



比利時聯合商學院  
國際中文遠程 EMBA



智平勝(中國)國際企管案例中心  
南中國教務專案管理授權



北京大學  
中國中文智力合作



高級管理人員工商管理碩士學位課程

**(EMBA) 中文項目**

Executive Master of Business Administration

**UBI**

United  
Business  
Institutes

比利時  
聯合商學院



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UBI 致力于培养具有全球竞争力和人文精神的商业领袖

We devote to develop business leaders with globally competitive and humanistic spirit



Dear scholars, colleagues, friends, and our promising students,  
亲爱的学者、同仁、朋友，当然还有我们前途无量的同学们：

Good morning!  
大家早上好！

Please let me tell you one thing before I give you a brief introduction to UBI.  
在开始简短介绍我们比利时联合商学院之前，我想先提一件事情。

I was invited to attend a "Successful Generation" festival two days ago. A Chinese scholar I met there told me a unknown fact. He said: "You know, in China, we like to use 'adaptation' to express 'change' . I think he was trying to ask me "What do we need to do to adapt?" After some serious thought, I believe a part of the answer is found in what we are doing at UBI.  
在两天前，我应邀出席了“成功一代”的庆典，在庆典上遇到了一位中国的学者，他告诉了我一件前所未有的事情。他说“你知道吗，在中国我们是用‘适应’一词来表达‘改变’的意思。”经过思考，我认为他是想要告诉我“适应需要什么”，这是一个经典的例子。

UBI, which has been ranked as the No. One College in Belgium, cooperates with Peking University and Center for WPP International Business Case Study. I am very pleased and proud to start this program with you here.  
我想告诉你们为了“适应”，我们比利时排名第一的学院与北京大学和智平胜（中国）国际企管案例中心三方联手。我非常高兴也非常自豪能够站在这里与你们一同启动这个项目。

Do you know what we represent in Brussels? We are the No. One Business College in the country. Our students and faculty come from more than 70 countries.  
你们知道在布鲁塞尔我们代表了什么？我们是排名第一的商学院，我们拥有来自 70 多个国家的学员和教职人员。

At this time, I am pleased to announce to the European community that Chinese has become the latest additional language for UBI programs. I am extremely sure that the EMBA and DBA programs will become a much sought after program.  
从现在起，我将在整个欧洲高兴地宣布——中文成为了 UBI 最新增加的一种授课语言。我十分确定，EMBA、DBA 项目将成为一个热点。

Thank you very much and welcome to your course!  
非常感谢大家，欢迎加入我们！

Prof. Dirk Daenen  
比利时联合商学院院长

United Business Institutes (简称 UBI) 比利时联合商学院在欧洲与 IMD、INSEAD、伦敦商学院、牛津赛德学院、曼彻斯特大学等知名学府齐名，并列于欧洲最佳十大商学院 (TOP 10 Europe)；UBI 在众多知名的商学院中持续保持严谨的教学质量和较为宽松的学习进修环境，在全球保持领先的学术地位，在全球商学院体系中备受尊重，学术地位影响非凡。UBI 位于欧盟总部所在地即比利时首都布鲁塞尔 (Brussels)，校园是一组古老的十九世纪风格建筑群，具备完整的现代化教学设施，并具有浓厚的欧洲传统商业文化氛围。学院本部课程以英文授课为主；而国际课程班的课程，以各地母语为第二语言，如在中国地区则以中文教学。

United Business Institutes (UBI) has the same renowned reputation with IMD, INSEAD, London Business School, Said Oxford, University of Manchester and similar universities. They are among the top 10 business schools in Europe with distinguished recognition in the global business schools system. UBI's campus is nestled among the old-world charm, and located at the centre, of Brussels with fascinating vistas of centuries of European history from its well-established facilities. UBI programs will be delivered through English in Brussels campus, and international program taught in their local language. Chinese is the main mode of delivery in China.

### 【UBI 宗旨】 Mission of UBI

以培养具有全球竞争力和人文精神的商业领袖为使命  
Devote to develop business leaders with globally competitive and humanistic spirit.

A. 比利时联合商学院 EMBA、DBA 为商业及公共行政人员提供高阶、学术与职业并重的课程，课程设置兼容中外教学优点，在国际规范的课程设置基础上，融入与中国实际发展相关的课题和案例，并结合中国和全球商业环境的发展形式不断进行动态调整，使学员学习到最新的理论和应用知识，以致学员能够在私人企业或公共机构中面对及解决有关的商业挑战。并且，为学员提供一个正式的国际在职教育机会，使学员能够展示其学习潜能及视野，从课程中获取竞争优势，在商业上获得更大的成功。

The EMBA and DBA of United Business Institutes is an academic and business focused course, based on international standards, and combined with topics and cases related to China's development for business and public administration executives. This comprehensive program adjusts flexibly according to the developments in China and globally, so as to ensure students learn the latest theories and application of knowledge, and to address and solve relevant business challenges. The UBI programs also provide a formal chance of job-study for students to demonstrate their learning potential and vision, so as to obtain competitive advantage and success in their business.

B. 本 EMBA、DBA 项目得到比利时联合商学院及国内众多教授专家学者的大力支持，并与北大、人大、上海交大及同济等大学合办 EMBA、DBA 项目。他们不仅具有丰富的教学、培训经验，并对国际及中国企业运作和发展有着独到的见解。所有课程都是将西方现代的管理经验、理论和国情实践相结合，深入系统介绍国内外先进的优秀案例，全方位提升学员整体素质及竞争力，为国内企业经营者构建一个与国际接轨，快速了解、传播国内外先进管理经验的人际平台。

Which has the strong support by experts from United Business Institutes and numerous scholars world-wide, also holds its Joint program of EMBA and DBA with Beking University, Renmin University of China, Shanghai Jiao Tong University and other recognized universities. Experts not only have a wealth of teaching and training experience, but also have a unique view of the operations and development of Chinese enterprises and international business groups. All modules are design base on western management experience and theory, the practice of China, and outstanding advanced case studies, to enhance students' quality and competitiveness overall, to build up a platform of connecting with international and business experience, specifically for the Chinese business operator.



## 智平胜（中国）国际企管案例中心 Center for WPP International Business Case Study

### 首席战略顾问致辞 Address by Principal Strategy Consultant

在今天全球社会及经济形势的风云变幻及全球经济一体化背景之下，中国的社会及经济发展已进入全新的阶段，中国社会及经济将面临全面转型。

Today, the rapid pace of global economic and societal changes has pushed China's social and economic development to a new stage. To integrate with the forthcoming challenges, China will face an overall transformation of its social and economic climate.

聚专才之智慧，借先行者之鉴，整合共享的资源平台，探讨中国企业可持续发展之路，是我们旅居海外多年华人回报祖国的一个重要途径。

Gathering wisdom from professionals, learning from pioneers, integrating a sharing resource platform and exploring the road of sustainable development for Chinese enterprises provides a pathway for overseas Chinese to repay to their motherland.

可持续发展将是中国众多企业及管理者关注重点，那么，企业如何做到可持续发展？这并不是建立在感情和道德基础上的理想概念，它包含着理性、严谨、平和的商业运营体系、盈利模式、企业文化提升与资本运作等商业逻辑，是与企业切身利益和未来发展密切相关的核心要点和战略实践，与全球商业环境变化息息相关。

Sustainable development will be a focal point for China's large enterprises and managers, but how can an enterprise keep the momentum for such sustainable development? This is not an idealistic concept that can be built on just an emotional or moral vision. It must contain a rational, carefully planned business operating system and profit model. Upgrade of its capital operations, corporate culture, and other business factors closely aligned with business interests that relate to the future development of the core elements and strategic practice must be closely linked with the global business environment changes.

