

高级经理人课程 — 中国课程
SENIOR EXECUTIVE PROGRAM FOR CHINA



著名商学院联手打造精品课程

清华大学经济管理学院、中欧国际工商学院和哈佛商学院强强联手，合作推出了面向中国的高级经理人课程，以帮助在中国及东南亚工作的高层管理人员应对目前所面临的商务与管理方面的挑战。本课程秉承学术严谨、形式多样、学有实效的原则，集结来自三所学院的卓越师资队伍，为高级经理人提供各种有效的方法和工具，以帮助其在当今充满挑战的商业环境中取得成功。

合作院校

清华大学经济管理学院 (Tsinghua SEM) 的历史可以追溯到 1926 年的经济系以及 1979 年的经济管理工程系。清华大学经济管理学院成立于 1984 年，是中国第一批经济管理学院之一。目前教师 155 人，学生超过 4000 人。清华大学经济管理学院拥有学术与实务平衡发展的卓越师资，不仅了解国际经济规则，而且洞悉中国企业实情。作为中国最具影响力的教育机构，清华大学经济管理学院提供本科、硕士（包括 MBA/EMBA）和博士等多层次学历教育及各类高层管理培训课程。学院共设有八个系和多个研究中心，致力于贡献学术新知，造就未来中国乃至世界范围的商业领袖。

中欧国际工商学院 (CEIBS) 成立于 1994 年，是欧盟和上海市政府联合创办的学院。中欧国际工商学院已经聚集了一支优秀的师资队伍，其成员来自于世界著名商学院。他们不仅为中国和跨国公司提供咨询服务，而且开发出了一系列具有中国特色的教学案例。中欧国际工商学院提供 MBA、在职金融 MBA、EMBA 以及各类高层经理培训课程。中欧国际工商学院旨在把国际管理学教育和对中国商务环境的深刻理解有效地结合在一起。

哈佛商学院 (HBS) 成立于 1908 年，学院的使命是培养影响世界的商业领袖。学院以拥有不断创新的传统而著称，并把案例教学法引入到管理学教育领域，开创高层经理人教育理念，创建了世界上首个 MBA 项目。学院的七个研究中心分布于全球四大洲，这个研究网络使得学院能够把创新性的研究延伸到国际市场的各个领域。一个多世纪以来，哈佛商学院在重新界定管理教育的性质，塑造各产业的管理实践，以及创造商业未来等方面均领导世界潮流。

<http://edp.sem.tsinghua.edu.cn>

<http://exed.ceibs.edu>

<http://cn.exed.hbs.edu>

AN INTEGRATED EDUCATIONAL PARTNERSHIP AMONG THE LEADING BUSINESS SCHOOLS

The School of Economics and Management, Tsinghua University; China Europe International Business School, and Harvard Business School jointly offer the Senior Executive Program for China, designed to address the business and management challenges facing executives in China and Southeast Asia today. Applying the principles of academic rigor, diversity, and impactful learning, leading faculty from the three schools provide senior managers with the tools needed to succeed in today's challenging business environment.

School of Economics and Management, Tsinghua University

The history of the School of Economics and Management, Tsinghua University (Tsinghua SEM) dates back to 1926 as the Department of Economics and to 1979 as the Department of Economics and Management Engineering. In 1984, Tsinghua SEM was established as one of the first business schools in China. Currently, Tsinghua SEM has a total of 155 faculty members and more than 4,000 students, offering a variety of academic programs at undergraduate, master (including MBA/EMBA), and doctoral levels. With eight departments and several research centers, Tsinghua SEM contributes academic knowledge that fuels the revival of the Chinese economy and cultivates business leaders for China and the world.

China Europe International Business School

China Europe International Business School (CEIBS) was established in 1994 as a joint venture between the European Union and the Municipal Government of Shanghai. In its first 10 years, CEIBS has brought together a prestigious faculty team whose members come from top international business schools, regularly provide consulting services to Chinese and multinational companies, and develop China-relevant cases. CEIBS offers a full-time MBA program, a part-time Finance MBA program, a part-time executive MBA program, as well as numerous Executive Education programs. The School's curriculum combines international management education with profound knowledge of the Chinese business environment.

