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## Foreword

Executive education has undergone considerable changes over recent years. Traditionally, many see executive education as a perk, not necessarily a must for career development. However, holding a higher degree such as MBA or specialised qualifications is now regarded as an integral element of a successful career.

The worldwide economic crisis has brought profound and devastating impact to the international business arena. In the wake of the crisis and with hopes buoyed over the possible economic upturn, organisations are looking for more competitive leaders who possess the most up-to-date information and skills, whilst executives are looking at adding skill sets and experience to be better positioned in the changing marketplace, resulted in an increased demand for executive education.

No doubt an economic recovery is good news for executives. However, given the fierce competition in the marketplace, it is easy for you to fall behind if you fail to keep up with the times and equip yourself to embrace future challenges.

In fact, as an executive, it is important that you enhance your professional skills through executive education in order to take advantage of the opportunities presented by the current economic climate. Therefore, self-enhancement through higher education should be placed on top of your to-do-list.

Enrollment for universities and business schools providing executive education has surged as more executives understand how imperative it is to look to refocus their career training for career development opportunities.

According to "The Application Trends Survey 2009" conducted by the Graduate Management Admission Council (GMAC), 1-year full-time MBA programmes reported the strongest application volume. Nearly 7 in 10 such programmes (69 percent) indicated growth in the number of applications received over last year, and the average number of applications per programme increased by 21 percent.

In the meantime, flexible MBA programmes continued to attract more applications — two-thirds of such programmes surveyed (66 percent) reported an increase in application volume; the average participating programme received 14 percent more applications than in 2008.

Whilst demand for higher degree programmes remains high, the number of programmes available in the market is expected to grow largely, which makes programme selection a difficult task for executives.

Seeking out the best higher degree programmes for self-enhancement is indeed a headache. Faced with the many options available in the market, you are suggested to consider a couple of factors, which include programme content, teaching quality, school's reputation, and more importantly, your own learning needs so as to make an informed executive education choice.

With focuses on preparing yourself for the upturn and the challenges ahead, it is hoped that you could benefit from your higher education experience and create a rosy tomorrow for both yourself and the organisation you work for.

Best of luck with your studies!

Fanny Chan  
Publisher & Chief Executive Officer  
A-Performers.com

# 本地高等教育未來發展藍圖 ：重「質」多於「量」



Last October, Hong Kong Chief Executive Donald Tsang delivered his 5<sup>th</sup> Policy Address in which he highlighted initiatives in developing 6 industrial sectors, including higher education, with an aim to consolidate Hong Kong's status as a regional education hub, enhance the city's competitiveness and complement the future development of China. Whilst the government is actively promoting the education industry, how would the new development of local Master's degree programmes impact on prospective Master's degree students?

去年10月，行政長官曾蔭權發表其任內第5份施政報告，主力提倡發展6大優勢產業，其中一項重點發展的產業為教育，尤其是高等教育，目標是鞏固香港作為區域教育樞紐的地位，提升本港的競爭力，並配合國家的未來發展。究竟在政府積極發展教育產業下，未來的本地碩士課程發展藍圖，對將來修讀碩士課程的學生有甚麼影響？

# Think Big: Quality Trumps Quantity in Higher Education Development

## Increased Admission of Non-local Tertiary Students

Earlier, Premier Wen Jiabao urged Tsang to give a boost to the city's economy by developing local higher education. Measures to develop higher education as an industry are therefore announced, which Tsang believes will bolster the pluralistic, international and professional outlook of Hong Kong.

The number of non-local students in Hong Kong, as pointed by Tsang in his annual Policy Address, reached 9,200 in the 2008-09 school year, representing a rise of 16 percent over the previous year. The government will consider further relaxing the relevant requirements by allowing mainland students to pursue studies in non-local programmes at degree level or above in Hong Kong, and encouraging higher education institutions to step up exchange and promotion in Asia, so as to provide a more international environment for local students to broaden their horizons.