基于今天社会与经济的变化、转型，我们在众多开放的国际独立商学院中，选择与比利时联合商学院的国际中文远程 EMBA、DBA 学位项目合作，期待以专业、实效的企管案例研究及项目管理教育培训，为客户创造具有国际远见及中国智慧的商业管理新思维。

Based on today's social and economic restructuring and transformation, we select UBI-EMBA, UBI-DBA programs from number of independent and open international business schools to create a new way of thinking with an international vision coupled with Chinese wisdom for our customers with effective business management case studies, project management education and training.

我们努力构建中国的企管案例平台，服务中国企业及个人卓越成长。

We strive to build a platform of China's enterprise management cases targeted at enterprises and focused on promoting an individual's outstanding growth.

李大西博士  
首席战略顾问  
Dr. DaXi Li  
Principal Strategy Consultant



### 案例中心简介 Introduction

智平胜（中国）国际企管案例中心在国内外著名企管专家、学者大力支持下，携手国内外知名教育、财经、管理顾问机构，整合领先于国际的教育、财经、管理资源，引进国际领先的专业方案，建立并完善中国企管案例库，以更专业、更优质的资讯系统服务企业及个人卓越成长。

Center for WPP International Business Case Study provides professional and reliable information system service for enterprises and individuals by the integration of international leading education, finance, and management resources, the introduction of the world's leading professional programs, and the establishment of the Chinese enterprise business case tank with famous expert and scholars, well-known education, finance, and consulting organizations.

我们成功合作的教育及学术机构有美国协和大学 (CUW)、比利时联合商学院 (UBI)、中国北京大学管理案例研究中心、美国北美财务规划及管理协会 (NAFSMA)、美国国际华人科技工商协会 (CASB) 等，联合开展中国企管案例学术研究及项目管理教育认证培训。

We have expanded our education certification and training of Chinese business management case studies by cooperating successfully with Concordia University Wisconsin (CUW), USA, United Business Institutes (UBI), Brussels, Belgium, Peking University Management Case Research Center, China, North America Financial Services and Management Association (NAFSMA), USA, Chinese Association for Science and Business (CASB), USA, and many other leading institutions.

我们以专业、实效的企管案例研究及项目管理教育培训，为客户创造具有国际远见及中国智慧的商业管理新思维。智平胜（中国）国际企管案例中心现已汇聚二十多位教授、专家、学者，他们分别来自于欧美和亚太的著名商学院及企业，在教研经验和企管实践方面卓有建树，享誉国际。

Center for WPP International Business Case Study is devoted to helping the growth of enterprises and individuals, and creating new business management thinking with both an international vision and the Chinese spirit of peaceful wisdom. Center for WPP International Business Case Study has brought together more than 20 professors, experts and scholars who have outstanding and world-renowned achievement in teaching and enterprise management; coming from well-known business institutes and enterprises in Europe, America and the Asia-Pacific.

我们专注于培养具有国际远见及中国智慧的企业领袖，智平胜（中国）国际企管案例中心将成为国际领先的企业及个人成长方案服务商。

Center for WPP International Business Case Study is devoted to cultivating enterprise and individuals with an international vision and the Chinese spirit of peaceful wisdom, and becoming the pioneer of the world's leading growth program for enterprises and individuals.

# 项目特色

## Program Characteristics



### 【学位评估标准】 Degree Evaluation Criteria

比利时联合商学院的 EMBA 课程最终以是否成功完成全部课程的学习，以及是否成功完成硕士论文与论文答辩为基础进行评估。论文答辩现场将有一位相应论文论题领域的专家作为外来评估员进行考核。  
UBI-EMBA program evaluation is assessed by successfully completing a full course of study, master dissertation and thesis oral defense.  
Each evaluation contains an oral defense. There is where the student presents their topic to an expert evaluator for assessment and review.



### 【选择的理由】 Reason for choice

“高级管理人员工商管理硕士学位课程 (EMBA) 中文项目”有着和其他硕士课程同等的学术学位。它更类似于以研究为基础的学术资格。因此，学员们可以期望在一个令人激动并以知识和学术型研究为主要形式的学习气氛指导下，拥有一段挑战性、伸展性及需求性极强的研究经历。

"UBI Executive Master of Business Administration (UBI-EMBA)" program have the same academic recognition as other doctoral programs. It is similar to the research-based academic qualifications. Therefore, students will have a challenging and demanding research experience under the guidance of an experienced supervisor, making this exciting academic-based research as the main forms of learning.

#### 不同于以往的资格 Unlike Previous Qualification

随着管理学硕士和管理类的其他硕士课程的不增多，UBI-EMBA 课程提供了一个更高端的、不同于以往的硕士课程的教育方法，从而不断提高学员个人学养及其专业水平。

Unlike the normal of Master of Management and other master courses of management, the UBI-EMBA course provides a teaching method which is more sophisticated, distinguishing it from others master courses, improving continuously the personal research abilities and professional standards of the student.

#### 实战性的观点 Actual Perspective

从已有的学习方法到以独立研究为主的先进的学习方法通常主要集中在学术培训上。而比利时联合商学院提供的 EMBA 课程却致力于要符合工作中管理角色对学员个人及其专业水平的需求。同时也因其出类拔萃之导师的贡献而拓展不同的管理情景。

This method of learning is different from existing methods of independent research-based studies which normally focus on pure academic research. The UBI-EMBA program is devoted to the needs of individuals and their professional working environment, especially in their role as managers. This UBI-EMBA program also develops various management outlooks because of its contribution from outstanding lecturers from different countries and business environments.

#### 挑战传统的管理理念 Challenge the Traditional Management Concepts

UBI-EMBA 课程鼓励学员向现有的公认的管理知识进行挑战，我们支持学员个人针对他们企业及其管理角色去发现新的、创造性的个人回应及理解。

The UBI-EMBA program encourages students to challenge the existing and accepted management knowledge. We support students to discover new and innovative ways of understanding and responses for their enterprise and their management role.

#### 支持性的研究团体 Supporting the Research Community

UBI-EMBA 课程为学员提供了一个支持性的学习氛围，并鼓励学员、同僚与导师之间的沟通与互动。

UBI-EMBA program provides students with a supportive learning environment, and encourages communication and interaction between students, colleagues and lecturers.



### 【学制】 Duration of Study

学制 18 ~ 36 个月。为了确保教学质量，我们始终坚持合理的课程安排。每个月利用两至三天学习，既降低了时间成本，又为在职管理者提供了一个工作、学习两不误的充电选择。  
18 ~ 36 months. We always adhere to arrange a reasonable curriculum, in order to ensure teaching quality. Study includes one weekend (or 3 days) every month, which not only reduces time cost, but also it is a good choice for working managers to combine work with learning.

### 【EMBA 课程的目的】 Objective of EMBA

1. 以建立企业可持续发展的模式为目标，以“培养具有全球竞争力和人文精神的商业领袖”为宗旨。提升学员管理实战能力、资源整合创新、资本运营与重组、人力资源管理、商业模式整合创新、战略规划和管理等一系列专业能力；

UBI-EMBA goal is the establishment of sustainable development patterns and the mission of developing business leaders with a globally competitive and humanistic spirit, together with helping students improve their professional capabilities, focusing on management practices, resource integration and innovation, capital operation and reorganization, human resource management, business models, combined and innovation and strategic planning and management.

