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Beijing University of Posts and Telecommunications

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# Executive Master of Business Administration EMBA



School of Economics and Management,  
Beijing University of Posts and Telecommunications

EMBA

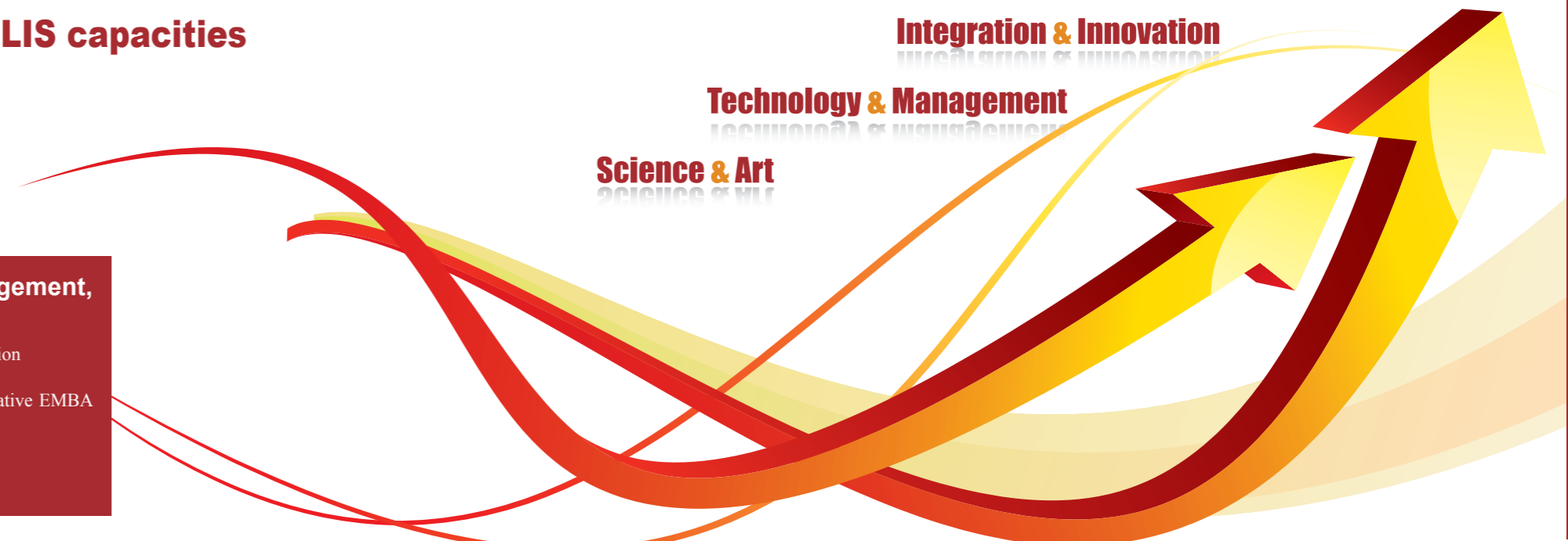
## After two-year EMBA study, you will boast GLIS capacities

Global Perspective  
Leadership  
Innovation Thoughts  
Strategy Vision

### Educational awards won by School of Economics and Management, Beijing University of Posts and Telecommunications in 2011

Be selected in China Top 10 Brand School of Business in annual overall rating list of Sohu Education  
Be selected in China Top 10 EMBA School of Education in annual festival of Tencent Education  
Be rated as No. 16 of Outstanding School of Business in China and No.9 of The Most Authoritative EMBA List in China by European Authoritative School of Business Rating Agency  
No. 1 New EMBA Schools in China of the 8th The Most Leadership EMBA in China  
Single award of the Best Enterprise Cooperation of the 8th The Most Leadership EMBA in China  
No. 1 Unique School of the 7th MBA Achievement Award

Integration & Innovation  
Technology & Management  
Science & Art



## Brief introduction of EMBA program

## Brief introduction of the school

Beijing University of Posts and Telecommunications was established in 1955, as the New China's first higher school for posts and telecommunications, the university was identified as one of the 64 key universities in 1960, and was also one of the first group of 61 universities in China that had been officially admitted into the 211 Project, currently, it is one of 56 universities with graduate school. Beijing University of Posts and Telecommunications is a multiversity featuring information technology and integrating industry, management, liberal arts and science, which is a major training base for China's information technology, and information management personnel.

