

# 逐梦共赴精彩!

— 2003 年 **MBA** 成功申请人访谈 (四)

**"Business Minds Meet Here, We Succeed Together!"**

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## ChaseDream

ChaseDream 荟萃新世纪新“华商”。  
中国心，中华根；全球志，寰宇梦！

从椰影婆娑的马达加斯加到万里雪飘的西伯利亚，从资本涌动的华尔街到日新月异的上海滩，新一代高素质的“华商”正在打造 21 世纪最响亮的品牌——“中国”。

ChaseDream 不断完善现实和虚拟网络平台，使海外学子和商业精英在更高的起点归国创业；  
ChaseDream 汇集最全的网上免费考试资源，使中华莘莘学子迈向顶尖商学院之路如虎添翼；  
ChaseDream 速递最新的全球商学院申请信息，使中华申请人从容掌握选校简历文书面试签证；

人类因梦想而伟大；人生因逐梦而精彩！



---- World's Largest Organization for Chinese Students/Professionals from Elite Business Schools

***“Open, Share, Free”***

## ChaseDream Business Student Fellowship ---- CBSF

“The strong and large alumni networks” —— 几乎是所有顶级商院的骄傲宣言，也是我们 B-school 莘莘学子们的美好向往！然而无论是志在四海的游子们，还是重返家园的海归们，我们的梦想永远牵系着中华民族这条古老的根！

**CBSF** —— 一个因为梦想而辉煌的群体，尊重理念，开拓进取，我们拥有上百名即将走入顶级 B-school 的兄弟姐妹，我们拥有 ChaseDream 这个互助友爱的网上家园，我们更拥有 *Share, Support, Sustain* 的宗旨精神！

欢迎您来认识我们多姿多彩的兄弟姐妹；欢迎您来分享我们已经在 B-school 就读的朋友们的系列讲座录音；欢迎您参与我们语音聊天室的有关签证，pre-MBA 的准备，美/加生活等的丰富聚会；欢迎您到我们 CBSF 咖啡厅畅谈……

欢迎您加入我们的团队！



ChaseDream 论坛 **【CBSF 专区】**

<http://forum.chasedream.com/list.asp?boardid=28>

*“Share, Support, Sustain”*

## 写在前面

近年来，MBA 在中国持续升温。对于许多年轻的中国商界精英而言，进入世界顶尖商学院学习并借此敲开机会的大门是很多人孜孜以求的梦想。在 ChaseDream 所提供的集商科考试申请以及未来事业发展于一体的平台上，就聚集了几千位这样的青年才俊。然而，对于大部分人来说，通向顶尖商学院的道路并非一帆风顺，其间既有内省中的凤凰涅槃般的煎熬，也有由于对陌生的申请规则和西方的思维方式不了解而带来的挫折感。当审视身边众多的申请人的经历的时候，我们却往往发现，一些非常优秀的人在申请中意外地遭遇失败，而不少看上去貌不惊人的申请人却如愿以偿地得到了顶尖商学院的录取。面对越来越严峻的 MBA 的申请竞争，我们不禁要问这样的一些问题：到底个人经历对 MBA 的申请有着什么样的影响？到底是什么在左右着 MBA 申请的成败？MBA 到底对将来的职业发展会有怎样的影响？等等。

每个人都是独特的，都有独特的个人经历，独特的个性，特点和独立的人格，因此个人发展和 MBA 申请不可能完全照搬他人的成功经验。但是不可否认的是，世间万物又有着共性，前人的经历能够启发我们对自己生活的思考，前人的成功经验和失败教训也能够让我们后来人在申请中少走一些弯路。因此，“探讨 MBA 申请经验”以及“MBA 与个人职业发展”这两个命题成为我们最初启动“2003 年 MBA 成功申请人访谈”这个项目的动机。在过去的两个月中，经过仔细的筛选，我们采访了一批今年申请成功的 ChaseDream 的成员。这些申请人的背景不同，经历各异：有的人在跨国公司里面有着多年的管理经验，成熟而睿智；有的人在美国发展多年，熟悉西方的文化；有的人白手起家，拥有自己的公司，充满商业智慧。我们希望从他们的经历里，其他的申请人不仅可以借鉴到一些申请的技巧和经验，也可以分享他们对生活的热爱和对未来的理念。

在这里，我们首先要对这些愿意接受我们采访的 ChaseDream 的成员们表示衷心的感谢，他们在百忙之中抽出宝贵的时间，和我们分享了他们申请过程中的酸甜苦辣，甚至是非常私人的经历。有的成员还提供了他们的部分申请文章。从他们的身上，我们看到了真正的 ChaseDream 精神：*Share, Support, Sustain!*

目前已经接受了采访或者已经答应接受采访的 ChaseDream 成员包括（括号内是录取他们的学校），另外，随着我们项目的进行，还会有更多的成功申请人接受我们的采访。

- Zyu (Kellogg, Chicago)
- Cynthia (Kellogg)
- Lvmei (Wharton)
- Hunterzhou (CMU)
- Tomex (INSEAD, RSM, Michigan,)
- Rainman (Kellogg)
- Hkgolfer (Darden, Georgetown)
- Sabine (Darden, Emory)
- Waynexy (Michigan, Yale)
- Fool (Kellogg, Michigan, UCLA)
- Feifeifeifei (UT Austin)
- Yale (UNC)
- Attic (TUCK, USC)

- Tsljz (CMU)
- Kevin (Rotman, Ivey)
- Sea (Michigan State University)
- Jill (Notre Dame, Kelley, U of Washington)
- Zm (Oxford)
- Abatis(CMU)
- Zgs (Michigan State University)
- Piloteer (Boston University)
- Andy (Rutgers University, part time)
- Dengshan (Kelley, Minnesota)
- Coopers (Olin)
- Fwbj01 (Minnesota)
- Smilingchen (CMU)
- Rich (Georgetown)
- Papaya (Haas part time)
- Cui Teng (Wharton)
- Cbsfan (Duke, Ivey)
- Qqredzoe (USC)
- Zzzxn (Michigan)
- Mei75 (Kellogg)
- Turnover (USC Master of Real Estate Development, University of Denver)
- Susan (Wharton)
- Vas (York)
- Steve73 (York)
- Helenhuijia (UT Austin)
- Jeffrey-N (RSM, W&M, UIUC)
- Zhongguo (Yale)