2. 分享成功案例，挖掘先进的管理理念，开阔管理思路，荟萃理论与实践结合的管理经验；开发领导者潜质，提升综合管理能力；

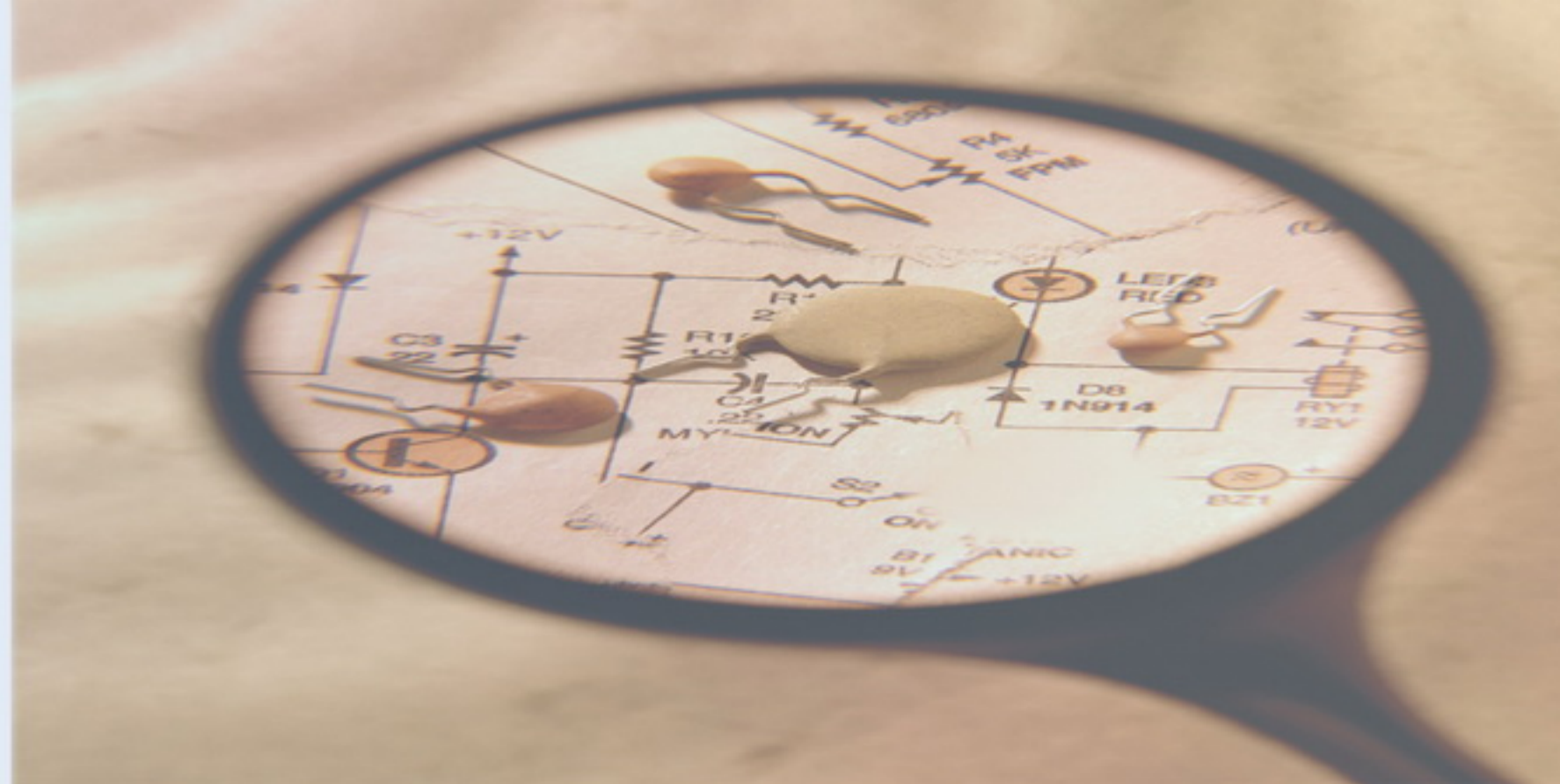
Sharing successful case studies, exploring advanced management concepts, opening the mind of management, combining theory with the practice and experience of management, developing potential of leader and improving management capabilities;

3. 拓展企业和个人的发展空间，强化企业家之间的交流、沟通、合作和探讨。

To expand the development space of business and personal. And to strengthen communication, cooperation and discussion between business people.

# 课程介绍

高级管理人员工商管理硕士学位课程，必修学科14门。  
The UBI-EMBA program comprises 14 courses.



## Course Introduction

### UBI-EMBA001 《国际化新形势新对策》

New Countermeasures Against the New Situation of Internationalization

在本地：中国市场真正成为国际市场的一部分，中国企业与具有强势资本和技术的外国同行短兵相接；在海外：走出去的大多数中国企业生存与发展曲折坎坷。国际化是每个企业家和政府经济管理干部必然面对的问题，如何选择合适的国际化战略道路？如何使企业顺利融入国际化市场？如何用好国际化规则为企业服务？如何趋利避害？著名专家通过解析大量鲜活的企业国际化案例，为走向国际化的中国企业指点迷津。

Indoor: The Chinese market is really a part of the international market. The Chinese enterprises have close-range fighting with foreign peers with the weapons of strong capital and technology. Outdoor: Most of the Chinese enterprises find it hard to survive and develop after they went out from China. Internationalization is the problem that every enterprise and economic manager of government must face. How to choose the right road of international strategy? How to make an enterprise enter international market smoothly? How to make international rules service for enterprise? How to draw on the advantages and avoid the disadvantages? All these problems will be addressed in a large number of international cases in this module.

### UBI-EMBA002 《全球化组织管理》(海外课程)

Globalized Organizational Management (overseas course)

主要阐述企业跨越国界开展经营活动的基本属性与方法，重点讨论企业走向国际市场的决策问题，即企业要不要走向国际市场；能不能走向国际市场；怎样走向国际市场和管理海外事业。内容包括国际经营的基本内涵与理论、国际市场环境特点、国际竞争优势、全球经营战略的制定、国际市场的进入方式选择与决策以及开展跨国经营的管理问题等。

This module is mainly covers the basic properties and methods for an enterprise carrying out business across national boundaries. The module focuses on a series of problems facing decision makers when enterprise going into the international market. Such challenges as: Should the enterprise go into the international market? Does it have the abilities to go into the international market? How to go into the international market? And how to run overseas business? Are addressed in this module. This module includes the basic concepts and theories of international business, characteristics of the international market environment, international competitive advantage, formulating and implementing global business strategies, choosing and deciding the suitable way for entering international market and the management of problems in developing business across national boundaries.



### UBI-EMBA003 《商业与政府》

Business and Government

关注企业家与政府间的关系，不是简单的将政商关系归结为如何“拉关系、跑路子”的探讨，而是如何真正在企业与政府间搭建一个沟通桥梁，使企业与政府实现资源的整合与共享，避免更多的企业家因此而误入迷途。

The key to handle the relationship between the corporation and the government is not only a discussion of making contact, but also more important is that corporations how to build a bridge for communication in deed with the government, so as to realize resource integrating and sharing and to avoid go astray.

### UBI-EMBA004 《企业战略管理》

Strategic management

战略并不是“空的东西”，也不是“虚无”，而是直接左右企业能否持续发展和持续盈利最重要的决策参照系。战略管理则是依据企业的战略规划，对企业的战略实施加以监督、分析与控制，特别是对企业的资源配置与事业方向加以约束，最终促使企业顺利达成企业目标的过程管理。

Stratagem is nothing but the most important reference of decision making relate to the sustainable development as well as sustainable gains. Strategic management is the process of monitoring; analyzing and controlling the implement of stratagem especially in allocating the resources to match the direction so as to ensure obtain objectives.

### UBI-EMBA005 《运营管理》

Operation Management

世界上最好的企业都是依赖于整个企业对公司运营管理能够有一致性的认识。运营管理涵盖了对企业产品的制造或服务的提供过程中各种活动的计划与实施。本学科由战略运营管理、流程管理与优化、质量与能力管理、运营计划与供应链等几部分组成，通过大量案例、深入浅出地讲解运营管理的原理与实践，提供实实在在的工具和观念，帮助企业建立行之有效的运营战略，挖掘改进业绩的有效框架和技巧，为企业重新注入新的活力，增强企业竞争优势。

The world's best enterprises are dependent on have the accordant understanding to the operation management of the company. It is concerned with managing the process that converts inputs into outputs. This module is made of the management of strategic operation, the process management and optimized, quality and ability of management, operation planning and supply chain. It helps enterprises to establish effective operation strategy, mining effective framework and skill to improve performance, to inject new energy and to enhance enterprises competitive advantage by a large number of cases study, the principles and practice of operation management analyze and tools and concept provided.