On the other hand, the government will strengthen the development of self-financing higher education, and has reserved 2 urban sites, in Ho Man Tin and Wong Chuk Hang respectively, for interested operators to provide self-financing degree programmes. These 2 sites are expected to provide some 4,000 places. In addition, the government has decided to increase the total commitment of the Start-up Loan Scheme by \$2 billion to help institutions meet the costs of purpose-built accommodation and facilities.



## 本港大學增收非本地生

事實上，早於去年4月，總理溫家寶已要求曾特首發展本地教育，作為本港經濟發展的增長點，故政府在施政報告中亦提出具體措施，改以產業形式發展教育，希望使香港邁向多元化、國際化和專業化。

特首在施政報告中指出，08年在本港就讀的非本地學生已達9,200名，較07年上升16%。政府將研究進一步放寬規定，逐步容許內地學生來港修讀學位或以上程度的非本地課程，並鼓勵本地高等院校在亞洲各地多作交流及推廣，為本地學生提供更國際化的校園環境，從而擴闊其視野。

## A Clear Long-term Vision

On the initiative in developing higher education services, Prof. Simon Shun-man Ho, Vice Rector (Academic Affairs), University of Macau, who is also former Dean of the School of Business at Hong Kong Baptist University and of the School of Accountancy at the Chinese University of Hong Kong, holds that the government lacks a clear vision when setting out higher education policy, whilst it also fails to identify the objectives of higher education.

“There are 2 objectives in general: 1. To consolidate national and social culture and improve people’s quality. Economic benefit is not the main point; 2. To emphasise practicability, enhance economic power and people’s competitiveness, which means ‘everybody gets a job’. As Hong Kong tends to the latter, it enjoys advantage in developing professional and practical programmes, for example Master of Business Administration (MBA) and Executive Master of Business Administration (EMBA) programmes. These programmes are commonly seen as an investment in career development, whilst disciplines like arts, history and philosophy rarely draw high interest.”

According to Prof. Ho, Hong Kong is seriously short of government-funded undergraduate places, with the admission rate of a mere 18 percent. Therefore, the top priority is not to develop private universities, but to establish a good foundation for local education. Hong Kong’s admission rate is really too low when compared with that in other Asian cities. Such a low rate is unfavourable to talent development, so the government should review Hong Kong’s vision in higher education and design a comprehensive strategy for long-term development.

Prof. Simon Ho believes Hong Kong has the advantages in developing professional and practical programmes.

何順文教授認為，香港在發展專業及實用性課程上具備優厚條件。



另一方面，政府提倡加強發展自資高等教育，並已預留兩幅分別位於何文田及黃竹坑的市區土地，供有興趣的辦學團體開辦自資學位課程，預計可提供約4,000個學額。同時，政府決定增加撥款港幣\$20億，協助院校興建校舍和配置設施。



## 為高等教育定位 鞏固長遠發展

對於港府大力提倡發展教育產業，曾先後出任香港浸會大學工商管理學院院長及香港中文大學會計學院院長的澳門大學副校長（學術）何順文教授認為，港府在制定教育政策時欠缺定位，亦未有認真釐清高等教育的目標。

「教育的目標可分為兩大層次，一是鞏固國家社會文化，提升人民素質，重點不在經濟效益；二是講求實用性，提高經濟實力及人民競爭力，即『人人有工做』。香港較側重後者，故在發展專業及實用性課程上具備較優厚條件，例如工商管理碩士(MBA)及行政人員工商管理碩士(EMBA)課程，不少在職人士皆視之為投資，但文史哲等學科則較難有高回報。」

何教授指出，香港本科學位嚴重短缺，大學入學率僅18%。政府目前首要任務不是發展私校，而是打好教育基礎。相對於其他亞洲新興市場，香港的入學率實在太低，妨礙人才發展，故港府宜檢視香港高等教育的定位，並制訂長遠發展策略。

“*Hong Kong as the meeting point of Chinese and Western cultures will be advantaged by launching postgraduate programmes on Northeast China as well as China, Hong Kong and Taiwan studies.*