同时，我们还要感谢参加我们这个项目的十几位编委们。他们或是正在收拾行装准备出国，或是已经开始了密锣紧鼓的 2004 年的申请。但是为了给后来的申请人留下更多的资料，他们一次又一次的和被采访人联系，一字一句地修改采访的文稿。在整个项目的筹备和工作过程中，我们一次次的被编委的工作热情和认真严谨的工作态度所感染，谢谢全体编委！

**主编：**tsljz

**付主编：**jeremy, tian

**编委成员：**（括号内是编委已经完成的采访对象，其中文字修改、润色工作主要由 viviandq 和 papaya 完成）

➤ **北京采编团队**

- Jeremy (hkgolfer, Cynthia)
- Baobaobear (Tomex)
- Fwbj01 (fwbj01)
- Viviandq

- 华东采编团队
  - Tian (piloteer, lvmei)
  - Piloteer (yale)
  - Wujie\_ren (fool, Cui Teng)
  - Haydn (zgs)
  - 山峰 (rainman)
  
- 广州采编团队
  - Allen2009 (Sea, smilingchen)
  - Sdyx0 (Jill, Sabine, zm)
  
- 美、加采编团队
  - Tsljz (feifeifeifei, zyu, hunterzhou, Kevin)
  - Feifeifeifei (tsljz)
  - Chipmunk (coopers, dengshan, waynexy, attic)
  - Papaya (andy2215)
  - Mindfree (abitis)
  - Andy2215 (Rich, papaya)

云飞扬, zgs, funnytiger, terry\_tin 等朋友为这个项目提出了很多建设性意见, 在此表示感谢!

“ChaseDream 2003 年 MBA 成功申请人访谈” 编委会  
2003 年 7 月 29 日

## 第一篇 Wearing a golf T-shirt in Visa Application

**Time:** June 26 2003

**Interview Venue:** KFC near China World Tower, Beijing

**Interviewee:** Hkgolfer (McDonough, MBA Class of 2005),  
admitted by Darden and Georgetown (with \$15,000 renewable scholarship)  
waitlisted by Duke.

**Interviewer:** Jeremy

### ***Background of Hkgolfer***

- Bachelor of Science in Economics (Renmin University) in 1989
- Six and a half years experience in import and export business
- Seven and a half years in top management of golf club in Shenzhen and golf resort complex in Beijing.
- Wide variety of hobbies and interests including golf, swimming (swam across Yangtse River three times), travel (visited more than 20 countries), stamps collection (more than 10,000 stamps from all over the world)

### ***Why MBA - Career Path to Golf Industry***

From my first day in the university, I had a strong wish to start my career in south China. I spent all the three summer vacations there to experience the most dynamic economic environment in late 1980s. My deep involvement in Shenzhen finally awarded me with three job offers from Shenzhen upon my graduation.

Two years in a state-owned public trading company equipped me with hands-on experience that I couldn't get from dull campus academic study. Then I saw my first great career success in a trading startup I co-founded with two colleagues and funding of RMB300,000 from the state owned company. In 1995, I started to be a little bit bored with doing trade business although I earned a little fortune out of it.

After almost seven years of marketing experience, I sensed a good business opportunity in catering and golf sports business from my numerous entertainment activities with clients. My bond with golf business formed when I invested heavily in a golf-training course in Shenzhen in 1995. Soon after it, I began to combine my personal interests with a professional career, then I transferred to golf industry. Before I took the post of general manager of a famous golf resort complex Beijing, I had already set up and run a golf driving range and managed another golf course in Shenzhen.

GOLF means 'on Green grass field, in Oxygen, enjoy the Light (sunshine) lively Footing.' Golf is such 'green opium' to the affluent that once they enjoy it they can not resist it any more. Golf is a

lucrative business in China although a resort complex with a standard 18 hole golf course demands an investment of hundreds of millions RMB. I am sure that golf has a promising future in China. I knew that I had found a job I was truly fond of.

I am a sports fan as well. My ultimate aim after MBA graduation is to drive forward industrialization of sports, especially golf, in China. ‘I have a clear business plan and a strong local professional management background and network, but I still need a systematic knowledge study on advanced management. Golf is absolutely alien business with a short history in China. Few Chinese know how to run golf business. Even the third class foreign golf business managers I employed do a far better job than their local counterparts. Mere state-of-the-art facilities cannot assure a success. It is obvious that I have to pursue an overseas MBA.

I also dream of forming a professional golf association in China, not like the current quasi-official associate, but like Professional Golf Association (PGA) in United States. Although PGA is a non-profit organization, PGA’s annual revenue amounts to over US\$10 billion. PGA’s business ranges from organizing tournament to golf fields designing and consulting

The cultural impact of oversea-returned Chinese will be significant. China’s future will be in their hands. That’s another reason I believe an oversea MBA is important to me.

My family has influence on my decision to pursue an MBA degree. My parents and brother are all professors in college. My brother is even tenure professor with post PhD degree from USA. My father always told me that whatever I do I must be outstanding. In such a family, I feel uncomfortable with only a bachelor degree.”

### ***Application Positioning***

My weakness in application is my comparatively low scores GMAT (700+) and TOFEL (slightly over 600). My GPA is 3.36. However, I think I did not have much pressure since I had long and attractive working experience.

Another weakness in MBA applications would be my age. I bet there will be only a few MBAs with age over 35 in top business schools. Compared with the younger classmates, I may have a little disadvantage in academic study.

I had tried to apply for EMBA program of NYU Stern, Chicago B-school and Columbia B-school. After I performed a poor telephone interview with Chicago (conducted by a second year student), I found that an EMBA program could not fit my needs well, and later I dismissed the idea of EMBA study.

My ‘contribution’ to my classmates will be my rich experiences at top management level and my unique Chinese local experience in golf business, which is very popular in the United States.

## ***Hkgolfer's Analysis of Programs Applied***

Columbia has a traditionally strong presence in Wall Street. Columbia is also strong in marketing. Actually, these have little relevance to my career objective. Its entrepreneurship field fits me to some degree. I chose to apply to Columbia and Stern mainly because they were in New York. I like to have MBA study in large cities. That is also why I accepted offer from Georgetown when I was still on waitlist of Darden, which is in rural area of southeast of the United States.

I chose Darden as one of my targets for its strength in general management. But later I forfeited the chance to Darden because

- It relies too heavily on case study teaching method (over 70%). I have a lot of lively cases out of my experiences, but my spoken English may not be as good as my younger classmates. I think input from Darden will be too limited.
- The workload at Darden may be too heavy for me.
- It is in rural area

I did not try HBS and Stanford. I believe they are interested in younger strong applicants more than such veterans as me.