### UBI-EMBA006 《创新管理与盈利模式》

Management Innovation and Profit Model

创新管理的重点是使组织对企业内部和外部的机会做出反应，并以其创造性的成果推行新的思想、流程、或产品。更重要的是，创新管理不属于研发，它包含每个层次的人员对公司发展、制造和营销作出的创造性的贡献。利用适当的创新管理工具，可以激发和调动整个生产力的创造性思维源源不断地作用于企业的持续发展。盈利模式是帮助探求企业利润来源的方法。为了确保项目盈利，很有必要确保公司每个组成部分都高效运作以及为组织盈利作贡献。

The focus of innovation management is to allow the organization to respond to an external or internal opportunity, and use its creative efforts to introduce new ideas, processes or products. Importantly, innovation management is not relegated to R&D; it involves workers at every level in contributing creatively to a company's development, manufacturing, and marketing. By utilizing appropriate innovation management tools, management can trigger and deploy the creative juices of the whole work force towards the continuous development of a company. Profit models exist as a way of helping any business concern achieve a state where there is money left after all expenses are paid. In order to ensure that there is money made above and beyond company expenses, it is necessary to make sure that each component of the company is working at top efficiency and contributing to the financial health of the organization.

### UBI-EMBA007 《人力资源管理》

Human Resources Management

人力资源管理关键在于一方面对与一定物力相结合的人力进行合理的培训、组织和调配，使人力、物力经常保持最佳比例；另一方面对人的思想、心理和行为进行恰当的诱导、控制和协调，充分发挥人的主观能动性，以实现组织目标。主要的理念、政策、程序和有关的日益国际化的人力资源管理的实践将会被定义和审慎研究。在环境因素的影响下的组织方面的人类行为的知识，将探讨如何应用分析，诊断和提供解决方案去改变管理上的情况和问题。

The key to human recourses management is one part in keeping a perfect proportion between manpower and material resources by employees training, organizing and matching. The other part is by using appropriate inducements to control and coordinate human thinking and actions, fully utilizing subjective initiatives. The main areas of policy, procedures and the growing international human resource management practices will be defined and studied careful, with discussions on how to use, analyze, diagnose and offer solutions to alter the situation and problems of management.





### UBI-EMBA008 《整合策略行销》(海外课程) Integrated Marketing Strategy (overseas course)

营销策略是一个把企业有限资源运用在对销售增长的最好的机会里，并以此达到持续竞争优势的过程。策略行销通过整合一个组织的营销目标、政策和一系列的行动(战术)，而形成连贯的整体。它同时是一个战略，可以包括广告、销售渠道、网络销售渠道，推广和公众关系。许多公司通过战略战术的制定把战略贯穿整个组织并为下一个目标或组织形成一个战略目标。

Marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage. A marketing strategy often integrates an organization's marketing goals, policies, and action sequences (tactics) into a cohesive whole. Similarly, the various strands of the strategy, which might include advertising, channel marketing, internet marketing, promotion and public relations can be orchestrated. Many companies cascade a strategy throughout an organization, by creating strategy tactics that then become strategy goals for the next level or group.



### UBI-EMBA009 《企业信息化管理》 Enterprise Information Management

EIM 是信息技术领域一个特殊的有趣的区域。它的精髓在高效地运用组织内的信息寻找解决办法，例如支持机构决策进程，或支持有效信息的日常运作。它可以帮助企业在顾客数据库中找到新的销售机会，监测工作生产的进程和效率，确保在财务报告数据的准确，甚至防止通过欺诈和可疑的交易而带来的损失，从而获得竞争优势。

EIM is a particular field of interest in the Information Technology area. It specializes in finding solutions for optimal use of information within organizations, for instance to support decision-making processes or day-to-day operations that require the availability of knowledge. It can help you gain a competitive advantage by helping you to find new marketing opportunities within your customer database, monitor trends in workplace productivity, ensure accurate data on financial reports, and even prevent money loss via fraud and suspicious transactions.

### UBI-EMBA010 《企业风险管理》 Enterprise Risk Management

企业风险管理是一项由企业的董事会、管理层和其他员工共同参与的过程，是组织对关系到企业达成目标的风险和机会把握的方法和过程。它为风险管理提供一个框架，通常涉及与组织目标有关(风险和机遇)的特定事件和环境的识别，评估他们的影响的可能性和大小，反应战略的决定以及进度监测。通过识别并积极处理风险和机遇，企业为利益相关者，包括组织所有者、员工、客户、监管、社会整体保护和创造价值。

Enterprise risk management (ERM) in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall.

### UBI-EMBA011 《组织行为管理与领导力艺术》 Management of Organizational Behaviors and the Art of Leadership

对人的行为的解读和控制，是现代管理者应该掌握的知识。组织领袖的行为会对一个企业产生很大的影响。通过观察对方的行为，控制自己的行为，才能达成非常顺畅的交往态势和管理态势。作为一个领导者，应当知道如何提高行为语言的观察力和表现力以及如何通过行为更好地表达自己并达成目标。21世纪对经理人提出了更高、更全面的要求。为了从一个传统的“管理者”转变为一名成功的“领导”。我们最需要做的是：为所有员工营造一种充满激情和创新的环境——领导力不是一种方法或技能，而是一种独特的艺术。

The knowledge of understanding and controlling the conduct of human should be mastered by modern managers. Leadership behaviors exercise great influence on an enterprise. Smooth communication and management can be achieved by observing the action and controlling the behavior of yourself. As a leader, who should know how to improve the observation and expression of our conduct and language, and how to express and conduct themselves better so as to achieve better objectives. In the 21st century, managers have greater demands and expectations placed upon them. In order to become a successful "leader" from a traditional "governor", we need to build an environment full of passion and creativity for staff. Leadership is a special art rather than a method or skills.

### UBI-EMBA012 《税法与财税筹划》 Tax law and Taxation Planning

作为企业纳税人，了解税务管理的方法、重点，并及时发现本单位纳税方面存在的问题，无疑显得尤为重要。如何控制企业总体税收负担，发现和纠正企业存在的财务和税收漏洞，规避日后汇算清缴税务稽查风险？怎样才能正确理解税收政策，依法纳税、合理筹划？熟读国家的税法规定可令企业分清公私，制定规范的企业财务制度，以便更好地规划企业发展和企业财务风险。

It is very important for a taxpayer to know the laws of taxation and to protect their legitimate interests. Areas of study include How to control the overall tax burden? How to discover and correct the hole of financial and tax? How to circumvent tax inspection risk in liquidation? How to understand tax policy? And, understanding tax policy correctly so only to pay tax according to the law, using a reasonable effective tax planning? Familiarizing the national tax law make the enterprisers distinguish between the public and private and to standardize the financial system, which is helpful for planning enterprise development and corporate financial risks.



### UBI-EMBA013 《公司财务》 Corporate Financial

公司财务是通过使用工具和分析方法处理企业的财务决策。其主要目标是使公司价值最大化的同时管理公司的财务风险。通过分析若干中国与国际案例，介绍公司金融学的基本理论框架，包括估值理论的应用、金融衍生产品、期权理论、行为金融学、资本结构与资本成本、公司治理、公司上市、战略融资以及中国资本市场等。

Corporate finance dealing with financial decisions business enterprises make and the tools and analysis used to make these decisions. The primary goal of corporate finance is to maximize corporate value while managing the firm's financial risks. It introduces the basic theoretical framework of finance, including the application of valuation theory, financial derivatives, options theory, behavioral finance, the capital structure, corporate governance, strategy for financing market, and the capital market by studying a number of Chinese and internal cases.

