



Tsinghua SEM News

Dean Qian Attended Summer Davos

The World Economic Forum, also known as the "Summer Davos", was held from September 6th to 8th in China's seacoast city of Dalian. Formerly known as the European Management Symposium in Davos, the World Economic Forum (WEF) was founded by Klaus Schwab in 1971. The organization is committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.

The three-day meeting drew nearly 2,000 participants including government officials, scholars and business leaders from 90 countries and regions. Ten plenary sessions and more than 60 panel discussions were held during the meeting. Chinese Premier Wen Jiabao addressed the opening session of the Dalian meeting. Starting from this year, WEF has decided to hold an annual Summer Davos in China. After Dalian, the next annual meeting will be held in Tianjin.

Prof. Qian Yingyi, Dean of Tsinghua SEM, attended the forum's session "China's New Economy: Beyond Manufacturing" on September 6th and the workshop "Building a Sustainable Company" on September 7th. Faculty from Tsinghua SEM look forward to participating in this conference as a means to further educate the international community about the school and its programs.



Tsinghua SEM Opens Private Equity Research Institute

This past summer, Tsinghua University set up a private equity research institute with the help of an international law firm. The Private Equity Institute was established by Tsinghua School of Economics and Management and the University's China Centre for Financial Research. Funding and advice will be provided by Kirkland & Ellis which recently opened its first Chinese office in Hong Kong and specializes in private equity deals. Kirkland will be looking for other sponsors to help raise the several million dollars that is required for financing the institute.

The number of buyouts in China rose to 91 last year, from 46 in 2005, while the total value of deals rose 254 per cent to US\$7.6 billion (Source: Dealogic). Kirkland chose Tsinghua SEM because of its reputation and history of working with other international companies. "Goldman Sachs has also provided Tsinghua with funding and helped develop its business school. There have been immense changes on that point, across the whole culture," said a representative from the company.

“To become a world-class school of economics and management, contributing academic knowledge that fuels the revival of the Chinese economy and cultivating business leaders for China and the world.”
— Mission of Tsinghua SEM

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Orientation 2007 Indoor Training

SEM News Continued

MIT Sloan Exchange Announced

Tsinghua University is in the planning stages to start a short-term exchange to the Massachusetts Institute of Technology. The Tsinghua International MBA Program started in 1996 with the help of MIT Sloan. Graduates of the Tsinghua MBA program not only get a certificate in business from MIT Sloan, but they also become affiliate alumni of the school. The Tsinghua program annually hosts MIT Sloan MBA students during the P-Team Project which occurs in March. Until this year, however, there had been no exchange opportunities for Tsinghua MBA students to go to Boston.

The idea of a short-term exchange originated earlier this year when the former Dean of MIT, Richard Schmalensee, visited Tsinghua SEM and was asked by a number of students if he had considered implementing an exchange program for Tsinghua MBA students. In answering the question, he mentioned that lodging expenses were the main reason an exchange has not yet occurred. The idea further gained traction when MIT MBA students visited Tsinghua University and discussed the possibility for Tsinghua students to do an exchange.

Many students choose Tsinghua University over other business schools in Asia partly because of the MIT relationship. Charles Aust LaPorte, a 2nd year International MBA candidate, visited the MIT admissions office in Boston to enrol in the program. Although Charles will be participating in the Stanford-Tsinghua Exchange Program (STEP) next year, he feels that the MIT exchange can "be a significant step forward in the internationalization of the Tsinghua International MBA Program."