School of Economics and Management, formerly Department of Engineering Economics established upon university foundation in 1955, over the past 50 years development, has become one of the best economics and management schools with outstanding advantages in information communications and unique characteristics of information communications management education all over China and the world. The school, thanks to principle of striving on quality and developing on characteristics, and philosophy of schooling of paying equal attention to teaching and scientific research, promoting teaching by scientific research, and accelerating scientific research by teaching, has trained a number of talents engaging in information communications, being honored as cradle of new-generation of IT elites.

School of Economics and Management has always attached importance to strengthening international cooperation with overseas and Hong Kong, Macao and Taiwan regions in terms of high-level talents training, currently, we have established wide range of cooperation including academic exchange, and cooperative study, etc with many universities in US, France, Britain, Japan, and Taiwan, etc, both sides send and accept teachers to participate in regular high-level international students program as visiting scholar or visiting professor. Currently executed international cooperation programs are: education program of Doctor of Business Administration (DBA) under cooperation with ESC RENNES SCHOOL OF BUSINESS, program of graduate student exchange with US Illinois University of Science and Technology and France Telecom Engineering Institute, program of Master of Business Administration of Global Senior Management Personnel (GEMBA) under cooperation with EM Lyon Business School France, and other forms of cooperation. Such international exchange and cooperation not only broaden students' vision, but also have more students closely access to the most advanced technology and management philosophy in the world in an earlier date, creating an environment for further study which improves students' comprehensive quality and ability, and international cooperation atmosphere exerts profound influence on effectively enhancing international sense and on capacity of cross-cultural communication.



Wu Jichuan, former minister of Ministry of Information Industry holds a lecture for EMBA



Lv Tingjie, Head of School of Economics and Management receives award of China Top 10 Brand School of Business in 2011

EMBA educational pattern is the most efficient and effective teaching method to train senior management, which gains international acceptance, and its curriculum and teaching organization are different from that of traditional education. The program aims at systematically improving personal comprehensive management ability of excellent administrative leading cadres and corporate executive, training their thinking ability by taking enterprise system management and strategic development as starting point, so that they can lead their team to participate in international market competition with international vision.

EMBA program of Beijing University of Posts and Telecommunications, since initiation, has always strived to train leader of information industry, and to push forward progress of the world's information industry. The program has reached long-term intension with dozens of influential outstanding enterprises in information industry successively, and trained numerous outstanding elites for domestic large-scaled enterprises and government departments. Meanwhile, EMBA education center of Beijing University of Posts and Telecommunications has actively extended training field, namely, setting up teaching centers in Guangdong and Shanghai, to better popularize EMBA program of Beijing University of Posts and Telecommunications, to combine with enterprises actual demands by shortening distances from them, and to provide education resource service for enterprises.

Vision of program-training the world's first-class senior management talents, pushing China's information industry towards the world, and accelerating the world progress by China's development.

Mission of the program-training future leader of information industry, and advancing the world's information industry

Objective of training-making it our mission to create management elite in information age, focusing on training operation and management ability of students under international competition environment, expanding business vision, establishing and broadening interpersonal and business relations, comprehensively grasping modern enterprise management theory and decision method, giving a deep insight into business model of both domestic and overseas enterprises, so that student shall have capability of international strategic thinking and scientific decision-making



Yang Fangchun, vice president of Beijing University of Posts and Communications, and Lv Tingjie, head of School of Economics and Management inaugurate for Guangdong Branch of School of Economics and Management of Beijing University of Posts and Communications



Initial students of EMBA studied in 2009 offer present to School of Economics and Management of Beijing University of Posts and Communications