香港作为中西文化汇聚点，大可开发有关中国东北及中港台的研究课程。

## Distinctive Programmes Give Edge

Prof. Joshua Ka-ho Mok, Associate Dean, Faculty of Social Sciences, the University of Hong Kong says that the government has turned a new page by developing higher education services. Despite the correct direction, the government is suggested to absorb neighbouring regions' experience for a holistic approach. Take Singapore and Malaysia for example. In the past decade, the 2 countries have put much effort into the development of higher education services. Singapore has been positively attracting renowned overseas institutions to launch programmes locally, which greatly enhances the country's reputation in the region.

Singapore may excel Hong Kong in programme quality. However, students may not enjoy as much academic freedom there as in Hong Kong. Prof. Mok thus suggests that the government discusses with the academic circle on introducing distinctive programmes jointly offered by overseas universities to attract overseas and mainland students.

“With the rapid development in China, many overseas people are interested in knowing more about China and developing their career there. Hong Kong as the meeting point of Chinese and Western cultures will be advantaged by launching postgraduate programmes on Northeast China as well as China, Hong Kong and Taiwan studies, serving as a portal for overseas students to study Asian affairs,” he adds.

It is true that Hong Kong holds the edge of higher education development. Prof. Ho says, “A number of Hong Kong higher education institutions rank high internationally. Some MBA and EMBA programmes even reach international level, so Hong Kong is pretty attractive in terms of these numbers. Freedom, academic independence and bilingual teaching in Hong Kong provide mainland students with good learning experience, whilst good law and order and convenient geographic location turns Hong Kong into mainland parents' ideal choice. Some even see Hong Kong as a stepping stone to overseas studies.”

## 參考鄰國經驗 開辦特色課程

香港大学社会科学院副院长莫家豪教授表示，港府发展教育产业可谓开拓新天地，方向正确，但具体做法宜参考邻近地区经验。以新加坡及马来西亚为例，过去10年，两国在发展教育产业方面下了不少功夫，其中新加坡积极吸引海外著名学府于当地办学，大幅提高区内的知名度。

与香港比较，新加坡课程质量可能稍优，但学术上却欠缺自由，故莫教授建议政府与学界商讨，引入海外大学共同开发的特色课程，从而提高本港对海外及内地学生的吸引力。「随着内地急速发展，海外人士均有意了解内地情况，并到内地发展。香港作为中西文化汇聚点，大可开办有关中国东北及中港台的研究课程，以英语授课，作为海外学生研究亚洲事务的平台，可谓一大优势。」

的确，香港在发展高等教育方面具备不少优势。何教授说：「本港多家高等院校国际排名高，部分MBA及EMBA课程更达国际水平，在数字上有一定吸引力。而香港自由度高，学术自主，中英双语教学，对内地生来说是良好体验，加上背靠祖国，治安良好，便于往返内地，因而成为不少内地父母的理想选择，部分人更视香港为出国留学的跳板。」

然而，何教授指出，香港高等院校课程理论化，偏重学术研究而缺乏实践，难免与社会脱节，长远来说将影响本港高等教育的竞争力，故院校必须改革模式，并改善商学院在教育上的不足，才能维持本港教育的吸引力。



Prof. Joshua Mok suggests that the government absorb neighbouring regions' experience to develop higher education services.

莫家豪教授建议港府发展教育产业时，可参考新加坡等邻近地区的经验。

“ *Joint-degree programmes allow students to study at both the local campus and the partner school's campus abroad. This sounds attractive to local, mainland and even overseas students.* ”

開辦聯合學位課程可讓學生分別於兩地就讀，對本地、內地以至海外學生也具吸引力。

However, as Prof. Ho points out, Hong Kong's higher education institutions place too much emphasis on theory rather than practice, resulted in disconnection with society that will make the city's higher education less competitive in the region. Hong Kong's higher education will soon lose its appeal for students unless tertiary Institutions reform their teaching style and improve the weaknesses of business school education.

