



王嘉陵教授
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Prof. Caroline WANG Chia-Ling understands the need for business leadership development has never been more urgent. In order for company executives to lead in today's ever-changing business environment, they should be equipped with the relevant technical, decision making, and communication skills. As a respected business leader herself, Prof. Wang has found that teaching is the best way to transfer the hard-earned knowledge to the next generation who aspire to make a positive impact on the world.

In a career spanning 30 years, Prof. Wang was the highest ranked female Asian executive at IBM globally. When she first joined the blue-chip company in the US in the 1970s, the work environment was nothing like it is today. Being an Asian woman—a significant challenge in itself—paled in comparison to two other barriers. Her English fluency had yet to reach a high level after completing her undergraduate education in Taiwan, and her Master of Arts degree from University of Wisconsin-Milwaukee in Sociology and her Master of Science degree from Harvard University in Health Services Administration and Population Sciences, did not equip her with the technical knowledge to sell IBM's vaunted mainframe computers.

Prof. Wang credits her mother for instilling the tenacious spirit and desire for perpetual improvement in her. Crucially, she developed the mental and psychological fortitude to overcome her obstacles by working diligently to master English and gain a supreme understanding of the technical aspects of IBM's products. Less than a decade after joining IBM, she was already the team leader that spearheaded the development of the US' first ever AI-driven system that debuted in the late 1980s and helped local governments screen welfare applicants.

During her final 15 years with IBM, she headed several key departments in the Asia-Pacific region, including the marketing, information technology, and business transformation where she was responsible for implementing effective business processes to best deploy the firm's US\$500 million annual IT budget.

Having experienced the challenges of being a female executive in the old days and an ardent believer in top-down change, Prof. Wang played an instrumental role in facilitating the appointment of women into key leadership positions within the Asia-Pacific region. She was the chair of IBM's Global Women's Diversity Council during the early 2000s and thanks to her tireless advocacy, IBM appointed the first female country manager in Indonesia, the first female director in Korea, and the first female sales director in Japan and India respectively.

王嘉陵教授深明商界領袖才能的培養是當下重要的任務。企業管理人員必須掌握相關的技術、決策與溝通技巧，才能於現今複雜多變的營商環境中擔當領導角色。王教授在商界備受敬重，深感投身教育實為傳授她廣博的商業知識之不二法門，藉此培育有志造福世界的新一代。

王教授馳騁商場三十載，曾是IBM全球職級最高的亞洲女性。她於70年代加入這家美國藍籌企業，當時的工作環境與今可謂大相逕庭。其時，以亞洲女性之身在職場打拚已屬一大挑戰，除此之外，她還要面對兩大難關：於台灣完成本科學位，英文程度仍然有待提升；而取得美國威斯康辛大學密爾沃基分校文學碩士及哈佛大學醫療服務管理及人口科學理學碩士學位，亦不足以應付銷售IBM經典大型電腦所需的專門技術知識。

王教授把自己的堅毅性格及不斷求進的精神歸功於其母親的教誨。她勤奮不懈，一邊精修英語，一邊鑽研IBM產品的技術知識，以無比勇氣和決心跨越障礙。加入IBM不足十年，她已晉身團隊之首，領導研發美國歷來首個人工智能系統。該系統最終於80年代末推出，用於協助地方政府審核社會福利申請個案。

任職IBM的最後十五年，王教授先後掌管集團在亞太區的幾個重要部門，包括市場營銷、資訊科技，以及業務轉型，她在後者工作期間落實有效的業務流程，以善用每年達五億美元的資訊科技預算。

身歷女性管理人員舊日的重重挑戰，王教授深信改變必須由上而下，並身體力行，提倡任命女性出掌亞太區重要管理職位。她於2000年代初擔任IBM女性多元發展全球理事會主席，經過其持續不懈的努力，IBM的女性領導人員陸續實現零的突破——首位女印尼區域經理、首位女韓國區域總監，以及首次有女性於日本和印度區域出任營銷總監。

Deeply motivated to share her rich and inspiring business experiences, Prof. Wang began looking for a new challenge that could also stimulate her intellectually. Initially, teaching at a university was not in her mind, but thanks to a friend's recommendation, Prof. Wang became a part-time professor at HKUST's School of Business and Management while she was still with IBM. Eventually, teaching became a full-time commitment for one of Asia's most prominent female business leaders.