## Summary of some EMBA activities of Beijing University of Posts and Communications in 2011

January 7, 2012	First performance of Icewolf, a large stage musicals, edited, directed and acted by EMBA students of Beijing University of Posts and Communications
January 7, 2012	Inauguration of EMBA Federation Industry Alliance of Beijing University of Posts and Communications, Venture Fund of EMBA Federation Industry Alliance of Beijing University of Posts and Communications
January 7, 2012	Holding new year BBS with the theme of innovation, reform and new chance
January 5, 2012	Inviting Wu Jichuan, former minister of Ministry of Information Industry to take lecture of Development of Telecommunications Industry and Cloud Computing for 2011 EMBA fall semester
December 1, 2011	Students of EMBA of Beijing University of Posts and Communications holding sodality with schoolmates of branch in Guangdong
December 1, 2011	2011 EMBA of Beijing University of Posts and Communications fall semester holding grand opening ceremony in site of Huangpu Military Academy of Guangzhou
October 27-29, 2011	Class-ending module of initial class of EMBA of Beijing University of Posts and Communications
October 21, 2011	Inviting Professor Lu Jingchao, head of School of Broadcasting and Hosting of Communication University of China taking lecture of Art of Language
September 18, 2011	Walking into BOCO Inter-Telecom of series of enterprise study by EMBA of Beijing University of Posts and Communications
September 17, 2011	EMBA Federation of Beijing University of Posts and Communications holding Xiangshan Club—application of mobile internet
September 17, 2011	Appointing Yanzang Mage, abbot of Yangming Mountain Wanshou Temple, Hu'nan, and deputy secretary general of Chinese Buddhists Association distinguished teacher of EMBA program
September 16, 2011	Inviting distinguished teacher Yu Yingtao, general manager of China Unicom Zhejiang Branch appointed by Beijing University of Posts and Communications to take lecture of Great Changes on Industry Giving Birth to Unlimited Business Opportunities-On Understanding of Mobile Internet
July 30, 2011	Holding establishment meeting of EMBA Federation of Beijing University of Posts and Communications in Beijing Hongxiang Restaurant
July 9, 2011	Taking EMBA high-end lecture in Shanghai branch of EMBA of Beijing University of Posts and Communications
May 19 to 21, 2011	EMBA program of Beijing University of Posts and Communications participating in 2011 (Beijing) International 4G Communication Conference and Exhibition
April 22, 2011	Inviting Wu Jichuan, former minister of Ministry of Information Industry to take lecture of 30-year History of China's Telecommunications for 2011 EMBA spring semester
April 21, 2011	2011 EMBA spring semester of Beijing University of Posts and Communications holding grand opening ceremony in Beijing
March 17, 2011	Inviting distinguished teacher, Dr. Zhu Pingbo, president of Unicom College, appointed by Beijing University of Posts and Communications to take lecture of Situational Leadership and Self Leadership Ability Improvement
January to May 2011	EMBA of Beijing University of Posts and Communications being invited to participate in the 6th Gobi challenge of Business College
January 8, 2011	Appointing Dr. Li Hongbo, general manager of China Telecom Shanxi Branch, distinguished teacher for EMBA program
January to June, 2011	Participating in the 1st Business Model Innovation Competition of EMBA of Beijing University of Posts and Communications
January 7, 2011	Specially inviting Zhu Gaofeng and Wu Hequan, academicians of the Chinese Academy of Engineering to create academician forum for EMBA students

## Curriculum

EMBA program of Beijing University of Posts and Communications has, based on complying with basic requirement of EMBA reaching, designed unique curriculum aiming at reaching training objective by learning from and adopting curriculum design proposals of international top business schools, meanwhile, giving importance to combination of China's actual situation and advantage disciplines of the university.

Beijing University of Posts and Communications has invited top experts and scholars to joint hands with famous entrepreneurs of communications industry to design the curriculum, namely, offering 20 courses, of which, including 12 degree courses (with "\*\*"), and 8 non-degree courses, which is composed of 6 course modules:

Opening and integration module, theory module, comprehensive management module, innovation module, and unique elective module (SEMINAR), and thesis module.