Tsinghua SEM Welcomes New IMBA Students

Tsinghua SEM has welcomed 412 new students to its MBA programs on August 30, 2007. The opening ceremony was attended by Professor Qian Yingyi, Dean of Tsinghua SEM, Professor Yang Bin, Associate Dean of Tsinghua SEM, Professor Zhu Hengyuan, Associate Dean of Tsinghua SEM and Professor Li Fei from Department of Marketing. Assistant Dean of Tsinghua SEM Professor Qian Xiaojun presided over the session. There are 133 students from the International MBA Program, 69 from the Full-time MBA Program and 210 part-time MBAs, with an average age 29.3 and 6.2 years average working experience. Among them are 50 international students representing 13 countries including U.S., Canada, Germany, Australia, the Philippines, South Korea, Japan and Singapore. In the programs, there are also 19 minority students, coming from 11 minority nations: Manchurian, Mongolian, Muslim Chinese and Korean.

The IMBA Program has enrolled 86 Chinese students (65%, including 1 Hong Kong student & 1 Taiwanese) and 47 international students (35%) this year. The domestic students come from 19 provinces. For the international student admissions, 108 applications were received, coming from 20 countries, a 16% increase from 2006.

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Corporate Visit - Shanghai Volkswagen

International Cooperation

Tsinghua-Chilean Exchange

From September 16 to 25, 2007, 17 MBA students and 4 professors from Pontificia Catholic University of Chile visited Tsinghua University as part of the short-term exchange program started by the two schools one year ago. An agreement between Tsinghua SEM and Pontificia Catholic University of Chile, signed on November 21, 2006, sends 20 Tsinghua students and faculty for a 10-day-course exchange based in Santiago, Chile. Now, Chilean students come to Tsinghua University for a 10-day-course exchange in China. The opportunity for Tsinghua SEM to be the first MBA program in China to work closely with a top tier college in South America is a breakthrough in business education.

On September 19, 2007, Chilean and Tsinghua International MBA students participated in a luncheon. Over lunch, Tsinghua students discussed the business backgrounds of the Chilean students and what the probability was for Chilean goods and services to enter the Chinese market. Many Chilean students were surprised at the level of internationalization in the Tsinghua student body. This year, Latin American students from Columbia and Mexico are represented in the Tsinghua International MBA body.

Tsinghua SEM Finds a New Partner with Thunderbird

Thunderbird and Tsinghua are similar in that they both offer an international MBA program. Famous in the United States and abroad, Thunderbird has been ranked for seven consecutive years as the No. 1 school for international business by the Wall Street Journal.

This semester, Tsinghua has sent two students to Thunderbird and is currently hosting one Thunderbird MBA student. For the Thunderbird program, participating in an exchange program satisfies the Thunderbird Global Experience, which requires that a student have at least one study-abroad internship outside their home country. This year's exchange student is Ryan Fong, a native of Honolulu, Hawaii. Ryan mentioned that the interest in Tsinghua among Thunderbird students is high. Unlike other exchange programs, getting an exchange spot at Tsinghua requires an interview process.

Competition for Thunderbird among Tsinghua students is also expected to be competitive as students become more familiar with the program.

Student Exchange

My Tsinghua Experience

by Alex Ho from NYU



What is the Tsinghua SEM MBA experience like from the point of view of an Exchange Student?

Each exchange student comes with a unique set of experiences, connections-to or simply an interest in China. So to begin with a little background about myself: I work-travelled around the world upon graduation and spent four years in consulting before going to business school. The last time I was in China was in 2000 working as a teacher.

To return in 2007 was to see a world of contrast. Tall skyscrapers lined the downtown district of Beijing where once had stood humble three story buildings. The living experience in the Haidian district proved no less exciting. Having afforded myself a little time to explore the university district I settled into an apartment in the Huaqing Gardens complex South of the school campus. This was readily accessible to school and a stone's throw from the Wudaokou subway station. The best part of Haidian living was discovering new places to eat everyday - from quick hutong alleyway noodles to tasty West Gate roast fish.

With the hunger for food clearly settled how about the intellectual endeavours? The classroom atmosphere was certainly Confucian by contrast. Seating was row-by-row of wooden desks with teacher directed instructions. This contrasts with the Socratic Method used in Western business schools where questions and ideas bounce back and forth between teachers and students in a semi-circular classroom. Real world contributions to society require multi modal minds and the Tsinghua pedagogy is certainly beginning to adapt as special term and adjunct professors from abroad are on-boarded to teach.

