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# 前言

## Foreword

The irresistible trend of globalisation brings about a wave of challenges, urging executives to make the necessary changes to keep up with the volatile business environment. Many executives now understand how imperative it is to equip themselves to ensure that they are able to embrace future challenges.

The changing yet competitive business setting requires executives not only to build fundamental technical skills, but also essential soft skills that enable them to create business impact, whilst organisations are expecting executives to develop attributes of a competent leader who integrates his/her learning of new concepts with innovation, development and implementation of business strategies across regions. To this end, more executives now turn to executive programs or MBA education, looking at adding skills and experience to be better positioned in the changing marketplace.

According to the 2011 Application Trends Survey conducted by The Graduate Management Admission Council, enrollment for universities and business schools providing executive education has surged, with Master-level programs reported the most increases: 83 percent of finance programs, 69 percent of management programs, and more than half of accounting programs reporting increased volume over 2010.

The survey's findings also reflect the increasing demand for business education among Chinese executives – 46 percent of all graduate business programs saw growth in international applications, with China and India topping the list of foreign applicants, especially for full-time MBA programs.

Such increase in demand for executive education results in the many choices of programs in the market, which causes a headache for executives to make a sound choice. To seek out the best among the large number of programs, executives are suggested to look at a couple of things, including program content, teaching quality, school's reputation, graduates' feedback and comment, etc. Still, the top consideration is definitely your own learning needs and preference.

Whether seeking to start a new career or to climb the ladder within an already established career, the importance of lifelong learning should never be understated. The pursuit of continuous education is not merely for a recognised certificate, but for a good learning experience that facilitates a more comprehensive mindset, which is not only a great benefit to your career, but also to your life.

Besides detailed information of MBA, EMBA and DBA programs available in both Hong Kong and the Chinese mainland, China Executive Education Guide also features interviews with academics and professionals who share with you their valuable insights and experience. We hope the Guide will serve as a good reference for you in further education. **A**

*Good luck on your studies!*



*Fanny Chen*  
陳敏芬

# 多才多艺 灵活变通

# 企管人員 **致胜** 之道



## Be a Flexible Generalist

## *— the Key to Sustainable Success*

近年，中国经济发展势头强劲，内地企业纷纷把目光转向全球业务拓展，以加强在全球经济中的竞争力，企业对企管人员的要求因而愈来愈高，这促使企管人员积极自我增值。那么要维持职场上的竞争优势，企管人员必须掌握甚么技巧？如有意进修学习，又应如何选择合适的企管课程呢？

As China's economy continues to grow, Chinese enterprises are seeking to expand globally and are having higher expectations of their executives, urging them to pursue continuous learning. To maintain competitive in the job market, what are the key skills for executives to master? What should be considered in selecting the right executive program?



韬睿惠悦咨询公司高管薪酬咨询中国区总经理方晔表示，目前企管人员面对的最大挑战，是如何有效管理变革，使企业即使在多变的环境中仍能维持优势。

Maggy Fang, Director of Executive Compensation Consulting for Towers Watson in China believes that the most critical challenge facing executives is how to effectively manage change in order to maintain the winning edge of the organisation in the volatile environment.

韬睿惠悦咨询公司高管薪酬咨询中国区总经理方晔（Maggy Fang）表示，目前企管人员面对的最大挑战，是如何有效管理变革，使企业即使在多变的环境中仍能维持优势。因此，企管人员必须具有变革管理能力。「在多变的环境下，高管人员必须拥有良好的变革管理技巧。数年前变革管理可能没那么重要，但面对目前多变的环境及挑战，高管人员必须掌握这方面的技巧，并在管理方法、专业技术、行业知识不断充实自己。」

## 四项必须掌握的重要技巧

Maggy认为，企管人员如要确保企业能持续创造商业价值，必须培养以下四项技巧：

- i. 愿景
- ii. 建立企业文化的能力
- iii. 变革管理的能力
- iv. 全球策略性思维及本土领导力

她解释道：「今天，内地、亚太区以至全球经济环境多变，竞争激烈，企管人员必须具备良好的商业愿景，了解业务发展的未来走向，协助企业建立鲜明的文化，有效管理企业变革。此外，在全球化的趋势下，企管人员更要培养全球策略思维及本土领导能力，以协助企业在本土及海外发展及管理业务。」