### Opening and integration module

- ◆ 30-year History of China's Telecommunications (led by Professor Wu Jichuan, former minister of Ministry of Information Industry)
- ◆ Present and future of telecommunications (Professor Kan Kaili)
- ◆ Team smelting construction
- ◆ Tech-mark management practice simulation

### Theory module

- ◆ Economic theory and practice
- ◆ Accounting
- ◆ Managerial economics
- ◆ Quantitative Analysis for Management
- ◆ Organizational behavior
- ◆ Business English and managerial communication

### Comprehensive management module

- ◆ Strategy management
- ◆ Entrepreneurial spirit
- ◆ Leadership and execute
- ◆ Marketing management
- ◆ Corporate financial management
- ◆ Investment decision analysis
- ◆ HR management
- ◆ Commercial law and legal risk control
- ◆ Information management

### Innovation module

- ◆ Business model innovation project (new business model developed by EMBA students under guidance of EMBA distinguished teacher)
- ◆ Academician forum (inviting academicians to explain technology development trend of the industry)

### Unique elective module (SEMINAR)

#### Technical innovation

- ◆ Internet of things and future information
- ◆ Cloud computing and modern service industry
- ◆ Social network and mobile Internet

#### Financial investment

- ◆ Financial risk control
- ◆ Financial derivatives and financial innovation
- ◆ Modern commercial bank operation and management

#### Modern service industry

- ◆ Logistics and supply chain management
- ◆ E-commerce and enterprise applications
- ◆ Customer relation management

### Thesis module

- ◆ Thesis writing guide
- ◆ Confirming topic and choosing supervisor
- ◆ Thesis writing
- ◆ Thesis defense

Holding series lectures which can strengthen humanistic literacy: heart communication, art of language, humanistic literacy and cultural communication, literature appreciation and art appreciation, traditional cultural interpretation and essence of traditional Chinese culture, management and traditional culture, and cultural contrast between Chinese and western cultures

# Faculty

# FACULTY

School of Economics and Management of Beijing University of Posts and Telecommunications has built an outstanding team of teaching power composed of professors from famous commercial colleges from home and abroad, professors with brand of Beijing University of Posts and Telecommunications and distinguished schoolmates from Beijing University of Posts and Telecommunications. Famous teachers closely integrate the world's most advanced management theories and managerial practices by international perspective to provide most frontier managerial philosophy, most practical commercial analysis tools and thinking mode enjoying benefit all your life and cross-cultural philosophy for trainees.

Teaching qualification for teaching teachers of EMBA project will be determined by identified by Construction Committee of EMBA Teaching Power of College of Economics and Management of Beijing University of Posts and Telecommunications.



## Part of Teaching Professors of Beijing University of Posts and Telecommunications

Zhu Gaofeng	Professor, doctoral supervisor, academician of China Academy of Engineering, executive vice dean of former China Academy of Engineering and minister of Ministry of Posts and Telecommunications.
Wang Yajie	Doctor of Zhejiang University, CPC secretary of Beijing University of Posts and Telecommunications and member of Education Committee of China Academy of Engineering.
Zhou Hongren	Doctor of University of Minnesota of USA, professor and doctoral supervisor of Beijing University of Posts and Telecommunications and president of College of Economics and Management.
Lv Tingjie	Doctor of Kyoto University of Japan, professor, doctoral supervisor and assistant of president of Beijing University of Posts and Telecommunications and hold a current post of executive dean of College of Economics and Management.

\*The following professors are in the order of capital letter of Pinyin in their name .....