## International Collaboration

The government is also suggested to focus on strategic areas and encourage collaboration with overseas universities for launching joint-degree programmes.

“At present, most of the programmes jointly launched by local and overseas universities are top-up degree programmes. Joint-degree programmes allow students to study at both the local campus and the partner school's campus abroad, which is a good opportunity for them to broaden their horizons. This sounds attractive to local, mainland and even overseas students,” Prof. Mok explains.

With the limited number of universities in Shenzhen as well as local citizens' interest in studying in Hong Kong, Prof. Mok suggests that the government strengthen connection with Shenzhen and build a “university city” there, spreading Hong Kong culture to the mainland. Meanwhile, the government is urged to set out more macroscopic policies and provide complementary facilities for higher education development.

## Teaching Quality Comes First

In Prof. Ho's opinion, the government is paying too much attention to the possible benefits brought by higher education development, diverging from traditional Chinese education values.

“These days, developing higher education services has become the talking point, but few people define it. In fact, education is rarely considered as an ‘industry’. An internationally renowned university, say Harvard or Cambridge, won't call itself an industry too, and won't merely focus on economic results. So, the government should first look at teaching quality instead of having its eyes on economic returns.”

## 走國際合作路線

莫教授建議港府集中資源發展策略性範疇，鼓勵本地大學與海外大學合作，共同開辦聯合學位課程（Joint-degree Programme）。「現時香港與海外大學合辦的多為銜接學位課程（Top-up Degree Programme），開辦聯合學位課程可讓學生分別於兩地就讀，是擴闊眼界的好機會，這對本地、內地以至海外學生也具吸引力。」

此外，鑑於深圳大學數目不多，而當地人亦有興趣來港讀書，莫教授建議港府與深圳加強連繫，興建「大学城」，將香港文化帶到內地，並促請港府制定更多宏觀政策及配套設施，以配合教育发展。

## 首重教學質素

何教授認為，港府過分著眼於發展教育帶來的經濟效益，與中國傳統教育理念背道而馳。「最近教育產業成為全城熱話，但卻沒人清楚界定產業的定義。事實上，教育很少被稱為產業，海外著名大學如哈佛、劍橋也不會以產業自稱，也不只著眼於經濟效益，故政府在發展教育時，應首重教學質素，不應只視賺錢為目標。」

莫教授深表同意，認為港人應放遠目光。「香港作為亞洲國際都會，要邁向國際化，單憑政府批出兩塊土地辦私立大學是絕不可能的。如果開辦一兩家私立大學就以為等同於教育產業，未免讓人貽笑大方。培育非本地生是文化傳承的表現。香港可透過建立『軟力量』（Soft Power），以本地文化影響學生思維，從而促進文化與知識多元兼容，為本港吸納高質素人才，從而強化本港競爭力，這些回報都是無價的。」



In favour of Prof. Ho's views, Prof. Mok asks Hong Kong people to think big. "Hong Kong is the metropolis of Asia. It is absolutely impossible to achieve internationalisation by having only 2 sites for founding private universities. It also sounds amusing if we identify having 1 or 2 private universities with developing higher education services."

"Cultivating non-local students is a means to cultural inheritance. By establishing 'soft power', Hong Kong can influence students' thinking with its culture. By doing so, it can promote the fusion of cultures and knowledge and absorb quality talents to reinforce Hong Kong's competitiveness. All these are invaluable."

Prof. Ho continues, "In Australia, schools lowered admission requirements to increase income, which has affected their graduates' quality. Hong Kong should never follow such an approach of 'quantity' over 'quality'. The first step is to enhance Hong Kong citizens' quality, and help them develop a global vision. It's much more important than economic returns. We shouldn't be shortsighted and look at money all the time. Only if we change our social values and broaden our horizons can we achieve real internationalisation."

