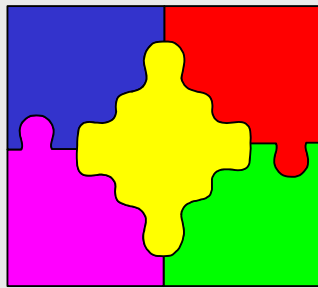
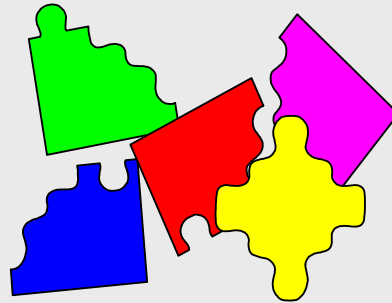


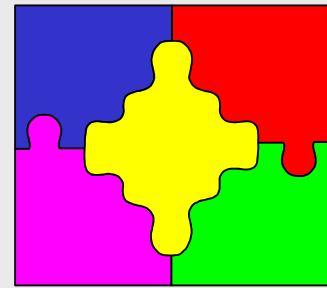
Organizational Change



Unfreezing



Changing



Refreezing

Kurt Lewin's Three-Step Process

1

Key competences of change agents

Goals

1. Sensitivity to changes in key personnel, top management perceptions and market conditions
2. Clarity in specifying goals
3. Flexibility in responding to changes

Roles

4. Team building abilities
5. Networking skills
6. Tolerance of ambiguity

Communication

7. Communication skills
8. Interpersonal skills
9. Personal enthusiasm
10. Stimulating motivation and commitment in others

Negotiation

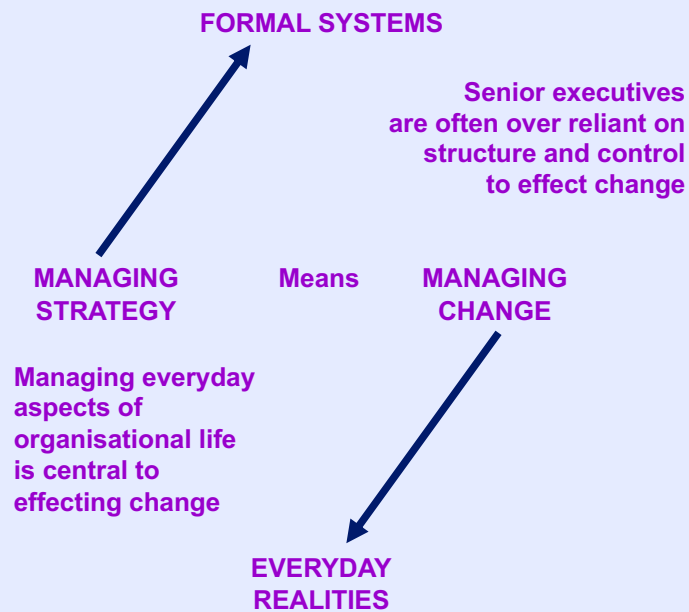
11. Selling plans and ideas to others
12. Negotiating with key players

Management

13. Political awareness
14. Influencing skills
15. Helicopter perspectives

2

MANAGING EVERYDAY ASPECTS OF STRATEGIC CHANGE



3

Winning Strategies in Keen Competitions

4

Question 1

If you are number 2, number 3, or number 4, (e.g. in market share, profits, quality, image, etc.),

What is your strategy or what will you do?

5

Question 2

If you are number 1, (e.g. in market share, profits, service quality, brand ranking, etc.),

What will you do?

6

Some Typical Answers

- **Protect the No.1 Position**
- **Try to Remain as No.1**
- **Maintain the Leadership Position**
- **Guard Against the Competitors**

7

Example of NBA Basketball Games

8

NBA-National Basketball Association

The Scores with 1 minute remaining:

L.A. Lakes 108 Houston Rockets 106

Boston Celtics 112 New York Knicks 95

9

NBA Standing

Southwest Division

<u>Teams</u>	<u>Win</u>	<u>Lost</u>	<u>GB</u>
Houston	37	15	-
San Antonio	36	16	1
Dallas	35	19	3
New Orleans	33	20	4.5
Memphis	14	40	24

10

NBA Standing

Atlantic Division

<u>Teams</u>	<u>Win</u>	<u>Lost</u>	<u>GB</u>
Boston	41	11	-
Toronto	29	23	12
New Jersey	24	30	18
Philadelphia	24	31	18.5
New York	16	38	26

GB-games behind

11

Questions

1. Which team will be under greater stress?
2. Which team is more willing to take risks?
3. Which team is more afraid of making mistakes?
4. Which team is likely to be more creative/innovative?

12

Why Distance Yourself ?

When gap is narrow:

- Vulnerable by default.**
- Provide the most logical, achievable and acceptable target for competitors.**

13

Why Distance Yourself ?

Never give your competitors the chance or motivation to take you down.

14

This is why **Distancing** (Widening the gap) is so important!

15

Contrasting Leadership Behaviour

*When Leadership Gap is **Narrow*** *When Leadership Gap is **Wide***

- | | |
|---|---|
| 1. Forced to guard against competitors. | 1. Competitors are wary of moves by the leader. |
| 2. Limited economies of scale. | 2. Great economies of scale. |
| 3. Can't afford to take high risks. | 3. Can afford to take risks. |
| 4. Can become conservative & less innovative. | 4. More scope for innovation and creativity. |
| 5. Under stress from competitors. | 5. Stress is more self-induced. |
| 6. Afraid to make mistakes. | 6. Great leeway to accommodate mistakes. |

16

Contrasting Leadership Behavior

*When Leadership Gap is **Narrow*** *When Leadership Gap is **Wide***

- | | |
|--|--|
| 7. Tend to use tactics. | 7. Time to plan & strategize. |
| 8. Tend to be reactive and defensive. | 8. Can be proactive and be on the offensive. |
| 9. Forced to take more short-term measures. | 9. Able to take long term perspectives. |
| 10. Can be harassed by competitors | 10. Can demoralize the competitors. |
| 11. Less market and lobbying power | 11. More market and lobbying power. |
| 12. Difficult to dictate nor set the market trends | 12. Able to dictate and set the market trends. |

17

A Leader must be:

More creative and innovative

More willing to take risks

Not afraid of making mistakes

Able to withstand stress

18

Importance of Distancing (Widening the gap)

Business Examples:

Microsoft, Google

ExxonMobil

Facebook

Huawei

Da Jiang Innovations (Drone)

19

Winning Strategies

What To Do When You Are Doing Well?