Cha Hongwang	Doctor of Huazhong University of Science and Technology, professor and doctoral advisor of Beijing University of Posts and Telecommunications, director of regional economic and industrial development research center
Chen Changjuan	Professor of Beijing University of Posts and Telecommunications, and honorary head of School of Economics and Management, Guangdong Branch
Chen Yan	Doctor of Jilin University, professor and doctoral advisor of Beijing University of Posts and Telecommunications, and director of international business research center
Jin Yongsheng	Doctor of Renmin University of China, professor and doctoral advisor of Beijing University of Posts and Telecommunications, and department head of Department of Business Administration
Kan Kaili	Doctor of Stanford University, professor and doctoral advisor of Beijing University of Posts and Telecommunications, and director of information industry policy and development research institution
Liang Xiongjian	Professor and doctoral advisor of Beijing University of Posts and Telecommunications, and China's famous expert in information and communication management
Shu Huaying	Professor and doctoral advisor of Beijing University of Posts and Telecommunications, and director of modern service management research institution
Sun Qiming	Professor and doctoral advisor of Beijing University of Posts and Telecommunications, and director of China private-owned economy research society
Kang Shoulian	Professor and doctoral advisor of Beijing University of Posts and Telecommunications, and deputy director of strategy research cultivation base of Ministry of Education-high-level research-based university development strategy research center
Wu Hong	Doctor of Beijing University of Posts and Telecommunications, and current professor and doctoral advisor of Beijing University of Posts and Telecommunications
Xin Zhanhong	Professor and doctoral advisor of Beijing University of Posts and Telecommunications, and member of academic committee
Yuan Chunhui	Doctor of Xi'an Jiaotong University, professor and doctoral advisor of Beijing University of Posts and Telecommunications, and director of internet economy and informatization research center
Zhang Bin	Doctor of Beijing University of Posts and Telecommunications, and current professor and doctoral advisor of Beijing University of Posts and Telecommunications
Zeng Jianqiu	Doctor of Cambridge University, UK, professor and doctoral advisor of Beijing University of Posts and Telecommunications, and director of information economy and competition research center
Zheng Dazhao	Doctor of Cambridge University, UK, professor and doctoral advisor of Beijing University of Posts and Telecommunications, and Yangtze River Scholar

## Some distinguished teachers

\*The following professors are in the order of capital letter of Pinyin in their name.....

Cai Quangen	General manager of China Unicom Shanghai Branch	Xiao Jinxue	General manager of China Telecom Innovation Business Division
Gu Weizhong	Head of Guangdong Provincial Communication Authority	Xie Feibo	Head of Radio Management Bureau of Ministry of Industry and Information technology of China
Gu Xiaomin	General manager of China Unicom Marketing Department	Yan Wusi	Vice general manager of China Mobile Tianjin Branch
Li Hongbo	General manager of China Telecom Shanxi Branch	Yu Yingtao	General manager of China Unicom Zhejiang Branch
Lin Zheyang	Deputy director of Service Trade Division of Ministry of Commerce	Zhai Yibing	General manager of China Unicom Beijing Branch
Ma Yan	Office director of Internet of things of Technology Department of China Unicom	Zhang Mingtian	General manager of Customer Service Department of China Telecom
Qi Qigong	General manager of China Unicom Beijing Branch	Zhang Xin	General manager of China Telecom Guizhou Branch
Qiao Jianbao	General manager of China Unicom Guangdong Branch	Zhang Xuehong	Head of China Mobile Management College
Su Shaolin	Secretary of Party Committee and head of Jiangsu Province Administration of Communication	Zhang Yongping	Secretary of Party Committee of Designing Institute of China Mobile
Tang Lin	General manager of China Telecom Chongqing Branch	Zhou Chengyang	General manager of China Mobile Hunan Branch
Tong Xiaoyu	Vice director of China Unicom Research Institute	Zhou Jianming	General manager of China Mobile Technology Department
Wang Hongyu	General manager of Panguso	Zhu Ping	Head of China Unicom College
Wang Jian	General manager of China Mobile Jiangsu Branch		

## Some lecturers and part-time professors

Wu Jichuan	Part-time professor of Beijing University of Posts and Communications, and former minister of Ministry of Information Industry
Zhao Houlin	Part-time professor and doctoral advisor of Beijing University of Posts and Communications, and deputy secretary general of international telecommunication union
Zhu Xiaoming	Doctor of Shanghai Jiaotong University, professor, doctoral advisor and executive director of Guanghua School of Management of Peking University
Zhang Weiyang	Doctor of Oxford University UK, professor, doctoral advisor and head of Guanghua School of Management of Peking University
Wang Zhihua	Professor, doctoral advisor and head of Antai College of Economy and Management Shanghai Jiao Tong University
Yuan Zhigang	Doctor of Paris EHESS, and professor, doctoral advisor and head of School of Economics of Fudan University
Peng Long	Doctor of Chinese Academy of Sciences, part-time professor and doctoral advisor of Beijing University of Posts and Communications, vice president of Beijing Foreign Studies University, and head of School of International Business
Peng Jianfeng	Professor and doctoral advisor of Labor and Personnel College of Renmin University of China, chairman of China Stone Management Consulting Group
Zhang Xizhu	Doctor of France Toulouse Social Sciences University, and researcher and doctoral advisor of Chinese Academy of Social Sciences
Serge OREAL	Doctor and professor of Kellogg School of Management, Northwestern University, US, and France HEC professor
Yang Jie	Doctor of ESC RENNES School of Business, part-time professor of Beijing University of Posts and Communications, and general manager of China Telecom Group
Li Gang	Part-time professor of Beijing University of Posts and Communications, and vice president of China Unicom Group
Wang Zhidong	Part-time professor of Beijing University of Posts and Communications, founder of www.sina.com, and chairman and president of Beijing Dianji Science and Technology Co., Ltd.
Liu Yun	Doctor of School of Telecommunications of Denmark University, part-time professor of Beijing University of Posts and Communications, and president of greater China of Google

