强的个性、自信心与自我认同，彼此之间“各不相服”，容易以己之长比人之短，对于团队中自己和他人的地位变化也比一般团队成员更加敏感，这也容易激发地位冲突。

(3) 创业团队成员的职权地位多在企业创立之初就已确定。

不同于一般高管团队与工作团队，创业团队成员的职权地位多是在企业创立之初，根据其入股企业的资金多少或个人能力、特长以及所拥有资源的多寡来确定的。随着企业发展与外部环境变化，企业需要面对和解决的问题越来越多，最初的职权划分的合理性可能会面临来自内部的质疑和挑战，从创业团队内部产生重新划分职权地位的诉求，进而导致团队地位冲突。

研究发现，地位冲突会造成团队内部成员彼此提防、相互竞争，阻碍团队内部的信息交流共享、降低团队的信任感与凝聚力、增加团队内耗。而且地位冲突是一种零和博弈，一方地位的提升意味着另一方地位的下降，冲突双方会在团队或企业中寻求与其他成员的结盟，使得冲突的影响范围进一步扩大。当这种争夺行为发生在多元性本就很高的创业团队中时，可能因为团队成员彼此在性格、处事风格等方面的差异而增加冲突的剧烈程度，进一步引发或加剧团队任务冲突和关系冲突，导致组织效能下降、组织声誉受损进而对组织绩效造成不利影响。

CEO 包容——创业团队地位冲突的减压阀

团队成员在组织中的地位如何与组织领导 (尤其是 CEO) 有极大关系, 且创业团队地位冲突与其多元性密切相关, 这也使得多元化管理成为创业团队 CEO 的首要任务。多元化管理意味着 CEO 既要维持创业团队多元性带来的集思广益和生机活力, 又要调和其可能引发的矛盾冲突给企业带来的伤害。这样的情形下, 领导包容引起了关注并逐渐成为多元化管理的焦点。

包容的思想最初主要被运用在教育领域, 提倡学校应当公平地对待社会地位、种族、性别等方面存在差异的学习者。2006 年 Nembhard 和 Edmondson 在研究中提出“包容型领导”(inclusive leadership) 的概念, 由此, 对领导包容的研究正式进入了组织管理领域。

CEO 包容主要体现在鼓励多元化个体参与组织活动、完成组织任务并全力做出贡献的程度, 强调双向关系, 强调利益相关者参与治理和管理, 是一种平等的集体领导过程。包容意味着平等、公正和参与, 有助于组织成员获得平等的决策机会和权力地位, 积极地投入到工作中去。在多元文化共存的组织中, 包容型领导关注和满足不同下属的需求、倾听下属的观点、认可下属的贡献, 能激发下属潜能与活力, 最终实现组织绩效持续增长。实证研究发现, 领导包容对员工的工作满意度、组织承诺、工作绩效等有显著正向影响。

那么, CEO 包容如何化解创业团队地位冲突呢?

(1) 包容能削弱团队成员的认同危机。

以往研究发现, 认同危机 (identity threat) 是个体参与到资源争夺的原因之

一, 即人们之所以挑战他人的地位, 除了想占有资源, 还有一个重要原因是为了确认和强调自己在组织中的重要性。用流行而通俗的话说, 就是人们都需要证明自己, 需要“刷存在感”。而包容型 CEO 尊重下属的多样性, 让利益相关者参与组织管理, 创业团队成员即使没有获得正式地位也能获得话语权, 这就降低了他们因为产生“认同危机”而引发团队地位冲突的可能性。

(2) 包容能够营造良好的组织氛围。

根据以往研究, 地位冲突由对资源的争夺而引发, 但是也受个体特质和团队人际关系影响。地位冲突较少发生在团队成员比较和谐、融洽、友好的氛围中。包容型领导通过与团队成员和下属之间建立一种尊重、认可、回应与责任的关系, 营造了宽容、开放、公正、平等的组织氛围, 团队成员心情愉悦、幸福感较高, 这也会降低组织成员挑战他人地位的可能性。

(3) 包容能增强团队成员的心理安全感。

人们对地位的争夺不仅出于提升自己地位的需要, 更出于对他人上位可能给自己带来消极影响的担心, 即他人的地位变化可能会削弱人们的心理安全感。研究发现, 领导者的包容性与下属的心理安全认知正相关。包容型领导会使下属感知到领导是可信赖的, 即使处于地位较低一方, 也不会因此而遭受打压, 他们对不同意见即使不采纳, 态度也是包容的。这能够消除团队成员和员工在工作场所中的心理压力, 降低他们对于自己身份地位的保护意识和防御机制, 进而弱化团队成员与其他人关于职位、权力等的竞争意识。



目标一致性
—创业团队地位冲突的调节器

CEO 包容主要通过对团队成员多元化的包容和尊重, 使团队成员减少认同危机、获得心理安全感等积极情感体验来减少创业团队地位冲突, 其作用机制更偏向情感层面; 而高度一致的目标, 则是团队成员自觉意识到自我与企业目标和利益的高度一致性, 是比情感因素更为直接和有效的地位冲突抑制和调节因素。

目标一致性 (goal congruence) 是指企业整体目标在多大程度上得到企业成员的认同, 也可看作是企业目标与企业成员个体目标之间的一致性程度。根据冲突管理理论, 团队冲突并非不可调和, 但团队成员对待冲突的方式非常重要。团队成员在冲突中是采取合作策略还是竞争策略, 取决于他们对于自身目标与冲突对方目标一致性程度的判断, 这一判断将影响到他们对冲突的认知以及他们在冲突发生时所采取的具体行为。

创业团队内部目标一致性越高, 意味着创业团队的整体和根本利益越一致。此时创业团队成员之间即使出现对职权地位以及各种资源的争夺, 主要也都是为了能以自己的方式去影响组织、实现组织目标, 团队成员并不会完全将团队和企业利益抛诸脑后。目标和利益的一致性会促使团队成员在地位冲突发生时更多采取积极而非消极的行为和措施, 避免使冲突激化以至于影响企业声誉和效益, 于是地位冲突对企业的负向影响就得到了一定的调和。这些由目标一致性所引发的团队冲突处理过程中的积极互动, 可视为“合作型冲突处理方式”。

反之, 如果创业团队成员目标已然分崩离析, 那么团队成员对冲突的态度可能截然不同, 他们不再认为企业利益代表自己的利益, 甚至可能在争夺资源时怀有一种正义感, 认为自己是在拨乱反正, 让企业重回正道。一旦出现这种情况, 企业利益有可能会被视作权力斗争中必要的牺牲。在这样的主导态度下, 冲突双方的谅解、合作可能完全被竞争取代。与“合作型冲突处理方式”相对应, 由冲突双方所感知到的目标排斥所引发的团队冲突处理过程称为“竞争型冲突处理方式”。

显而易见, 相比竞争, 目标一致性引领下的合作更有利于创业团队化解冲突, 保证组织有效运转。

给创业 CEO 的建议

包容型 CEO 作为多元化管理的典型代表, 尊重下属差异, 关注和强调追随者在互动关系中的重要作用, 通过情感方面的支持促进团队成员和下属的组织认同, 在多样性特征突出的创业团队中具有管理优势。与此同时, 创业团队内部目标一致性能显著降低地位冲突对企业造成的负面影响。根据以上结论, 对创始 CEO 提出以下建议:

(1) 创业企业 CEO 应尊重团队和组织差异, 着力提升自己的包容能力。

包容或许有与生俱来的特质成分, 但在管理实践中包容是一种需要锻炼与培养的能力, 尤其在多元化突出的创业团队和创业企业中。具体而言, CEO 应当: ① 意识到多样性才是企业创新之源泉, 尊重、包容创业团队成员的多样性, 尊重创业团队成员在性格、能力、处事风格等方面的差异; ② 营造公平、公正的

良好人际氛围, 让团队成员在组织中获得心理安全感和认同感; ③ 鼓励团队成员积极参与组织决策, 避免团队成员出现“存在感”减弱或丧失; ④ 对下属的贡献要从言行上予以肯定、赞赏。只有让团队成员获得来自领导的情感性支持, 感觉被组织所重视, 才有利于他们产生回报组织的责任意识。

(2) CEO 要正视并科学管理创业团队和企业中的地位冲突, 情感凝聚与目标引领缺一不可。

许多领导者对于团队中的冲突可能会持一种“避之唯恐不及”的态度, 对于“争权夺利”的地位冲突则更加排斥。地位冲突的确会对企业造成不利影响, 但创业团队和企业中地位冲突在所难免, 且冲突并非不可调和。CEO 应正视创业团队地位冲突, 除了以包容、尊重团队差异, 营造良好组织氛围, 通过情感凝聚降低冲突发生几率之外, 还应当关注团队乃至整个企业的目标一致性程度, 强化共同目标对于团队和企业的引领, 以目标认同促进员工的组织认同, 缓和地位冲突, 提高团队和组织效率。



WEI Feng
Professor of Tongji SEM, Doctoral Supervisor

Emotion + Goal Assimilation Orientation

How the Inclusiveness of the Founding CEO Resolve the "Power Struggle" Among the Founding Team Members

To start a new business with a team has become the main form of building startups. It is expected that members of the founding team should have the same goal and uphold the same kind of ethical principles, and they should look after each other and render help when needed. However, we also witnessed many dramas of internal conflicts and power struggles. The legendary Steve Jobs was once fired by Apple due to his conflict with partner Mark Kula. The power struggle triggered by the divorce of LI Guoqing and Yu Yu, co-founders of Dangdang.com, became the headlines of mainstream media in 2020. The legal department of Dangdang.com issued an official notice stating that the divorce will not affect the operation and management structure of the company, yet such an event will inevitably induce people to think about how the founding CEO should handle the fight for a dominant position in the founding team to ensure the integrity of the company's reputation and performance.

Conventional Chinese wisdom teaches us that a leader should have an inclusive mindset that is similar to "the ocean taking in hundreds of rivers to achieve its greatness" or "the prime minister's broad-mindedness allows a boat to sail in his belly". The inclusiveness is usually regarded as personal merit, while the relationship between the inclusiveness of a leader and team conflict or team efficiency has never been closely tied together. This article examines how the inclusiveness of the founding CEO could resolve the conflict among the founding team members. The research starts with analyzing the interpersonal emotions within an organization and team goals coordination, and ends with suggestions for achieving effective management of a diverse team.