Maggy Fang, Director of Executive Compensation Consulting for Towers Watson in China believes that the most critical challenge facing executives is how to effectively manage change in order to maintain the winning edge of the organisation in the volatile economic environment. As such, it is imperative that executives master the skills of change management. “A few years earlier, change management was not that important, but facing today’s changing and challenging business environment, executives must grasp these concepts and keep updating their management skills, technical skills and industry knowledge skills

## Four Key Skills to Learn

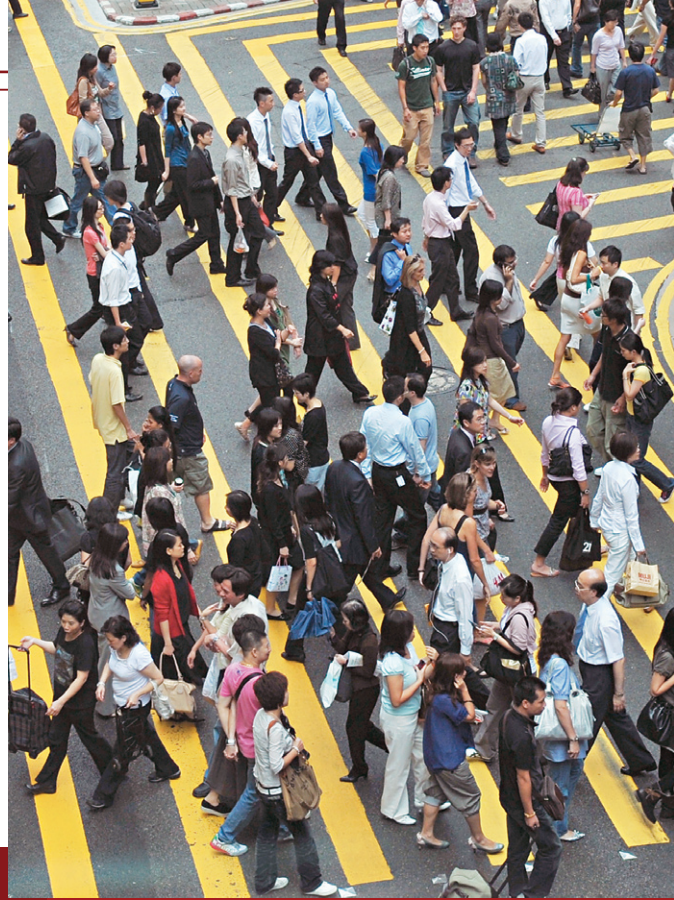
Maggy thinks that the following four skills are essential for executives to ensure that their organisations are able to create sustainable business value:

- i. Vision
- ii. Corporate culture building skills
- iii. Change management skills
- iv. Global strategic thinking and local leadership

“Nowadays, with the rapidly changing economy and fierce competition in the marketplace, executives need to develop good business vision to project the future of business, build up a clear corporate culture, and respond to change flexibly. In addition, with globalisation taking hold, it is more important than ever for executives to develop global strategic thinking and local leadership, so that they can effectively manage local and global business,” she explains.

韬睿惠悦咨询公司人才与奖酬及高管薪酬咨询总监郑添之 (Jeffrey Tang) 认同策略性思维的重要性，并指出企管人员除了要掌握金融技巧外，也要熟悉企业的营运，了解业务如何运作。他说：「全球化为大势所趋，许多企业都迈向国际化，在各地区拓展业务，故企管人员必须同时具备国际及区域视野，才能有效地跨国、跨区工作。企管人员还需要有很强的适应能力，以适应变化多端的市场环境，以及各地区不同的文化及法规。」

世界不断在变，企管人员既要有能力适应变化，也要不时重新检讨现有的商业模式。Jeffrey 道：「以往一个商业模式可能采用十多年也不用改变，但随著市场急速变化，企管人员必须能够建立新的商业模式，以迎合市场变化。即使认为模式没问题，也应加以优化，使其更可行合用。」



全球化为大势所趋，不少企业都迈向国际化，在各地区拓展业务，故企管人员必须同时具备国际及区域视野，才能有效为企业管理本土及海外业务。

Jeffrey Tang, Director, Talent & Rewards and Executive Compensation for Towers Watson in Hong Kong agrees with the significance of strategic thinking, and points out that besides financial skills, executives should also

know about business operation – how the business runs. “Globalisation is an irresistible trend. As organisations are going international with business expanding globally, executives must possess both international and regional perspectives to efficiently work across borders. Meanwhile, executives also need to be highly adaptable to the volatile market, different cultures and legislations across the regions,” he says.