Perspectives from Sun Zi (孫子)

Derived From:

Chow-Hou Wee (2005), *Sun Zi Bingfa: Selected Insights and Applications*, Prentice Hall, Singapore.

20

Be Pro-active at All Times & All Situations

1. He who is proactive and well-prepared and await his unprepared enemy will win.
2. In the conduct of war, one must not rely on the failure of the enemy to come, but on readiness of oneself to engage the enemy.
3. One must not rely on the failure of the enemy to attack, but on the ability of oneself to build an invincible defense that is invulnerable to attacks.

Wee (2005), p.150

21

Summary

Business Competition is like running a marathon but with far away finishing line.

If you stop running or slowing down, your competitors will catch up or distance themselves from you.

What is your choice?

22

How to distance Yourself

- 1, Learn from direct/indirect competitors**
- 2, Learn from consumers/users**
- 3, Learn from various channel members**
- 4, Learn from own employees**

23

How to distance Yourself

- 5, Learn from other industries/businesses**
- 6, Learn from others – consultants, publications, journals, news reports, subscriptions, etc.**
- 7, Learn to be different, not just better**
- 8, Participate in exhibitions, fairs, etc.**

24

Advice from ancient scholars

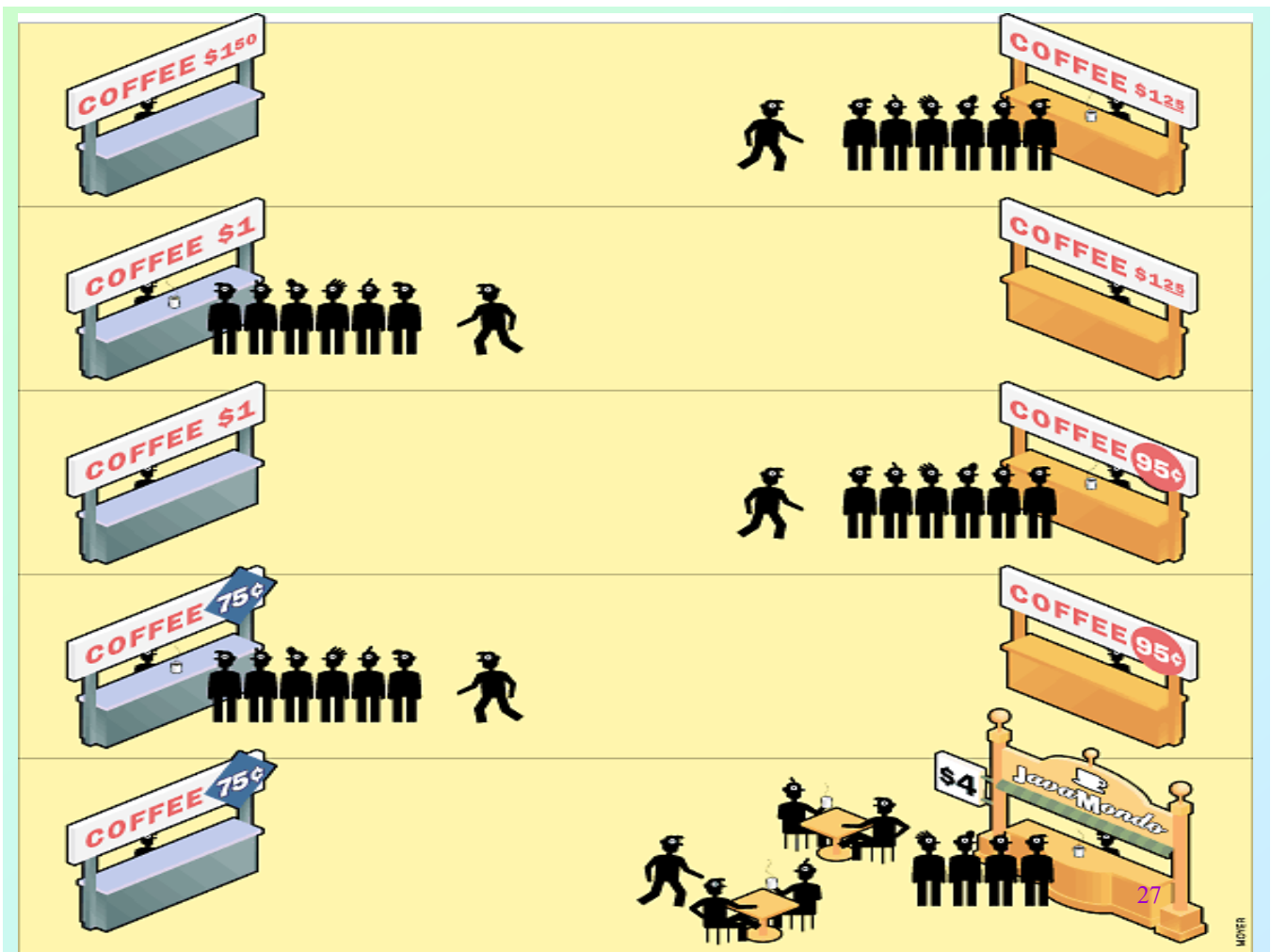
- 1, There is no limit/boundary for learning.
- 2, Keep learning despite being old and successful.
- 3, It's no shame to learn from others below us.
- 4, When I am in the company of three persons, there is a teacher among them.