STATUS CONFLICT – Inherent Problem with Startup Teams

Conflict management is unavoidable for all teams. The common forms of conflict are task conflict, relationship conflict, and status conflict among which status conflict is probably the most typical type of conflicts inherent in any startup team. Chinese society embraced a social status structure that accepts a huge distance between different levels of social stance. In contrast to Western society's emphasis on social equality, Oriental societies such as China attaches greater importance to social stance and ranking. To grab the real and symbolic meaning that accompanied social stance, status conflict is more prominent in Chinese startup teams.

Status conflict is defined as the conflicts derived from individuals' struggle to maintain or raise their relative position within an organization. In a defined organization, higher rank means more influence, more resources, and more obedience and respect from subordinates, and it indicates more discourse power and control.

Status conflict is common among startup teams. The conflict is induced by social environment and cultural atmosphere, but it is more likely to be incubated by the team's inherent characteristics:

(1) Members of the startup team has a high dependency on each other, and they share the same interest.

Founding members' personal interests are closely tied up with that of the startup, which induces a strong sense of ownership within each member's mind. Every founding member wishes to expand his/her clout in the team and then in the whole company. They expect to build up higher respect, garner more discourse power and control. Such expectations implicitly increased the potential of status conflict.

(2) Startup teams show strong characteristics of heterogeneity and diversity.

Members of the startup team usually have unique resources. They each possess knowledge and skills that are better than other members. At the same time, the startup members are usually people with strong capabilities and great courage, and they are equipped with a strong personality, self-confidence, and ego. Members of the team may be "intolerant to others", and prone to compare one's advantage with the other's shortcomings. They are sensitive to the change of status of themselves and the others, and therefore more prone to induce conflict.

(3) Position, power, and status of the founding members are usually fixed at the very beginning.

Unlike regular senior management teams and working teams, the position, power, and status of the founding team members are usually fixed at the founding of the company. It is based on how much monetary investment, or how much personal contribution one can make to the startup. With the growth of the company and the change of the external environment, the company may face more questions and need more solutions, and there will be questioning or challenge to the original designation of power and position. There could be a requirement of redistribution of positions and power arising from the startup team, and this could further lead to status conflict.

Research shows that status conflict could lead the members to take a defensive and competitive position against each other; it could result in low-efficiency internal communication and sharing, low trust and

cohesion amongst the team, and internal friction. Status conflict is a zero-sum game; one party's status rise will inevitably lead to the fall of another party. The two parties involved in a conflict will seek an alliance with other members within the team or the company; potentially extend the scope of the conflict. When such a fight broke out in a high diversity team, the fierceness of the conflict could be further exacerbated by the difference between the team members' personalities and ways of doing things. It could lead to task conflict and relationship conflict within a team, causing the downgrade of business capability, reputation damage, and negative impact on overall organizational performance.

THE INCLUSIVENESS OF THE CEO – the Pressure Release Valve for Status Conflict

The status of team members is largely determined by the leader of the team (especially the CEO), and status conflict within the startup team is closely related to the diversity of team members. Diversity management has become a priority for the CEO of the startup team. Diversity management dictates that the CEO must retain the brainstorming and liveliness of a diverse group of people, and reduce impact from any potential conflict. Under such circumstances, the inclusiveness of the leader has become the focal point for diversity management.

Inclusive thinking was first introduced in the field of education. It was advocated that people of different social status, race, and gender should be given fair treatment in an educational environment. Nemhard and Edmondson first raised the idea of “inclusive leadership” in their 2006 research, officially making inclusive leadership a theme for organizational management research.

The inclusiveness of the CEO is gauged against how much a CEO can encourage diverse individuals to participate in a team effort, to complete team tasks, and to do their best to contribute. The inclusiveness of the CEO also emphasizes bilateral relations, emphasizes the involvement of all interested parties in the governing and management of the organization. It is considered collective leadership progress with equality at its center. Inclusiveness means equality, fairness, and participation, it helps the members of an organization to gain fair chances at decision-making and to reach a certain level of status, and it encourages people to devote to their work. In an organization where diverse cultures co-exist, the inclusive leaders attend to the needs from different subordinates, listen to the views of the subordinates, acknowledge the contributions of the subordinates, enable the subordinates to realize their full potential, and eventually driving the continued growth of the whole organization. Empirical studies have found that the inclusiveness of the leaders generates a positive effect on the satisfactory levels, organizational commitment, and work performance of the staff.



Then, how could the inclusiveness of the CEO resolve status conflict within the startup team?

(1) Inclusiveness can weaken team members' perception of identity threat.

Previous research has identified identity threat being one of the important driving forces for individuals to take part in the fight for resources. People challenge the status of the others in an attempt to occupy more resources and to reconfirm their own importance within the organization. In more colloquial terms, everyone needs to prove himself/herself, to “refresh the idea of their own existence”. An inclusive CEO respects the diversity of his/her team, by allowing interested parties to involve themselves in organizational management, members of the founding team may acquire discourse power without official designation, and therefore reducing the possibility of status conflict derived from “identity threat”.

(2) Inclusiveness can create a good atmosphere for the organization.

According to previous research, a fight for resources triggered status conflict, but individual features and the team's interpersonal relationship can also influence it. A harmonious, collaborative, and friendly atmosphere is less likely to see an outburst of status conflict. The inclusive leader can create an inclusive, open, just, and fair work environment by forming mutually respectful, acknowledging, responsive, and answerable relationships with his/her staff. Members of the team may feel happier in such an atmosphere, and it is less likely that they will challenge the status of the others.

(3) Inclusiveness can strengthen team members' mental security.

People fight for status out of the need to elevate their own position, but also out of the concern that the rise of the others may pose a negative impact on themselves, that is to say, the change of other people's status may weaken people's sense of mental security. Previous research revealed that the inclusiveness of the leader is positively linked to the staff's mental security. An inclusive leader makes his staff believe in his trustworthiness, the staff believes that he/she will not be suppressed even when they are on the lower end of the relationship. They may hear different opinions even if they decide not to act upon them. Such inclusive behavior weakens the mental stress of team members or staff in a working environment, reduces the protective or defensive positions they may adopt, and further lower the competitive mindset for more power or higher status.

GOAL CONGRUENCE

– the Moderator for Status Conflict of the Startup Team

The inclusiveness of the CEO functions through inclusion and respect for diverse group members. It reduces identity threat while maintains mental security to make status conflict subside through a positive emotional experience, and its functions are more restrained on an emotional level. Goal congruence, on the other hand, is to make members of the team realize that their personal goal is highly consistent with that of the company. It is a more direct and effective inhibitor and moderator for status conflict than the emotion factor.

Goal congruence means the degree by which the members of a company acknowledge the overall goals of the company or the degree of consistency between the company's goal and the individual's goal. According to conflict management theory, team conflict can be moderated, but the way team members adopt to tackle the conflict is crucial. During a conflict scenario, the team members will gauge if their goal is aligned with that of the opponent, the answer to this question will determine whether to cooperate or to compete with the other side, and it will determine their perception of the nature of the conflict and the specific actions they will take.

A higher degree of goal congruence within a startup team means the overall and essential interests among the individuals are aligned. Under such circumstance, the fight for status and various resources within a team is meant to exert more personal influence on the organization, or to have more contribution in achieving the organizational goal, and it means members of the team would not discard the interests of the team and of the company. Goal congruence and interest alignment push team members to take positive actions to avoid intensifying the conflict, as an attempt to avoid negative impact on reputation and performance. As such, the negative impact of status conflict will be restrained to a low level. The proactive responses to team conflict management driven by goal congruence are termed “the cooperative conflict management approach”.

In contrast, if the goal of team members has already broken apart, then it is most likely the team members will assume a completely different attitude toward conflict. They don't believe the company's interest will reflect their personal interests, and even assume a righteous stance when taking over resources for themselves because they think they are rectifying a derailed company, and what they do can put the company back into the right track. Once such a situation becomes reality, the company's interests will surely be forfeited during the fight for power. Guided by such attitude, mutual understanding and cooperation will be replaced by competition. In contrast to the “cooperative conflict management approach”, the process of team conflict management caused by a recognition of mutual rejection is called the “competitive conflict management approach”.

It is obvious that cooperation driven by goal congruence is better than the competition in resolving team conflict and in achieving effective organization operation.

SUGGESTIONS TO THE FOUNDING CEO

As a typical representative of diversified management, inclusive CEO respects the differences of subordinates, pays attention to and emphasizes the important role of followers in interactive relationships, promotes the organizational identity of team members and subordinates through emotional support, and has management advantages in startup teams with prominent diversity. At the same time, goal congruence within the startup team significantly reduces the negative impact of status conflict on the company. Based on the above conclusions, the following suggestions are put forward for the founding CEO:

(1) The founding CEO must respect the different characteristics of the team and the organization and must raise their level of inclusiveness.

Inclusiveness may be an inherent personality, but inclusiveness is a kind of ability that needs to be exercised and cultivated in management practice, especially in diversified startup teams and start-up enterprises. Specifically, the CEO should: ① realize that diversity is the source of innovation, respect and tolerate the diversity of team members, respect the differences of team members in character, ability, and style, etc.; ② create a fair and just interpersonal atmosphere, so that team members can gain a sense of mental security and identity recognition. ③ encourage team members to actively participate in organizational decision-making to avoid the weakening or loss of “sense of existence” of team members, and ④ affirm and appreciate the contribution of the subordinates in terms of words and deeds. Only by letting team members get emotional support from leaders and feel valued by the organization will it be helpful for them to have a sense of responsibility to contrib-

ute to the organization.

(2) The CEO must acknowledge the existence of status conflict within the team and the company and adopt scientific approaches to deal with the conflict. Emotion cohesion and goal congruence are both necessary.