Georgetown is extremely good at international business management. The school is in Washington DC, where networking with celebrities will be convenient for me; meanwhile my son can have access to many museums and other arts facilities there. Georgetown is also strong at public relationship, NGO management and political science. (Bill Clinton and Arroyo, president of the Philippines, both graduated from Georgetown). Golf business is a business for many celebrities/VIPs. My experiences in Georgetown and Washington DC will enrich me with ability to deal with every type of VIPs. This will be very helpful for my post MBA business.

McDonough is very young. Its alumni network is not very big and has little presence in China. Anyhow since I am already a member of CGA, I will build up my own professional network through CGA. The disadvantage of small network will not be too significant to my profession.

## ***Essays***

I wrote drafts in both Chinese and English and invited a famous essay editing service in Beijing to polish my essays. Their greatest help to me is instructing me how to organize my rich work experiences and interesting stories.

I was not short of good examples in my work experience as well as in my essays. At first, I had even thought of using an experience in which I overstepped my responsibility scope and meddled into my subordinate's works in the beginning of my first management experience. I quickly realized I had made a mistake afterwards and corrected it. I think this cannot prove my leadership ability, so I did not use it in my essays.

Examples in essays must be solid. Here is another instance. In a negotiation with IMG (International Management Group) on invitational tournament in China, which Tiger Woods might participate, Chinese organizers and their IMG partners failed to reach an agreement on profit sharing. Chinese organizers could not understand why foreign partners wanted a guaranteed returned before the invitational tournament started and why IMG officials were familiar with routines local sports business. Chinese organizers were well connected with the government and sports regulatory authorities, so they thought that the business opportunity won by them was already a great favor to their foreign partners. I think this is a good example indicating cultural difference.

### ***Interview***

Fuqua does not have many alumni in Mainland China, so I could not conduct a face to face interview in Mainland China. Since I had a Hong Kong ID, I scheduled and conducted my face-to-face interview given by a Duke's alumnus of Class2000 in Hong Kong.

Admission office of McDonough conducted my interview in Hong Kong as well during his trip for MBA Tour. He is also a golf fan. It was no surprise that we had an enjoyable talk.

Before interview, you must make a lot of preparations. You should know the overtone of every interview question. I think I had fairly good interviews with Fuqua, Darden and Georgetown.

### ***Visa***

Unlike most MBAs, I was wearing not a suit but my golf T-shirt during visa application. VO knew the brand of my professional golf T-shirt. I think it matched me well, a fascinated golfer. Golf is so popular in America that every VO is a golf fan. When I mentioned that I was in golf industry, VO showed his deep interests and we went on with an easy topic about golf. During the only-5-minute interview, he even didn't ask my future plan and financial support. I did not have any difficult in getting visa for my wife and myself.”

有任何问题，意见和建议，请告知，我们会将在后续项目中改进。

反馈方法: <http://forum.chasedream.com>

<http://forum.chasedream.com/list.asp?boardid=13>

## 第二篇 ZM 采访记录

采访人: sdyx0

被采访人: ZM

### 被采访人背景

ZM, 男, 华东一著名财经大学外贸专业毕业, GMAT720/AWA5.5, IELTS7.5, GPA3.7, 毕业只好先在一家国营商业银行工作, 后来转到一家内资风险投资公司工作。总共申请了 Oxford, LBS, Cambridge, MBS, 及 IMD 五所学校, 并被 Oxford 录取。(下面我以第一人称的方式介绍这次采访的详细内容。)

### 读 MBA 的动机

我在国营商业银行工作了多年, 一直做到信贷科长, 但是我一直感觉到每天所做的工作都是重复, 缺乏创新性和挑战性。后来我正好遇到有一个机会可以转到一家内资风险投资公司, 于是我就抓住了这个机会, 在风险投资公司做了一年多的项目经理。由于风险投资本身是一个新兴的行业, 涉及到许多最新的理论和实践, 我逐渐感觉自己以前的商业银行(货币市场)的工作经验并不能完全移植到风险投资(资本市场)来。通过这一段风险投资的工作经历, 以前自己想转到资本市场工作, 专做收购与兼并的想法终于清晰化, 并且越来越强烈。于是我就想到要去国外读 MBA, 因为国外的 MBA 是实现这个转换的最好桥梁。

### 学校选择

定下来要去国外读 MBA 之后, 我就开始考虑一些有关问题。因为我年过三十, 时间对我来说已经非常宝贵了, 不能像 20 几岁的年轻人一样一次又一次申请美国签证, 我需要一次成功。所以我选择了欧洲的 MBA, 毕竟欧洲签证要容易得多。另外, 考虑到英国的整体教育质量很好, 因此我的目标学校以英国的学校为主。选校主要是根据学校的名气和综合排名, 同时适当考虑就业率, 并结合自己将来回国发展的计划, 最终选择了 Oxford, LBS, Cambridge, MBS, IMD 五所学校。我也曾经考虑过 Insead, 但在接连发了 5 封 Email 询问是否能够接受 IELTS 的成绩而没有收到任何回音后, 我决定放弃申请这个学校, 因为我觉得它对潜在的学生并不重视, 缺乏基本的商业意识。我后来发现 Cambridge 也有点小问题。总体而言, 英国的学校服务比较好, 有良好的商业意识。

### 申请过程

2001 年底下决心去国外读 MBA 后, 我就开始学语言。因为我工作多年, 而工作中基本不用英语, 因此我先从 IELTS 学起, 逐步恢复语言感觉。2002 年初开始准备 GMAT, 8 月第一次考 G, 总分尚可, 但 AWA 只有 4.0, 所以 11 月份又考了一次, AWA 成绩与总分均有增长。10

月初开始准备 IMD 的申请材料，并赶在其最后一轮截止日期之前匆忙寄出。12 月份开始做英国学校的材料，2003 年 2 月参加 Oxford 面试，3 月收到 Offer。

## Essay

我写 Essay 的程序是先将自己的优点、缺点、成就、管理经验、贡献等分门别类列出来，然后根据各学校 Essay 的要求，从清单中找出相应的例子来回答。写完后我找了一个比较了解我的移居加拿大工作多年且已取得 MBA 学位的朋友帮我修改。但是由于她工作很忙，常常难以及时反馈信息给我，因此我的申请进度控制的不是很好。下面我简单介绍一下我对于各种类型的文章的选材，具体的情况大家可以参考我提供的一些 Essay。