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You don't need to have the most resources to be successful



26



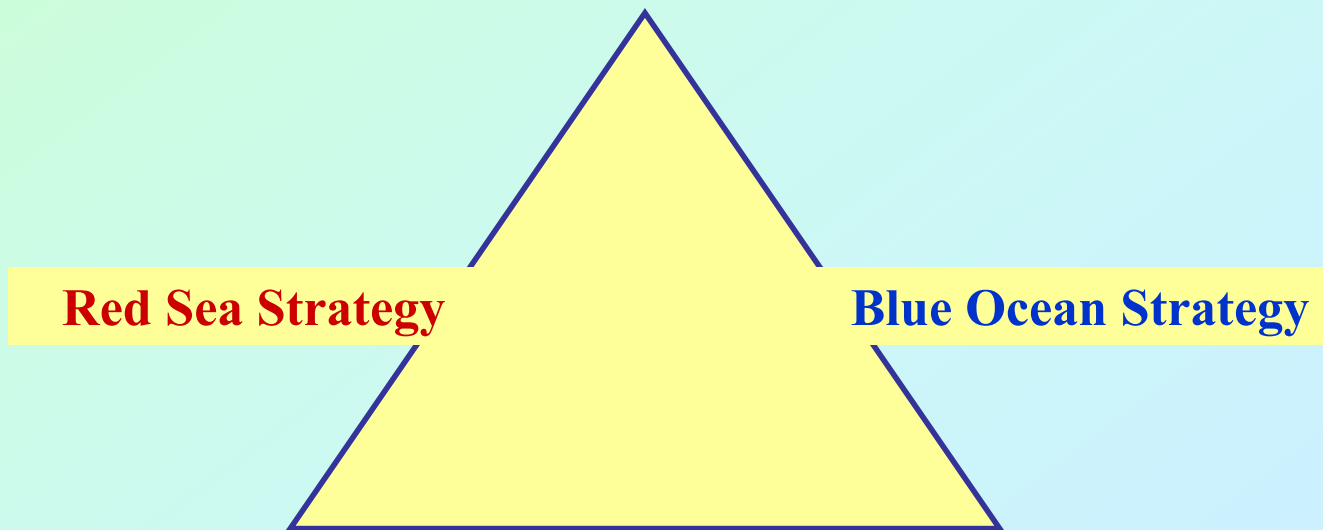
Do New Things - Innovation

Winning Strategies in Market Competitions

Do It Better - Quality

Do It Cheaper- Efficiency

Successful Strategy



29

HKU Business School- EMBA & Executive Education

Strategies :

Partner with the World's Top Universities

- UK: Oxford, Cambridge, & LBS
- US: Columbia, MIT, Stanford, & NYU

EMBA-Global Asia

- Current Partners- LBS & CBS

30

EMBA-Global Asia

The first Executive MBA programme to span three cities that drive the world's economy

- The number one base of international business leaders
- Earn a joint MBA degree from three top schools
- Faculty that engages with research and bring real-world trans-national perspectives using multiple methods of learning
- Major cities that drive the global economy
- Closely connected financial networks



31

FT.com
FINANCIAL TIMES

EMBA ranking 2008

Top 30 out of 100 Business Schools of EMBA Ranking 2008

Current rank	Rank 2007 ^[1]	Rank 2006 ^[1]	School name	Country ^[1]	Programme name ^[1]	Salary today (US\$)	Salary increase (%)	Career progress rank	Work experience rank	International students rank
1	4	2	Columbia/London Business School	US / UK	Executive MBA Global	295,224	110	11	23	19
2	1	3	Kellogg / Hong Kong UST Business School	China	Kellogg-HKUST EMBA	345,159	91	27	2	1
3	2	4	Trium: HEC Paris / LSE / New York University: Stern	France / UK / US	Trium Executive MBA	297,224	106	63	7	10
4	3	1	University of Pennsylvania: Wharton	US	MBA for Executives	235,555	99	33	76	30
5	5	5	IE Business School	Spain	Executive MBA	166,412	157	3	63	32
6	9	-	Insead	France / Singapore	Gemba	232,071	81	16	3	2
7	7	6	University of Chicago GSB	US / UK / Singapore	Executive MBA	213,703	87	29	8	14
8	7	8	Washington University: Olin	China	Washington-Fudan Executive MBA	273,599	71	21	12	16
9	6	7	London Business School	UK	Executive MBA	177,184	83	22	29	13
10	9	11	Columbia Business School	US	Executive MBA	218,916	84	57	81	48
11	15	15	Chinese University of Hong Kong	China	EMBA	239,588	81	62	10	17
12	12	13	Kellogg / WHU-Otto Beisheim School	Germany	Kellogg-WHU Executive MBA	156,217	78	4	61	28
13	18	15	City University: Cass	UK	Executive MBA	149,198	97	7	75	5
14	20	19	IMD	Switzerland	Executive MBA	193,419	67	10	1	3
15	11	12	Purdue / Tias / CEU / GISMA	US / Netherlands / Hungary / Germany	IMM International Masters in Management	137,395	81	8	59	12
16	18	-	UC Berkeley / Columbia	US	Berkeley-Columbia Executive MBA	194,532	67	54	35	35
17	14	9	Duke University: Fuqua	US	MBA - Global Executive	205,438	50	46	6	21
18	21	18	New York University: Stern	US	EMBA	214,096	60	60	70	22
19	22	37	ESCP-EAP European School of Management	France / UK / Germany / Spain / Italy	European Executive MBA	144,260	83	1	16	11
20	-	29	National University of Singapore	Singapore	Asia Pacific Executive MBA (APEX MBA)	193,184	73	53	9	6
21	17	-	Kellogg / York University: Schulich	Canada	Kellogg-Schulich Executive MBA	155,376	65	77	28	8
21	13	10	Northwestern University: Kellogg	US	Executive MBA	224,489	58	36	32	43
23	23	17	Celbs	China	International EMBA	212,647	73	40	52	39
23	37	-	Thunderbird School of Global Management	US	Executive MBA in Global Management	163,452	74	23	20	50
25	26	31	Essec / Mannheim	France / Germany	Essec & Mannheim Executive MBA	128,177	69	6	26	9
26	39	28	Rotterdam School of Management, Erasmus University	Netherlands	Executive MBA	120,304	74	35	49	27
27	32	-	OneMBA: CUHK/RSM/UNC/FGV São Paulo/EGADE	China / Netherlands / US / Brazil / Mexico	OneMBA, Global Executive MBA	182,296	60	39	22	65
28	-	-	University of Michigan: Ross	US	Executive MBA	189,520	47	33	33	59
29	23	14	Warwick Business School	UK	Executive MBA	126,837	91	68	54	20
30	38	32	UCLA: Anderson	US	Executive MBA	191,833	58	42	67	47

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Welcome to EMBA-Global Asia Information Session

Today's agenda:

- Video of EMBA-Global Asia
- The EMBA-Global Asia story
- The benefits to you
- Programme overview
- Career impact
- Your next steps
- Q&A, discussion and close



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www.emba-global.com

Power of three



London Business School

- Renowned for world class faculty and research
- Strong portfolio of MBA and Executive MBA programmes
- Extensive alumni network