## Promoting Education from a Consumer's Perspective

Speaking of higher education development, Ms. Fanny Chan, Publisher and Chief Executive Officer of JobMarket Publishing Limited, Sing Tao News Corporation also agrees with the "quality over quantity" concept. She says, "With the new policy introduced, there will be more new programmes in the market. Problems of programme quality, the number of qualified teachers, programme management and operation will raise the public concern. These are also the key factors that affect programme selection."

As revealed by Ms. Chan, a recent research shows that 90 percent of postgraduate students, full-time or part-time, study mainly for future career development, whilst only a small proportion of students study out of their interest. Since adult education market is self-financing, it greatly depends on market demands. The government should therefore consider the perspective of the consumer market as well when developing education services.



“*Only if we change our social values and broaden our horizons can we achieve real internationalisation.*”

只有改變社會風氣，  
擴闊港人眼界，  
才能真正邁向國際化。

何教授续说：「澳洲因为经费减少，为赚取收入，降低收生要求，因而影响毕业生素质，这种『量』重于『质』的做法，香港实在不宜效法。目前香港首要是巩固市民素质，培养他们的国际视野，这些都比经济回报重要。我们不要太短视，凡事向钱看，只有改变社会风气，扩阔港人眼界，才能真正迈向国际化。」

## 從消費者角度推廣教育

星岛新闻集团求职广场有限公司出版人及行政总裁陈筱芬认同发展教育，「质」比「量」更重要。「随着教育产业政策推行，市场上将出现更多新课程，课程质量能否保持、师资方面是否足以应付，以至课程管理及运作等问题，皆备受各界关注，亦成为学生选修课程时的首要考虑因素。」

陈筱芬指出，有研究发现90%选择进修或攻读硕士学位的人士，无论修读全日制或兼读制课程，主要是为未来事业发展铺路，只有小部分是基于兴趣。由于成人教育市场为自费市场，受市场需求影响，故政府在发展教育产业时，亦应从消费者的角度考虑。

“*Today, new elements related to career development are incorporated in many quality MBA programmes.*

現時不少優質的 MBA 課程在學習過程中，滲入有關就業發展的新元素。

”

## New Elements to be Added

“By developing higher education services, the government aims to secure Hong Kong's status as an education hub and attract more non-local students, especially mainland students, so that it can strengthen its connection with the motherland. In the future, class mix of postgraduate programmes will be internationalised, with a larger proportion of mainland students. At the same time, universities will cater for students' diverse needs through programme adjustment.”

“I think there won't be a big change of programme framework, but new elements will be added to elective courses, such as topics on leadership, market regulation in the post-economic crisis world, corporate social responsibility, etc. As many local and overseas students are interested in knowing about China, I believe that the new programmes will provide more Asia and China business case analyses,” she continues.

With so many programme choices, students may find themselves confused about what to select. Ms. Chan notes that, today, new elements related to career development are incorporated in many quality MBA programmes. Some faculties even set up career offices to assist students in employment.

For programme selection, Ms. Chan reminds students to learn from the government's experience in promoting associate degree programmes and seriously consider factors including programme quality, teacher qualification and recognition. In addition, they may see whether the programme contains any added values. **A**



## 課程料增添新元素

她说：「政府发展教育产业，目的是确立香港的教育枢纽地位，吸引更多非本地生，尤其是内地生来港就读，从而加强与祖国之融合。展望未来，就读学生的背景将更国际化，内地生将占更大比重，而院校亦会透过课程整顿来迎合学生需要。」

对于 MBA 课程未来发展的看法，陈筱芬认为：「我相信课程框架变化将不大，但会在选修科目中增添新元素，例如金融海啸后的市场调整、企业社会责任等课题。由于不少本地及海外学生皆有兴趣了解中国国情，我相信未来课程将有更多关于亚洲及中国的商业个案（Business Case）分析。」

随着各院校推出更多课程，学生在选择课程时可谓眼花缭乱。陈筱芬表示，现时不少优质的 MBA 课程在学习过程中，滲入有关就业发展的新元素，部分学院更增设就业办事处，协助学生开拓事业。

她建议学生在选择课程时，除了以过往政府力推副学士课程作为借镜，慎重考虑课程质素、师资及认受性等因素外，亦可留意课程是否具备上述的附加元素。 **A**

Ms. Fanny Chan believes that the new programmes will provide more Asia and China business case analyses.