Beyond the classroom, the people and hospitality aspects of Tsinghua SEM are probably the best in the world. Fellow students were friendly and always willing to help. This was particularly effective through the buddy system where an international student is paired with a local student. I heard constant stories of situations where a local Tsinghua buddy assisted colleagues with less developed Chinese language skills out of a tight situation.

Lastly, the backdrop of Beijing city is a great boon to the exchange experience. There is never an evening without a play or dance to see. Nor a day where a good hike on the wilder parts of the Great Wall cannot prove a tonic for the week. Perhaps it is the characteristic kindness of people in North-Eastern China that rubs off on the big city and indeed the university. Amid the great speed with which the university, city and country is racing to develop, one can only hope for the excellent human qualities to remain true. That perhaps, is the greatest challenge for the next generation of business leaders of China and indeed the world.

Student Exchange

Student Mock Interview

Last semester, several exchange students who were studying at Tsinghua University SEM for the semester volunteered their time to help full-time students prepare for job interviews. The focus was to try to prepare current students for interviews with companies that take place near the end of the spring semester, and specifically interviews for multinational companies that will conduct the interviews in English. Eric Liao, a current student in the IMBA program came up with the idea and coordinated the mock interview schedule. Feedback from each of the Tsinghua students participating was positive, and all felt that it helped them gain valuable experience in advance of their upcoming interviews.



Tsinghua MBA Students Attend CSR Conferences in Shanghai and Hong Kong

During the May Break, students from Tsinghua SEM were invited to two different conferences on the topic of Corporate Social Responsibility.

Three MBA students from Tsinghua (Carrie Yee Kaye WONG, David HUANG, David Shanqi GUO) participated in the 2007 BEING GLOBALLY RESPONSIBLE Conference (BGRC) on CEIBS Shanghai campus, which focused on "Responsible Leaders Building a Sustainable Future." The speakers covered a range of business topics: sustainable development and environmental protection in China, CSR and Chinese enterprises, Chinese MBA student attitudes on business and social issues, environmental protection and energy resources, corporate governance, business ethics through the Asian perspective, and social entrepreneurship.

Sophia Zheng and James Wemyss participated in a conference organized by the Chinese University of Hong Kong. During the conference, attendees heard perspectives from a number of different companies on corporate social responsibility, including HSBC, Kowloon Motor Company, and the Hong Kong Stock Exchange. One interesting theme that was continually addressed during the conference was the role Hong Kong will play for CSR issues in Mainland China. Following the conference, Tsinghua students were able to network with CUHK MBA students along with other students from China, Hong Kong, and Singapore.

Contact Singapore Trip Report

In July 2007 Contact Singapore, a Singapore government agency responsible for promoting Singapore as an employment destination of choice for qualified professionals worldwide, held a study trip for students from selected universities in China and Hong Kong. Tsinghua University was represented by Wei PAN and Yushan LU from the postgraduate program in finance and Grigory Cherkasov from IMBA 06 Class II.

The Singapore study trip is designed to give students exposure to Singapore business and social environments, introduce Singapore cultural heritage to students, and also allow them to show their abilities in the finance case competition judged by recognized industry practitioners.

Grigory mentioned that "Those of you interested in working in Singapore should definitely check out Contact Singapore's Study Trip. Second year students will get an additional kick out of it since they will be able to actually look for employment during the trip. First year students, do not miss internship opportunities offered by DBS, Temasek Holdings, GIC, MAS, UOB, OCBC and many other Singapore based firms. Many multinational financial institutions, like Credit Suisse for example, also offer Singapore based internship positions."