我在 Essay 中强调的卖点是：工作经验丰富，对中国的金融市场有着比较深刻的理解。同时我也反映出自己有多年的管理经验，并形成了自己的管理风格；既有领导才能也善于团队合作；兴趣广泛，是一个有趣、有品味的人。我的致命缺点是缺乏 International Experience，不过幸好 Oxford 不是很强调这一点。

对于 Why MBA 这个问题，我着重强调了我如何从货币市场（商业银行）转到资本市场（风险投资）的过程，以及在风险投资过程中我学到的东西如何导致我对今后的职业方向（收购与兼并）的决策，找出过去、现在和将来之间的联系。

关于 Leadership，我觉得不仅可以写工作中的例子，也可以写工作外的例子，比如说，我写了我如何组织每年一次的广州同学聚会。

对于 Ethic dilemma 的问题，我选了一个审批贷款的例子。在我国的银行业，人情贷款是家常便饭。有一次我的领导要求我批一笔明显不符合要求的贷款，这就涉及到一个道德难题：如果按照领导的意思办，明显损害银行的利益；如果不按照领导的意思办，我自己今后的发展将受到影响。我后来就想出一个办法，要求客户满足一个合情合理的条件（当然这个条件并不容易达到），此事最终不了了之。

## Interview

我只参加了 Oxford 的面试，是 Adcom 亲自来上海面试，时间大约半小时。问题很传统，重点讨论我以后的职业规划，主要围绕 Essay 来问，没有很刁钻的问题。因为我只面试了一所学校，而且时间很短，因此我的经验没有代表性。

## 建议

1. 选择适合自己的国家和学校，申请的学校要适当拉开档次，不要集中在同一档次，除非你非 W/H/S 不去；
2. 深入挖掘自己，找到自己的卖点；
3. 语言成绩没有决定性作用，关键在于工作经验和 Essay，当然 Interview 也很重要，Interview

主要的作用是从另外一个角度来验证你的 Essay 和工作经验;

4. 工作经验中实质的管理经验很重要, 这个管理经验并不一定是指你拥有一个显赫的管理职位, 哪怕你不在管理职位上, 也同样可以有管理经验, 比如说, 你可以通过参加过的一些社团活动来表现你的管理经验;
5. Oxford 喜欢工作经验长的, 我们这一届中国学生最少的都有 6 年工作经验;

### 申请 IMD 及 LBS 失败之教训

1. 对于 IMD 的申请, 我是赶在最后一轮的 Deadline 之前提交的申请, 时间非常仓促, 材料准备较粗糙;
2. LBS 及 IMD 这两个学校很看重 International Experience, 而这正是我的弱点, 所以大家在选择学校的时候应该多了解学校对于申请人的偏好;
3. 我的 AWA 较低 (申请的时候还没有重考), 我个人认为 5.0 以上比较好。

有任何问题, 意见和建议, 请告知, 我们会将在后续项目中改进。

反馈方法: <http://forum.chasedream.com>

<http://forum.chasedream.com/list.asp?boardid=13>

## 第三篇 Rainman 采访记录

被采访人: rainman

采访人: 山峰

### 被采访人背景

GMAT: 740

TOEFL: 650

本科在一所国内名校学习, 英语(国商)专业。毕业后从事外贸出口方面工作, 七年工作经验。现在是部门经理, 负责相应工作。最近3年, rainman 也在给一家欧洲公司做兼职, 给他们做国内市场导入等方面的咨询工作。(下面我以第一人称的方式介绍这次采访的详细内容。)

### 读 MBA 的动机

我开始系统考虑读 MBA 是在3年前。主要是有下面两个原因。

1. 在外贸行业做到现在, 我感觉这个圈子有点小, 几乎很难学到新的东西。我想通过 MBA 跳出外贸这个圈子去了解其它行业, 开阔自己的眼界;
2. 我以后想做 Consumer Products Marketing, 通过 MBA 我可以实现这个转行。

从 Essay 的角度来说, 我现在的情况和我 MBA 毕业之后的目标之间的距离就是我对 Why MBA 这个问题的回答, 我希望通过 MBA 来填补这两者之间的 Gap。虽然简单, 但 Adcom 会觉得合理可信。我个人不推荐非常另类的 Why MBA 理由, 因为老外的思维很简单, 过于另类的话, 有时风险会比较大。

### 个人职业发展目标

外贸其实是一个比较复杂的过程。我从入行到现在可以独立操作整个流程也用了几年时间。但随着工作的深入, 特别是给一些欧洲公司做兼职咨询以来, 我发现中国人做外贸做到现在其实很不完善。具体的说, 通常做出口, 我们把货走掉, 汇结掉, 就认为 OK 了。但是实际上, 我们很少接触到货物在国外从分销、零售、及最终到消费者手中这么一个复杂的过程。了解到这些, 对于我们国内做外贸其实是很有帮助的, 同时这些都是潜在的商机。我希望将来侧重 Industry 和 Marketing 方面的工作。长远目标, 我可能自己做, 但会站在一个更高的层面上。

### 一些具体的申请问题

我认为申请做重要的是要突出有个性的一些东西。中国每年有成千上万的申请者, Adcom 看中的不仅仅是一些枯燥的数字或陈述, 而是一个个性饱满的人和这个人背后的故事。如何在

背景相似的申请人中脱颖而出是很有技巧的。个性是一种组合，而非干巴巴的东西。（后面我会具体谈一下是否 MNC 的利弊，中西方思维、文化模式的差异等问题）。

### ● 我的申请定位

我把自己定位成一个有领导能力、团队合作意识、企业家素质的有爱心且善于与人沟通的出口贸易经理。

### ● 我对于国有企业背景和 MNC 背景的看法

我不认为 MNC 一定有优势，State-owned 就一定没有希望。具体的情况，因人、因校都有区别。MNC 的优势是系统、先进；但 State-owned 也有很多 MNC 学不到的东西。以我的情况为例，做外贸，我要独自做决定、承担责任，包括我需要全权处理一定数额的资金，这些经验是哪怕在 MNC 里面做到相应的职位也无法相比的。这就是我 Stand Out 的一个优势。与 MNC 的申请人相比，我们的一个劣势是 Adcom 很多时候不知道我们在做什么，不知道我们的工作范围、特点等等（即便看了简历以后）。所以，相对一些 Big MNC（投行、咨询等），我们要更多侧重于工作方面的描述。而 MNC，譬如麦肯锡，可能所有 Essay 都说个性的东西而不谈工作（因为 Adcom 对这类工作实在太熟悉了）。