University of Hong Kong

- Ranked 18th amongst world's top 200 universities
- First and most established university in Hong Kong
- Alumni network of top business and government leaders



Columbia Business School

- Brings cutting-edge theory to today's business practices
- Integration of social intelligence across curriculum
- Outstanding network

Where you will study

HKU Campus: Hong Kong



- State-of-the-art academic centre
- Magnificent sea views
- Close to financial hub

London Business School campus



- In the heart of London
- Overlooking Regent's Park
- Fully equipped campus: e-library, wireless network, fitness centre

HKU Campus: Shanghai



- Near the Bund area, the financial hub
- Walking distance from train stations
- East-meet-West experience

Columbia Business School campus



- A bustling academic village
- Close to Hudson River
- A gateway to a major capital city of global business

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信報

二〇〇八年七月七日 星期一

頁五

培育亞太區商界領導 港大首度推出EMBA-Global Asia課程

環球市場競爭激烈，面對企業間的競爭，已非本土地產競爭，作為企業領袖，更須具備全球視野，才能為企業開拓未來。香港大學工商管理學院（HKU Business School）為配合亞太區商界領袖的需求，特設EMBA-Global Asia課程，為亞太區商界領袖提供進修途徑。

為應此需求，三大大學於上月25日聯袂宣佈將首度推出此項課程。此項課程由倫敦商學院（LBS）、香港大學（HKU）及哥倫比亞大學（Columbia University）共同合作，為亞太區商界領袖提供進修途徑。課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。課程將於今年九月開始，為期兩年，每週上課一次，每次上課六小時。課程費用為美金一萬五千美元。課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

三大大學首度聯合辦EMBA課程
「全球有三大院校有辦EMBA課程，由倫敦商學院、美國哥倫比亞大學及香港大學。今次三大院校首度聯合辦EMBA課程，為亞太區商界領袖提供進修途徑。課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。課程將於今年九月開始，為期兩年，每週上課一次，每次上課六小時。課程費用為美金一萬五千美元。課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。」



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倫敦商學院、香港大學及哥倫比亞大學首度聯合辦EMBA課程。圖為倫敦商學院院長（左）及香港大學校長（右）表示，EMBA-Global Asia課程將在眾多EMBA課程中，脫穎而出，成為全球商界領袖的進修首選。

倫敦商學院院長表示，EMBA-Global Asia課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。課程將於今年九月開始，為期兩年，每週上課一次，每次上課六小時。課程費用為美金一萬五千美元。課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

香港大學校長表示，EMBA-Global Asia課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。課程將於今年九月開始，為期兩年，每週上課一次，每次上課六小時。課程費用為美金一萬五千美元。課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

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三大院校 各具專長

倫敦商學院
倫敦商學院（LBS）是世界上最著名的商學院之一，其課程以全球視野著稱。學院提供多種EMBA課程，為全球商界領袖提供進修途徑。學院的課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。學院的課程將由三大大學的教授及資深管理人員擔任導師。學院的課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

香港大學
香港大學（HKU）是中國最古老的大學之一，其課程以國際化著稱。學院提供多種EMBA課程，為全球商界領袖提供進修途徑。學院的課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。學院的課程將由三大大學的教授及資深管理人員擔任導師。學院的課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

哥倫比亞大學
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數碼港新校園

為配合課程發展，香港大學經濟及工商管理學院已於數碼港興建了兩幢新校園。兩幢新校園位於數碼港，環境優美，設施齊全。新校園將為EMBA-Global Asia課程提供教學及辦公空間。新校園的課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。新校園的課程將由三大大學的教授及資深管理人員擔任導師。新校園的課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

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新校園將於今年九月開始上課。今年九月正式接受報名。新校園將由三大大學的教授及資深管理人員擔任導師。新校園的課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

新校園費用為美金一萬五千美元。新校園將由三大大學的教授及資深管理人員擔任導師。新校園的課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

課程簡介

課程名稱：EMBA-Global Asia課程
課程時間：2008年9月 - 2010年9月
課程費用：美金一萬五千美元（\$15,000）
課程地點：倫敦商學院、香港大學、哥倫比亞大學
課程內容：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。

課程特點：課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。課程將於今年九月開始，為期兩年，每週上課一次，每次上課六小時。課程費用為美金一萬五千美元。課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

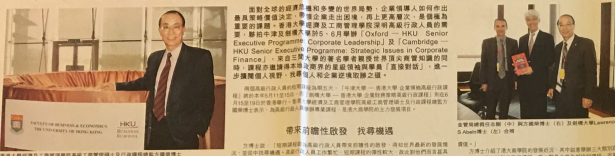
課程查詢：請致電（852）3902 1282 或訪問 <http://www.emba-global.asia/>。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。課程內容包括：全球市場趨勢、企業策略、跨文化管理、國際金融、全球領導力等。課程將於今年九月開始，為期兩年，每週上課一次，每次上課六小時。課程費用為美金一萬五千美元。課程將由三大大學的教授及資深管理人員擔任導師。課程將為亞太區商界領袖提供一個交流的平台，讓他們可以分享經驗、建立人脈、並為企業開拓未來。

入學諮詢講座
日期：7月10日及24日
時間：晚上7時
地點：香港大學、倫敦商學院、哥倫比亞大學

查詢電話：（852）3902 1282
查詢網址：<http://www.emba-global.asia/>

研究生及行政人員管理課程

夥拍牛津 劍橋 港大高級行政課程 世界級講者及商界領袖 面授策略思維技巧



導引性強 啟發性高
「本課程是為中、高層管理人員而設，旨在提升其策略思維及領導能力，並為其提供一個與商界領袖及學者交流的機會。」
「本課程是為中、高層管理人員而設，旨在提升其策略思維及領導能力，並為其提供一個與商界領袖及學者交流的機會。」



高質素全球課程 星級講者
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The Oxford-HKU
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11-15 May 2009

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- Become alumni of Oxford Said Business School and HKU Business School executive network.

Who should attend
CFOs, board members, senior managers, senior civil servants and other high-level executives with strategic responsibilities.

