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前言

Foreword

More than ever, the nature of work is changing with a trend of people performing multiple roles across functional areas in business. This casts an extraordinary impact on the workplace where working lives are doing their best endeavours to adapt to the change and stay competitive.

Dr. Lynda Gratton, Professor of Management Practice at London Business School, hailed by The Times as one of the top 20 business thinkers in the world today, shares her insights in her book "The Shift: The Future of Work is Already Here", which I found inspiring and worth reading. She gives a glimpse into what the world of work is likely to look like in 2025 and mentions five forces that will shape work and careers: greater globalisation of innovation and talent; development of sophisticated connective technologies; profound changes in demography and longevity; broad societal forces and the impact of carbon use and CO₂ on consumption patterns. These five forces will be changing the world and the workplace as well. Change will inevitably bring about challenges. The prerequisite for change should be – how do we equip ourselves for the challenges in the future world of work?

As Gratton expects, the age of the generalist is over and that serial mastery will be a requisite for success. Therefore, you are probably unable to maintain competitive by being a "jack of all trades". To stand out from the crowd, you really have to learn to master a skill or talent and develop it with real depth.

The future is about being specialised and knowledgeable. It is also about creativity and innovation. My belief is that an organisation with sustainable success requires innovation, leadership and entrepreneurship. It is thus wise for executives to develop the creative mindset and the innovation capabilities of an entrepreneurial leader to secure their place and create greater values for their organisations.

As Sun Zi's "The Art of War" says, "The skillful fighter is able to secure himself against defeats." We should never overlook the importance of lifelong learning. To facilitate your path to self enhancement, we are pleased to present "China Executive Education Guide" to all of you! The Guide gathers detailed information of MBA, EMBA and DBA programmes available in both Hong Kong and Mainland China, and in the meantime, it features inspiring interviews of academics and professionals who share with you their valuable insights and experience into management education. I hope this Guide will serve as a good reference for your higher education plan. **A**

*Best of luck
with your studies!*





理者应全盘考虑行业、客户群、工种、国家法规等项目，用心沟通与学习，去调节合宜的管理手法。」教授的启迪，通过课程有系统的传授，他说现在在中国拓展工作团队时，更得心应手，成功建立活力与创意兼备的人才库。

了解客户群 新定位进军内地

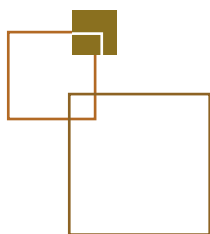
专门代理欧美高级家用产品的钜星国际有限公司执行董事连一琪，在北上发展时也遇上重重挑战。

「内地的文化跟香港及台湾非常不同，又因我在澳洲受教育，业务初进中国时，习惯采用西方的管理方法，却总是显得格格不入；幸好就读科大EMBA期间，令我有机会近距离地接触到中国的民营企业家、金融专才，大家分组合作、游学考察，全都让我深刻体会他们的思考模式及经商要诀，丰富了人生经历；而教授针对中国国情的课题，启发我在人事管理、商务谈判，甚至为新产品定价时，更准确精密，顺利打入内地市场。毕业后，我觉得课程还未完结，因为我自觉有责任将难能可贵的知识与体验，一一传授给香港及内地的同事们，增添公司的整体实力。」

两位学员不约而同地表示，抱持开放的态度，用心了解东方的文化智慧，是开拓大中华市场的不二法门，就如科大EMBA课程主张的「融、汇、变、通」四大核心，管理人要结合东方人文精神，和西方的理性分析，中西合璧，融为日常决策的哲学；至于课程的启迪，亦不止于此，他们形容学习过程是人生的飞跃，摄取了新的思维架构和企业理念，更能清晰掌握中国崛起的发展机遇。▲



(右二) 钜星国际有限公司执行董事连一琪



香港科技大学EMBA - 中英双语课程

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如何掌握中国机遇？

高管重整策略

拓展有道



开启中国大门之钥匙

中国位居世界第二大经济体，市场持续迅速发展，跃升成为第一大的经济体，指日可待；目前中国在软件配套上尚未及香港般成熟，对深谙西方管理文化的香港高层管理人才来说，内地市场充满无限的发展机遇。



动画「喜羊羊与灰太狼」创办人卢永强

然而，中国源远流长的思想传统、人文精神，并不能直接套用西方的管理模式；两位分别来自创意工业及营销贸易的香港高管精英，谦逊地通过香港科技大学EMBA - 中英双语课程，学习融入东方智慧、中国深度的商管哲学，开拓事业新天，朝国际市场进发。