### UBI-EMBA014 《从企业家到资本家》 From Entrepreneur to Capitalist

资本运作与规划是企业做强做大的唯一出路。不能深刻地领悟投融资之道是中国企业普遍面临的问题，也是众多企业投融资常常失利的根本原因。通过合适的理念、方法和战略，并通过成败案例分析，才能突破企业永续发展的瓶颈，从企业家到资本家是必然选择。

Capital operations and planning is the main way to make enterprise bigger and stronger. A lack of deep understanding of investment and financing is a universal problem that most Chinese enterprises face. It also is basic reason of failure in investment strategies and financing in many enterprises. By using the proper concepts, methods, strategy and analysis of successful and unsuccessful cases, way can be found for breaking through the bottleneck of enterprise and keeping development. Become a capitalist from an entrepreneur is an inevitable choice.

# 教授团队

# Professor Team

二十多位导师皆来自欧美及国内名家。

李大西 博士 Dr. Daxi Li

陈宏辉 教授 Dr. Honghui Chen

吴立范 教授 Dr. Lifan (Frank) Wu

刘善仕 教授 Dr. Shanshi Liu

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孙晓云 博士 Dr. Xiaoyun (Sherry) Sun

林江 教授 Dr. Jiang Lin

《从企业家到资本家》From Entrepreneur to Capitalist

《企业战略管理》Strategic Management

《公司财务》Corporate Financial

《人力资源管理》Human Resources Management

《国际化新形势新对策》New Countermeasures Against the New Situation of Internationalization

《企业风险管理》Enterprise Risk Management

《税法与财税筹划》Tax law and Taxation Planning



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Chinese American, Ph.D., City University of New York (CUNY), Guest professor of UBI program. Chairman of Chinese Association for Science and Business. Chairman of CASB Ventures LLC and Director of Board of United Orient Bank. He received his Ph.D. in high energy physics from CUNY in 1985, and continued his research in McGill University, CCNY and NYIT as a Research Associate and an Assistant Professor. Senior Analyst and Assistant Vice President with major Wall Street investment banks Salomon Brothers Inc. and Lehman Brothers Inc. for over 10 years. Economy Advisor of several important Chinese cities.

## 林江 Jiang Lin

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Doctor of Economics, Guest professor of UBI program, professor of Sun Yat-sen University and a director of doctorate students doctor, visiting scholar of school of Economics, Ohio University. Specially-appointed researcher of social and economic development research centre, Guangdong. Part-time researcher of research centre of Taiwan Straits relationship. Vice-chairman of the pearl river delta research center of Sun Yat-sen University. He has rich practical experience in his research area of study involves the regional economic, financial and fiscal revenue and venture investment. He was the researcher of research department and vice-manager of financial center, China merchants group, HK, the director of China merchants insurance Ltd, Union Bank of Hong Kong (listed company). He was the executive director of Hailong Group, China merchants and so on. He undertakes banking management, insurance, asset restructuring and corporate mergers, and he was the deputy director of the service department of the Hong Kong Chinese enterprises association.

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研究领域: 企业成长与战略管理, 企业社会责任与社会绩效。  
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Chinese American, Ph.D., Finance (Investments), University of Illinois at Urbana-Champaign, Full professor in California State University, Los Angeles. Member of CSULA Foundation Board. Member of CSULA Foundation Investment Committee. He was the dean, professor and a director of doctorate students in Lingnan College, Sun Yat-sen University, and also senior research fellow at Shanghai Stock Exchange and Council member of Chinese Society, World Economy.

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Chinese American, Doctor of Operational Research of University of Maryland; President of GT Connections, Inc; America Partner of Zenway.com, America Executive director of Chinese American Bankers Association. Research Fellow of Peking University Innovation Education and Research Institute. Specially-appointed professor of Peking University. In recently twenty years, Dr Sun worked for financial service industry, consulting industry, software information industry in America and education, which means she has rich experience on management in international banking, enterprise consulting and teaching, and an accumulated extensive knowledge in different fields.

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Professor, director of doctorate students. Guest professor of UBI program. Director of Institute of International Studies and Center for Economic Diplomacy Research, Tsinghua University. Post doctorate in theoretical economics of Chinese Academy of Social sciences. Council member of Chinese vocational educational institute. Executive member of WTO research institutes. Central Committee member of Chinese democratic league. Deputy Director of committee for the economic and regional planning.



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Dr. François d'Anethan

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Dr. PILAVACHI Paul

袁少康 教授 Dr. Yuen Hong

Dr. Ian Mackechnie

《企业信息化管理》 Enterprise Information Management

《创新管理与盈利模式》 Innovation Management and Profit Model

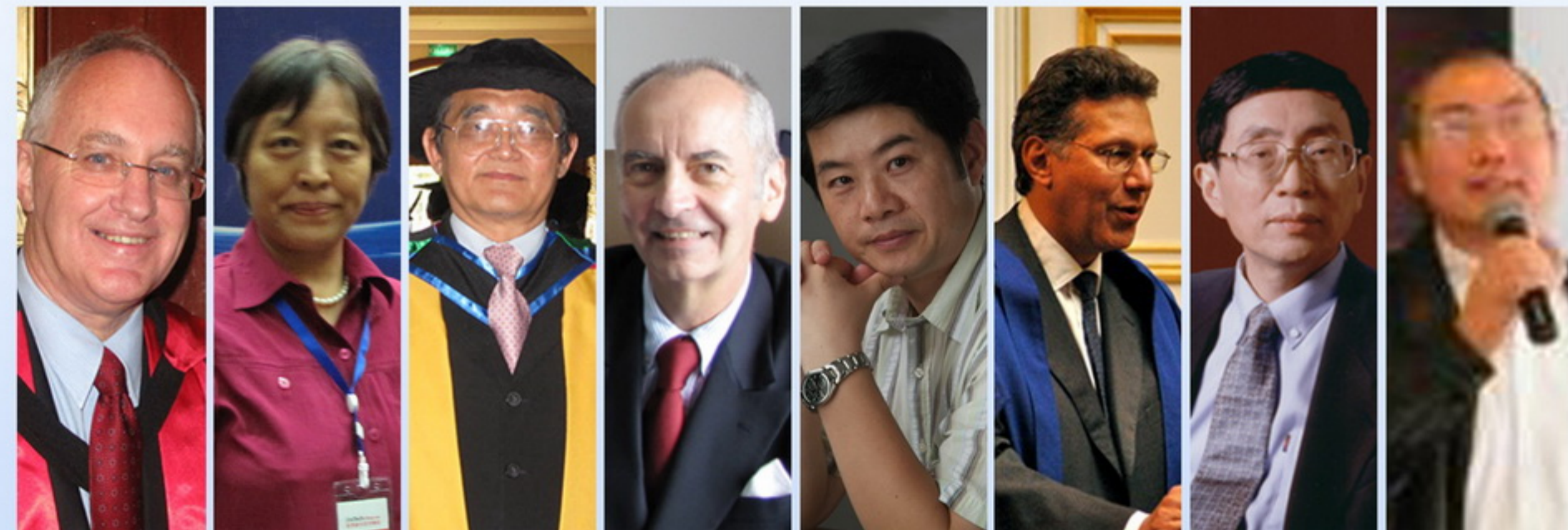
《整合策略行销》 Globalized Organizational Management