Many leaders may assume an attitude of “avoiding it like a plague” to the conflicts in the team, while they are even more repulsive to the status conflicts of “striving for power and profit”. Status conflict does have a negative impact on the company, but the status conflict within the startup team and the company is inevitable, and the conflict is not irreconcilable. The CEO should face the status conflict of the startup team squarely. In addition to tolerating and respecting team differences, creating a good organizational atmosphere, and reducing the probability of conflict through emotion cohesion, the CEO should also pay attention to the degree of goal congruence of the team and the whole company, strengthen the guidance of common goals to the team and the company, promote employees' organizational identity recognition with goal congruence, ease status conflicts, thus to improve the efficiency of the team and organization.

Note: This article was adapted from An Analysis of the Relationship between the Inclusiveness of the Founding CEO and the Performance of a Startup Company in an Interpersonal Coordination Perspective by WEI Feng, CAO Xing, and BEI Yulian. The original article was published on the second issue of 2020 in the Industrial Engineering and Management journal.



Business Masters | 2021



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TONGJI SEM

同济经管全球供应链 首次参评荣膺

供应链管理硕士项目 QS 全球前50强

Tongji M.Sc. TriContinent Global Supply Chain Management
Ranked 41st in QS 2021



同济经管师生参与编制的行业标准 《民用机场工程建设与运营筹备 总进度综合管控指南》 发布

大兴机场投运一周年 同济经管助力民航发展

9月25日，北京大兴国际机场迎来投运一周年。在学校领导的关心和支持下，由同济经管师生参与编制的行业标准《民用机场工程建设与运营筹备总进度综合管控指南》，作为在大兴机场建设及运营工作中取得的重要成果于当日隆重发布！该成果对于推动民用机场建设运营一体化进程、进一步规范和引导机场工程总进度综合管控活动、保障机场工程总进度目标的顺利实现具有重要意义。这也是同济经管师生继成功完成北京大兴国际机场总进度综合管控工作之后的又一重大成果！

北京大兴国际机场是践行新发展理念的典范性工程、“四个工程”的标志工程、“四型机场”的引领性工程以及新时代重大项目的示范性工程。为贯彻落实习近平总书记关于民航工作的系列重要指示精神，全力打造“精品工程、样板工程、平安工程、廉洁工程”，建设“平安机场、绿色机场、智慧机场、人文机场”，按照《新时代民航强国建设行动纲要》《中国民航四型机场建设行动纲要（2020-2035年）》的相关要求，提升我国机场工程建设领域治理体系和治理

能力现代化，促进民用机场事业高质量发展，民航局组织同济大学编写了行业标准《民用机场工程建设与运营筹备总进度综合管控指南》（以下简称《指南》）。

《指南》由民航局副局长董志毅担任主编，民航局机场司司长刘春晨与同济大学经济与管理学院陈建国教授共同担任副主编，参编人员包括同济大学经济与管理学院乐云、唐可为、施骞、胡文发等多位老师和博士、硕士研究生，于2020年8月11日完成初审，9月2日完成终审，9月4日完成总校。

同济大学编制组在前期北京大兴国际机场建设及运营筹备工作中系统运用总进度综合管控方法的实践基础上，经过深入调查研究，充分借鉴国内外工程项目进度管理理论和方法，以及相关标准、指引、导则、指南等的编制和应用经验，完成了《指南》的编写工作。

《指南》共分9章和3个附录，包括总则，术语和定义，总进度综合管控概念，总进度综合管控组织架构、职责和管控流程，总进度目标论证，总进度计划编制，总进度计划执行过程综合管控，总进度综合管控机制，总进度综合



管控平台，机场工程建设总进度计划清单示例，机场运营筹备总进度计划清单示例，总进度综合管控信息平台的功能和需求分析。

同济经管历来以扎根中国大地、用创新性的理念和方法培养高质量优秀人才为使命，坚持落实立德树人，通过充分发挥骨干教师的“传帮带”作用，协助优秀青年教师逐渐成长为行业中坚力量，培养有责任、有担当的新时代人才，为国家和社会输送了诸多业界精英，充分践行了同济人“与祖国同行、以科教济世”的抱负与理想。

Tongji SEM Released A Guide for Comprehensive Management and Control of the General Progress of Civil Airport Construction and Operation Preparation



Beijing Daxing International Airport celebrated its first anniversary on September 25th 2020. A Guide to the Comprehensive Control of General Schedule and Progress for Airport Construction and Operational Preparation (hereinafter referred to as the Guide), which was compiled by faculty and students from Tongji SEM, was official published as an important achievement in the construction and operation of Daxing Airport. Such an achievement is of great significance in promoting the integration process of civil airport construction and operation. It further enhances the regulation and guidance of comprehensive

control of general schedule and progress for airport project, and ensures a smooth realization of the target. This is a further major achievement of SEM faculty and students after the successful completion of the comprehensive control of general schedule and progress of Beijing Daxing International Airport.

Beijing Daxing International Airport is a model to implement new development concepts, a landmark that features “quality construction, pilot engineering, safe operation and clean administration”, a leading case of a “safe, green, smart and human-oriented”

airport, and a demonstration of a major project in the new era. To implement the series of important instructions on civil aviation work put forward by President XI Jinping, and to promote the modernization of governance system and governance capacity in the field of Chinese airport construction and the high quality development of civil airports under the relevant requirements of the Action Plan for Building a Strong Civil Aviation Country in the New Era and the Action Plan for Building Safe, Green, Smart and Human-Oriented Airport for China Civil Aviation (2020-2035), the Civil Aviation Administration of China invited Tongji University to participate in the compilation of this industrial standardization guide.

DONG Zhiyi, Deputy Director of the Civil Aviation Administration, is the editor-in-chief. LIU Chunchen, Director of the Airport Department of Civil Aviation Administration, and CHEN Jianguo, Professor of Tongji SEM, are the associate editors. The editors also include many other faculty members, such as LE Yun, TANG Kewei, SHI Qian, HU Wenfa, etc., as well as doctoral and postgraduate students from Tongji SEM.

2020 浦江创新论坛 —区域（城市）论坛 在上海举行

由同济大学经济与管理学院、中国科技管理研究院承办、以“智慧、协同、共享，合力打造创新型城市群”为主题的2020浦江创新论坛-区域（城市）论坛，10月23日上午在上海东郊宾馆举行。论坛由同济大学中国科技管理研究院常务副院长霍佳震教授主持，同济大学副校长、中国工程院院士吴志强教授出席，来自海内外有关专家学者、城市管理与规划部门的专业人士、有关高校、科研院所、企业、政府管理部门及同济大学师生近120人参加了论坛。

本次专题论坛重点围绕扎实推动长三角加快实现更高质量一体化发展，积极探索进一步整合创新资源、协同创新、优化创新格局，推动形成创新型城市群，促进区域创新与“一带一路”倡议的实施。

上海市发展和改革委员会副主任、长三角区域合作办公室常务副主任阮青，同济大学副校长吴志强院士，意大利经济发展部前副部长、经济学家 Michele Geraci，陕西省西安市副市长马鲜萍，云南省科技厅厅长董保同，欧洲工商管理学院（INSEAD）全球指数执行总监 Bruno Lanvin，联合国人居署知识与创新局高级经济学家、区域间顾问 Marco Kamiya 分别作主题报告。



阮青 副主任
上海市发展和改革委员会

阮青副主任指出，长三角一体化国家战略实施中的科技创新、产业创新具有独特优势，长三角制造业发达、产业链相对集中、供应链相对完备。在数字经济时代，长三角要抢抓数字经济新赛道，发挥企业优势，领跑5G时代。



吴志强
同济大学副校长

吴志强副校长提出了一个新颖的看法：城市科技创新力是体现城市竞争力的首要条件，具有创新力的城市及区域首先都具有较高环境质量。长三角在原有基础设施一体化的基础上提出科创的一体化，将有效解决创新基层缺少创新协同机制等问题。



Michele Geraci
意大利经济发展部前部长、经济学家

Michele Geraci 先生就中国和欧洲的合作谈了一些看法：第四次技术革命，之所以和之前不太一样，主要体现在三个方面，一是发展速度非常快，二是新技术主要来自中国和亚洲与之前主要来源于英国、美国这类的西方国家不太一样，三是中国在技术发展以及很多方面都占有领先地位。此外，对中国和意大利以及欧洲城市的深层次合作，他也提出了相关期许。



马鲜萍
陕西省西安市副市长

马鲜萍副市长介绍，西安正在打造“全球硬科技之都”，着力推动以下四个方面：一是支持硬科技研发，激发科研人员创新活力；二是畅通硬科技转化，提升技术转移市场化服务，鼓励科技成果转化；三是培育硬科技企业；四是做强硬科技产业。她对以西安为中心的关中平原城市群和长三角兄弟城市的资源共享、合作共赢提出三点建议：促进科技协同创新、密切产业联动发展、积极开展对外合作。



董保同
云南省科技厅厅长

董保同厅长分享了云南科技创新工作的实践，他谈到，科技为云南脱贫工作发挥了非常重要的作用；在科技政策方面，云南因地制宜出台了很多政策，大力推广先进技术和应用，使云南产业发展在“十三五”期间上了一个大台阶。



Bruno Lanvin
欧洲工商管理学院（INSEAD）全球指数执行总监

欧洲工商管理学院（INSEAD）全球指数执行总监 Bruno Lanvin 教授，通过视频录播的方式，就21世纪的创新我学到什么、21世纪的城市将会去向哪里、新冠疫情改变了什么、什么是新型全球化以及城市如何领导这种全球化等问题发表了自己的见解。



Marco Kamiya
联合国人居署知识与创新局高级经济学家区域间顾问

联合国人居署知识与创新局高级经济学家、区域间顾问 Marco Kamiya 先生，通过视频录播方式，展示了现阶段大多数城市遇到的相关挑战：无规划的城市化、非正规性的建筑、物品和人员的流动性问题、人力资本问题、基本需求融资问题。他提出，城市挑战可以通过企业家精神和城市创新的途径加以解决。



同济经管管理学硕士 FT 排名 跻身全球第 31 连续五年稳居 全球 50 强

9月28日，英国《金融时报》（Financial Times，简称FT）发布2020年全球管理硕士百强榜单，同济大学经济与管理学院管理学硕士项目（Master in Management，简称MiM）连续五年稳居全球前50强，跻身全球第31位，位列全国第2。