Harvard Business School

For more than a century, the mission of Harvard Business School (HBS) has been to educate leaders who make a difference in the world. Renowned for its legacy of innovation, HBS introduced the case method to management education, developed the concept of executive education, and created the world's first MBA program. A global network of seven research centers on four continents extends the School's groundbreaking research efforts to the international marketplace. Founded in 1908, HBS is a long-standing world leader in redefining the nature of management education, shaping the practice of business in every industry, and inventing the future of business.

<http://edp.sem.tsinghua.edu.cn>

<http://exed.ceibs.edu>

<http://cn.exed.hbs.edu/index-en.html>

日期和地点:

模块一: 2012年8月12日-18日, 北京

模块二: 2012年10月14日-20日, 上海

模块三: 2012年12月2日-14日, 波士顿

课程费用:

52,000 美元

更多信息请访问:

<http://edp.sem.tsinghua.edu.cn>, <http://exed.ceibs.edu>

或 <http://cn.exed.hbs.edu>



课程目标

随着经济的快速发展,中国已跻身于全球最大的市场之一。高瞻远瞩的企业都视中国为它们下一波增长的机遇,企业管理者们必须要学会驾驭这个快变而复杂的市场。

高级经理人课程将为企业高层管理人员提供一个全面的、革命性的学习体验,使他们具备在职业生涯中超越自我,并领导企业取得可持续竞争优势的能力。这个富有挑战性的课程,不仅提供全面的管理知识,还传授最高层次的领导技能。课程由来自三所学院、堪称思想领袖的优秀教授共同设计并通过同声翻译以中、英文双语授课。其内容涵盖了有关中国和全球市场的最新研究成果与创新思想。本课程行之有效、以互动为导向的教学方法,把关键管理理念与最优业务实践相结合,帮助高层管理者开拓其战略思维和领导技能。学员将提升其视野角度,重新思考自身的领导角色,从而更加行之有效地进行管理。通过本课程的学习,学员会更加深入和广泛地审视中国在全球经济中的定位,并能够评价和优化自身的管理风格,以发挥更为有效的领导力。

高级经理人课程将为高层管理人员提供一个绝好机会,使其从繁忙的日常工作中脱离出来,及时补充成为成功领导者所必需具备的全球视野和全面知识。

通过参加本课程的学习,学员将取得以下几项收获:

- 获得制定与实施战略所必备的框架,帮助公司领先于竞争对手并不断自我创新
- 组合有效的管理手段,培养在特定环境下运用正确管理方法的洞察力。提炼个人关键管理潜能,帮助你在高层领导岗位获得成功
- 获得高度自信,使你成为组织内有效的决策者
- 学习如何评价自己作为高层领导人的绩效
- 提高对中国企业在全全球市场中面临的政治、文化、社会、经济等影响因素的认识能力
- 与来自各行业顶尖企业的学员建立宝贵的联系网络

最终,学员们将带着全新的知识和能力回到他们的工作岗位,并能够在当今困难的商务环境中创造和保持竞争优势。



DATES AND LOCATIONS:

Module One: August 12–18, 2012, Beijing, China

Module Two: October 14–20, 2012, Shanghai, China

Module Three: December 2–14, 2012, Boston, U.S.

PROGRAM FEE:

USD 52,000

FOR MORE INFORMATION:

<http://edp.sem.tsinghua.edu.cn>, <http://exed.ceibs.edu>

or <http://cn.exed.hbs.edu>

PROGRAM OBJECTIVES

Continuing its rapid advance, China's economy now ranks as one of the largest in the world. At the same time, forward-thinking companies, whether Chinese national firms or multinationals, are looking for ways to benefit from the growth opportunities China presents. To succeed, their executives must be able to adapt to and take advantage of this rapidly changing and complex market.