《商业与政府》 Business and Government

《组织行为管理与领导力艺术》 Management of Organizational Behaviors and the Art of Leadership

《运营管理》 Operation Management

《全球化组织管理》 Corporate Administration and Corporate Culture



Ian Mackechnie

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郑德理

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马来西亚华人，UBI 亚太学院 EMBA、DBA 教授。知名企业教练和 DAIZENTEQ 质量管理公司的咨询师。在工业领域拥有超过二十五年的实践经验，曾在马航工作服务，随后到日本接受工业培训和教育；并有瑞典跨国企业以及日本电子制造企业的工作服务经历，因此在工商业管理运营拥有非常丰富的实践经验并精通东西方管理理念。袁教授现专注于为本地以及跨国企业提供专家顾问服务，同时也是全球知名的 20 家院校 ISO 9001:2000 认证项目的常驻顾问和 ISO 9001:2000 首席质量稽查员，并兼任英国威尔士大学、英国诺桑比亚大学、澳大利亚塔斯马尼亚大学及美国利伯提大学等知名大学的工商管理课程客座教授。

Chinese Malaysia, tutor of EMBA and DBA program of UBI, Asia-Pacific. Dr. Yuen is a Training Specialist and Consultant of DAIZENTEQ QUALITY MANAGEMENT. He has over 25 years of experience in the industrial field. He has a rich experience, working in Malaysia Airline (MAS), conducting industry training and education in Japan and working in Swedish multinationals and Japanese electronic manufacturing. Dr. Yuen offers professional consultancy services for local enterprises and multinationals. He was also the resident consultant and the chief ISO 9001:2000 Quality Auditor for 20 colleges with ISO 9001:2000 certification. He is currently lecturing for many famous business schools, such as University of Wales (UK), Northumbria University (UK), University of Tasmania (Australia), Mandarin Version of the American Liberty University (US) in business administration.

## 郑德理 Decheng (David) Zheng

高级经济师，UBI 专案客座教授，中山大学经济学硕士，美国乔治华盛顿大学经济学博士，中山大学管理学院客座教授，中国国务院侨办海外专家咨询委员会委员、广州市人民政治协商会议委员、广州证券有限责任公司副总裁兼首席经济学家，担任多间公司的独立董事。原美国华盛顿信息咨询中心经理、美国企业家协会顾问、世界银行（美国华盛顿）政策研究局转型经济处经济顾问。

Senior economist, Master of Economics, Sun Yat-sen University, Guest professor of UBI program. Ph.D. in Economics at George Washington University (G.W.U), USA. Guest Professor of Sun Yat-sen University. Council member of overseas experts consultative committee, Oversea Chinese Affairs Office of the State Council. Member of Guangzhou Committee of the Chinese People's Political Consultative Conference. Executive V.P. President and Chief Economist of Guangzhou Securities Co., Ltd. Independent Director of several companies. Formerly the manager of Center for information consultation, Washington, USA. Formerly a consultant of USA International Entrepreneurs Association. Formerly an economic consultant of department of Economics Transformation, Police Academe, World Bank Washington, USA.

## François d'Anethan

教授、博士生导师，比利时联合商学院院长。曾在多家国际知名企业任高管，工作区域涉及美国、德国、迪拜。在商务管理和规划方面有独到的经验，卓越的论证策略和关系管理技巧，在国际管理研究及实践有卓越的表现。

Professor, director of doctorate students, Dean of United Business Institutes. He worked for a number of corporations in senior management positions in America, Germany and Dubai developed specific in-company management training and has excellent performance in international management research.

## Ian Mackechnie

澳大利亚南昆士兰大学商务管理博士、南昆士兰大学商务管理硕士、南澳大学会计硕士，澳大利亚商务教育协会会员。历任多间国际企业高管，有丰富的企管实践经验。比利时联合商学院亚太 EMBA 学术委员兼教授。

Doctor of Business Administration, University of Southern Queensland, Australia. Master of Commerce, University of Southern Queensland. Master of Accounting, University of South Australia. Member of Commercial Education Society of Australia. Over 20 years experience working in the commercial world in a variety of senior positions including accountant, finance manager and general manager. Member of Academic Advisory Committee for Asia-Pacific EMBA program, United Business Institutes.

## 温元凯 Yuankai Wen

教授，博士生导师，UBI 专案客座教授。中国著名经济学家、金融投资专家、亚洲投资论坛董事，中国改革风云人物之一，曾任中国科技大学校长。

Professor, director of doctorate students, Guest professor of UBI program. Famous economist and financial experts in China. The director of Asian Investment Forum. He was the dean of University of Science and Technology of China.

## 祁明 Ming Qi

教授、UBI 专案客座教授，博士生导师，华南理工大学经济与贸易学院执行院长，现代服务业研究院副院长，广东省保密局安全技术专家组组长，广东省计算机学会网络专业委员会理事，广东省河源市政府经济发展特聘顾问。

Professor, director of doctorate students, Guest professor of UBI program. Executive Dean of School of Economics and Commerce, South China University of Technology. Associate Dean of Modern Service Industry, South China University of Technology. Associate Leader of safety and technical experts group, Administration for the Protection of State Secrets of Guangdong Province. Council member of Network Technical Committee, Computer Academy of Guangdong. Specially-appointed consultant of economic development of government, Heyuan, Guangdong.

## 崔毅 Yi Cui

教授、博士生导师，UBI 专案客座教授，华南理工大学风险投资研究中心主任，广东中小企业融资促进会副会长，广东企业财务管理学会副会长，中国高校数量经济学会理事，担任三家上市公司的独立董事，五家公司的财务顾问和管理顾问。

Professor, director of doctorate students, Guest professor of UBI program. Director of Center for Risk Investment Research, South China University of Technology. Vice-chairman of Association for Promotion for Corporate Financing. Vice-chairman of Guangdong Association of Corporate Finance (GACF). Council member of Quantitative Economics for Chinese high school. Independent Director of three Listed Companies. Finance Consultant and Management Consultant for five companies.

## PILAVACHI Paul

UBI 博导教授，法学硕士，管理哲学博士。国际事务专家，历任欧洲多家知名商学院教授。为欧盟委员会新任领导、代表团成员及欧盟委员会工作人员进行 DG 关系管理，跨文化专责项目教授。荷兰政策管理发展欧洲中心 (ECCDPM)、布鲁塞尔 ICHEC 研究所等研究员，并曾任希腊驻美国大使馆政治事务专员，专责与美国参议院沟通协调涉及影响希腊国家利益的政治发展事务。并协助希腊总统、总理和外交部长在国际政治事务的具体工作。PILAVACHI 教授精通希腊语、法语、英语、意大利语和西班牙语多语言。在国际多元化文化、商务、交流、谈判及领导力专业研究和实践有独到的见解。

Professor of United Business Institutes, Brussels. Master of Laws, Doctor of Philosophy. He successively held the posts of Professor for many famous business Universities. Expert of International affairs. Training in intercultural management and DG Personnel and Administration for newly appointed chiefs, members of Delegations of the European Commission in non-member countries and newly appointed officials of the Commission. Researcher of European Centre for Development Policy Management (ECCDPM), Maastricht, the Netherlands; Institut Catholique des Hautes Etudes Commerciales (ICHEC), Brussels. He was the Career Diplomat for Embassy of Greece, political affairs, Washington D.C. Be in charged political developments affecting the interests of Greece. Accompanied and assisted the President, Prime Minister and Foreign Minister of Greece in all their international political visits, meetings, and negotiations. Pro. PILAVACHI has made himself master of five languages, Greek, French, English, Italian and Arabic. He has original view towards the research and practice in culture, business, communication, negotiation and leadership fields.