HKUST has benefited from Prof. Wang's many remarkable achievements, including revitalizing the "Managerial Communication" course as it was criticized by MBA students as irrelevant to their future professional careers, upon her appointment as an Adjunct Professor of the School of Business and Management in 2003. Prof. Wang successfully transformed the course into a significant "Management through Efficient and Effective Communication" course, which was recognized by students as an utmost important skill for their future career advancement. Prof. Wang also developed a new "Managerial Decision Making and Leadership" course based on her book, *Managerial Decision Making Leadership*, published by IBM. This course has become a highly demanded and highly rated Executive Education and EMBA program. Many students commented that this course has changed their lives because they now have a thinking framework to make quality decisions.

Prof. Wang's contributions to HKUST extend far beyond teaching. As a visionary academia, she was the driving force behind a number of key initiatives for the long-term development of the University. Foremost among them is HKUST's MBA/EMBA programs partnering with Saudi Arabia and Russia. In addition to ensuring gender inclusivity within the program in Saudi Arabia, Prof. Wang demonstrated her immense leadership and negotiation skills during contract talks with Saudi Aramco, the state-backed oil giant and local sponsor of the program. She succeeded in guaranteeing HKUST's academic independence, and Saudi Aramco is to bear the cost solely to ensure the safety and comfort of all HKUST faculty and staff while in Saudi Arabia.

Prof. Wang also believes teaching is the best way for fulfilling her pursuit of lifelong learning, as it forces the mind to simplify complicated management issues and identify framework for solutions that are applicable in various circumstances as well as practicable by students. Her valuable expertise was shared to the region's other top business schools, teaching MBA and EMBA courses in management and leadership at Tsinghua University, Beijing University and the National University of Singapore for years before devoting her time almost entirely to HKUST. She has also frequently conducted business education programs at leading global corporations such as Bank of China, GE, Michelin, and Tencent.

We honor today Prof. Wang for her groundbreaking career as an outstanding businesswoman and rich and diverse contributions to our University's endeavors in global business education.

王教授極盼分享自己在商界的豐富經驗，以作他人之鑑，也藉此為自己尋覓新挑戰以提升個人知識眼界。最初，她並沒有到大學授課的念頭。機緣巧合，在朋友推薦下，她一邊在IBM工作，一邊以兼任教授的身份加入科大商學院。時光荏苒，教學最終成為這位傑出亞洲商界女領袖的全職任務。

王教授對科大貢獻良多，2003年獲聘商學院兼任教授之初，已著手改革當時為工商管理碩士學生詬病不合時宜、無助專業發展的「經理級人員溝通技巧」課程。她將之提升為層次更高的「實效溝通管理技巧」課程，被同學視為對事業發展極其重要的一種技能。她亦以IBM替她出版的《決策思維》一書為藍本，設計了全新的「管理決策與領導力」課程，深受高級管理人員和行政人員工商管理碩士學生的歡迎和好評。許多學生認為這門課程讓他們掌握一套能夠作出英明決策的思考方法，改變一生。

王教授對科大的貢獻遠超教學授課。她目光如炬，策劃多項重要措施，促進大學的長遠發展，其中佼佼者，當數與沙特阿拉伯及俄羅斯合辦的工商管理碩士/行政人員工商管理碩士課程。為保障女性在沙特享有同等入學機會，王教授與該課程贊助人—沙特阿拉伯國家石油公司磋商合作條款，盡顯其卓越的領導及談判才華，捍衛科大學術自主之餘，成功爭取對方承擔所有開支，確保派駐當地的科大教職員人身安全與生活適意。

王教授相信教學相長，因為為師者在教導學生之時，必須先運用心思將複雜的管理課題簡化，進而歸結出可於現實生活中實施、適合學生執行的解決方案框架，滿足其終身學習的需求。全心全意投入科大的教學工作前，她曾於區內多所一流商學院包括清華大學、北京大學及新加坡國立大學執教工商管理碩士及行政人員工商管理碩士課程，並經常為中國銀行、通用電氣、米芝蓮及騰訊等著名跨國企業講授商業課程。

王教授非凡的商業成就及對本校商業教育之豐碩貢獻，我校謹此衷心予以表揚。