## Program features

# PROGRAM FEATURES

### I. Academician Forum

An authoritative frontier platform led by academicians. Academician Forum is a “feast of academy”, featuring a number of famous academicians led by Zhu Gaofeng, former Executive President of Chinese Academy of Engineering (CAE), integrating industrially reputed experts from institutions such as CAS and CAE. Taking “foresight, leading and innovation” as major rhythm, the forum is aiming to cultivate high end management persons with foresight innovative thoughts.

### II. Dual-supervisor system

BUPT EMBA is a dual-supervisor training mode in combination of professors and enterprisers. The faculty composed of famous professionals home and abroad and reputed industrial experts plus enterpriser teams of commercial elites and industrial talents allows students to know about the real knowledge both in theory and in practice to perfect combine academy with practice.

### III. Commercial mode innovation project

In this project the specially invited team consisting of commercial leaders instructs the students to complete the plan on creation or improvement of commercial mode. Team competition mode is adopted in the project. Specially invited supervisor will provide instruction for each team and bidirectional selection is made between team and supervisor. An assessment group composed of professors in the college, industrial experts and venture investment advisors at multiple layers will make an assessment on the final result while assisting in putting research outcomes of market value into practice.

### IV. Mobile classroom

BUPT EMBA program always thinks much of docking with regional economy, combination of internalization with localization and integration of mode innovation in industrial development. To deepen communication between EMBA students and local important persons in political and commercial fields, besides routine teachings, it designed remote teaching mode according to demand of teaching and learning, or “mobile classroom”. With diversified teaching, it is to increase communications with local governments while investigating in outstanding enterprises to learn about management experience.

### V. A high –end IT industry platform

program fully depends on its Alumni Association resource platform and enjoys the schoolfellow network of the university. Based on these resources, BUPT EMBA built up its own association to construct a high-end IT interpersonal relation platform. It's not only on behalf of and working for interest of EMBA students, but also building up a bridge between students and society and enterprises so as to accomplish the ultimate goal-common development of students' careers and their employers' business.



# APPLICATION GUIDELINES

### Degree granting

BUPT EMBA students is entitled to obtain EMBA degree diploma granted by BUPT (made and issued by State Council Degree Committee) only if they have completed their credits and successfully passed through graduation thesis defence.

### Education system

Two years, learning for successive four days in the last days of a week per month (generally Thursday -Sunday)

## Registration Guide

### 1. Enrollment Targets

Senior management persons of enterprises and public institutions and high officials in governments

### 2. Entry requirements

- 1) Has 4-year system college diploma from a formal university; for applicant with a junior college diploma from a formal university, the school will enroll no up to 10% of total quota from experienced outstanding senior management persons according to relevant provisions of the State Council;
- 2) Has work seniority no less than 8 years (accumulated) including 5 years of management position at least

### 3. Registration procedure

Ask BUPT EMBA Office for “BUPT EMBA Application Form” by call, fax or email or on site;

Online registration: log on BUPT EMBA official website [www.buptsem.cn/emba](http://www.buptsem.cn/emba)

Present copies of ID card, diploma and degree certificate, three 1-inch blue-background color photos, 2 business cards and 2 references while submitting “BUPT EMBA Application Form”

Registration fee: RMB 500

### 4. Entry examination

Entry examination: EMBA entry examination (the originals of ID Card, diploma certificate and degree certificate required) is in the form of written examination and expert interview. The interview result would be more important and only excellent candidates would be considered. Entry flow: according to result of entry examination, BUPT EMBA Admission Committee would determine whether or not the applicant is enrolled. Primary Admission Letter would be send to the applicant. After paid off tuition fee provided on the letter, BUPT will issue an official EMBA Admission Letter.