跨文化管理 建创意活力团队

中国家喻户晓的动画「喜羊羊与灰太狼」，自2005年首播起，风靡全中国，最高收视率甚至超越了同时段播出的美日动画片。这套内地原创动画的创办人，原来是香港著名编剧及填词人卢永强。

「回顾北上创业的经验，最大的挑战是文化差异，光是招聘一环，内地人事部对职位、要求的理解跟香港不一样，我们花了不少时间解释，才能顺畅请人的流程。」

一直醉心艺术创作的卢永强，希望将创意产业化，开拓中国市场，于是他带著求变的决心报读科大EMBA课程：「开课之初，我马上向教授求教关于内地管理的法则，他启发我别奢望单向地植入西方的管理模式，因为中国幅员广大、文化深厚，管

掌握文化创意产业 管理技巧

变身跨领域创新人才



Be an Innovative Talent across Disciplines

Mastering Management Skills

in the **Cultural and Creative Industries**

现今商业社会变化急速，企管人员要维持竞争力，必须与时俱进，紧贴市场趋势，故自我增值自然成为不容忽视的一环，而持续进修则普遍是企管人员提升管理能力的主要途径。

More than ever, the nature of work is evolving with a trend of people performing multiple roles across functional areas in business. The change is having an extraordinary impact on the workplace where working lives are doing their best endeavours to adapt and stay competitive.



随著西九文化区落成，香港对文化创意产业管理人才的需求预期将持续上升。

As the West Kowloon Cultural District is soon to be completed, the demand for creative management talents is expected to increase.



综观目前全球的变化趋势，在资讯科技发展及全球化的推动下，各国在经济、文化、意识形态、价值观及知识等方面都趋向融合，在各层面上界线变得模糊。而各国亦由以往著重传统的「硬实力」(Hard power)，转变为更重视「软实力」(Soft power)。英国《金融时报》、《伦敦时报》管理专栏作家及评论家Stuart Crainer亦指出，管理学的发展趋势将由以往注重经济及技术层面的「硬管理」(Hard management)转向更注重社会及文化层面的「软管理」(Soft management)。

跨领域创意人才势成主流

随著各国愈来愈重视软实力，社会需要的人才将不再是浅薄的通才或只专于单一领域的专才，人才必须培养对文化的敏锐触觉，并精通多个领域的知识。预计在未来十年，兼具人文学及商学背景、文化创意思维及能力的跨领域专才将成为全球主流。

回应全球趋势，本港近年亦兴起一些与文化及创意相关的管理课程。随著政府于2009年把文化创意产业锁定为香港六大优势产业之一，以及西九文化区即将落成，社会对文化创意产业管理人才的需求预期将持续上升。早前行政长官梁振英在2012-13年度施政报告中，亦表示会继续积极推动文化创意产业发展，可见这将是未来经济发展的重要方向。

Today's ever changing business world urges executives to keep abreast with the market trends. To stay competitive, continuous learning is definitely a key channel for executives to enhance their management capabilities.

As we see from the changes taken place worldwide, countries around the globe, moved by the development of information technology and the wave of globalisation, tend to go towards merge in terms of economy, culture, ideology, values and knowledge, etc, resulted in blurred boundaries. There appears a shift of focus from traditional "hard power" to "soft power". Stuart Crainer, a noted British commentator and columnist to Financial Times and London times, also points out that the trend of management goes from hard management from an economic and technical perspective to soft management from a social and cultural perspective.

Cross-disciplinary Talents Lead in Mainstream

With the growing emphasis on soft power, the business world will be no longer in demand for "jack of all trades" or specialist in merely one discipline. Talents are urged to develop acute cultural sense and master knowledge of multi disciplines. It is expected that cross-disciplinary talents with a merge of background in humanities and business studies as well as the ability to create and innovate will come into the mainstream.

In response to the global trends, there have been a couple of management courses relevant to culture and creativity launched in Hong Kong. As the Hong Kong government identified the cultural and creative industry as one of the six Industries where Hong Kong enjoys clear advantages for further development, and the West Kowloon Cultural District is soon to be completed, the demand for creative management talents is expected to increase continuously. Earlier, Hong Kong Chief Executive C. Y. Leung expressed his continued support for the development of the industry in his 2012-13 Policy Address, which has reflected that the industry will be a key direction for economic development in the future.