Summer MBA Camp in Korea

This past July, Sungkyunkwan University launched its second annual Asia Master of Business Administration camp. The "SKK Asia MBA Camp 2007," invited a total of 41 students attending 10 different universities in 13 nations. Three Tsinghua MBA students traveled to Korea, including Eric Liao, a 2nd year student from Canada. Eric mentioned that "this camp was a chance for aspiring MBA students to get together with other MBA students from across Asia. There were no heated case study competitions, business plan preparations or anything of the sort. It was purely a learning experience and a chance for us to work together with students of different cultures and backgrounds."

The camp introduced students to Asian entrepreneurship and financial issues and gave students the opportunity to listen to lectures given by the chief executive officers of prominent businesses - including the NHN Corporation, Asia Development Bank and Pizza Hut. Lecturers for the Asia entrepreneurship classes included Prof. GAO Xudong, Academic Director of the MBA Programs, Tsinghua University. Eric commented that, "for the two weeks I was there I had a chance to get to know the Korean culture and had the opportunity to explore areas of Korea outside of Seoul. The two weeks went by quite quickly but it was long enough to build lasting relationships with other participating students. Hopefully in the future the MBA camp will be able to expand and invite students from even more schools."

The participating universities for the camp included: Fudan, Peking and Tsinghua universities from China; Nanyang Technological University and National University of Singapore from Singapore; National Chengchi University from Taiwan; Mahidol and Chulalongkorn universities from Thailand; Hanoi School of Business from Vietnam; and Sungkyunkwan University from Korea.



Student Life

Shanghai Trip

This summer, a group of 33 students from the 2008 IMBA class took part in a trip to Shanghai to experience the city and visit local companies. The trip lasted for 5 days and included visits to a number of key companies in different industries, including Pepsi, Shanghai Volkswagen, McKinsey & Co., Intel, Citibank and CR land.

The group visited the McKinsey office located right next to the famous night spot XinTianDi. At McKinsey, students learned about the various aspects of the consulting business and the research that they were conducting with Tsinghua University. The visit provided the opportunity to meet some key people at McKinsey including Andrew Grant, Managing Director of the Greater China Office.

Later in the week, the group visited Intel, where the company representatives introduced the daily activities of the marketing and strategy team. The presentation was made by Jeff Lee, Product Marketing Manager and Sunil Kaimal, Director of PRC SMG Advanced Technical Sales. They presented a case study about the notebook market in China and problems related to pricing in a heavily competitive market. During the case study, Tsinghua MBAs provided recommendations and suggestions to help resolve the problems.

One student commented that, "not only did we learn more about the companies but we also learned more about our fellow classmates. We had a chance to finally sit down with some exchange students and get to know them outside of the classroom setting. The Shanghai Trip was a great time for all of us, can't wait for the next class trip!"

Orientation: A New Look

At the beginning of every school year, 1st Year MBA students attend an orientation that lasts approximately 2 weeks. During the two-week orientation, every attendee is asked to perform skills that are required for professional managers. Orientation is widely regarded among international business schools as a crucial element for newly enrolled MBA students. Tsinghua SEM's orientation activity stimulates team spirit and fosters students' business awareness and communication skills.

The 2007 MBA Orientation was significantly improved thanks to the hard efforts of Sherring Shi, a 2nd year student who devoted her entire summer to the planning and organizing of the program. The main improvement included separating the international MBA program from the full-time and part-time MBA classes. This allowed for less translation problems as the other programs are conducted mainly in Chinese.

Other changes were made to the outdoor simulation, including the market simulation where teams must sell services and products to the Tsinghua community in a six hour time period. Prior to the simulation, groups must prepare a business plan, pitch to a V.C, and determine whether they want a bank loan. Newly added tasks included designing a video advertisement (that was judged in an "American Idol" fashion by a manager from Ogilvy and Tsinghua Marketing Professors) as well as an option to invest profits in risky projects.