简言之，不是 MNC 没关系，还是要在工作上发掘自己，突出不同来。

我还建议发掘自己 Part-time 工作和 Community Service 方面的东西。举我为例，Part-time 给欧洲公司做市场咨询的经历不仅使我和 Kellogg 找到一定的契合点，更是我 Leadership 的体现。我讲述了自己作为 Consultant，如何把国外公司和国内企业、工厂有机结合起来，这需要也体现我很强的 Leadership。

### ● 中西方文化的差异

我们有时候会觉得谁做了什么什么，很牛；谁又做了什么什么，更牛。其实，我们没有必要妄自菲薄。事实上，除了极个别的人或事，很多我们认为牛的在 Adcom 眼中根本算不得什么，因为他们见到的类似故事太多了。打个比方，老人与海的故事相信大家熟悉。象那位老人，和鲨鱼搏斗了几天几夜，最终只带回了一副鱼骨头。这个例子我们可能认为没什么，但在老外（Adcom）看起来，这样的人叫牛人！因为他有自信、有毅力，等等。

### ● 一些写作的细节问题

- 1) Essay 不要罗嗦，语言尽量简洁，未必要辞藻华丽。关键要清晰、有逻辑层次。根据我的研究，几年前的 Essay 有短有长，只要有特点，Adcom 都会欣赏。但现在的由于申请人（特别是中国人）很多，冗长的 Essay 通常会让 Adcom 反感；
- 2) 同样的故事可以有不同的侧重点，全在自己的表述角度；
- 3) 申请不是拼数字，GMAT、工作上管理几个人，等等。这些客观的东西很重要，但决不是起决定作用的，一定要把自己个性的东西展示出来；
- 4) 把所有 Essay 和 Resume 作为一个有机的整体，它们反应的就是一个完整的你。具体说，我建议大家以一篇 Essay（通常就是 Career Goal 及 Why MBA）作为基点，其它 Essay 应该

一方面佐证这个基点，另外一方面又各有其明确的目的。我认为每一篇 Essay 自己都要知道是要达到什么目的；

- 5) 有时间 Essay 可以多 Polish，但我不认为 Polish 会对结果产生本质影响。事实上我有一半 Essay 基本没做 Polish，但效果也很好。

- **关于选校方面的补充**

我在选校时结合了自己的背景，因此没有选择概念特别“尖端”的学校，如哥大。因为这类学校对投行等概念的申请人比较感兴趣。而我想侧重 Industry 和 Marketing 方面，最后我选择的几所 TOP 20 的学校都在这两个方面比较强。

我对选校总的建议是自己一定要对学校做深入的研究，选择适合自己背景和特点的学校，这需要个人花时间，但绝对值得。

这次申请，总体而言，我认为自己没有什么大的不足。我认为工作做到位了，申请的结果甚至是自己可以预计的。我在写 Kellogg Essay 的时候，心里并没有底。但当我写好，特别是提交申请的时候，我很自信的感觉到：有了！（事实上，今年我申请的几所 top20 学校都要了我）

关于面试我没有特别的建议。关键是要放松、自信。把面试当作一个很轻松的谈话就可以了。

有任何问题，意见和建议，请告知，我们会将在后续项目中改进。

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## 第四篇 Jill 采访记录

采访人: sdyx0

被采访人: Jill

### 被采访人背景

Jill, 女, 广东外语学院英语专业(经济信息管理)毕业。GMAT720(50,38) /AWA5.0, TOEFL643, GPA86/100 (3.4)。毕业后任职于一家外资零售业公司, 职务为系统分析员, 4 年工作经验。总共申请了 8 所学校, 被 Notre Dame (Mendoza) (full tuition waive)、Indiana (Kelly) (\$4000 scholarship)、U. of Washington (\$8000 scholarship) 录取, 最后决定去 Notre Dame。(下面我以第一人称的方式介绍这次采访的详细内容。)

### 读 MBA 的动机

在外资企业作了四年的系统分析员(主要是项目管理), 在工作的过程中, 我逐渐发现自己的组织管理能力较强, 因此希望通过学习 MBA 能加强自己这方面的优势, 在事业上更进一步。

### 学校选择

我认为选校应根据个人的情况(包括自己的目的、专业、财力)以及综合排名等多方面因素慎重考虑。由于我打算读完 MBA 后返回中国工作, 因此并未考虑地理位置等有利于在美国找工作的因素, 而且自己工作时间较短, 财力有限, 因此主要选择学费和生活费相对便宜的学校, 我的主要选校标准为:

- MIS 专业排名不错;
- 学费低;
- 排名: TOP50;
- 对学生的态度友好, 为学生着想的学校。

依据以上标准, 我最终选择了下面的学校:

TOP10: Michigan, INSEAD

TOP20: Virginia (Darden), Indiana (Kelly)

TOP30: Notre Dame (Mendoza), MSU(Broad)

TOP50: U. of Washington, Minnesota (Carlson)

### 申请材料的准备

我的申请工作开始得比较早, 2002 年四月考完 G&T, 然后十月份开始准备材料, 十一月份寄出第一批材料, 所有申请材料均在一月份完成。

## Essay

我的 Essay 参考资料主要是网上的一些前人的 Sample，但要自己分清优劣，不能照抄照搬。

我认为 Essay 的重点应该放在其架构要有说服力，突出自己的特点，不要看起来很普通。比如我的 Why MBA 的基本结构就是首先说明在工作经历中自己取得什么成绩，然后说到从工作经历中学到什么，感觉有什么不足，来说明为什么要读 MBA。下面我简单介绍一下我对于不同 Essay 的处理方法，具体的情况大家可以参考我提供的一些 Essay。

我觉得 Why this school 这个问题很重要，写这个主题时一定要对该学校的特点、优点了解清楚，尽量往学校引以为豪的方向靠。比如我在写 Notre Dame 的 Why this school 时就强调我的 Community Service 经历，像作团委书记，为深圳残疾人组织募捐，参加义工活动等。所有的活动都是真实的，也没觉得有必要去原组织单位开证明。

关于个人成就类的文章，我认为在选择例子的时候应该要注意 Professional 和 Personal 这两个方面成就的平衡，在两个方面都选择一个例子。

在整个 Essay 写作过程中，我花在写作的构思和修改上的时间最多。我觉得在时间安排上一定要突出重点，比如说，我花在 Why MBA， Why this school 这个问题上的时间最长。每个学校的 Essay 写作时间差不多，因为各个学校有不同的特点，所以应该要针对每个学校的特点进行写作，不能完全照搬用于其他学校的文章。在语言方面，我认为 Essay 不要追求过分花哨，我的 Essay 大多数为简单句，比较平实。