行政长官梁振英在2012-13年度施政报告中，表示会继续积极推动文化创意产业发展。

The cultural and creative industries, or creative industries, refers to industries that create wealth and employment opportunities for society through a range of economic activities that integrate culture and creativity with a focus on knowledge such as innovative thinking, innovation skills and technology. The cultural and creative industries comprise a wide range of sectors including advertising, architecture, art, crafts, design, fashion, digital entertainment, film and video, comics, music, performing arts, publishing, software and computer services, and TV and radio, etc, while it has a close economic tie with other industries such as travel, hotel, museums, conference and exhibition, cultural heritage and sports.

Hong Kong Chief Executive C. Y. Leung expressed his continued support for the development of the industry in his Policy Address.



文化创意产业，或称创意工业，泛指结合文化及创意，以创新思维、技巧及科技等知识为核心，通过一系列活动，为社会创造财富及就业机会的产业。文化创意产业涵盖多个行业类别，包括广告、建筑、艺术、古董与艺术品、设计、时装、数码娱乐、电影与录像、动漫、音乐、表演艺术、出版与印刷、软件与电脑服务及电视与广播等。而其他行业如旅游、酒店、博物馆及艺术馆、会议展览、文化遗产以及体育，都与文化创意产业有著密切的经济联系。

香港新亚文商书院校长、山东尼山圣源书院常务副理事长兼名誉院长及香港浸会大学社会科学院特别顾问兼访问讲座教授郭少棠教授，过去十年专注城市发展、跨文化管理、文化创意产业规划、企业文化等领域的研究。他指出，文化创意产业的概念最早出现于上世纪九十年代，当时英国政府为振兴经济，著手研究如何在知识型社会中将文化与经济活动结合，以现代管理方式推动文化创意产业发展。而中国则在1998年起吸收将文化与创意结合以推动经济发展的概念，近七、八年在文化创意产业发展上取得相当大的进展。

Prof. Edmund S. T. Kwok, President of New Asia Arts & Business College, Deputy Managing Director and Honorary President of Nishan Sage Academy, Shandong, and Special Advisor and Visiting Professor of Faculty of Social Science of Hong Kong Baptist University has been devoted to the study of urban development, cross-cultural management, creative industries planning, corporate culture, etc in the past decade. He points out that the concept of the cultural and creative industries first appeared in 1990s when the British government started to develop strategies to push the economy and explore the possibility to merge culture with economic activities in the knowledge-based society, and develop the creative industries with a modern management approach. On the other hand, China absorbed the concept of merging culture with creativity for economic development in 1998, and has achieved great progress on the industries' development in the recent 7 and 8 years.



文化、管理与人息息相关

郭教授认为，随著各国对文化创意产业发展日趋重视，加上市场对具创意人才的需求，掌握文化创意产业管理技巧对企管人员非常重要。他说：「我们的社会正走向知识型经济时代。知识型经济在生活内容、文化素质及要求方面均有所提高，讲求知识应用及创新，并以创意推动工商业活动、组织及管理。这同时也是学习型社会，所有人都必须持续学习、增进知识，方能维持竞争力。事实上，管理与人息息相关，并须在文化环境中进行，故文化发展对所有人都有影响，企管人员必须了解时代发展，掌握文化创意产业管理技巧，并培养创意思维。」

「管理與人息息相關，企管人員必須了解時代發展，掌握文化創意產業管理技巧，並培養創意思維。」

“Management and people are interlocking. Executives need to keep abreast of the times, learn the management skills in the cultural and creative industries, and develop creative thinking.”

郭教授强调，企管人员必须具有高瞻远瞩的视野：「随著未来社会走向创意工业及知识型经济，所有企管人员在管理层面上都需要了解文化、社会转变以及文化与经济的关系。即使企管人员并非从事文化创意产业，他们也有需要学习这方面的管理技巧。基于社会转变及文化创意的重要性，无论是大学本科课程抑或研究院课程，文化创意都将是重要的教学内容。」



香港新亚文商书院校长、山东尼山圣源书院常务副理事长兼名誉院长及香港浸会大学社会科学院特别顾问兼访问讲座教授郭少棠教授。

Prof. Edmund S. T. Kwok, President of New Asia Arts & Business College, Deputy Managing Director and Honorary President of Nishan Sage Academy, Shandong, and Special Advisor and Visiting Professor of Faculty of Social Science of Hong Kong Baptist University.