# 学员代表



UBI

United Business Institutes

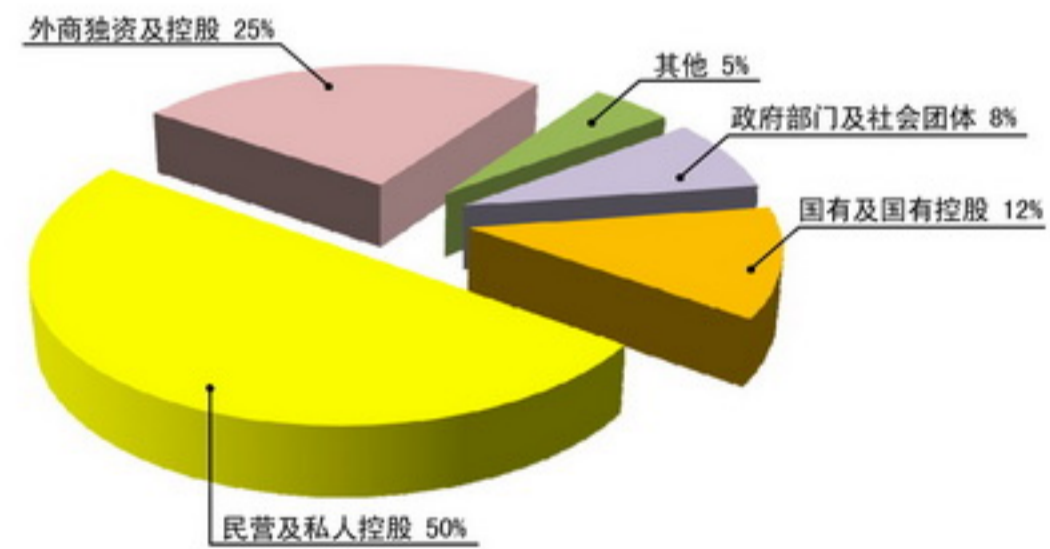
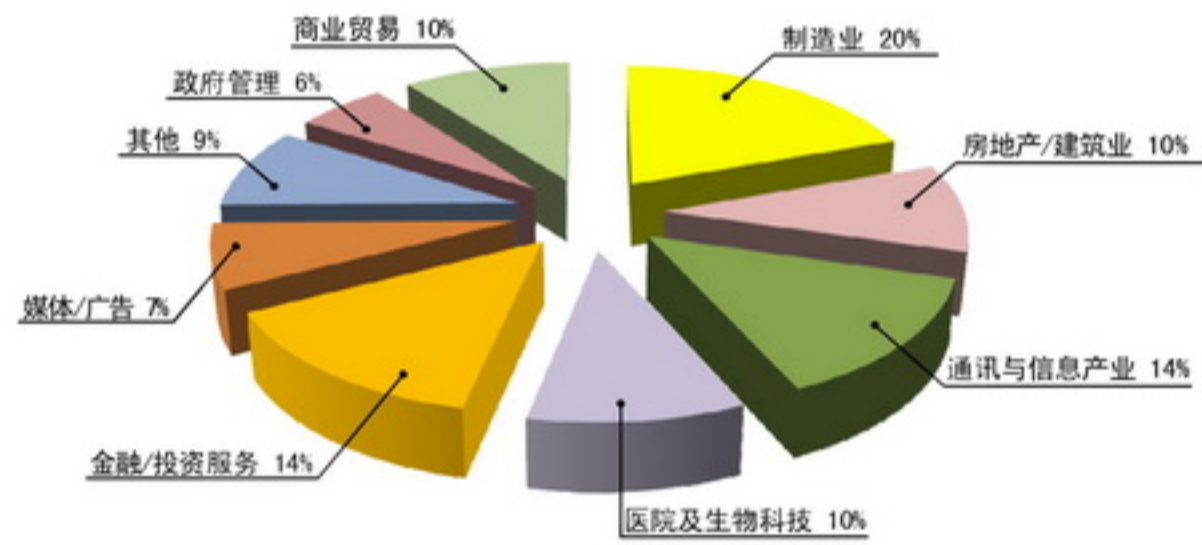


Students' Representatives

工作职务：75%的学员担任最高决策层职务（董事长、总裁、总经理）

95%以上学员担任部门经理以上职务

工作经验：平均年龄38岁、平均工作年限15年以上



上海中航投资有限公司	董事长
江苏启秀房地产有限公司	董事长
温州市十全实业有限公司	董事长
浙商银行上海分行	副总经理
上海叶子琴行有限公司	董事长
启腾控股集团有限公司	董事长
南京钢铁股份有限公司	总经理
恒生银行上海分行	副总裁
江苏省张家港中心医院	院长
上海中煤华东有限公司	总经理
武汉爱民制药有限公司	董事长
四川大千药业有限公司	董事长
山东国青医药集团	董事长
医药观察家报	社长
宁波华翔电子有限公司	董事长
南京医药股份有限公司	副总裁
康爱特化工（集团）	董事长
广东远生药业有限公司	董事长
广州赢周刊传媒有限公司	总经理
广东阳江制药有限公司	董事长
核力药业（香港）有限公司	董事长
福建恒联实业集团有限公司	副总裁
广州立白企业集团有限公司	总监
广东宏兴集团股份有限公司	董事长
山东药源医药股份有限公司	董事长
智平胜（香港）投资管理集团	首席执行官

奇昊汽车系统（苏州）有限公司	董事长
爱威电子（苏州）有限公司	董事长
江苏泰利投资担保有限公司	董事长
上海晋冠建设发展有限公司	董事长
上海鼎衡船业集团有限公司	董事长
江苏省常州戚墅堰区统战部	部长
辉瑞（上海）贸易有限公司	项目经理
温州市新丁香控股有限公司	董事长
上海全威建筑工程有限公司	董事长
上海天订生物科技有限公司	董事长
上海中为投资股份有限公司	董事长
招商证券	首席医药分析师
和汇集团股份有限公司	总裁办主任兼党支部书记
常州天马万象市政建高工程有限公司	董事长
辽宁东林集团上海瑞那斯幕墙装饰有限公司	董事长
上海智博方略资产管理有限公司	董事长
德勤华永会计师事务所有限公司	合伙人
苏州农工商房地产开发有限公司	董事长
北京鸿坤置业房地产开发有限公司	董事长
广西壮族自治区党委统战部欧美同学会	会长
海南惠普森医药生物技术有限公司	董事长
江西省力菲克药业有限公司	董事长
福建金山医药实业集团有限公司	营销中心总经理
香港三赢控股有限公司	行政总裁及首席顾问
广州东方眼镜连锁有限公司企业	董事长
广州亿动网络科技有限公司	董事长



### 【必备条件】

1. 经本校认可之国内外大学学士或以上者。
2. 五年以上高级领导管理职务经验者。

### 【参考条件】

1. 专科以上学历，具有五年以上管理工作经历；
2. 国内著名高校 MBA/EMBA/ 总裁班或相关专业专修课程结业者，或已获得硕士学位者。对社会有较大贡献行业精英可酌情考虑招收（招收比例不超过 10%）。
3. 政府经济管理部门、国内大型企业、跨国公司的中高层管理人员，发展潜力良好的国内及外资中小型企业之企业主及高层管理人员。

### 【学位申请方式】

#### ■ 申请入学（提交资料）

1. 填写之报名申请表。
2. 身份证明文件（身份证、护照或军人证等）复印件。
3. 最高学历、学位及培训证书复印件。
4. 商务名片两张。
5. 二寸白底彩色照片四张（背后用圆珠笔写上中英文名）。
6. 推荐信两份：所在单位推荐信一份，并加盖公章；及推荐人推荐信一份。或者，推荐人推荐信两份（推荐人士必需对申请者比较了解，同时又能够比较客观的评价申请者）。
7. 报名费人民币 500 元（不予退回）。

#### ■ 注册入学

1. 约谈面试 Interview 通过后，缴纳注册费，资料提交 UBI 商学院申请注册；注册费：人民币 3,000 元（注册成功，注册费不予退回；相反，退回注册费）。
2. UBI 商学院将于确定申请者之资格后，核发入学通知书（Acceptance Letter）。
3. 收到入学通知书，缴纳学费人民币 16.80 万元；学费含：课程学费、课程教材、指导费、证书费、毕业典礼费用。
4. 课程期间之住宿费、杂支费用自理；海外课程，毕业典礼之食宿及机票费自理。