Opening Ceremony

On September 6, the Tsinghua SEM- MIT Sloan School 2009 IMBA Program Opening Ceremony was held in the school's Shunde Building. During the Orientation program, Dean Qian Yingyi was invited to share his valuable experience and opinions on the topic of leadership. His advice to students included "to be the best self and to be the pride of the school in the future."

Charles Aust LaPorte, a 2nd year MBA student from Canada, provided many suggestions for the incoming class, including getting involved in the school's growth. "One of the most amazing things about being a student in Tsinghua University right now is that we have an opportunity to shape where the school will be tomorrow. As an MBA student, this is perfect preparation for leadership skills we will need in the future."

Concluding the ceremony were performances by different nationalities (14 different nationalities in total) of students. This included a Korean dance and a song in Japanese. The ceremony ended with the song "Hand in Hand".



Monitor Election of IMBA Class

September 25th was a big day for Tsinghua SEM 2009 IMBA students. Two classes held their Monitor Election Meeting respectively. Six candidates gave enthusiastic presentations that demonstrated their dedication and passion for serving the student body. Despite the fact that the candidates all came up with different visions about how they are going to run the class as a monitor, they all had something in common--Monitor is the person who serves the classmates and a person that students can turn to for help.

Jason Cheung won the Class 1 monitor election. "It was a very close competition, and I am very grateful to my classmates who have been so supportive to me and to this election. I think I am ready to take this position and carry out my commitment to our classmates." Jason received his classmates' congratulations after the result was released. In the second round election, he received 37 votes out of 59 valid ballots. "There should be no loser in the election, all we can see are 3 dedicated and passionate students who are willing to sacrifice their time and energy to serve us, and they deserve our respect," commented by the host Andy.

During the question and answer session, one encouraging point was raised: prior to the election, all three candidates in Class 2 had met and agreed that the committee should act as a bridge between the class and the school administration. This gave Class 2 classmates confidence that their committee would work towards improving student experience. All three had also earnestly expressed their willingness to serve our class community no matter who became Class Monitor. After the final count, Paco Ye, whose presentation motto is "Everything we do, we do it for you!" became monitor of Class 2.

Events and Seminars

MIT Professor Barbara Bund Shares Her Experience

On May 15th and 16th, I visited the International MBA Program at Tsinghua SEM. It had been a long time since my previous visits (in December 2000, June 1999, and August 1998), and I saw many changes: in China overall, in Beijing, and at Tsinghua. In addition to Beijing, my trip included visits to Fudan University in Shanghai and to Yunnan University in Kunming and then a few days of sightseeing in Lijiang. I had visited Fudan in the past (most recently in 2000), but had never before been to Yunnan Province. At all my stops in China I was impressed with large amounts of growth and many signs of prosperity.

At Tsinghua I first noticed the physical changes. It was nice to see the combination of older landmarks (like the arch) together with the renovation of SEM's facilities. Finally, and most importantly, I noticed changes in the IMBA students.

The program did not have international students when I last visited, so the diversity of accents and faces in the classrooms was a big change. The level of English skills had increased substantially and the students seemed noticeably more comfortable with class participation and in informal English conversations outside of class. On my last visit, I would have said that the IMBA program appeared to be an outstanding Chinese program with an international flavor. Since that time, it has moved toward being a truly international MBA program.



Blackstone Comes to Tsinghua SEM

On the afternoon of July 13, Mr. Jinsong LIANG, Senior Managing Director of The Blackstone Group, and Chairman of Blackstone Greater China, gave a presentation at Tsinghua University. Before joining Blackstone, Mr. Liang was the Financial Secretary of Hong Kong from 2001 to 2003. In that position, he was responsible for Hong Kong's fiscal, monetary, and economic policies and affairs. From 1997 to 2001, he was a non-official member of the Executive Council of Hong Kong which approves all important policy matters for the territory. The speech was widely attended by students from Tsinghua SEM, with special interest regarding the \$3 billion investment by the Chinese government in the company.