毕业生薪酬增长
全球第 3



职业发展服务排名
全球第 6



毕业后三个月内
就业率 100%



项目总体满意度
全球第 15

质量提升 指标领先

FT MiM排名以其严苛的参评标准、独立客观的数据调查和全面深入的评价体系著称，是全球公认的管理学领域的权威排名之一。该项排名包含4大类24个分项指标，综合评价商学院整体实力和项目教学质量。同济经管多项指标表现不俗，稳居全球前列。在毕业生薪酬增长（Salary Percentage Increase）单项上，同济经管以105%位列全球第3；职业发展服务（Career Service Rank）

排名全球第6；毕业后三个月内就业率（Employed at Three Months）达100%，全球百强院校中仅有14家院校达到此标准；项目总体满意度（Overall Satisfaction）位列全球第15；此外师资与国际化等重要指标也在稳步提升。

放眼全球 学践并行

同济经管管理学硕士项目旨在培养具备国际视野、社会责任、创新研究及解决实际问题能力的优秀管理菁英。项目在教授系统的管理理论和扎实的研究方法的基础上，一方面对标国际一流教学标准，保持与国际一流商学院的交流互动，持续营造国际化教学氛，使得学生全面了解全球战略愿景，拥有国际视角的跨文化意识和责任意识。另一方面，学院强调学术和实践相融合，与大型企业联手建立管理人才实习培养基地，创造丰富的行业实践和创新实践资源。此外，学院职业发展中心通过举办“对话HR”、“朋辈讲堂”等邀请业界精英为学生职业规划和发展提供专业指导，实现学业与未来职业发展的有机衔接；还

开发了线上专业辅导课程、就业服务平台等，提供“一对一”咨询，为学生提供了从实习到就业的全面辅导和支持。

该项目2017届优秀毕业生罗芬芬，目前在浦东发展银行从事投资银行工作。她谈到，国际化教学氛围让她拥有更超前、更独特的学习体验，形式丰富的教学安排、中外学生同堂、国际化教学课程和专业化科学研究，让她能寻找到适合自己的求学模式，在专业学习的同时，培养了国际化视野，提升了思考力和判断力，在职业发展中更具优势。

项目升级 品牌打造

不断提高国际化程度一直是同济经管发展的重要目标之一。伴随着中国经济的高速发展，越来越多的海外学生来中国求学，为了进一步打造“留学中国”品牌，同济经管学院于2019年全面升级改造了面向国际学生的全球管理硕士全英文项目（Master of Global Management，简称MGM），旨在培养掌握国际管理理论和方法，通晓中国经营之道，并致力于在跨文化工作环境中担任管理领导角色的国际人才。

担当使命 迈向一流

同济大学经济与管理学院院长李垣教授指出，学院各项排名的优异表现，证明了学院的办学水平和教育质量获得了国际权威排名和教育机构的充分肯定，也是学院综合实力不断稳步提升的体现。这得益于同济经管多年在人才培养、师资建设、科学研究、国际化等方面的持续深耕和发展进步。面向未来，同济经管将继续担当时代赋予的使命，践行同济大学“与祖国同行，以科教济世”的办学传统，进一步提升教育质量和科研实力，朝着“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”的愿景稳步迈进。



Master in Management
Ranking 2020

Tongji SEM Ranked 31st in FT 2020 Masters in Management Ranking

On September 28th, 2020, Financial Times officially released its 2020 Global Masters in Management (MiM) Ranking. Tongji SEM's Master in Management program ranked 31st in the world and 2nd in China. It has been ranked among the top 50 in the world for five consecutive years.

FT MiM ranking is renowned for its rigorous evaluation criteria, independent and objective data survey, comprehensive and in-depth evaluation system. It is one of the globally recognized authoritative rankings in the field of business education. The ranking consists of 24 sub-indicators in four categories to comprehensively evaluate the overall strength of business schools and the quality of the program. Tongji SEM has a prominent performance in several key indicators. In terms of Salary Percentage Increase, Tongji SEM ranked 3rd in the world with 105%; with regard to Career Service Rank, Tongji SEM ranked 6th worldwide; Employed at Three Months reaches 100% within three months after graduation, and only 14 of the world's top 100 business schools meet this standard; Overall Satisfaction ranked 15th in the world; in addition, key indicators such as faculty and internationalization have also been steadily improved.

Tongji SEM's MiM program aims to cultivate excellent management elites with international vision, social responsibility, innovative research capability, and practical problem-solving skills. Tongji SEM partners with many top foreign business schools to create an international learning environment and to enable students to fully understand the global strategic vision and develop a sense of cross-cultural perspective and social responsibility from an international perspective. Also, Tongji SEM emphasizes the integration of academic and practice by collaborating with enterprises to provide with students rich industry internship opportunities.

Internationalization improvement has always been one of the most important goals of Tongji SEM. With the rapid development of China's economy, more and more overseas students come to China to study. In order to further promote the "Studying in China" branding, Tongji SEM has upgraded Master of Global Management (MGM) for international students in 2019, which aims to cultivate international students to master the theories and methods of international management and the way of doing business in China, and to devote themselves to playing the role of management leadership in a cross-cultural working environment.

In addition, Tongji SEM's Career Development Center (CDC) invites managers from industry to provide professional guidance for students' career planning and development by organizing "Dialogue with HR" and "Peer Lecture"; it has also developed online professional counseling courses and employment service platforms to provide "one-to-one" counseling, providing students with comprehensive guidance and support from internship to employment.



Salary Percentage Increase
No.3 Worldwide



Career Service Rank
No.6 Worldwide



Employed at Three Month
100%



Overall Satisfaction
No.15 Worldwide



同济经管全球供应链管理硕士项目 首次参评 荣膺 QS 全球前 50 强



Business Masters | 2021

2020 年 9 月 23 日，全球高等教育权威研究机构 QS(Quacquarelli Symonds) 发布最新 2021 年全球供应链管理硕士项目排名，同济大学经济与管理学院表现优异，首次参评且成功登榜，跻身全球 50 强，位列全球第 41 名。

QS 全球供应链管理硕士项目排名根据全球雇主声誉、全球学术声誉、师资构成、国际化、毕业生薪资水平等多项指标评价得出。供应链和物流专业是北美和欧洲商学院的强势学科，而同济经管在这项学科上的传统优势明显，近年在研究和教学上的突破显著，多项排名领跑亚洲商学院。

在全球化背景下，供应链管理将向着国际化迈进。为培养具有国际化视野的供应链管理人才，同济经管联合德国汉堡物流与企业管理技术大学（KLU）和美国田纳西大学商学院（UTK）开办了全英文双学位硕士项目。多国上课是该项目的特色之一，师资均来自于三校具备顶尖学术水平和丰富实战经验的教授，授课内容紧靠实践；此外学生还有机会进入中德美三国企业实习，体验全

同济经管全球供应链管理硕士项目在国际排名上表现优异，得益于学院坚持国际化的办学方向，探索多元化国际交流与合作；坚持学术、政府、产业互动融合，打造全方位协同创新体系。同济大学经济与管理学院院长李垣教授表示：“学院多年来努力将科研和人才培养工作扎实地开展在中国大地上，此次我院国际排名表现优异，证明了国际教育市场对同济经管人才培养模式的肯定。”



球化背景下的供应链管理。KLU 位于德国港口城市汉堡，因其在物流、运输、供应链管理等相关领域的卓越研究而闻名，在德国高等教育发展中心 (CHE) 发布的最新排名中，KLU 在所有主要标准领域中排名第一；UTK 商学院是美国著名顶尖商学院之一，其供应链项目全美排名前三。

2019 年毕业于同济经管全球供应链管理硕士项目的袁田华校友，现任埃森哲公司经理一职。她谈到，在就读该项目之前，在咨询公司负责为企业提供 ERP 软件实施。之前在进行软件实施时，无法从战略层面、管理层面和整个供应链企业内外部层面为企业提供理想的完整和优化解决方案。在读完该项目之后，无论是对于 ERP 软件本身的原理，还是整体供应链的优化包括物流和售后，都

有了更加完整和深刻的理解和认识，在实际工作中为企业做供应链整合和效率、成本的优化提供了非常全面的方法和思维，同时也让她的方案获得了更多客户的认可。

近年，同济经管排名和评估总体表现稳定。在最新的英国金融时报 (Financial Times, 简称 FT) 亚太区商学院排名中，同济经管跻身十强，位列中国大陆第 3；在 2019FT 管理学硕士项目排名中，位列全球第 28、亚洲第 2；同济 - 曼海姆 EMBA 在 2019 全球 QS 排名中位列全球第 11，在 2019FT 全球 EMBA 排名中位列全球第 59。Eduniversal2019 年发布全球最佳硕士排名，房地产和供应链与物流项目分别位列全球第 3 和第 16，两个项目均位列亚洲第 1。此外，在教育部学位与研究生教育发展中心公布的全国第四轮学科评估中，同济经管理科学与工程学科在参评的 187 所高校中成功进入 A+ 档 (2%)，成为全国在该学科最强的 3 所高校之一。

未来，同济经管将继续以立德树人为根本，以双一流建设为目标，以人才培养为核心，通过协同创新发展，全面优化教学内容和方式、探索新兴学科方向，为社会培养和输出具有创新能力和市场竞争力的精英人才。



Business Masters | 2021

Tongji M.Sc. TriContinent Global Supply Chain Management *Won the Top 50 of QS Ranking*

On September 23rd, Quacquarelli Symonds (QS) released 2021 Masters in Supply Chain Management Rankings. Tongji SEM has been ranked 41st in the world.

QS 2021 Masters in Supply Chain Management Ranking is based on a comprehensive analysis of a number of indicators, such as global employer reputation, global academic reputation, faculty, internationalization, alumni salary, etc. Supply chain and logistics management are strong disciplines in North American and European business schools. Tongji SEM enjoys traditional advantages in the disciplines and has made significant breakthroughs in research and teaching in recent years, ranking way ahead of many Asian business schools.