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Global Network - Regional Context

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15-19 June 2009

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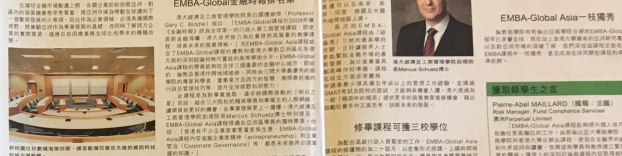
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研究生及行政人員管理課程

港大EMBA-Global Asia課程 培育精英領導未來商界發展

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EMBA-Global Asia 全球精英課程
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EMBA-Global Asia 課程發展方向
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Faculty with exceptional insights and resources from three of the world's leading business schools will increase your understanding of business practice at an international level while you network with fellow high-caliber professionals from across the world.

Designed specifically for ambitious and experienced executives, EMBA-Global Asia will enhance your career and enable you to identify and seize new opportunities.

HKU Business School collaborates London and Columbia Business Schools on the success of the Regeneris global programme, recently ranked first in the world by the Financial Times in 2008. The new EMBA-Global Asia programme will bring the world-class quality to students in Asia.

Tel: +852 3962 1262
Email: asia@emba-global.com
Website: www.emba-global.com/hkaj

London Business School
HKU Business School
Columbia Business School

菁英增值課程

港大夥 牛津 劍橋 高級行政課程 學員突破思維 拓闊世界視野



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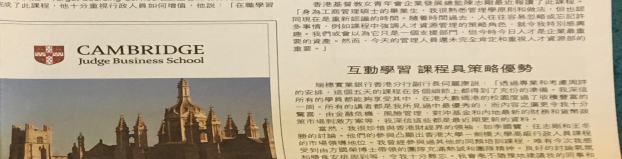
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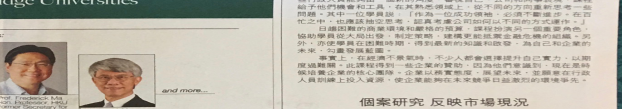
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港大夥 牛津 劍橋 高級行政課程 學員突破思維 拓闊世界視野



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Global Network - Regional Context

Two city business schools take top spots in ranking

Financial Times places HKUST MBA course at No 1, while University of Hong Kong comes second

Xinqi Su
sue.su@scmp.com

The city has the best two business school programmes in the world, according to a prestigious global ranking of universities released by British newspaper *Financial Times*.

The University of Science and Technology (HKUST) retained the top spot it claimed last year, while the University of Hong Kong, entering its programme for the first time, claimed second place in the list of the top 100 Executive MBA programmes in the world.

In all, five universities from Hong Kong and the mainland made it into the top 10.

"We are delighted the [course] has been recognised as one of the best in the world," HKU's dean of business and economics, Professor Cai Hongbin, said.

Cai said he hoped there would now be growth in other programmes run by his faculty.

HKU's EMBA-Global Asia programme has been partnered with Britain's London Business School and Columbia Business School in the United States since 2009.

"We instil a global viewpoint with Asian perspectives in our students, and with an exceptionally strong alumni network, they leave fully prepared to excel in the world's fastest growing region and emerging markets," the business dean said.

Eighty per cent of the programme's students have come from countries and regions outside Hong Kong and 27 per cent of the 140 doctoral graduates over the past three years teach in schools that are placed in the top 50 of MBA rankings.

The Executive MBA programme run by HKUST is co-hosted by the Kellogg School of Management at Northwestern University in Illinois.

In its 19 years, it has topped the ranking seven times since 2007. Course graduates reported the best average annual salary of HK\$3.7 million.

HKU claimed second place ahead of a programme operated by Tsinghua University in Beijing and INSEAD, an internationally renowned graduate business school with campuses in France, Singapore and Abu Dhabi. The joint programme dropped to third place.

Antai College of Economics and Management at Shanghai Jiaotong University climbed one spot to sixth, while an Executive MBA course jointly offered by Fudan University in Shanghai and



The HKU business programme came in second. Photo: Shutterstock



We are delighted the [course] has been recognised as one of the best in the world

HONGBIN CAI, HKU BUSINESS DEAN

Washington University in the US was ranked seventh.

The *Financial Times*' ranking of the top 100 Executive MBA programmes started in 2001 and was based on two online surveys – one completed by participating schools and one by alumni.

Current salaries and salary increases over the past three years were the most important ranking criteria, each accounting for 20 per cent of the overall weighting.

Antai graduates enjoyed the biggest salary increase – 107 per cent – over the past three years. However, they earned on average 30 per cent less than graduates of HKUST's Executive MBA programme.

Executive MBA Ranking 2017 (THE)

#	Name	Country	Salary (US\$)	Salary increase (%)
1	Kellogg/HKUST Business School	China	478,379	62
2	EMBA-Global Asia: Columbia/HKU/LBS	China / UK / US	319,032	78
3	Tsinghua University/Insead	China / Singapore / France / UAE	316,057	58
4	EMBA-Global: Columbia/LBS	US / UK	254,208	86
5	Trium: HEC Paris/LSE/NYU: Stern	France / UK / US	328,277	52
6	Shanghai Jiao Tong University: Antai	China	364,591	107
7	Washington University: Olin	China	360,250	58
8	Insead	France / Singapore / UAE	281,892	48
9	University of Oxford: Said	UK	242,985	75
10	ESCP Business School	FR / GB / DE / ES / IT / LB	234,080	62

Executive MBA Rankings 2018: Joint Programs by QS

Rank	Universities	Locations	
1	Columbia/HKU/LBS EMBA-Global Asia 	London, New York (NY), Hong Kong	Multi Campus
2	Kellogg/HKUST Executive MBA	Hong Kong, Chicago, Miami (FL)	Multi Campus
3	Tsinghua/Insead Executive MBA	Beijing, Singapore, Fontainebleau, Abu Dhabi	Multi Campus
4	TRIUM Global EMBA	London, New York (NY), Paris, Shanghai	Multi Campus
5	Columbia/LBS Executive MBA	London, New York (NY)	Multi Campus
=6	Kellogg/Schulich Executive MBA	Toronto, Miami (FL)	Multi Campus
=6	UCLA/NUS Executive MBA	Los Angeles (CA), Singapore	Multi Campus

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University of Oxford



Dr. David Forde
University of Oxford



Mr. Anthony Tyler
Chief Executive,
Cathay Pacific Airways

and more...

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- Get cutting edge insights into the theory, practice and art of corporate leadership from the world's experts in academia and industry.
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Who should attend

CEOs, directors, senior managers, senior civil servants and other high-level executives with strategic responsibilities.