In such a constantly changing world, executives not only have to adapt to change, but also to revisit the current business models. “In the old days a business model may be retained for more than a decade, but now, as the world keeps changing rapidly, it is crucial that executives have the willingness to revisit their business models and adapt them in response to market change. Even though they think the models are okay, they should still optimise them to make them more applicable,” says Jeffrey.

## 学习并实践新管理概念

市场环境变化迅速，企管人员也要与时俱进，不时学习崭新的管理概念。Jeffrey 认为，学习新概念固然重要，但更重要的是实践：「我们称之为『运作研究』 (Operational studies) – 当一个好的概念或理念出现时，我们必须学习如何在现实环境中将之应用与实行，并让所有员工了解。举例说，年轻一代的沟通方式大不相同，故领导便要研究如何有效地与年轻员工沟通，从而让他们了解、接受并认同新的概念。」

Jeffrey 建议，除了课堂学习外，企管人员应在工作中加以实践，始终最理想的学习方式仍是将课堂学习与在职实践结合。Maggy 亦同意，并指出透过不同工作任务及轮岗，企管人员可获取实践机会，从中提升个人技巧和经验。



韬睿惠悦咨询公司人才与薪酬及高管薪酬咨询总监郑添之认为企管人员必须同时具备国际及区域视野，以及良好的适应能力，才能适应变化多端的市场环境，以及各地区不同的文化及法规。



Jeffrey Tang, Director, Talent & Rewards and Executive Compensation for Towers Watson in Hong Kong thinks that executives must possess both international and regional perspectives as well as adaptability in order to efficiently work across cultures and regions.

因应著市场变化，各大专院校的企管课程不断推陈出新。Maggy认为，修读工商管理（MBA）课程对企管人员的确有帮助，并为他们提供良好的交流平台，但前提是企管人员必须有理性认识，通过报读MBA的学习，可以掌握和更新管理知识，但是自身能力的提升是一个长期过程。

Maggy续说：「中国高管的领导技巧都相当不同，有些高管拥有很高水准的技巧和能力，但有些高管可能将注意力集中在商业模式上，对基本管理概念反而未必掌握得很好。在这样的背景下，修读MBA课程就显得更为重要了。」

*Globalisation is an irresistible trend. As organisations are going international with business expands globally, executives must possess both international and regional perspectives to effectively manage local and global business.*

## New Management Concepts – Learning and Execution

It is also critical for executives to keep up with the times by learning new management concepts. In Jeffrey's opinion, the key is to convert these concepts into real-life applications. "We call this 'operational studies'. When there is a good concept or idea, we need to learn to execute it in real-life situations, and let everyone understand what it is. For instance, the younger generation communicates in a very different way, so the leader should think about how he/she could communicate effectively with the young staff, so that they understand, accept and recognise the new concept."

Jeffrey suggests that other than classroom learning, executives should also learn by on-the-job practice. The best way to learn is still a combination of the two. Maggy agrees and thinks that through various working assignments and job rotations, executives are exposed to practice that helps enhance personal skills and experience.

Given the market trends, business schools are launching more new executive programs to cater to executives' learning needs. Maggy says that studying MBA programs could be helpful to executives and provides them with a platform for exchange. But a comprehensive learning plan should be in place; otherwise taking executive programs may not necessarily lead to competency enhancement.

"China executives have diversified leadership skills. Some may have very high-level skills and competencies, whilst some may focus on business models without solid knowledge of basic management concepts. In this case, studying MBA programs will be more essential," she continues.

钱志健认为，世界不断在变，故商学院必须求变，因应市场变化调整课程，从而与现实世界接轨。

Ed Chin thinks that as the world keeps changing, business schools should adjust syllabi of the programs to closely connect with the real world.