In order to cultivate supply chain management talents with international vision, Tongji SEM jointly launched an English-taught double-degree master program, in conjunction with German Kühne Logistics University (KLU) and US University of Tennessee-Knoxville (UTK). Multinational-teaching is one of the distinctive features of this program. Faculty with top academic level and rich practical experiences from three universities, and the course contents are very application-oriented. Besides, students also have the opportunity to do internships in Chinese, German and American enterprises to experience supply chain management in the context of globalization.

Professor LI Yuan, Dean of Tongji SEM, said we have always adhered to exploring diversified international exchanges and cooperation, to integrating academia with government and business industry, and to creating an omni-directional collaborative innovation system. I'm glad to see that the Tongji M.Sc. TriContinent Global Supply Chain Management has performed well in the international rankings. It proves Tongji SEM's talent cultivation mode has been recognized by the international education market.

YUAN Tianhua, an alumna who graduated from M.Sc. TriContinent Global Supply Chain Management in 2019, is now a manager of Accenture. She was responsible for providing ERP software implementation to enterprises at a consulting firm, before her participation in the master program. At that time, it was hard for her to provide ideal, complete and optimal solutions for enterprises from strategic management perspectives. Nor was it easy for her to advise at internal and external levels of the entire supply chain. However, after graduation, she gained a more complete and profound understanding of the principles of ERP software itself and the optimization of the overall supply chain, including logistics and after-sales. The program provides her with comprehensive methods and ways of thinking in advising enterprises to promote supply chain integration, enhancing business efficiency and achieving cost optimization in practical world. At the same time, her scheme is increasingly recognized by customers.

同济 - 曼海姆双学位 EMBA 项目 跻身 QS 全球联合项目 排名第九

英国 Quacquarelli Symonds (QS) 最新发布了 2020 全球 EMBA 联合项目排名 (Executive MBA Rankings-Joint Programs 2020) 同济 - 曼海姆双学位 EMBA 项目连续第四年参与排名, 再创新高, 升至全球第 9 位, 跻身前十!

在这次榜单中, 同济 - 曼海姆双学位 EMBA 项目是唯一一家上榜的中德合作培养高级工商管理人员的高端培训项目。

2017 年获 QS- 全球 EMBA 联合项目排名 第 14 名

2018 年获 QS- 全球 EMBA 联合项目排名 第 14 名

2019 年获 QS- 全球 EMBA 联合项目排名 第 11 名

2020 年获 QS- 全球 EMBA 联合项目排名 第 9 名

雇主评价、思想领导力、薪资涨幅、国际学生比例、国际师资比例是影响 QS 排名的重要指标, 在 2020 年排名的各项因素中, 薪资涨幅占比最高, up up up! 这么优秀的项目还不快来了解下!

同济大学经济与管理类教育始于 1956 年, 是我国最早开办此类专业教育的高等院校之一。学院已成为 AACSB、EFMD、AMBA 和 PRME 的正式会员, 并已获得 AACSB、EQUIS、AMBA、CAMEA、PMI-GAC 等国际权威认证。

曼海姆商学院隶属曼海姆大学, 是全球一流的商学院, 经济和管理学科排名德国首位, 是德国唯一获得世界三大权威认证 (美国管理学院联合会 AACSB、欧洲管理发展基金会 EQUIS、英国工商管理硕士协会 AMBA) 的商学院。德国《商报》曾经这么评价曼海姆商学院——“如果德国有一所哈佛, 那很可能就在曼海姆。”

同济经管 EMBA 项目在学校传统强势学科上发展同济 EMBA 特色方向, 与德国一流商学院曼海姆商学院合作, 在对德 (欧) 交往的窗口优势中创造同济 EMBA 国际品牌。



同济 - 曼海姆双学位 EMBA 项目是亚洲唯一的工程制造领域高端合作项目, 项目教学中不仅蕴含着中、德元素, 更将国际化的工商管理学知识与中德特色紧密融合, 为优秀国内外企业高管提供顶尖的管理学教育。项目依托于两校优势, 强强联合, 专注于工程制造领域, 致力于打造国际制造业领袖, 汇聚世界工程界翘楚。

从 2011 年创办之初, 同济 - 曼海姆项目就站在了中德合作教育的高点。始终专注于中德特色, 致力于为中德双方培养更多兼具国际化视野和本土经验的优秀学员。

除两校最优质的师资参与授课外, 同济 - 曼海姆 EMBA 项目还引进了国际顶尖高校的师资课程资源, 着力培养通晓跨国企业文化, 驾驭跨国企业管理的高级人才。项目学员服务于如 Konecranes、BOSCH、SAP、BASF、Porsche 等世界级名企。

同济 - 曼海姆 EMBA 项目作为中德教育合作的典范, 为中德双方培养了很多企业人才。在这点上最具发言权的项目双方代表以及世界级名企校友毫不吝啬对项目的溢美之词, 一起来看看他们怎么说。

"Multinational companies that are active in both Chinese and European markets need executives with a global outlook, capable of maintaining the delicate balance between the different cultures and business environments. The MANNHEIM & TONGJI Executive MBA is the ideal choice for such companies and their executives, because it helps experienced professionals develop their skills at the interface between the two economic powerhouses."

—President of
Mannheim Business School
Prof. Dr. Jens Wüstemann



“从一开始, 同济 - 曼海姆项目就站在了中德合作教育的高点。曼海姆是欧洲最好的商学院, 同济是国内最好的院校之一。而且我们始终专注于中德特色, 致力于为中德双方培养更多兼具国际化视野和本土经验的优秀人才”。

——同济大学副校长
雷星晖教授



“从同济 - 曼海姆 EMBA 项目成立之初，董琦教授就一直关心、助力项目的发展，他还曾参加过在德国举办的第一届毕业典礼。他谈到“同济 - 曼海姆 EMBA 项目可以帮助国外企业更好地了解中国，甚至还可以更进一步，中德双方携手去开拓第三方市场，这不仅仅是双赢，而是打造多方共赢的生态圈”。

——同济大学原副校长
董琦教授



“同济 - 曼海姆项目不仅是中德教育合作的典范，更为在国际化背景如何办好高端商学院提供了一条成功路径。”

——同济大学经济与管理学院党委书记
施骞教授



“现代商业社会瞬息万变，所以我们很需要具有创新性、改革性的管理人员。同济 - 曼海姆项目帮我们培养了很多这样的人才，他们既可以适应全球化的商业环境，也能很好地适应本土市场。”

同济大學
TONGJI UNIVERSITY
经济与管理学院
SCHOOL OF ECONOMICS AND MANAGEMENT
——博世全球副总裁
李晓虹女士



Tongji-Mannheim Dual Degree EMBA Program

RANKED 9TH IN THE QS EXECUTIVE MBA RANKINGS – JOINT PROGRAMS 2020

According to the latest publication of the Executive MBA Rankings – Joint Programs 2020 by Quacquarelli Symonds (QS), Tongji-Mannheim Dual Degree EMBA Program ranked 9th in the world. Among the top programs, Tongji-Mannheim Dual Degree EMBA Program is the only Sino-German program for training senior business executives.

Tongji University is one of the earliest universities in China to launch education in economics and management. Tongji SEM is an official member of AACSB, EFMD, AMBA and PRME and has been awarded AACSB, EQUIS, AMBA, CAMEA, PMI-GAC accreditations. The Mannheim Business School, on the other hand, is a world-class business school and ranks 1st in the field of economics and management education in Germany. It is the only business school in Germany to win AACSB, EQUIS and AMBA accreditations. The Handelsblatt has previously commented on this School, “if there’s a Harvard in Germany, it’s probably in Mannheim.”

Average 38 years old

12 years working experience

Students from 15 countries

40% Female participants

Totally 41 professors taught in program from 11 countries

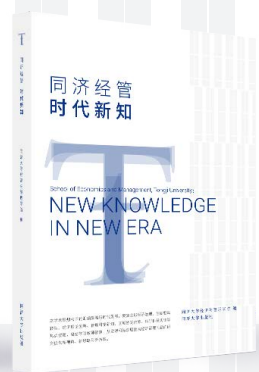
Tongji-Mannheim Dual Degree EMBA Program is the only international executive cooperative program in Asia in the field of engineering and manufacturing. The program integrates the knowledge related to international business administration with the characteristics of both countries to provide top management education for outstanding corporate executives from home and abroad. Since its beginning in 2011, the Tongji-Mannheim program has always been top in Sino-German cooperation in education. With consistent focus on Chinese and German characteristics, and the aim to train more excellent students with international vision and local experience for both countries, Tongji-Mannheim EMBA Program not only provides excellent faculty of both schools, but also introduces qualified faculty and advanced courses from the world’s top colleges and universities. The program participants, who are mastered in the management of multinational enterprises, work for world-class enterprises such as Konecranes, BOSCH, SAP, BASF and PORSCHE.

重磅推出

《同济经管 时代新知》

专著

教授观点解读时代议题



为庆祝建校 113 周年，同济大学经济与管理学院重磅推出首本教授观点汇编集《同济经管 时代新知》，并已闪亮登陆各大图书平台，敬享经管教授解读时代议题。

《同济经管 时代新知》收录了近 60 篇学院教授及学者在近两年发表于国内主流媒体的部分学术思想与评论文章。老师们着眼于中国经济从高速增长转向高质量发展转型期的重要议题，对当代国际国内经济与管理的热点问题进行了深入思考和研究，并提出了独到的见解和富有新意的政策建议。

文章涉及全球经济治理、创新驱动转型、经济理论创新、管理科学新知、区域协调统筹、科研科普规律等多个领域，旨在从宏观和微观层次，为处于重要转型期的中国经济和管理问题研究提供新视角、新思路与新方案！

本书内容覆盖广阔、思想解读深邃、凝结学术智慧，值得细细品读！

同济大学经济与管理学院以“创造管理新知，造就业界精英，践行持续发展，应对全球挑战”为使命。学院面向世界、扎根中国，以管理新知和高层次人才服务社会，践行可持续发展。

针对 2020 年初肆虐全球的新型冠状肺炎疫情，我院教师密切关注、审慎思考、积极行动，就如何提高突发疫情下的公共治理能力、如何完善国家应急管理体系、如何面对疫情后的复工复产等等焦点话题，再次献言献策，以学术智慧支援这场全民战“疫”行动。这些将成为我们第二辑《同济经管 时代新知》的重要内容之一，期待它能与大家尽快相见！

知识报国、学术为民。面对新时代、新任务、新要求，学院各位教师将继续不忘初心，牢记时代责任和使命，砥砺奋进，与祖国同行，以科教济世，全心助力中国特色世界一流大学建设！

NEW BOOK RELEASED BY TONGJI SEM

During the 113th anniversary of Tongji University, Tongji SEM released the first compilation of professors' insights, New Knowledge in New Era.