The Senior Executive Program for China offers a comprehensive, transformational learning experience that prepares the most senior executives to excel in their careers and lead their companies to achieve sustainable competitive advantage. Taught by thought leaders from the three schools in Chinese and English with simultaneous translation, this innovative program offers the latest research and thinking on China and the global marketplace. Participants will leave the program with deeper and broader insights into China's position in the global economy, as well as the ability to assess and fine-tune their personal management style for more effective leadership.

The Senior Executive Program for China provides the opportunity for executives to step back from day-to-day responsibilities and acquire the integrated knowledge and global perspective required to successfully lead their organizations.

Participants will:

- Acquire the frameworks to develop and implement strategies that help their companies stay ahead of competitors and successfully reinvent themselves
- Assemble a portfolio of management approaches and gain insights into applying the right technique to each unique set of circumstances
- Refine critical personal skills to succeed in senior institutional leadership
- Gain a high level of confidence that translates into effective decision making throughout the organization
- Learn to assess their performance as senior leaders
- Build a heightened awareness of the political, cultural, social, and economic issues facing Chinese companies in global markets
- Establish an invaluable network of peers leading companies in a diverse set of industries

Ultimately, participants will return to their companies empowered with the knowledge and skills to create and sustain competitive advantage in today's difficult business environment.

课程设置

高级经理人课程的内容丰富、信息及时,各门课程都经过精心设计,以满足企业最高领导层不断变化的需求。课程共分为3个模块,学员能够在结束每个模块的学习后重返工作岗位并学以致用。模块一的上课地点在北京清华大学经济管理学院,主题是职能部门的最佳管理;模块二的上课地点在上海中欧国际工商学院,主题是战略管理;模块三的上課地点在波士顿哈佛商学院,主题是领导力。

模块一:了解与管理关键职能领域

管理学概论

- 审视一家公司战略的有效性
- 将公司战略与组织机构设计以及关键性的投入相挂钩
- 增强判断力和综合技能

管理控制

- 了解管理控制系统如何为衡量和管理产品及客户盈利性提供关键信息
- 运用正规的控制系统,包括平衡记分卡,来指导并监控企业战略

市场营销

- 了解市场营销如何创造价值
- 运用当代市场营销概念和工具——从市场细分和产品定位到分销渠道的设计和沟通战略
- 分析客户需求和购买行为
- 通过定价方案获取市场营销价值



CURRICULUM

The program is offered in three modules, allowing managers to return to their organizations after each module and start implementing what they have learned. Functional excellence is the overarching theme in the first module, which takes place at Tsinghua SEM in Beijing. The focus of the second module, offered at CEIBS in Shanghai, is strategic management. Leadership is the central theme of the third module that brings participants to the HBS campus in Boston.

MODULE ONE: UNDERSTANDING AND MANAGING KEY FUNCTIONAL AREAS

Principles of General Management

- Examining the effectiveness of a company's strategy
- Linking a company's strategy to organizational design and critical inputs
- Refining your judgment and enhancing your skill set

Management Control

- Understanding how management control systems provide critical information for measuring and managing product and customer profitability
- Using formal control systems, including the Balanced Scorecard, to guide and monitor business strategies

Marketing

- Understanding how marketing creates value
- Leveraging contemporary marketing concepts and tools—from market segmentation and product positioning to the design of distribution channels and communications strategy
- Analyzing customer needs and buying behavior
- Achieving marketing value through pricing initiatives



模块二：在中国和全球经济竞争中获胜

战略

- 了解企业如何创造和保持竞争优势
- 分析竞争对手和供应商卓越的财务表现与其商业战略行动的联系
- 面对经济动荡和激烈的竞争，制定并实施成功的商业战略
- 整合各职能领域政策，制定总体规划

战略人力资源

- 建立能在短期内超越竞争对手，并在长期条件下不断创新的组织机构
- 发现绩效和机遇的差距
- 识别造成组织结构缺乏效率的根本原因
- 了解创新与组织发展之间的联系，建立创新团队