Culture, Management and the People

In Prof. Kwok's opinion, with the growing attention to the development of the cultural and creative industries worldwide and the demand for creative talents, it is of utmost importance that executives grasp the management skills in managing in the cultural and creative industries. "Our society is growing towards the age of a knowledge-based economy. The knowledge-based economy has higher expectations for lifestyle and cultural qualities. It emphasises knowledge application and innovation, and promotion of commercial activities, organisations and management with creativity. In the meantime, a knowledge-based economy is also a learning community where everybody has to pursue continuous learning to enrich their knowledge and maintain competitive. In fact, management and people are interlocking. Management has to be conducted in a cultural environment. Therefore, cultural development has an impact on everyone. Executives need to keep abreast of the times, learn the management skills in the cultural and creative industries, and develop creative thinking," he says.

文商结合：管理教育新趋势

社会的发展及变化促成企业对文化创意产业管理人才的需求，这是因为这类人才能够将创新意念转化为经济价值，对企业的持续发展非常有利。为培育文化创意产业管理人才，郭教授透露他现正筹备开办一门创意工业工商管理硕士课程。郭教授解释道：「这是英国威尔斯（纽波特）大学的课程，由新亚文商书院与国际专业管理研究中心合办。课程涉及文化创意产业多个领域，并在MBA的基础上加入设计教育的成分，目标是为文化创意产业人才提供工商管理训练，协助他们培养创意思维，并从相关领域发掘创意。」



文化创意产业涵盖多个行业类别，如广告、艺术、古董与艺术品、设计、时装、数码娱乐、电影与录像、动漫、音乐、表演艺术等。

The cultural and creative industries comprise a wide range of sectors including advertising, architecture, art, crafts, design, fashion, digital entertainment, film and video, comics, music, performing arts, publishing, software and computer services, and TV and radio, etc.

事实上，作为本港文化创意产业研究的先驱，郭教授早于1998-2000年间已于香港中文大学开办文化管理硕士课程，为香港首个以文化相关管理为主的课程。谈到管理教育的走势，郭教授指出，近十多年，大学专科课程如艺术、设计及音乐等都加入了商学元素，在学术以外也讲求应用性。「未来社会趋向文化与经济结合，这正与新亚文商书院『文商结合』的理念不谋而合。过去一年，我于山东及香港积极推动中国文化教育，将中国文化与现代社会及行政管理（包括公共管理及工商管理）结合。今次，我希望透过开办此课程，将英国的创意工业概念及学术基础与文商书院的中国文化结合，以迎合未来社会的发展趋势。」

Prof. Kwok highlights the significance of having great vision, “While our future society is shifting towards the creative industries and a knowledge-based economy, all executives, from a management perspective, are suggested to learn about cultural and social change, and the connection between culture and the economy. Executives in other industries should also learn these management skills. Given the importance of social change and culture and creativity, culture and creativity will be a key element in learning, whether for undergraduate or postgraduate programmes.”



An Integration of Culture and Business

Social development and transformation leads to the demand for creative management talents among organisations. It is because these talents are able to transform innovative ideas into economic value, which is greatly beneficial to the sustainable development of businesses. To nurture management talents in the cultural and creative industries, Prof. Kwok reveals that he is presently planning to launch an MBA programme in creative industries. He explains, “It is a programme offered by University of Wales (Newport, UK), co-organised by New Asia Arts & Business College and International Academy of Management. The programme covers various disciplines of the industries with the key elements of design policy, which aims to provide business management training to the talents and assist them in developing creative thinking and discover creativity in relevant disciplines.”



近七、八年，中国政府锐意发展文化创意产业，并取得相当大的进展。

China has achieved great progress on the industries' development in the recent 7 and 8 years.

另一位受访者王为理博士亦专门从事文化创意产业研究多年，为著名深圳文化产业研究专家及深圳社会科学院文化研究所所长。王博士指出，推动文化创意产业发展已成为世界趋势。正如郭教授提及，近七、八年，中国政府锐意发展文化创意产业，并取得相当大的进展。王博士说道：「中国政府多年来一直重视文化创意产业发展，近年更在多个城市推行新规划，例如《深圳文化创意产业振兴规划（2011-2015年）》便提出发展目标，至2015年文化创意产业增加值将占全市GDP的比重达14.5%以上，可见文化创意产业已被定位为国家战略，加上经济转型深化，预期文化创意产业将有更广阔的发展空间。因此，企管人员应加强对文化创意产业领域的了解，这对掌握企管工作及自身事业发展都有好处。」