This compilation contains nearly 60 academic thoughts and commentary articles published on the domestic mainstream media by professors and scholars of Tongji SEM over the past two years. Focusing on the key issues of China's economic transition from high-speed growth to high-quality development. Authors conducted



in-depth thinking and research on the issues of contemporary economy and management at home and abroad, and put forward unique insights and innovative policy suggestions.

The articles cover multiple fields such as global economic governance, innovation-driven transformation, economic theory innovation, new knowledge of management science, regional coordination and management, popularization rules of scientific research, etc., aiming to provide new perspectives, new ideas and new solutions for the research of China's economic and management issues in a crucial transition period both from the macro and micro level.

Tongji SEM aims to create management knowledge and develop leading professionals for China and the world who are capable of solving practical problems while addressing the challenges of business and society with a global perspective, responsibility and in a sustainable way. Facing the world and taking root in China, Tongji SEM serves the society with new management knowledge and high-level talents, and practices sustainable development.

In response to the COVID-19 virus that has been ravaging the world from the beginning of 2020, scholars of Tongji SEM pay close attention, think carefully, and take positive actions to provide advice and suggestions on how to improve the ability of public governance under the pandemic, how to improve the national emergency management system, and how to face the resumption of work and production after the epidemic. The above topics will become one of the important contents of the second edition of New Knowledge in New Era.



- 首家与英国曼彻斯特大学合作的国内高校，授予 MBA 双学位的国际项目
- 全球顶级课程，享誉世界的曼彻斯特教学法与同济大学项目管理强强联合
- 顶尖学术水平，丰富实战经验的教授及业内专家共同授课
- 纯正英文学习环境，直享曼彻斯特大学中国中心资源
- 海外游学计划，可申请至曼彻斯特、迪拜、圣保罗、新加坡、香港学习交流
- 全球职业发展服务，两校优秀专业服务团队助力提升职业生涯
- 同济大学、曼彻斯特大学强大校友资源与丰富校友活动

Tongji-Manchester Dual Degree MBA Program

同济－曼彻斯特项目管理 双学位 MBA 项目

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联系我们

电话 021-65982778

邮箱 tongjimba@tongji.edu.cn

地址 上海市杨浦区四平路 1500 号同济大厦 A 楼 7 层

师
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道

学不可无师，在你成长的道路上，
同济经管可爱优秀的老师们
始终在你身边，助你逐梦未来。
春风化雨润无声，一枝一叶总关情！
让我们走近这些成长路上的“引路人”。

从实践中来， 到实践中去

——管理科学与工程系 讲席教授霍佳震

作为“土生土长”的同济人，霍佳震教授求学生涯陆续在同济大学取得本科、硕士和博士的管理学学位。秉承同济人“济人济事济天下”的务实精神，霍佳震教授将自己多年来的研究对象与社会发展的需求紧密结合，从实践中发现中国现实的管理问题，通过研究解决和避免不经济、甚至是决策失误问题，最终将成果应用于实践，同时通过教学“授业、解惑”，完成身为师者、学者的“完美闭环”。

在学生们眼中，霍佳震教授是一位“亲力亲为的授课模范、博闻强识的学术偶像”。多年来，在管理工作之余，他勤勤恳恳工作在教学与科研的第一线，承担本科、研究生教学多项教改项目，在物流与供应链管理和服务运营管理等领域研究成果斐然。



他在物流与供应链管理方向构建了集成化供应链绩效评价的概念及体系，主要的两篇论文他引 500 多次、下载 6000 多次。他设计的物流供应链评价体系在上汽集团等多家单位得到稳定应用并获教育部科技进步奖。

在运营管理方向，霍佳震教授专注研究基于平面聚类的大规模服务网络规划方法，构建了二维有序聚类方法与 hub 选址模型相结合的网络规划方法，该方法已应用在中国邮政集团陆路网络、宝钢集团的运营管理系统，获教育部及上海市科技进步奖各 1 次。

在服务科学方向，霍佳震教授研究数据驱动的高顾客接触型服务系统近 20 年，近年在 springer 出版社出版英文专著两本，与同事共同发表论文在国际优秀期刊 OR、JOM 等，理论应用于联华超市 4000 多家门店并获上海市科技进步奖，并先后两次获国家自然科学基金重点项目资助（70832005、71532015）。

上海是中国对外开放的窗口，在上海这座城市读书的年轻人，应该有放眼全球的格局和眼光。霍佳震教授坚持国际化教书育人的方向，鼓励学生走出国门到世界优秀高校学习先进的管理理论，学成后回国报效祖国。他认为，“国际化”

不是简单的“崇洋媚外”，同样也是将世界所长“中国化”、协助中国经济实现高质量发展、实现深度融入世界的过程。

近 10 多年来，他积极倡导与国际优秀大学共同培养硕士、博士生模式，所培养的硕士生、博士生很大一部分有海外学习经历，不少博士生既取得同济学位也拿到海外优秀大学的学位，同时，也培养和鼓励海外优秀高校（主要是德国高校）的博士生拿同济的学位，为中外青年一代管理学家相互理解、相互支持打下基础。

霍佳震教授倡导保持同济特色的前提下，用国际标准来评价学院的发展水平，协助学院实现国际化发展的目标。多年来，他全程参与了学院的 AACSB、EQUIS 和 AMBA 的国际认证，全程参与了与德国曼海姆大学商学院、英国曼切斯特大学商学院、美国凯斯西储大学商学院 MBA/EMBA 等项目合作谈判和实施。这些认证的取得和项目的成功合作，为学院实现国际化目标迈出了坚实的一步。

作为同济大学中国科技管理研究院常务副院长，霍佳震教授协助科技部、上海市科委和同济大学为每年在上海举办的浦江论坛出谋划策。日前，由同济经管作为承办单位之一的“2020 浦江创新论坛 - 区域（城市）论坛”刚刚落下帷幕，霍佳震教授以论坛主持人的身份，与来自海内外有关专家学者，共同围绕扎实推动长三角区域加快实现更高质量一体化发展、推动形成创新型城市群等重要议题献计献策。

上海是中国最大的经济中心城市和改革开放的前沿，拥有开放、创新、包容的城市品格，但在今天全球科技竞争日趋激烈的背景下，如何通过“打创新牌”切实强化创新策源能力、用创新来提升产业竞争力，塑造新时代竞争新优势，协助国家走在新一轮发展的最前列，就显得尤为重要。

霍佳震教授正与众多管理学家一起，努力构建科技管理研究的重地、凝聚科技管理研究人才、凝练科技管理研究方向、凝结科技管理研究成果，用创新科技管理推进科技进步，实现社会、经济、环境可持续发展。



彭婧：美丽青春 不负乡愁

相信一棵树摇动另一棵树，一朵云推动另一朵云

相信青年的力量应该被唤醒，一个人的行动可以带来一群人的行动

今年是“美丽乡愁”成立的第五个年头，这个由我院学生硕士研究生彭婧和崔家滢在大学三年级发起创办的大学生公益组织，已正式在上海成功注册成为 NGO。彭婧也由一个从云南大理到同济经管求学的小女孩，变身为协助更多青年人回望家乡联结乡土文化的公益青年，从地方公益事业的参与者变成了在全国公益组织中都颇具影响力的组织者。

自 2012 年入学同济经管以来，在致力于乡土文化传播和乡土教育的道路上，彭婧获得诸多荣耀加冕：

“汇创青春”上海大学生文化创意大赛一等奖
上海市知行杯特等奖
上海大学生年度人物
上海市十佳道德之星
入选福布斯中国“30Under30”榜单
……

对于一个以大学生为主的校园公益组织来说，这些殊荣得来不易。而彭婧的成就感却不只来源于这些奖项的肯定，她说：“在同济经管我发现了自我所长，发起‘美丽乡愁’改变了我们的人生。因为我们的行动，世界就真的发生了一些小小的改变。看到这么多年轻人因为我们，去自发地重新发现自己的家乡，帮助与自己毫无关联的人，去承担文化可持续发展的社会责任，我由衷地感到高兴。我相信，越来越多的青年人，会成为心中有爱的人、关心他人的人，会成为关心这个国家和民族发展的人。”。



关于“美丽乡愁”的故事要从 2013 年说起。

那年夏天，管理科学与工程专业学生彭婧刚刚结束大一的学业，她随同济大学“彩云支南”协会赴云南大理州云龙县诺邓古村支教。诺邓是白族民居聚集地，有上千年历史，保留着大量明清建筑，有“古桥博物馆”的美誉，历史文化资源丰富。团队在支教之余，走访村落探寻古迹，遇到了每天在自家门口向来往路人讲述诺邓历史的李文茂老人。彭婧被那些有趣好玩的故事所打动，但当她在课堂上与当地的小朋友说起这些故事时，却发现他们对自己的家乡一无所知，甚至有几分漠然。

这种现象并非孤例。同一时间，另一位管理科学与工程专业崔家滢在云南大理州巍山县永建镇东莲花村支教。这是个回族村落，古村落风貌保存完整、伊斯兰民族风情浓郁、马帮文化悠久，但同样存在着乡土文化失传、青少年家乡认同缺失、自我认同感低的问题。

想起李文茂老人说的“如果我不讲，这些历史就再也没有人知道了”，两位年轻的大学生决定做点什么。“无穷的远方，无数的人们，都与我有关”，哪怕力量微小，也要有一份热，发一分光。

2014 年夏天，彭婧和崔家滢回到诺邓古村，开展了“我的村庄，我的故事”诺邓古村传承夏令营活动，以当地三年级以上的小朋友为主要参与者。为了办好这次夏令营，彭婧和她的小伙伴们做了大量创新性的工作，比如为了让小朋友深度参与其中，设计了很多好玩的内容，让小朋友当导游去设计诺邓古村一日游路线，带领小朋友深入村落，找寻各色植物并制作标本……。彭婧和小伙伴们的用心不仅让小朋友们度过了十余天的欢乐时光，也悄然孕育了他们的“诺邓主人翁意识”，在他们心里埋下了一颗小小的种子。