提到MBA课程，往往令人联想到金融界。今期我们就邀请了资深投资经理钱志健（Ed Chin）分享他对商学院及企管人员教育的看法和经验。Ed在投资界历练逾二十年，目前是一间对冲基金策略公司的首席顾问及一家族资产公司的董事局成员。自2006年起，他在《信报》撰写「金融圈内」专栏，广受读者欢迎。

## 商学院须与现实世界接轨

经历零八年金融海啸后，不少人认为商学院是时候改革创新。Ed认为，商学院和现实世界之间无可否认存在著差距，故实在有需要变革。「世界不断在变，商学院无论是MBA抑或EMBA课程，除了核心课题不必作重大改变外，其他科目的内容都宜因应市场变化而有所调整。由于这些课程都讲求实用性，所以更应紧贴市况，与现实世界接轨。」

全球经济衰退无疑为金融业界带来深远影响。Ed说道：「近来不少人都觉得2012年是核子寒冬（Nuclear winter），情况是否真的这样差？没有人知道。从商学院的角度看，就是要求变，商学院教授的知识必须与外面世界连在一起。理论固然重要，但只有理论没有实践的话也不行。近几年香港一些大学都开始投放资源革新，例如有大学建设了『交易实验室』（Trading lab），类比投资银行的坐盘交易实况，供学生实习。」

## 多才多艺 灵活变通

现今的企管人员皆积极自我增值。Ed认为，企管人员未必要深入了解所有专门技术，但要知道大概。「今天的企管人员需要成为通才，要灵活变通，既是某些范畴的专家，同时也要多才多艺，视野广阔。」

When it comes to MBA education, many associate it with the financial sector. In this issue, we are glad to have invited experienced investment manager Ed Chin to share his views on business schools and executive education. Having engaged in the financial sector for more than two decades, Ed is currently Principal Consultant at a hedge fund firm and Board Member at a family office. Since 2006, he has been writing a highly popular column in a local paper.

## B-schools to Connect to the Real World

After the credit crunch in 2008, many thought that there is a need for traditional business schools to reform and innovate in order to rebuild the tarnished MBA brand. From Ed's perspective, disconnection exists between b-schools and the real world, which urges b-schools to reform. "The world is constantly changing. Therefore, whether for MBA or EMBA programs, besides core subjects, syllabi for other subjects should be adjusted based on market trends. As these programs are highly practical, b-schools should follow the market tightly and ensure that they are connecting with the real world," he says.

The worldwide economic crisis has brought profound and devastating impact to the international business arena. Ed says, "These days many think that 2012 would be a 'nuclear winter'. Will it be that bad? God knows. From the business schools' perspective, it's about change. A b-school has to connect what it teaches with the outside world. No doubt we need theory, but we can't do with only theory without practice. In recent years, local universities started to invest in innovation, for example a university established a trading lab to simulate real trading in i-banks for practical training."

## Flexible Generalist

The majority of executives pursue self-enhancement today. Ed thinks that executives do not need to know all the technical skills in depth, but they need to have an understanding of the big picture. "Today's executives should be generalists who are flexible enough to manage change. They can be specialists in certain areas, but at the same time generalists with broad horizons."

Ed举例说：「我的专长是对冲基金，但投资世界很广阔，故同时我也会研究其他投资，做一个generalist。事实上，在我所属的领域，现在除了做对冲基金，还会做另类投资，意思是不只从事股票及证券买卖那么简单，例如创投投资，在新兴市场找有潜力的社会企业、对社企有信念及热诚的投资者进行具社会影响力的投资。」

Ed于多伦多大学取得工商管理硕士学位。「我读MBA时为1996-1998年，工作十多年之后才重返校园，我建议企管人员挑选课程时要考虑个人需要，最好挑选学员来自世界各地的课程，能与不同国籍及不同行业的人一同学习，效果更佳，这也是扩阔眼界的好机会。」

黄毅力（Eric Wong）为富利堡集团主席兼行政总裁，过去十年，游学四方、拜访名师；曾就读于中大EMBA、哈佛商学院、INSEAD牛津管理课程及中共中央党校。现为多份报章撰写专栏，将其管理心得授予有志之士。

Ed illustrates with an example, “my specialty is hedge fund, but as the investment world is so broad, I also look at other investments. In fact, in my sector, besides hedge funds, we also work on alternative investment. It means that we not only engaged in stock or securities trading, but also impact investing – searching for potential social enterprises in emerging markets for investments that create social impact.”

Ed obtained his MBA at The University of Toronto. “It was a long time ago in 1996-1998. I returned to school after around ten years of work. I would suggest executives to think about their personal need for program selection. It would be better to choose programs with an international student mix. Learning with students of diverse nationalities and industries creates more valuable learning experiences. It is also a good opportunity to broaden your horizons.”