Tsinghua MBA Pre-course: Taking off to the Dreams

It is at about 18:00 on Aug. 31, a burst of cheering breaks the quietness in room 401, Weilun Building. A group of students jump and shout. Excitement and surprise are on their faces. They hug each other. All other students congratulate and give them big applause. This is the final presentation time of the pre-course for IMBA students this fall. Two teams win the prizes for their best presentation performance. They have been studying together for 10 intensive days. "This is about how an MBA student is forged," Chen Jing, one of the IMBA students said. We can see the tiredness on her excited face.

Aug. 22, 10 days ago, 47 students came to Tsinghua from all around the world to attend this pre-course of English. Among them 18 women and 29 men are divided into 2 classes. Nine overseas students from Japan and Korea add diversity to the program. This is the first time the MBA office organized the pre-course of English for IMBA students, Ms. Kris Qihong Xie from MBA office did a lot of research and preparation. With the support of many students and Merry-Link English, the supporting company, the MBA office finalized the proposal of multi-dimensional serious commitment from students to ensure their progress through the focused units and topics in the allocated time. It comprises 4 different modules: Practical English, Business English, Software Self-learning, and Seminars.

Practical English helps students develop basic English speaking abilities related to business concepts, such as presentation, company description, work experience, manufacturing and trade, product comparisons, decision making, graph and chart description. This module is delivered based on an award winning software from the U.S., which is equipped with up-to-date technologies to assist learners with sentence construction, pronunciation and intonation, and fluency.

Business English is a task based conversational module, which mainly covers marketing, international cultures, organizational culture, conflict, finance, ethics, motivation, and success. The biggest task of the module

is to work out a business plan and present it to teachers and classmates.

Seminars are also a valuable part contributing to the success of this program. They are scheduled mostly in the afternoon to cover heated business topics, for example, Creating and Capturing China Opportunities, Brand Value, Innovation and Culture Problem. Lecturers are from different universities and international companies, such as Principal and Partner with McKinsey, Regional Director of Ogilvy and Mather Advertising and a Professor from Columbia University. Many students immediately applied the theories and practice acquired from seminar in their final presentations. One of seminars was a discussion of career development. In a mock interview, students were asked to depict themselves with three phrases. Keigo Tsukuda described himself as "Never give up, fight to win, and smile," which motivated all the students in the room, and won unanimous applause.

The ten days flew by—but they'll never be forgotten. When it comes to the wrap-up, when excitement calms down, all students smile with contentment. The end of the pre-course is not a terminal, but a start of a longer road with more challenges.



Internship Update

This past summer, Tsinghua International MBA students were busy doing summer internships throughout China and the world. Internships ranged from investment banking, automotive, information technology, pharmaceutical, and consulting. This year's internship destinations included China (Beijing, Shanghai, Guangdong), India, Korea, and the United Kingdom. Because the Chinese MBA summer break is only two months, rather than three months in countries such as the United States, students have to condense their internship, often meaning late nights and weekends.

Grigori Cherkasov, James Wemyss, and Ivon Mao did an internship at Citic Securities. As the first foreign students to do an internship in the company, the experience was a unique insight to investment banking in China. Eduardo Nieto del Rio and Robert Yu had rewarding internships at Pfizer, where they were able to give numerous presentations as well as meet executives from headquarters in the United States. One of the biggest challenges for most interns was the commute to the office. The hot Beijing weather and the crowded subways and buses are best forgotten. To avoid the rush hour back home, many Tsinghua MBA interns organized happy hours on Thursday or Friday in Sanlitun, a famous area in Beijing for bars. It was a good opportunity to find out about each other's internship experiences. Some students brought other interns and work colleagues with them from universities in China and the United States, allowing for a good networking event.



Company Study Trip to the 360 Degree Brand Steward - Ogilvy

On June 1st, the MBA Strategic and Risk Management Club organized a company study trip to Beijing Ogilvy. Ogilvy is one of the leading advertising agencies in the world and is the biggest international integrated communications group in China. A group of 30 students led by Ms. Kris Xie were embarked on this creative tour.