## Colorful activities

# ACTIVITIES

### Schoolfellow network

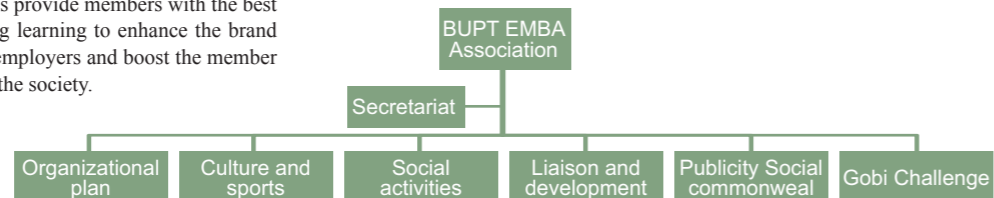
With great changes in over five decades of Chinese post and telecommunication industry, BUPT's schoolfellows have been all over the world. By June, 2010, BUPT's Alumni Association has set branches in 31 provinces, autonomous regions and municipalities directly under central government in China and Japan, Sydney, North America, Singapore and some other countries. These local branches positively carry out various fellowship activities. With school motto "virtue, erudition, diligence and teamwork" and the thought "all BUPT's schoolfellows are in a family", these organizations is positively facilitating Chinese IT industry go to the world.

Any BUPT graduate may directly join BUPT's Alumni Association. Here they can enjoy the warm atmosphere of "all BUPT's schoolfellows are in a family", communicate with excellent schoolfellows all over the world and whereby work together to push for development of mother school and themselves.



### BUPT EMBA Association

BUPT EMBA Association is a student organization initiated by BUPT EMBA students as bridge and link between students and college to make students closer to each other. Association has over 150 members, setting 6 branches. Around organizational culture "ideal, friendship, consecration and persistence", the association is provide members with the best academic atmosphere and lifelong learning to enhance the brand of member individuals and their employers and boost the member to return their mother school and the society.



### Gobi Challenge

In 2011 BUPT was honored to take part in the 6th Business School Gobi Challenge as invited. Road of Xuanzang-Gobi Challenge which was joined by 48 players from 6 schools in 2006 in the first event has attracted over 400 players from 18 schools in the 6th event in 2011. In this year a team composed of 13 EMBA students selected by BUPT took part in the event. In 2012, BUPT will send a stronger team definitely.

Today Business School Gobi Challenge has become an annual hot topic for EMBA students of all business schools which have great passion on it. The event also facilitates the formation of brand activities like "Champion Platform" and "Friends in Gobi" which really form an in-depth interaction and communication platform for Chinese language mainstream business schools. It not only broadens the horizons and shows a healthy lifestyle, but also makes team members holding together. "Road of Xuanzang" has become the pass of this cycle and a topic forever.

### High-end lectures

Today we are in the fourth IT revolution after large computer, PC and internet-new technological revolution. BUPT's EMBA teaching keeps pace with time, makes innovation one after another and sets various high end lectures aiming at industrial frontier and social hot points. Therefore BUPT's EMBA would regularly invite high level of operators and top experts in the industry to talk about industrial trend; broaden the horizon of the students by professionals in many fields at multiple angles of view and organize different lectures for students involving cloud computation, mobile internet, intelligent earth, Chinese traditional learning, investment and finance, health care, Buddhism, art appreciation, etc.

### Overseas study

A person who wants to be great should read rolls of books, travel a lot of miles and think about things of all times and all ages. BUPT selected the first-class high schools all over the world such as Harvard, MIT, UCLA and West Point in US, HEC Paris and Insead in France, Oxford and Cambridge in UK and some of World Top 100 Companies as destinations for overseas study of its students and customize learning contents. In this way through overseas learning and research, the students will enhance their international horizon, feel difference of Chinese and western cultures, change their thinking method and understand the innovation and changes while deepening their communication with and understanding on enterprisers overseas and find more friends and wider international business network by mutual in-depth communication.