另外，我认为 Resume 应尽量突出自己的工作成就以及工作的主线，长度并不局限于一页。

## Interview

在我申请的学校中，我只参加了了 Michigan 和 Notre Dame 的面试。

Michigan 的面试我选择了到香港进行，是校友面试。因为我的工作经验短，生活阅历不丰富，感觉与对方产生不了共鸣，没有对方感兴趣的闪光点，因此面试成了回答问题，没有激情。

Notre Dame 是电话面试：先是面试官按照事先准备好的面试问题按 1、2、3 的顺序提问，回答问题时自己感觉很差，回答完后，面试官要求我向他提问题，我提了下面两个问题：

- 1) 因为当时我感觉面试官纯粹是为了快速完成面试，所以我问他这个学校是否值得我选择。
- 2) 因为我从学校网站和 Brochure 上了解到学校强调 Ethic 方面的教学，所以我就问面试官 Ethic 是否能够通过课堂教学学得到。

我感觉反问了这两个问题后明显扭转了局势。实际上，面试并不是申请中必须的，各校的招生政策不同，比如 Indiana 和 U. of Washington 都不要面试就直接录取了我。

## 可以改进的地方

我认为需要改进的地方有以下一些：

1. 我的工作经历稍短，我觉得如果工作到六年左右应该更合适，由于工作经验和人生阅历多一些，Essay 中有更多东西可写，面试的时候和面试官沟通也会更好些；
2. 选校应该更加谨慎一些，要结合自己的特点，不一定非要看到别人申请了 Top10 而自己为了心里平衡也申请 Top10 的学校；
3. 要根据自己的经历和所从事的行业选择学校，比如我的职业背景是 MIS 方向的，因此 Darden 和 INSEAD 明显不适合我；
4. 准备时间要提前，尽量第一轮发出申请。

有任何问题，意见和建议，请告知，我们会将在后续项目中改进。

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<http://forum.chasedream.com/list.asp?boardid=13>

附录一 Hkgolfer 's Essay (NYU)

**Creatively describe yourself to your MBA classmates. You may use any method to convey your message: words, illustrations, etc.**

I am an accomplished and fanatic golf player, so it is fun and challenging to play with me. My best score was 70 - two strokes under par, usually my handicap is 6. First of all, I have been very passionate about golf. I have been so fascinated with it that on some weekends I will drive hundreds of miles to a new course. I can play 54 holes in one single day. I remember I once stayed up all night discussing heatedly with my friends how to improve our skills and debating whether to follow Jack Nicklaus's special style or Nick Faldo's perfect swing. At first, I traveled all over China to find my match to play. Later, I went overseas. I have been to Pebble Beach in California and Paris in France. During my visit to Orlando PGA Show, I was so proud of myself when I beat a PGA member pro. My obsession with golf caused my girlfriend to complain, and she once even threatened to leave me if I did not moderate my burning passion. No wonder my friends gave me a nickname of "professional amateur golfer."

From the golfing, I learnt too much out of it and knew "anything is possible". Golf teaches me how to budget my days and time, to strive for balance and control to not only the body but also mentality, ultimately makes me the problem solver. It is a great game of interesting, full of hopes, reflecting honesty, humility, and ability to handle success or failure, approach to risk, seeking the illusion of perfection and challenge yourself.

To my classmates at Georgetown, I would say: "If you are a good golfer, let's meet at a golf course, and you will find in me a competitive opponent to beat. If you are a beginner, I will be more than happy to coach you. By the end of our two-year program, you will find yourself way ahead of your old fellow golfers."

Our friendships will not just stop at the golf course. I will have much more to offer. I am a successful entrepreneur, who has started up, grown, and sold for a big premium a private business. So, I can share my entrepreneurial experiences and insights with my classmates.

While enjoying myself swinging after stroke in a golf course, my sharp business acumen never went to sleep. Back in the mid 90's, I found that although golf had become more and more popular, very few people were good at it. However, there was no good driving range and good coaches to help them. I sensed a good business opportunity waiting for me. Talking with a few good friends and receiving angel money from them, I started up my own driving range. I hired two American PGA pros to be our coaches. They were not cheap, but were well worth it. My new business was almost an instant success. Within one month, our membership had shot up to over three hundred. At the end of the first year, I made a net profit of about 100k US dollars on top of buying out the shares from the most of the angel investors at a decent premium. In two years' time, it became a more than million-dollar business. Since my company was the very first privately owned driving range business in China, many people came over from across China to learn my business model and duplicated it in other parts of the country. In the fourth year, I sold my business at almost a multiple of three to our sales, a very good

deal for my partner and me. Therefore, if my classmates are interested in setting up their own businesses, in China in particular, I am confident that they cannot find a better consultant than me. There are so many valuable tips I can offer, free of charge.

Finally, I have not only gained lots of street smarts from handling complex and subtle transactions every day, but also have a big-picture of the Chinese economy. I have built a successful business career in Shenzhen in the past decade. As the very first “Special Economic Zone” of China and the next-door neighbor to Hong Kong, Shenzhen is arguably the most dynamic and competitive market in China, and probably in entire Asia. My rich first-hand knowledge and deep understanding about the business culture and practices of Shenzhen will be valuable to NYU, because they will shed important new light on how the Chinese economy has been transformed so successfully from plan economy to market economy. If NYU faculty members or my classmates are interested in writing a book on this topic, they can come to me for materials, anecdotes, interview leads, and my personal insights. I would greatly appreciate it if I could become a co-author.

附录二 ZM's Essay

**Explain why you chose your current job. How do you hope to see your career developing over the next five years? How will an MBA assist you in the development of these ambitions? (maximum 1000 words)**

I joined \*\*\*\* Investment Co. Ltd. recently as I was very interested in the private sector, and it is becoming one of the booming forces in the Chinese economy. I expect abundant business opportunities in this sector in the future and it is quite interesting and helpful to study the common problems encountered by private enterprises. \*\*\*\* Investment Co. Ltd. is the de facto holding company of \*\*\*\* Development Holdings Limited (HKEx Stock Code: \*) listed at Hong Kong Exchange. It is also one of the largest and most successful private enterprises in China. Its business scope includes real estate, construction, communication and financial investment. With this company, I hope to find out why it has survived and succeeded while many others just flashing like falling stars.

My short-term objective after graduation is to return to the booming China and obtain profound understanding of the China capital market through working as an M&A coordinator in an investment bank for 3 to 5 years. Combining SBS's advanced knowledge with my rich business experience, I have confidence in building up my standing in this industry within such a time frame. And my goal for the next 3 to 5 years is to be promoted to top management, which will enable me to establish and enlarge my networking, and to obtain a bird's-eye view of the China financial market. After all these preparations, I will set up my own consulting firm to provide global investors with services in the China debt and equity markets.