The company visit was hosted by Ms. Dalton Dorne, Senior Associate of Corporate Communication, and agenda consisted of 2 lectures and a company tour. The first lecture was led by Mr. Scott Kronick, the President of Public Relations China. As many students were not very familiar with PR industry, Mr. Kronick discussed how PR works in China, and how challenges are overcome in a multi-national company. Mr. Kronick's speech on "A brand is the totality of what the customer experiences" made a great impression on the audience.

The second session was led by Ms. Mary Jane Butler, Regional Business Director of Ogilvy Asia Pacific. The lecture was based on the Johnson & Johnson case study, a recent advertising campaign won and executed by Ogilvy. Ms. Butler shared the secrets in how Ogilvy captures the emotion in advertising successfully in China with the famous slogan "Ying Ai Er Seng" (because of love, we live). As the team lead in this advertising campaign, Ms. Butler was able to deliver an in-depth analysis and explanation of the effort and process. The case study aroused students' interests enormously and resulted in a heated discussion. The lecture ended around noon with no one wanting to let Ms. Butler to leave for lunch!

Ms. Dorne then gave us a tour of the company. We went to their levels of their offices and each level had a different atmosphere. All participants had a great time at Beijing Ogilvy.



Meet the Dean - Future Goals of the MBA Program

On May 18, 2007, the newly formed Student Initiative Group (SIG) invited Dean Qian Yingyi to engage in a dialogue about where the future of SEM's MBA program is heading. He said it is our hope that students, professors and MBA administration can work together to make the Tsinghua MBA program more influential and distinguished than ever before.

This group, started by a group of IMBA students, tried to identify problem areas and places for improvement in the MBA program. Once these aspects have been identified it is then the responsibility of the student body to develop solutions to these problems. The SIG acts as a bridge for communication between the student body and the MBA office and professors. They provide support, encouragement and ideas to the individual groups tackling each problem, and act as a hub for information. Decisions made by SIG will not be done by one person alone but by a committee, where input will be openly received by everyone in the student body.





Mr. Zhang Heng graduated from the Tsinghua International MBA program in 2003. In March 1998, he opened a 30-square meter store at the east gate of Beijing University, with the name Sanfo Outdoor Equipments Store. Now 10 years later, Sanfo has grown into

a renowned supplier of specialty outdoor equipment and clothing. They serve the needs of outdoor people through 11 self-run retail stores in Beijing, Shanghai and Wenzhou, several stores in other cities, and by direct sales via the Internet (www.sanfo.com), telephone and mail. Today, Sanfo is considered to be the most influential outdoor equipment retailer in China with an outdoor club that has introduced thousands of people to the outdoors.

Facing the fact of fast-growing industry and the needs of systematic managerial knowledge in 2001, Zhang Heng chose to go to Tsinghua IMBA program. The two-year formal business education indeed benefited him in many ways in later company management. Well-rounded business knowledge helped him from a successful company strategy. The ability of logical thinking allowed him to accurately diagnose and solve management problems. Relearning skills kept him always updated with new management philosophy and method. To those IMBA students who are on the way to becoming an entrepreneur, Mr. Zhang shares his opinions on the key value of entrepreneurship----"Integrity", "Persistency" and "Execution of Plans".

Crafting and Executing Strategy: The Quest for Competitive Advantage, 14e



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(UNIV OF ALABAMA-TUSCALOOSA)
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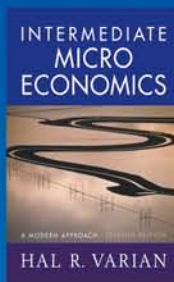
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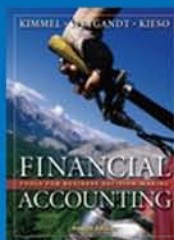
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