Eric Wong, President and CEO of Richburg Motors, has been in the pursuit of lifelong learning for the past decade. He has studied programs at a number of renowned schools including The Chinese University of Hong Kong (EMBA), Harvard Business School, INSEAD and Party School of the Central Committee of CPC. He is now a columnist for a number of local papers where he shares his management philosophy with readers.

## Outside Thinking

As Eric says, the best way to meet global trends is learning, “I take one short course from Harvard Business School every year to update my current knowledge and achieve my learning objective. In the meantime, I take this as a chance for annual review and preparation for my new strategies. I believe that executives should develop outside thinking and learn to think outside the box. Learning helps us review our positions in an objective way, and sometimes we may discover new visions from that.”

Speaking of the trends of executive education, Eric reveals, “The first is ‘technology’ – how should we leverage technology to deliver more accurate, timely information that caters for our needs? The second is ‘profession’ – how can we acquire visionary knowledge through learning?”



## 向外式思维

Eric认为，要迎合内地发展及世界趋势，最佳方法是报读课程：「我每年都会在哈佛商学院修读一个短期课程，藉此更新现有知识，达到自己的学习目的，同时以此作全年检讨，为新策略做准备。姑勿论是高管或是中层人员，都需要有向外式思维（Outside thinking），跳脱传统限制，开放创新地思考。报读课程有助我们更客观地检视自己的工作岗位，从中发掘平时看不到的远景。」

谈到企管教育的趋势，Eric表示：「首先是科技－如何利用现有科技令资讯来得更准确、合时及切合需要，并由此令工作更有效率？其次是本业－如何透过学习得到我们认为有前瞻性的知识？」

正如之前Ed提到，在进修时，最好选择学员来自世界各地的课程，Eric都认同，选择课程时首要注意的是学员组成而非排名。「排名可用来参考，但更实在的是看师资背景及专长，以及毕业生对课程及导师的评价。另外，现时坊间不少课程都强调中国元素，例如部分学员来自内地大企业，这元素非常重要，毕竟内地发展一日千里，与内地企管人员一同学习、交流将有助增进对国情的了解。」

Eric提出以下四项进修须注意的要点：

1. 不要认为取得证书必然令事业发展变好，因为拥有这证书的大有人在，最重要的不是结果而是学习过程。
2. 进修有否改变你的批判性思维，令你的判断更客观准确？
3. 在学习过程中你是否在知识上有改进？要做到这点，你又有否与同学及导师作学术互动？
4. 能否从每位同学身上得到启发，不论他的身份与地位？

他续说：「如果能做到以上四点，便值得去进修学习，但紧记最重要是学习过程中有得著，而非只视证书为转工的有利条件。在挑选课程方面，我建议企管人员按个人的核心价值及强弱项选择。如前所述，最有效的方法是参考校友及毕业生的评价，从中了解师资背景及质素，并留意学员组成是否国际化。」**A**



黄毅力提醒，在选择课程时首要注意的是学员组成，其次是师资背景及专长，以及毕业生对课程及导师的评价。院校排名可用作参考，但非决定因素。

Eric Wong reminds executives to first look at the mix of students, the teachers' background and specialty, and graduates' comments on the program and teachers. School rankings can be for reference but not a decisive factor for program selection.

As told by Ed earlier, when selecting a program, those with a diverse student mix would be a better choice. Eric agrees and reminds executives to look at students mix first rather than school rankings. "Rankings can be seen as reference, but more importantly we should look at the teachers' background and specialty, the graduates' comments on the program and teachers. Moreover, today many programs emphasise China elements, for example with some of the students coming from large corporations in the mainland. I would say this element is critical, given the flying growth of China. Learning with China executives will be a good chance to get a closer look at China's conditions."

Eric shares with us the four key points for continuous learning as below:

1. Don't think that the certificate will surely lead to better career development, as you are not the only one who has the certificate. We should value the learning process, not the outcome.
2. Has learning changed your critical thinking and helped you make objective judgment?
3. Have you achieved intellectual improvement? To do this, have you had any intellectual interaction with your classmates and teachers?
4. Have you learnt anything from each of your classmates, regardless of his/her status or position?

"If you are able to follow the above four points, then it's good to pursue learning. Remember that the key is to have learning gains instead of merely seeing the certificate as your asset for job changing. As for program selection, I suggest that executives make decision according to their own core values and strengths and weaknesses. As mentioned earlier, the best way is to refer to alumni and graduates' comments to know more about the teachers' background and quality, whilst the mix of students should not be overlooked," he concludes. **A**