Distinguished Speakers:



Prof. Peter Williamson
University of Cambridge



Dr. David Li
Chairman, BEA
Pro-Chancellor, HKU



Mr. Peter Wong
Executive Director, ESC
Honorary Professor, HKU

and more...

Cambridge-HKU

Senior Executive Programme:
Strategic Issues in Corporate Finance
10–14 November 2008

Benefits to Participants

- Understand the key links between corporate strategy and financial structure that are vital in these turbulent financial times from the experts who know.
- Learn from their research and experience the tools you need to ensure maximum alignment between goals and resources, decision making and management incentives.
- Get answers to your strategy and financing questions in today's global markets, including China.

Who should attend

CFOs, investors, shareholders, financial controllers and other high-level executives with financial responsibilities.

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Global Network - Regional Context

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Prof. Lozios Heracleous
Oxford University



Prof. Michael Enright
Shih Properties
Professor, HKU



Mr. Po Chung
Chairman Emeritus
DHL Express (HK) Ltd

and more...

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University of Cambridge



Prof. Frederick Ma
Hon. Professor, HKU
Former Secretary for
Commerce and
Economic
Development



Mr. Joseph Yam
Chief Executive
HK Monetary Authority

and more...

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Strategic Issues in Corporate Finance
15–19 June 2009

Benefits to Participants

- Understand the key links between corporate strategy and financial structure that are vital in these turbulent financial times.
- Learn from experts' outlook on the economic downturn and how to run business in a new international financial system.
- Learn how to develop risk management strategies to protect your assets and investments under the economic crisis.
- Become alumni of Cambridge Judge Business School and HKU Business School executive network.

Who should attend

CFOs, investors, directors, shareholders, financial controllers and other high-level executives with financial responsibilities.

Enquiries | Tel: (852) 3962-1287/ 1298 | Fax: (852) 2989-6557 | Email: ExecEd.info@hku.hk

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CAMBRIDGE
Judge Business School



HKU
BUSINESS
SCHOOL



HKU Global Partnership Executive Programme

Inspiring senior executives for business advancement
Proven excellence of HKU and University of Cambridge

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University of Cambridge



Prof. Frederick Ma
Former Secretary for
Commerce and
Economic
Development
Hon. Professor, HKU



Prof. Shih Chi-ping
Adjunct Professor
HKU SPACE



Mr. Joseph Yam
Chief Executive
HK Monetary Authority
Hon. Professor, HKU



Dr. Simon Taylor
University of Cambridge



Mr. Ronald Arculli
Chairman
HK Exchanges and
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Cambridge-HKU

Senior Executive Programme:
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劍橋大學 - 香港大學

企業財務策略
高級行政課程

2009年6月15-19日

企業所得

- 培訓具有策略思維能力的金融領導，認識及應付錯綜複雜的企業財務情況及如何面對全球金融危機

個人所得

- 修畢課程可獲得由劍橋大學和香港大學共同頒發的修讀證明書

成為兩校之校友會成員

- 成為Cambridge Judge Business School和HKU高級行政課程校友會會員，與全球各地高級金融領袖建立強大網絡

參加對象

- 首席財務官、董事長、財務總監、投資者、公司董事及企業高級管理人員

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Strategies for a Successful Career and Life

How to succeed in the changing global environment & keen competitions

- Think Out of the Box
- Make Strategic Changes



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How to Achieve Your Career Goals



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Strategy formulation Environment

The SPACE-CLIFTH Model

Environmental Scanning

S - SOCIAL

P - POLITICAL

A - ADMINISTRATIVE

C - CHINA

E - ECONOMIC

C - CULTURAL

L - LEGAL

I - INDUSTRIAL

F - FINANCIAL

T - TECHNOLOGICAL

H - HISTORICAL

Comparative Benchmarking

1. * INTERNAL

* EXTERNAL

* PUBLIC SECTOR

* PRIVATE SECTOR

2. * HONG KONG

* SINGAPORE

* MAINLAND CHINA

* OTHER COUNTRIES

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Personal Successful Strategies

I. Building a balanced life

II. Multi-disciplines/skills

III. Effective performance

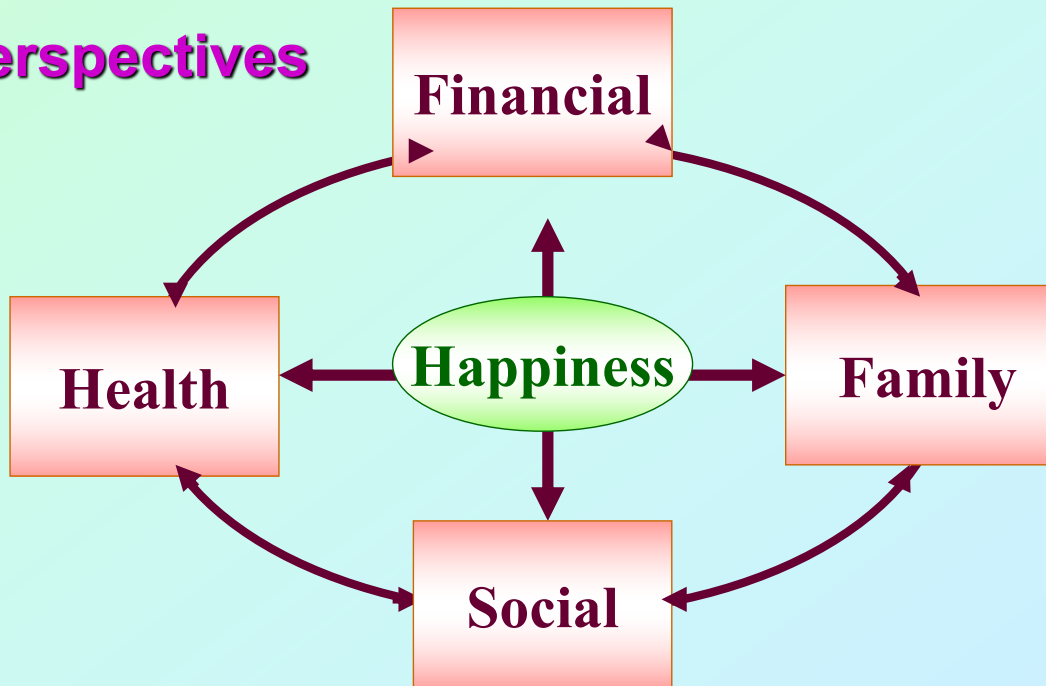
IV. Critical success factors

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I. Building a balanced life

What is a Balanced Life?