To reach my career goal, I need SBS to give me systematic management training, to broaden my knowledge in finance, to help make my critical career switch, to build up my international experience, and to connect me to the Oxford alumni around the globe.

An MBA program enables me to learn the essence of cutting-edge management theories and to combine these theories with my future business activities. The SBS faculty is engaged in boundary-extending research on key management issues and Oxford has long been one of the leading centers for international research into management and business. Studying their findings related to actual practice, I will find a better way to lead people and to operate businesses.

Secondly, this program will broaden my knowledge in finance, especially in the equity market. SBS has a renowned finance team who form part of the Oxford Finance Research Center and research into frontier real world financial problems. I am also most interested in your electives as financial instruments and corporate finance, investment banking, mergers and acquisitions, and private equity. These curricula make your program appeal to me especially, as other one-year programs rarely offer such an opportunity to specialize in equity instruments.

Thirdly, an MBA would enable me to make a critical switch in my career. To set up my own financial consulting firm requires experience in both debt market and equity market. My seven years' experience in commercial banking has given me extensive exposure in debt instruments, while the

best way to make up my lack of experience in equity instruments is to join an investment bank. However, I learned from my job-hunting experience that to secure a job in investment banking requires systematic knowledge about equity market. The SBS MBA program along with its superior finance courses will give me the opportunity to develop my technical knowledge about equity market while improving my management skills, and therefore ensures me a better chance to enter investment banking after graduation and approach my dream step by step.

SBS will provide me the opportunity of globalization. Until now, most of my work experience is with Chinese state-owned enterprises. Even though sometimes I interacted with foreign financial institutions and foreign partners of my customers, I have not enough international exposure for future global business and I must overcome this shortcoming. SBS has the most diversified faculty and participants and is certainly the best place for me to establish my cross-cultural experience. I will have the opportunity to study, live and communicate with faculty and participants from other cultures, observing their ways of working and thinking, understanding their attitudes to life, and finding ways to co-operate with them in future business world.

Last but not least, this program will also give me the chance to establish networking with outstanding Oxford alumni all over the world. Undoubtedly, some of them will become my valuable customers and help me establish my business in the future. In return, I will be glad and proud to help them develop their businesses in China.

### 附录三 Jill's Essay-1

**Describe a significant leadership experience, decision-making challenge, or accomplishment. How did this experience affect your professional and personal development?**

During the last three years I have led or involved in more than a dozen projects, either big or small, and most of them have turned out to be a success. It is these individual successes that have led me along my professional advancement. Among them, XXX project is my first big project and has significant influence on my later project management

XXX system is a flexible system but our users had become so used to GUI (Graphics User Interface) that they took an instinctive dislike to it. Before I was assigned the task, already two associates had resigned due to the failure of the project. Fortunately, my director fully supported my work and empowered me to use any resources necessary to get the project done.

I started to work in Construction, Store Planning and Finance departments to understand the whole working procedures and then set up a project team with associates and managers from these departments. Though they helped to draw a blueprint of how they want the system to work, a doubt of the system's capability lingered over everybody. This was the biggest problem I had at that time. So I began to play around the system myself by reading an only manual available. When I became quite familiar with every screen, I made a presentation to the project team showing them how the system would cope with their main requirements. The fact that I can learn the system quite well within such a short time impressed them a lot. Still there were many things that I wasn't sure of and could not explain to others too. So what to do next? A professional training by XXX company would be helpful, but that would cost us USDxxx per day. But a four-day training would still worth it if compared to the payback of the project. The training was quite successful, and actually our users were amazed at so many things that XXX could do to replace their manual work. It was only at that time that we had finally overcome the biggest obstacle and that we could go ahead without any hesitation. I then submitted a formal business requirement to US overhead. Convinced that the time was ready for China to implement the system, overhead sent us two experts to provide a more customized training and to do interface programming. This is my first time to work so closely with US associates. We worked together to design interfaces and to arrange training schedules. I learned a lot not only about the system but also about how to communicate and cooperate with people from a foreign culture

The project successfully rolled out 15 months after I took over it. Though three months later than original timeline, it still was a big success for everybody who had worked so hard for it. I myself gained a lot from the precious experience: a promotion as an acknowledgment of my work, life long friendship with my project teammates, and the experience of how to lead a project. A strong sense of ownership and an active and progressive attitude are the basics while a good interpersonal relationship is the key to the success. I found that if I can keep a good relationship with the teammates and think for them with goodwill, I can usually influence them positively and they would go with me toward the same goal. I applied the findings to many other projects later and most of them have worked out well. This makes me believe that leadership is not just a high position granted by a company; it is more than that.

#### 附录四 Jill's Essay-2

**Describe what there is about your background and your experiences that will contribute to the diversity of the entering class and enhance the educational experience of other students?**

In an MBA program, students not only learn from professors but also from each other. Professors and students stand together to create a learning environment. I might not be the most experienced student, but my willingness to share with others about my ideas and experiences would make me one of the most resourceful students and the most unique one.

One thing that I can bring to the Program is my four years of full-time work experience with XXX as a business system analyst and an assistant project manager, a position that involves system designing for a world famous company. With the opportunity to work on every screen of systems and to read programs behind these screens, and with a through training in Home Office in US, I come to have a comprehensive knowledge of the company's system. The experience and knowledge would be helpful to my future classmates who are interested in how to design and incorporate systems and how to apply information system to a traditional industry to restructure the business process.

XXX has three basic beliefs that permeate through the whole team of the company: respect for the individuals, service to our customers and strive for excellence. It also has a fundamental rule of running business, integrity. Here, integrity not only means that an associate should be honest to his/her company but also means that the company itself must be honest to its customers and partners. The three beliefs plus one rule have made XXX one of the most admirable companies in the world. On the other hand, many famous giants are now on the verge of bankruptcy just because of creative accounting and cheating to the shareholders. As a member of XXX, I know how important integrity is to the business and have witnessed how the company sets a good example in the industry. All these, I believe, would be very helpful to my future class to build up a correct attitude towards business.

My Chinese origin would also add an exotic atmosphere to the class. China is no longer a strange name to most people, at least many know that China will host Olympics in year 2008, but its people and its culture still remain to be a mystery to a lot of people. And one of my missions is to break the mystery and arouse people's interest to know China, to understand China and to invest in China. Only when one understands a country's culture and history can one understand its business environment. I am quite sure that this would help the class to understand China from a more profound aspect.