### 【课程模式】

1. 研修部分：（在职研修，18 个月）。
  - A. 专题研修，辅以企业专业规划，由专任硕导级指导。
  - B. 论文全部用中文写作。硕士研究论文 2 万字以上，可根据学员所属企业发展历程记述和研究撰写。须按发放的标准论文格式写作。
2. 课程安排：（每月一次，每次 2~3 天，周六、日）。
  - A. 校方指定名校院长及硕士或博士导师亲自指导。
  - B. 校方指定国内专业范畴知名级导师指导，国际课程约 2~3 个学科。
3. 密集课程：校方指定国际级或国家级企管大师之学科课程。

### ■ 为何你要参加 UBI 课程？ Why you should attend UBI course?

1. UBI 为全欧前十大知名商学院，学术地位崇高。  
UBI is one of the leading Top 10 European Business School with high academic standards. (www.best-education.org. 排名欧洲第九， Ranking No.9 in Europe.)
2. UBI 为比利时国家最佳商学院，学术风气鼎盛。  
UBI is the finest business school in Belgium that offers good academic atmosphere and unique international perspective. (比利时布鲁塞尔为欧盟总部，为欧洲政治、经济、教育文化之中心)  
(In Belgium, Brussels is the headquarters of European Union, the Centre point of political, economic and education in Europe.)
3. UBI 为高度国际化之商学院，课程前瞻领先。  
UBI is highly and internationally renowned business school that offers advanced and innovative programs in business and management. (具有来自全球 72 个国家之国际学生，经验交流)  
(UBI is an international gateway for students coming from 72 countries and around the world providing them the best opportunities for academic pursuits and unique experience.)
4. UBI 学生层面甚高且广，校友组织遍及全球，更加有利于建立高效国际人际资源，扩大商机与职业发展平台。  
The students of UBI come from a high level and wide range of places, there is a worldwide organization of alumni, is more advantageous to the establishment of highly effective interpersonal international resources, as well as the expanded opportunity and the career development platform. (Alumni Club 校友俱乐部遍及全球 50 余国，联系频繁)  
(Alumni Club is throughout the world of around 50 countries with many connections.)
5. UBI 为专注于商学院商管课程之专业学院。  
UBI is a Professional Business school which concentrates on offering excellent academic programs in Business and Management. (单一专业之商学院，造就专业商业管理人才)  
(UBI is truly a unique professional business school that focuses on quality education and training enhancement of professional in business and management.)
6. UBI 教授群绝大多数来自产业精英，学养经验具丰。  
UBI's professors are highly talented, dedicated and are experts in their respective fields with high academic achievements and rich experience. They come from the elites of the business field. (85% 教授与产业有严密之配合，案例及实习机会多)  
(85% of the professors are experts in the field of business and provides many opportunities for case studies and prospects for internship.)
7. UBI 设施完善、环境绝佳，生活质量高居全欧第一。  
UBI provides an excellent learning environment and a quality of magnificent living situated in the heart of Europe. (Quality of Life 9 out of 10, 全欧排名第一， Number one in Europe.)
8. UBI 特重“跨国文化管理”及“外交游说”项目举世闻名。  
UBI specially highlights widely-known programs of "Multinational and Cultural Management" and "Diplomacy persuasion". (欧盟总部、联合国重心，特重差异文化及国际情势之管理及处理)  
(The headquarters of European Union and the heart of the United Nations highly promote the management and programs that will help students to cope with cultural differences and diverse international situations.)
9. UBI 毕业之就业率高，企业争相聘请。  
Graduates of UBI have a high employment rate and companies are eagerly waiting to employ them. (全球 500 大公司中有超过 120 家曾来登记征聘毕业生)  
(Over 120 out of 500 big companies in the world have been registered to employ the graduates.)
10. UBI 同意以第二外国语为教学语言。  
UBI agrees to use a second language as the medium of teaching. (中文课程在其承认范畴之内，有利国内企业家续接学习)  
(The Chinese curriculum is also allowed and is beneficial for further studies of entrepreneurs in China.)



### ■ 面试是否考核专业知识？

入学面试不等于招聘面试，我们的目的是确定您的学习能力和潜质。当然丰富的专业知识依然会使您有领先于他人的优势。

### ■ 硕士学位证书是否与在比利时就读学员颁发证书一样？

1. 完全相同。每年度举行两次学位授予典礼。
2. 每年 6 月、11 月分别在比利时首都布鲁塞尔和马来西亚首都吉隆坡举行学位授予典礼。

### ■ UBI 入学资格？

1. 五年以上行业高级管理人员任职经历。
2. 获得教育部承认的国内高等院校学士学位或海外教育国际公认的学士学位的学员，在进行学士学位认证后可直接攻读硕士学位。
3. 获得国内一类院校工商管理研修课程（EMBA）结业证书的学员。

### ■ 外教授课形式？

本项目三分之二课程的教授由比利时联合商学院提供，两门英文课程教学在国内进行，采用现场翻译形式授课。

### ■ 学术交流项目选修？

学习期间内，我们为学员安排了境外的课程及学术交流的选修项目，学员自愿参加，费用自理。目前可提供美国哈佛大学、美国协和大学、英国剑桥大学及日本早稻田大学等学术交流项目。

### ■ 关于 UBI 学籍管理？

UBI 学籍一经注册四年内有效。学员在修满学分后，随时可提交答辩申请并获得学位。每个学员具体的毕业时间与其个人完成全部课程及论文写作、通过答辩的时间有关。

### ■ UBI 授课地点？

UBI 授课地点以当地五星级酒店为主，部分课程将根据需要安排在其他城市授课。

### ■ 由于出差而无法上课，是否影响毕业？

学员应按上课通知，按时参加课程学习，班主任将记录学员出勤。如遇出差、生病等特殊情况，应提前向班主任请假，班主任将安排学员在下一期班级授课时补课或提供视频。

### ■ 关于学习成绩构成？

学员应完成全部课程学习，由班主任统计出勤情况。出勤占总成绩 10%，作业占总成绩 10%，学员论文研究及写作占总成绩 60%，论文答辩占总成绩 20%。

### ■ 论文命题选择及辅导？

硕士论文命题部分在比利时联合商学院指引下由智平胜（中国）国际企管案例中心提供，并为学员安排硕士论文指导老师及指定研究助理协助学员搜集专业文献和数据等研究资料。相关调研费用，学员自理。

### ■ 论文写作及答辩时间、地点安排？

1. 学员在上课期间可同时进行论文研究和写作。在学员完成全部课程的学习后，可申请安排答辩。
2. 认真完成论文研究和写作，对论文课题相关知识良好掌握的学员均能通过答辩。如因特殊原因未通过答辩时，将为学员安排第二次答辩。按考核情况，授予高级管理人员工商管理硕士学位。
3. 论文答辩由比利时联合商学院和智平胜（中国）国际企管案例中心指定教授进行考核。

### ■ 论文语言、字数、格式的规定？

论文全部用中文写作。硕士研究论文 2 万字以上，可根据学员所属企业发展历程记述和研究撰写。须按发放的标准论文格式写作。

### ■ 毕业典礼及学位授予？

1. 学员通过硕士论文答辩后，将前往 UBI 马来西亚亚太分院或比利时本校参加毕业典礼及学位授予仪式。
2. 参加毕业典礼及学位授予仪式费用学员自理。

### ■ 关于学位认证？

1. 中国与比利时同为世界贸易组织（WTO）成员国，按照规定成员国之间的高等教育学位应得到承认。
2. UBI 是欧洲排名前 10 位的著名商学院，授予的硕士、博士学位得到国际公认。学员毕业后向教育部留学服务中心申请认证。
3. 本项目属于非国民教育系列课程。目前教育部尚只对国民教育系列课程的学历和学位予以认证。国民教育系列课程指通过国家统一研究生考试录取的学位课程。

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