陈筱芬预料未来课程将有更多关于亚洲及中国商业个案分析。

# The View From the Top: Kellogg-HKUST

## *EMBA Ranked #1*

In today's uncertain economic times, having solid educational credentials is all the more important to succeed in the business world. That is why over the past decade, MBA and Executive MBA (EMBA) programs around the world have grown steadily in number and popularity. Part of the reason is the widespread recognition that doing business in the 21<sup>st</sup> century requires a first-hand understanding of international economic forces and trends. At the same time, the world of business education has evolved rapidly, so that an average business degree simply does not cut it anymore.



To respond to this demand, top-tier schools all over the world have been working together to develop programs to challenge today's businessman and businesswoman. Over the years, it has become increasingly popular for schools in different countries, or even different continents, to combine their expertise in order to provide students the most enriching experience both of their schools can offer.

The Kellogg School of Management at

Northwestern University is a household name in the MBA world and one of the top MBA schools in the world. Based in Chicago, it boasts an impressive faculty of economic experts and equally impressive alumni. Meanwhile, the Hong Kong University of Science and Technology, based in the bustling city of Hong Kong, the hub of all market activity in Asia, is a prime spot for the world's upcoming business leaders to gather and learn together.



Which is why, in just a few short years, the Kellogg-HKUST EMBA program has grown in leaps and bounds to become the No. 1 ranked global EMBA program, according to the Financial Times. With a selective class of around 60 students each year, the school attracts experienced business leaders from all over the globe. Unlike other business schools, the students in the Kellogg-HKUST EMBA program have an average of 14 years of work experience under their belt, which dramatically enhances the depth of knowledge in the class.

The Kellogg-HKUST EMBA program is based on the Kellogg School's business curriculum and lasts for 18 months. Students take classes two weekends a month, with many of them flying into Hong Kong from their normal places of work to attend. Given the strategic location of Hong Kong, the Kellogg-HKUST EMBA program has students from all corners of the world, for examples London, New Delhi, Helsinki, New Jersey and other

Asian cities. In total, about half of the student body is based outside of Hong Kong.

The learning experience is enriched by the fact that students spend two weeks at the Kellogg School in Chicago for intensive study. To highlight the importance of international training, students have the opportunity to choose two global electives at Kellogg's partner institutions in Chicago, Miami, Tel Aviv, Vallendar, Toronto and Hong Kong. This way, students get the most benefits from the faculty experts at both Kellogg and HKUST.



## Global EMBA program thrives on diversity and the best of East and West

The partnership between Kellogg and HKUST not only links two top universities, but also brings together the top business minds from east and west. While Kellogg is an established and well-respected academic institution, Hong Kong represents the future growth of economic activity, with its access to the rapidly expanding Chinese and Asian markets. It is for this reason that the Kellogg-HKUST program provides a unique opportunity for students to learn how to do business successfully in Asia, a skill that will only become more invaluable in the industry in the years to come.

In keeping with the global nature of the business world, the Kellogg-HKUST EMBA has a diverse collection of students. This allows for the cross-fertilization of cultures and lets students learn about the experiences of doing business in different cities, even as they are studying how to become global leaders. The networks and friendships formed in the EMBA program will become a valuable resource for them after they graduate.

Perhaps most importantly, when it comes to the potential for success, the Kellogg-HKUST EMBA delivers. Three years after graduating, the average annual salary for students is USD \$345,111, which is the highest among schools of its kind. Combined with the invaluable insights gained from the Kellogg program, and the experience of learning with business leaders from around the world, the Kellogg-HKUST EMBA program is one of the best investments you can make. **A**



All information provided by the courtesy of Kellogg-HKUST EMBA