Information sharing is always reciprocal. While sharing with others about my ideas and experience, I can always get feedback from others and thus learn a lot from them. With best students from all over the world, XXX's MAB program will provide me with such an environment as to enable everyone to progress together.

## 附录五 Jill's Essay-3

### **What do you do for fun?**

I love climbing, not to conquer the nature or challenge life, but to enjoy the nature and life. There is a mountain near the city that I am now working at, and if the weather is fine at weekends, I will take two-hour bus to get there and spend another five hours to climb it. A friend that I know during climbing told me that his record was only 58 minutes to get to the peak. I do admire him for his speed, but speed is not what I pursue, leisure is. I have already rushed enough in office, and it is time to slow down a little bit to enjoy my personal life. I talk to people on the way upward and make friends with them. I stop sometimes to take a close look at the beautiful scenery around me, and it is never the same. One never knows how wonderful nature is unless he takes his time to notice it. So is life.

But if the weather is not so favorable, I will stay indoors, turn on the radio, open a book and immerse in it. It is one of the most peaceful times for me. A good biography can guide me through a great man's life and show me how to cope with adversity and live with success. And when I feel inert I would choose science fictions to refresh me and inspire new ideas. There are many other activities I do outside work: playing tennis, playing Chinese-chess, practicing calligraphy and chatting with my parents and friends and etc. I also spend a part of my free time in community service but this is more responsibility than fun. For example, planting trees itself can give me a kind of fulfillment, but whenever I think of the graveness of deforestation and desertion in China, I can only say that what I do to our environment is far from enough.

To be successful both professionally and personally, I need to find time for myself, and the above activities not only help to relieve stress but also make me understand and enjoy life more.

#### 附录六 Jill's Essay-4

#### **Is there anything else that you think we should know as we evaluate your application?**

Yes. Apart from my professional achievements, my biggest personal achievement is my involvement in community services.

My first memory of community involvement was to kill mice and exchange their tails with lottery tickets when I was eight years old. The government was then using lottery to entice the multitude to eliminate mice. As I grew older, I became more consciously active in community activities, such as cleaning balusters along the roads, collecting rubbish around the West Lake, donating for the Hope Project and etc. The participation not only earned me a good fame among my classmates and teachers but also gave me a strong sense of ownership and responsibility.

My role of merely a participant transferred to an organizer after I went to the university and was elected as the deputy secretary of Youth League. The traditional function of the post is to organize students to study Marxism. The boring process of theory learning makes everybody really tired of it. With the idea that a real and direct contact with the community would help us more than just reading books, I contacted a local school that teaches slow learners, hoping to offer some help. The school gave us a warm welcome, but all of us were given a shock when first seeing these children. Their faces and bodies were unlike normal people and their behaviors and expressions were astonishing. Some even had a tendency of violence. Fortunately we recovered from the shock soon and began to teach them to read Mandarin, write Chinese characters and do simple calculations. I noticed a boy and girl sitting side by side talking to each other. Later I was told that they were only 13 years old and were in love with each other. No wonder they took little notice of us when we passed by. While we ordinary people are complaining so much about our life and work, many others who are not as healthy or lucky as we are actually enjoy their lives a lot. This is such a moving scene that I will never forget.

Then I came to work in XXX, where I join the local Community Service Volunteers Association through Good Works Program and have taken part in many events such as planting trees, raising fund for Special Olympics Games, visiting a local social welfare center and so on. Just as John Rockefeller once said that every right implies a responsibility; every opportunity an obligation; every possession a duty, I truly believe that all we do should better the welfare of our people, and I act as I believe.

## 附录七 Jill's Essay-5

**What is the most significant change or improvement you have made to an organization with which you have recently been affiliated? Describe the process you went through to identify the need for change and manage the process of implementing change. What were the results?**

My Department is a small but serious department with no more than 30 people. Usually people come to work at 8:30am and leave at 5:30pm and there wasn't much private contact after work except an annual dinner during China Spring Festival. Sometimes people even didn't remember others' Chinese name because we greet each other in English name in office. I always wondered if this was a typical characteristic of technical people, and maybe I am not technically pure enough, I felt very upset working in such an atmosphere, so I decided to give a try to change the situation.

I sent out a tentative email one day saying that I had booked a tennis court and would like to invite anyone interested to join me. To my surprise, two people accepted my invitation and couples more responded with great interests! I had never thought that my email could get so much attention during working hours. The next day I didn't play any tennis but just running around busy teaching others how to get hold of the bat and how to hit the ball. Seeing so many people were interested in the sport, a thought suddenly attracted me. Why not set up a tennis club in our department? I shared my thought with my colleagues and got a unanimous agreement. I was really wide with joy; everything seemed to be too easy to believe. The next day we tennis lovers gathered together and decided on how to fund the club and what task everyone took. Thus our tennis club opened without any blatant opening ceremony.

I am in charge of financial and operational work of the club, including collecting membership fee, purchasing balls and booking court. All these are quite small things but I really enjoy them. Others search around the city to find a better but less expensive court. Everything went on smoothly, and some people that used to play table tennis come to join us too. I can feel a change gradually taking place in the department now. We have become more cooperative and friendly to each other, and have more to talk about during free time. Every time we finish the game, we would go to a nearby restaurant to have supper together and to spend a very leisure evening. Sometimes we hold games at weekends and go to one colleague's home for dinner. A friendship is growing among us. Our director has also noticed the change and has proposed to donate a certain amount of money to support our club every month.

What I have done is nothing big, just an invitation letter for tennis, but this letter has led to an influential change to our department. It is not always true that only great efforts can bring satisfactory results. More often than not, a very small thing can really make the difference, if it is the right thing made at a right time to a right group of people. And the whole thing also makes me believe that people are interactive and that if I can keep influencing others with a positive attitude, I will never fail to get a positive result myself.

I'm now trying to introduce my colleagues to join me in the Good Works program, a community service group of my company. Tennis club is a good idea to union people by a common interest while

community service by a common responsibility to the society. This responsibility lasts much longer than personal interests and would be a better means to bring people together. I am now looking forward to a more fundamental change in our department soon.

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于国富律师的联系方式为:

电话: 8610-85804928

传真: 8610-85804926

电子邮件: [yuguofu@263.net](mailto:yuguofu@263.net)

邮政地址: 北京市建国门外大街郎家园 16 号鸿信写字楼 602 室

邮政编码: 100022

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