彭婧深知，要改变乡土文化失传的现象，需持之以恒的水磨功夫。此次夏令营活动积累的大量素材，可以编撰成关于诺邓的乡土读本。“有了这本读本，当地的老师也能去做一些乡土教育的工作”。坐言起行，刻在同济学子骨子里说干就干的行动力，让三册诺邓读本很快得以面世。在同济大学时任党委书记杨贤金的关怀下，三册读本汇编成一本《诺邓乡土文化读本》于2016年由同济大学出版社正式发行，填补了乡土教材的空白。同济大学当即向定点帮扶对象云南省大理州云龙县捐赠读本1000册，惠及上千人。编写乡土读本后来也成了彭婧做乡土文化传播和乡土教育的重要“法宝”之一。

在编撰诺邓读本的同时，彭婧、崔家滢和其它四位同济经管学子组队参加了2014年“挑战杯”大学生课外学术科技作品竞赛。借此契机，彭婧将自己所关注的乡土文化传议题的调查范围扩大至云南省30个村庄，走访了50多位教育工作者。在此期间，学院周向红教

授担任小组指导老师，为小组如何科学地开展田野调查、撰写调查报告提出了许多宝贵的可行性意见，彭婧在此方面的素养也得到了提升，为她后来作为“美丽乡愁”负责人开展工作奠定了良好的基础。

最终完成的调研报告《云南省乡土文化教育的综合调研及专题方案》，在第14届“挑战杯”全国大学生课外学术科技作品大赛同济选拔赛中荣获特等奖，在上海赛区中荣获二等奖。比起奖项，彭婧更关注的是此次调研报告所呈现出的严峻形势：随着乡村“空心化”加剧，文化的代际传递作用在削弱，众多富有深厚积淀的乡土文化和技艺正濒临失传的危境，“传承”显得愈发紧迫。

“这件事如果我们不去做，就没人做了”。基于这种近乎理想主义情怀的责任感和使命感，彭婧和崔家滢召集了一群志同道合的同济大学生，于2015年2月正式组建了“美丽乡愁”公益团队，希冀以行动促进改变，为挽留乡土文化发挥自己的光和热，让更多地方“望得见山，看得见水，记得住乡愁”。

当你想做一件事情时，全世界都会来帮助你

“美丽乡愁”成立的第一年，彭婧决定回到自己的家乡云南省大理州祥云县，追根溯源探寻自我。2015年暑假，她召集了40位心系家乡的青年，共同去编写关于祥云的乡土文化读本。在找寻自己与家乡的联结中，彭婧迈出了人生中的很多个“第一步”，在不断的试错中前行成长，也带领着“美丽乡愁”去探寻更远的路。

得益于诺邓读本的尝试，在编写祥云乡土文化读本时，彭婧和她的团队已经建立起了一套行之有效的运作模式。她们会事先定好读本的大纲，再根据大纲的内容招募合适数量的志愿者，每个志愿者都有相应的分工，以此做统筹。彭婧和她的团队强调“一方水土一方人”，大纲中会保留当地特色的内容，但同时大纲最后一章必须是“作为当代青年，你可以为家乡做什么？”，意在唤醒青年对家乡的认同感、归依感，从而激发青年保护家乡的主动行为。

同时，学习工程管理的彭婧还会把管理学的一些理念运用到读本的编写中去，比如设置了专门的时间节点，以便把控进度，同时严格按照读本的工作量来考虑相应的人力、物力投入，避免资源的浪费，让公益更有成效、更专业化。



在招募志愿者时，不同于以往有学校的平台做支撑，这是彭婧第一次尝试纯粹依靠自己个人的影响力去做。她通过“美丽乡愁”平台公众号、微信朋友圈发布志愿者招募令，最终是以“熟人联结熟人”的滚雪球方式，召集到了40位热血的本地青年，有公务员、大学生村官、打印店老板等。这些人素昧平生，但能为了一件“大家共同的事”聚在一起，并尽自己所能贡献力量。这是彭婧第一次意识到公益活动中社区动员的力量，为她日后开展更大规模的“涟漪”行动提供了很好的思路。

为了将祥云文化读本做得更好更完善，彭婧以初生牛犊不怕虎的勇气和朝气尝试去对接政府资源。她怀着忐忑的心情向祥云县县长寻求帮助，县长在听取她的介绍后，非常爽快地帮她对接到了当地文化局和旅游局，彭婧因而了解到了更多关于祥云的宝贵信息，这让她由衷感到“当你想做一件事情时，全世界都会来帮助你。”

“没有做这件事之前，自我介绍时我会跟别人说我是云南大理人，现在我会说我是大理祥云人。我对家乡的认同感更强了，内心的自我认同感也更强了。”自我认知清晰而明确的变化，更加坚定了彭婧“乡土文化传播和教育是一件正

确的、值得去做的事”的信念感。

因对乡土教育的持续关注和身体力行，以及所表现出的强烈社会关怀和出色的行动能力，彭婧当选2014上海大学生年度人物。也正是在对乡土教育和乡土文化传播的长期实践中，彭婧发现自己热爱教育，因而她决定留校担任数学科学学院辅导员，以期充分发挥自己对教育的热忱以及所积累的丰厚经验。

2016年，为了离“乡土”二字更进一步，彭婧选择攻读土地资源管理方向硕士，师从学院建设与房地产系何芳教授，在老师的支持下，进一步将专业知识与项目实践做结合，开展乡村研究。随着彭婧的人生顺利进入下一站，“美丽乡愁”也迎来了它前行道路上的重要节点。

“美丽乡愁”始终聚焦在乡村，“但其实城市也有乡愁”，在同济大学城规学院副院长张尚武教授的建议下，彭婧将目光转向自己脚下的土地—上海，开始思考如何做城市文化的梳理。考虑到上海“依水而生，因水而兴”，彭婧决定启动水文化项目，招募青年志愿者探访朱家角、枫泾等古镇，共创编写《上海水文化读本》。

同年年底，彭婧凭借自身长期实践的“美丽乡愁”古村传承人培养计划，在2016年“创青春”全国大学生创业大赛上海赛区中获得金奖，全国赛区中获得银奖。荣誉加身，责任与梦想同在，为了让“美丽乡愁”走得更远，彭婧和她的团队做了很多的尝试和实践，逐渐摸索出了“门道”，形成了很多思维工具包，但却始终存在着团队成员后继乏力的问题。“最惨的时候，只剩下我和阿崔（崔家滢）两个人。为了坚持下去，我们每天互相‘打鸡血’似地鼓励对方”。



未来，我希望“美丽乡愁”成为一个平台型的公益组织

在整个过程中，“美丽乡愁”充分为孩子们赋能赋权，引导他们去自主思考展览的主题、形式等，孩子们定下了“要让 1000 个人参与到活动中来，要让至少 10000 个人爱上变化中的诺邓”的目标。最终，这场从构想到实施全部由孩子们一手操办的展览大获成功，成为了诺邓古村的“公共事件”。

展览当日，一支许久没有机会在自己村子人面前表演的乐队，也得以再奏弦歌。这支洞经古乐队由当地七八十岁的老爷爷组成，他们所演奏的乐器都是自己制作，所演奏的乐曲为非物质文化遗产，但后继无人，平日里除了喜事、祭祀外，很难有机会表演。此次展览，传统乡土文化得以焕发生机。



此外，整个展览所需要的人力、物力都在当地孩子们的包揽下，由村子里的大人主动承担，“美丽乡愁”团队做的更多的是外部资源对接的工作。这极大地启发了彭婧，在做乡土文化传播和文化教育时，可以以儿童为载体去撬动他背后的家庭，从而以家庭为连接去撬动整个乡村或社区，这也为“美丽乡愁”2019 年在诺邓创办“一诺千集”的创意集市埋下注脚。

同时，“美丽乡愁”于 2016 年启动的上海水文化项目，也在 2018 年以更丰富的形式得以延续。10 月，“美丽乡愁”开展了一场上海水文化公益挑战营，20 余名志愿者以开源共创的方式，共同去思考上海水文化的价值，共同探究如何更好展示上海水文化的魅力；11 月“美丽乡愁”推出涟漪行动第一期“百人思源计划”，110 名来自不同学校、不同专业的同学化身“家园水文化传播使者”，走近广大中国的江河湖海，在寒假期间返乡搜集家园水故事，向更多人展现家乡形象，弘扬家乡文化，共同绘制一幅中国水文化地图。

2018 年“美丽乡愁”还尝试了很多的跨界合作，希望借助更多的社会力量来助推乡土教育的发展。春华秋实，2019 年“美丽乡愁”迎来了成果丰硕的一年：

2019 年“美丽乡愁”延续了“共创诺邓节日”的概念，以“一诺千集”创意集市的形式链接村民力量，复兴古道文化；

2019 年“美丽乡愁”在同济大学团委、联合国教科文组织亚太地区世界遗产培训与研究中心（上海）、上海城市公共空间设计促进中心的大力支持下，“百人思源计划”的成果——“涟漪家园：百名青年家园水故事”两次展览在校内外展出，并举办展览同期论坛——“涟漪行动乡土文化的传承与共创青年论坛”，吸引了更多公众力量的关注和参与；



2019 年“美丽乡愁”开启涟漪行动第二期“家乡的味道”，召集志愿者寻找家乡独特的韵味，参与乡土文化的记录和保育；

……

在前行的道路上，彭婧始终保持着积极的思考，不懈的行动，在时光流变中以务实之举坚守初心。在她的带领下，“美丽乡愁”从项目型公益组织向支持型公益组织转变，从自我赋能向赋能他人转变，让梦想的光亮持续照进现实的罅隙间。