王博士续说：「目前内地经济正处于转型阶段，这既为企管人员带来挑战，同时也带来机会。我认为企管人员宜利用这机会作自我调整，学习一些新领域的知识，作个人深造及进修，提升自身知识及素养，对将来发展将有一定好处。由于文化创意产业的发展同时亦带动企业发展，企管人员要为企业创造更大价值，实在有需要增进这方面的知识，并了解产业发展现况、政府政策及国际案例等。」



深圳社会科学院文化研究所所长及深圳文化产业研究专家王为理博士。

Prof. Weili Wang, Director of Cultural Institute of Shenzhen Academy of Social Sciences and an expert in cultural and creative industry studies in Shenzhen

As a pioneer in the study of the cultural and creative industries in Hong Kong, Prof. Kwok launched a master's degree programme in cultural management, which is the first cultural management programme in Hong Kong. Commenting on the trend of management education, he points out that in the recent decade, tertiary programmes for specialised disciplines such as arts, design and music were supplemented with elements of business studies, indicating an emphasis on application other than academic study. "The future world is on the way to integration between culture and business, which exactly matches with the philosophy of our college. Last year, I was actively engaged in promoting Chinese cultural education in Shandong and Hong Kong, and integrated Chinese culture with modern social and administrative management (including public administration and business administration). Now, by launching this programme, I would like to integrate the British concept of creative industries and its academic foundation with the Chinese cultural concepts of our college, so as to meet the future development trends," he adds.

Prof. Weili Wang, Director of Cultural Institute of Shenzhen Academy of Social Sciences has been a dedicated scholar in the study of cultural and creative industries for years. The renowned expert in cultural and creative industry studies in Shenzhen told us that it is a global trend for countries to develop the cultural and creative industries. As mentioned by Prof. Kwok, the Chinese government strives to develop the industries in the recent 7 and 8 years and has achieved great progress. "The Chinese government has long been supporting the industries' development. In recent years, a number of new plans have been launched in major cities. For example, the central government has set up objectives for the industries' development in Shenzhen – to increase the industries' percentage

学习文创产业管理 有利自我提升

王博士指出，内地企业纷纷转型，一些有关文化创意产业管理的课程，正好为企管人员提供良好的学习机会，尤其国际合作课程，把其他先进地区的理念及管理方法引入，企管人员通过学习，可了解国际上文化创意产业的管理方法，并吸收其他国家企业的良好经验，同时亦有助他们提升个人水平。「这一方面有助企管人员掌握这些知识与本身知识、技巧融合，建立良好基础，另一方面有利企业持续发展。」



「隨著經濟轉型，社會愈來愈講求文化和創意，故培養文化觸覺及創意思維非常重要，這是各行各業企管人員都必須具備的能力。」

“As economic transformation is taking hold, society values culture and creativity. It is therefore extremely important to develop a cultural sense and creativity, which is the necessary skill for executives across all industries.”

王博士同意郭教授所说，即使不是从事文化创意产业的企管人员，也建议学习文化创意产业管理的技巧。「随著经济转型，社会愈来愈讲求文化和创意，故培养文化触觉及创意思维非常重要，这是各行各业企管人员都必须具备的能力。」**A**

of the city's GDP to over 14.5% by 2015. We can see that the cultural and creative industries have been positioned as a national strategy. In addition, the deepening economic transformation leads to broader room for development. Thus, executives should deepen their knowledge and understanding of the cultural and creative industries, which will facilitate both their management work and career development,” says Prof. Wang.

“China's economy is undergoing a transformation period, which creates both challenges and opportunities for executives. In my views, executives should leverage this opportunity for self adjustment, learning new knowledge and pursue further education, which will definitely do no harm to their development. Since the cultural and creative industries encourage business development, executives, with an aim to create greater value for their organisations, are highly suggested to enrich their knowledge in managing in the cultural and creative industries, while knowing more about the industries' status, the government's policy and international cases, etc.” he continues.

Good for Self-enhancement

As Prof. Wang points out, with frequent business transformation in China, programmes in managing in the cultural and creative industries offer executives good learning opportunities. International programmes are particularly good as they introduce concepts and management approaches from other advanced regions that enable executives to know more about international practices in management, while absorbing experience from other countries enhances their personal levels. “On the one hand it helps executives master the knowledge and combine it with their existing one for a solid foundation, on the other hand, it benefits sustainable business development.”

Prof. Wang agrees with Prof. Kwok's views that, executives not working in the cultural and creative industries should also learn the management skills of the industries. He says, “As economic transformation is taking hold, society values culture and creativity. It is therefore extremely important to develop a cultural sense and creativity, which is the necessary skill for executives across all industries.”**A**