4 perspectives



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Financial perspective

- Get good stable jobs, successful business to generate income,
- Select investment strategy with good return
- Live within affordability

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Health perspective

- **Keep a balanced diet**
- **Do exercise on a regular basis**
- **Prevention is better than cure**
- **Always maintain a positive attitude**
- **Good health reduce financial burden**

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Social perspective

- **Always maintain a high moral standard with integrity and ethics**
- **Join professional, business and social associations**
- **Make friends with different groups**
- **Engage in social and community activities**

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Family perspective

- **Build a harmony and good relationship with family members whenever possible**
- **Find opportunities to do things together**
- **Try to be independent**
- **Forgive and don't blame others**

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II. Multi-disciplines/skills

- **Languages, IT, subject areas**
- **Build on your strength & expertise**
- **Develop multiple skill sets**
- **Develop competence in other areas**
- **Try to be a generalized specialist**
- **Learn new skills whenever possible**

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III. Effective performance : KSA + W

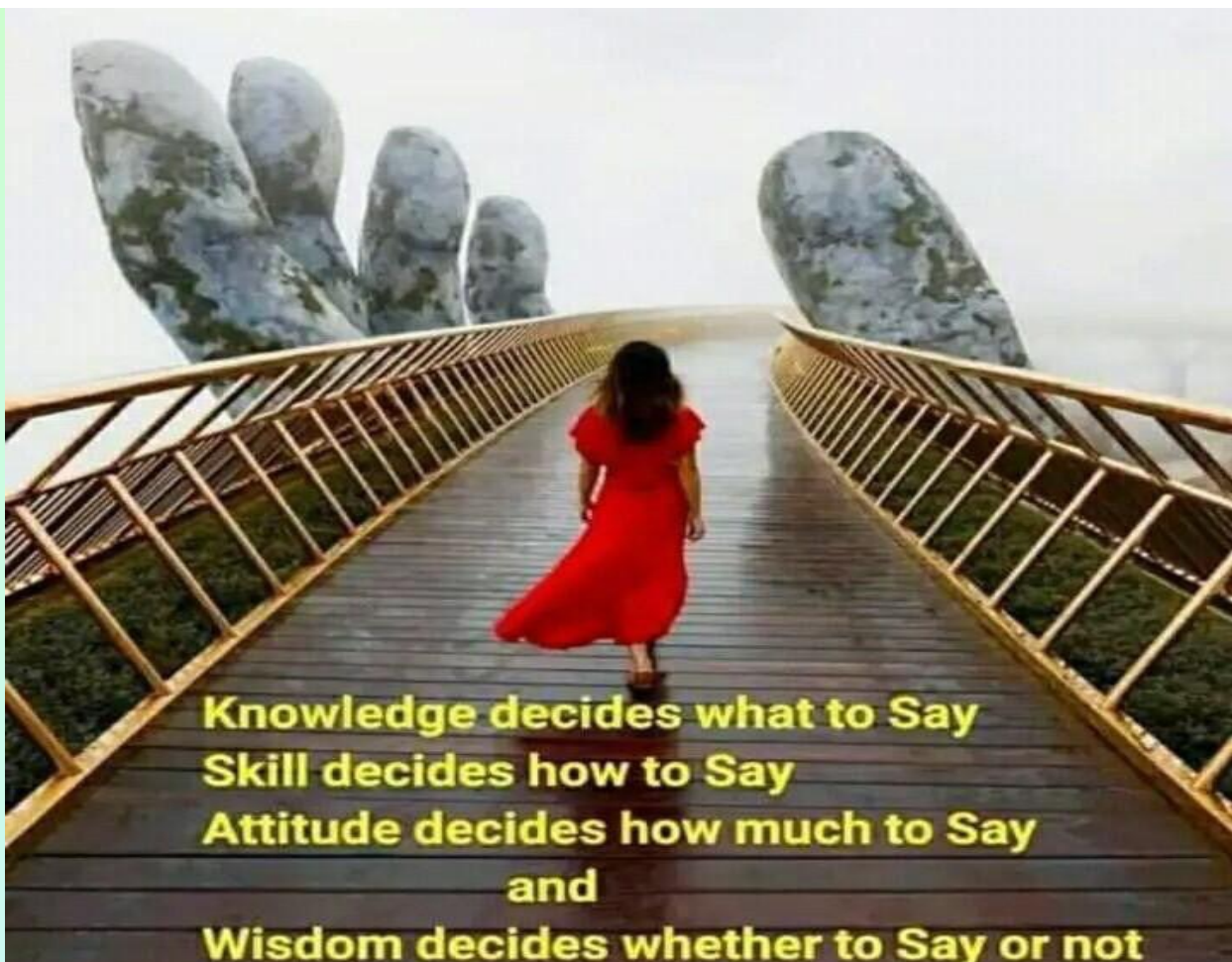
K - Knowledge (Professional)

S - Skills (Application)

A - Attitude (Proactive)

W - Wisdom (Decision)

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**Knowledge decides what to Say
Skill decides how to Say
Attitude decides how much to Say
and
Wisdom decides whether to Say or not**

IV. Critical success factors:

- 1. Extensive search for new KSA**
- 2. Using contacts**
- 3. Do a SWOT analysis**
- 4. Develop your strategy map**
- 5. Enhance your competitiveness**
- 6. Develop 7 habits**

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Critical success factors:

- 1. Extensive search for KSA**
 - Newspapers, websites, journals**
 - Keep learning – life-long**
 - Never give up**
 - Learn from unsuccessful attempts**
 - Do better the next time**

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Critical success factors:

2. Using contacts

- Widen the professional and social networks**
- Join various associations and organizations**
- Make more friends**

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Critical success factors:

3. Do a SWOT analysis

- Know yourself**
- Analysis your Strengths, weaknesses, opportunities, and threats**
- Match your expertise with what you want to do**

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Critical success factors:

4. Develop your strategy map -

Strategy is about knowing :

- **Where you are now,**
- **Where you are going, &**
- **How to get there.**

Strategy implementation is about ensuring that you get there.