“很多人都会问我，‘美丽乡愁’做的事情，到底改变了什么？”最开始彭婧会觉得很难回答这个问题，从而陷入自我怀疑和否定中，但现在她会用两个小故事给你答案：

“2017 年我们在诺邓做冬令营时，辩论课有个辩题是如果你有一个老房子，你愿意租给外来人还是自己使用？当时有个小男孩回答说，不管是谁，只要我有一口气在，我不会让任何人来损害诺邓。话语稚嫩，却饱含着对家乡的浓浓爱护之情”。

“还有个小姑娘杨治城，从我们 2013 年去诺邓支教起，每年她都会来参与我们的活动。2018 年诺邓展览创变营时，小姑娘说希望每年 8 月都有一个属于诺邓的节日，无论美丽乡愁的兄弟姐妹们来不来，我们都可以传播诺邓文化。2019 年她成长为诺邓集市的总负责人，很多东西都是她来统筹的，她已经具备了独当一面的能力，也具备了传承家乡文化的素养”。

风起于青萍之末，浪成于微澜之间，个体层面的改变汇聚成磅礴的信仰，支撑着彭婧一路坚持。宏观层面的数据更是让彭婧信心倍增，2018 年开启的第一季涟漪行动，招募到 100 多位志愿者。2019 年第二季涟漪行动启动时，有 30% 左右的志愿者复报，最终 400 多人成团。这也促使团队在 2020 年将“美丽乡愁”正式注册备案，以民间公益组织的全新身份继续前行。

回溯过往，最开始是诺邓古村的李文宏老人在彭婧的心中悄然埋下了一粒种子。在时光的洪流中，这粒种子得以生根发芽，孕育出了“美丽乡愁”。滋养这粒种子的，是流淌在彭婧血液里的“公益心”，是志同道合伙伴的一路相随，是前行路上师长的谆谆教诲，是苦干实干的开拓志气和务实追求，是智慧深处的闪光思考……



彭婧她们的人生也的确因“美丽乡愁”而改变，小伙伴崔家滢因为“美丽乡愁”在师从学院贾广社老师完成硕士学业后，从经管转而攻读历史文化遗产保护博士，彭婧则立志持续通过团队的努力，激起遗产保育接力的涟漪、地方文化营造的涟漪，和社会力量共同参与的涟漪，探索乡土文化志愿者项目可持续运作，带动更多的青年人成为乡土文化的传播者和先行者。

她们身怀同济学子的家国情怀，在朗朗读书声中，丰盈自我成长；在时代的光轮中，得诸社会又还诸社会。她们从公益的参与者变成了组织者，从乡土文化的旁观者变成了乡土文化的“播种人”。她们学以报国、绽放青春，从被簇拥的那束光变成了小小的光源，照亮了脚下的路和自己的一方世界，也为更多角落带来青春的馨香。

我要用手 指那涌向天边的排浪

我要用手 掌那托住太阳的大海

温暖漂亮的笔杆 摇曳着曙光

青春的笔体写下：相信未来

无穷的远方 无数的人们

都和我们 有关

以梦为马 创业趁年华趁年华

2017 年入学、2018 年开始创业、2019 年获得上海市大学生科技创业基金会同济分基金股权投资，经管学院 MEM(工程管理硕士) 专业聂文青的创业历程就像龙卷风。虽然还未毕业，他的业务已经轰轰烈烈地拓展到了重庆和山西等地。

聂文青创业的项目自 2019 年底开始在同济大学科技园孵化器孵化，他与国内科研机构紧密合作，主打大气污染监测与治理技术，专注于大气环境污染物的成因分析与整体解决方案。

该技术解决方案中的臭氧监测和氮氧化物的排放数据及其转化，有利于政府相关单位分析区域环境污染的深层次原因，为政府或企业解决大气环境污染排放提供针对性策略。

像聂文青这样，在新冠疫情下“逆势”开拓创业生涯新旅程的经管学子不在少数，2018 届 MBA(工商管理硕士) 薛志强也是其中一位。

新冠疫情让很多人对于创业望而却步，而薛志强反而坚定了创业的想法。“时不我待，瞄准市场机会，就有创业机遇。”

今年上半年，他与几个合伙人提交了申请上海市大学生科技创业基金会同济分基金的材料，准备在“除菌消毒及消防领域的智能应用系统”开拓市场、大展拳脚。该技术和产品在市政工程、

医院、汽车制造、大数据中心、图书馆、古建筑保护等领域拥有广泛应用场景。

聂文青和薛志强都选择了在同济大学附近的科技园“安家落户”。薛志强更形容他的这次创业是“二入同济”。

为什么要“二入同济”？同为“理工男”出身的薛志强更欣赏同济创业的特色“以技术为核心”，企业很容易“捕捉”到学校里的最新科研成果并将之转化为生产力，创业行业分布各个高新技术领域，每一个创业者的发展都走得十分

扎实、有所依托，也不过分追求企业的规模和扩张，在“小而美”、“专而精”的路上专心经营，反而更有可持续发展的后劲。

而且，“同济”本身无疑就是最好的资源。像聂文青和薛志强这样的经管学子，已经拥有深厚的行业经验和相对丰富的人生阅历，在经管读书，提升了他们的管理能力和市场拓展技巧，让他们拥有了丰富的环同济校友圈子。

薛志强说：“有非常多的同济经管师兄师姐在学院周围成功创业，一步步将企业做大，甚至上市，他们就是我的榜样。”

推而广之，不只是经管，整个环同济大学就是创业者的“乐园”。薛志强频频与环境科学与工程学院、汽车学院、机械与能源工程学院、建筑与城市规划学院的老师、校友们联系，聊聊市场需求；不断参加同济大学科技园的各种创业培训课程，丰富理论与实战经验。

聂文青此前作为新入围的创业者，更是得到了同济大学科技园的“手把手”、“全流程”服务，从项目计划书的优化、项目投融资，到财务管理、企业管理培训，从初级“菜鸟”到高级“出师”，各类培训和线下活动全部向他们免费开放。

聂文青说：“同济的配套科创服务



最好。”薛志强则感到，创业的路上他不是一个人在奋斗，依靠同济平台的扶持，他感到自己变得更加强大。

在聂文青和薛志强走出创业的这条路上，经管学院是他们创业历程的第一站。

此前从事暖通行业的聂文青，在空调系统节能与机电设施管理方面专注多年，同时也是全国工程建设标准化协会编制的《既有办公建筑通风空调系统节能调试技术规程》专家编制组专家。怀着对同济工程管理口碑的仰慕，踏入同济经管的大门。“同济经管的工程管理应该说无人能出其右，而且整体学习氛围都非常好。”

自从有了创业的念头，聂文青就得到了导师高欣教授、MEM 和 MBA 项目老师的多方协助，向他提供创业平台的信息渠道，推荐学院有关创新创业的课程，帮他引荐和争取上海市大学生科技创业基金会同济分基金的支持。

薛志强在就读同济经管之前，原本从事制造业供应链管理工作，在行业里已经是经验丰富、人脉甚广的精英管理人才。“来同济经管就读工商管理，就是为了打开思维、开拓视野，为职业发展找到新的突破口。”

在同济的“大家庭”里，薛志强接触了不少关于创新创业的课程和培训，尤其是导师蔡三发教授的不断提点和叶明海老师讲授的创业与市场机会，更是常常让他思考，创业如何更好地与自身资源相结合。

可以说，同济经管已经成为学子们“创新创业的摇篮”。据统计，在上海市大学生科技创业基金会同济分基金支持的项目中，来自经管学院的项目在同济大学各个学院中占比最高。

在培养“双创”人才的教育之路上，

经管学院一直以来都勇当先锋，在本科生、研究生中教育中，学院率先开设创新创业的中英文课程，从创新创业基础、技术创新管理，到创新案例分析和研究、战略管理与创业学、数字化创新等，坚持创新引领创业的理念，结合时代特点和中国经济管理实践，以企业案例为引导，通过对学生创新思维和创业能力的训练，培养学生终身受用的创新精神和创业意识，造就国际化双创人才。

同样，对于专业学位教育而言，人才培养不再只是以传统职业经理人为目标，更多的是瞄准了培育当今和未来社会经济发展亟需的“双创”人才。

以 MBA 课程为例，创新创业一直是非常抢眼的教学元素。近年学院和同济大学创新创业学院联合，进一步在综合 MBA 项目中开设了创新创业班，整合学校与社会资源，贯彻学科协同与产教融合的理念，将专业管理思维与创新创业思维相结合，鼓励学生创新实践及创业行动，实现培养方案的创新。

课堂之外，学院倡导知行合一，积极举办并鼓励学子参与学科竞赛、案例大赛、创业大赛等各类实践活动，为所有学子搭建从理论到实践一体化的国际“双创”平台。

学院教师指导的学生项目屡次在国内外比赛中斩获佳绩。2020 年 5 月，同济经管 MBA 代表小组在第三十二届“管理案例开发与案例教学”中，参加了主题为《波司登如何走出迷局》的线上案

例行行动学习 PK 赛，最终突围全国十一所高校，获得了优胜奖的荣誉。

在 2019“光明优倍”杯第十七届中国 MBA 创业大赛全国总决赛上，由同济



经管 MBA 学员龚斌、费阳、王俊等带来的项目“RT 电磁执行器助力中国智造”勇夺大赛亚军；在第十六届“挑战杯”中，经管学子荣获全国三等奖。

2019 年，经管学生参与创新创业项目或各级比赛累计获奖 71 人次。校友孙兴广创立的上海复命新材料科技有限公司获联合国工业发展组织颁发的“全球科技创新奖”……

现在，聂文青已经成为同济大学生科技创业者联盟节能环保分会的会长。在忙碌自己的项目之余，他也非常乐于与师弟师妹多多分享创业的经验。

他说，同济经管的学生对事业有十二分的热情，了解经济社会发展大势，对企业发展有非常先进和实用的管理理念，还掌握市场营销的技能，缺少的就是与科技成果转化项目的对接机遇。他希望通过自己的努力，让更多学弟学妹了解到各级政府和园区为大学生创业提供的政策支持，创造与各类创业平台的交流沟通的机会，让更多经管学子找到属于自己的创业之路。



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联系我们

电话 021-65982778

邮箱 tongjimba@tongji.edu.cn

地址 上海市杨浦区四平路 1500 号同济大厦 A 楼 7 层



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