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Critical success factors:

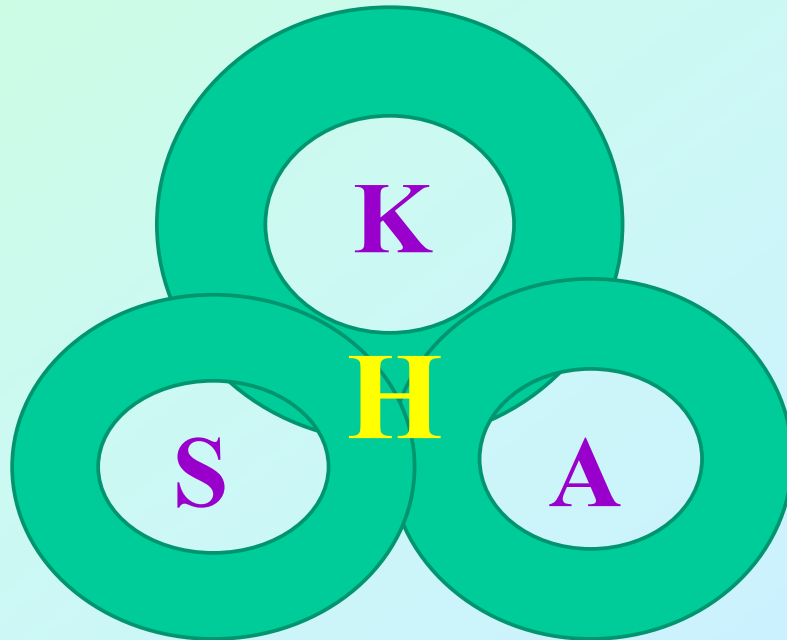
5. Enhance your competitiveness

- **Updated knowledge and skills**
- **Continuous learning**
- **Obtain higher degrees and qualifications**

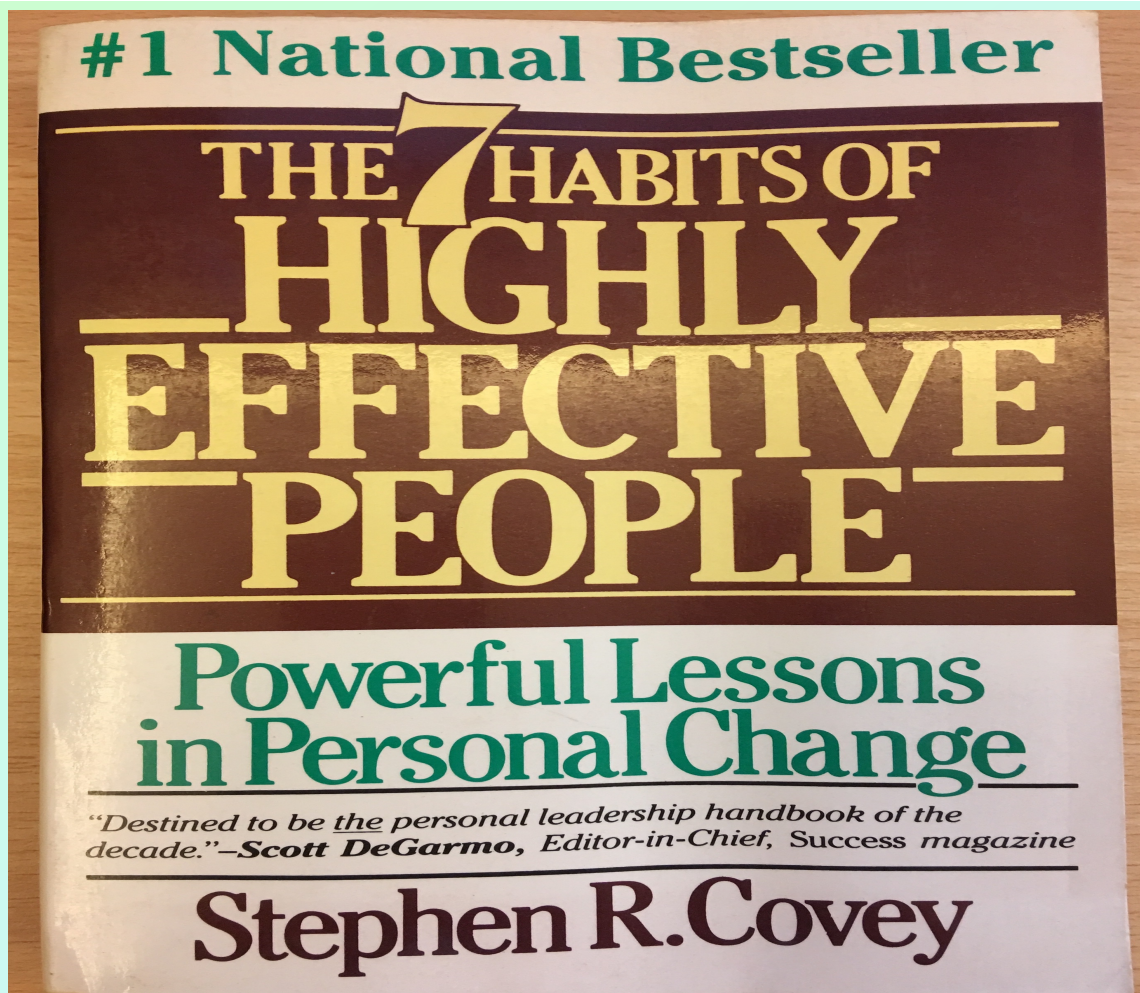
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IV. Critical success factors:

6. Develop Seven habits (H)



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7 habits of highly effective people:

1. Be Proactive

- 'principles of personal vision'

2. Begin with the End in Mind

- 'principles of personal leadership'

3. Put First Things First

- 'principles of personal management'

4. Think Win/Win

- 'principles of interpersonal leadership'

5. Seek First to Understand, then to be Understood

- 'principles of emphatic communication'

6. Synergize

- 'principles of creative cooperation'

7. Sharpen the Saw

- 'principles of balanced self-renewal'

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Conclusions

What kind of people will be more successful?

The one with- Professional knowledge, global perspectives, high moral standard, & can do attitude.

How to be a highly competitive & effective person?

- Think strategically
- Endurance: No pain no gain
- Never give up: No effort will be wasted
- Long term view: Reward will come later
- Just do it (NIKE): Act now
- Keep improving through life long learning

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