公司财务

- 了解并运用适当的工具管理公司财务资源，包括战略性盈利分析和资源分配中的最新理论和最佳实践
- 从创业融资、企业收购、融资收购的收益和成本，以及公司融资初始结构的角度，分析和优化资本结构、资本市场和金融机构
- 设计资本结构，以获取成本优势

谈判

- 在谈判桌上取得更大成效 — 包括多方会谈、多个谈判议题和议程以及谈判时限变化等多种谈判环境
- 应对诸如强硬谈判对手和跨国界谈判的挑战
- 知道何时及如何处理合作双方的紧张关系，共同创造价值还是采取行动使单方获得价值

模块三：领导力、价值观、组织和公司治理

领导力与变革管理

- 了解领导的角色并有效地管理变革
- 认识并驾驭领导过程中的挑战
- 培养令人信服的领导风格

公司治理与价值观

- 实行有效的公司治理 — 董事会角色的变化及其与公司管理层的关系
- 了解董事会在战略规划中的作用以及作为变革催化剂的角色
- 创造一个具有商业道德和责任感的环境

创业学

- 评估创业风险
- 了解公司创业所创造的价值

创新

- 了解为何某些企业更具创新力
- 构建、管理和完善创新体系
- 利用开放式创新获得创意、解决问题并实现增长
- 利用商业实验建立竞争优势
- 设计创新管理体系

国际经济中的企业和政府

- 了解在世界经济竞争中国家之间的冲突和联合的根源
- 识别由政府诸如贸易流向、汇率、投资和技术创新等方面的政策所引起的全球性问题
- 认识不同国家如何确定政府和企业的角色与关系，以及这些概念上的差异如何影响管理决策
- 分析影响海外直接投资决策的各种因素
- 审视中国经济增长的可持续性和局限性

MODULE TWO: COMPETING SUCCESSFULLY IN CHINA AND THE GLOBAL ECONOMY

Strategy

- Understanding how firms create and sustain competitive advantage
- Analyzing the link between superior financial performance and the strategic moves of rivals and suppliers
- Formulating and administering a successful strategy in the face of economic uncertainty and fierce competition
- Creating an overall plan by integrating policies in each functional area

Strategic Human Resources

- Building organizations that outpace rivals in the short term and that innovate over time
- Discovering performance and opportunity gaps
- Identifying the root causes of weakness in organizational design
- Understanding the links between innovation and organizational evolution, and building teams for innovation

Finance

- Understanding and leveraging the appropriate tools for managing corporate financial resources, including the latest theories and best practices of strategic profitability analyses and resource allocation
- Analyzing and optimizing capital structure, capital markets, and financial institutions through entrepreneurial finance, acquisition, the benefits and costs of doing Leverage Buyouts (LBOs), the original structure, and financing of the company
- Designing capital structure to achieve a cost advantage

Negotiations

- Achieving greater effectiveness at the negotiating table—including circumstances involving multiple parties, issues, and agendas, and evolving time frames
- Handling challenges such as hard bargainers and negotiating across borders
- Knowing when and how to manage tension between cooperative actions to create value jointly versus when and how to claim value individually

MODULE THREE: LEADERSHIP, VALUES, ORGANIZATION, AND GOVERNANCE

Leadership and Change Management

- Understanding the role of leadership and successfully managing change
- Recognizing and meeting the challenges to leadership effectiveness
- Developing a compelling leadership style

Corporate Governance and Values

- Achieving sound governance—the changing role of the board of directors and its relationship with corporate management
- Understanding the role of the board in strategic planning and as an agent of change
- Creating an environment of ethical responsibility

Entrepreneurship

- Evaluating entrepreneurial ventures
- Understanding the value created by corporate entrepreneurship

Innovation

- Understanding why some companies are more innovative than others
- Building, managing, and improving innovation systems
- Leveraging open innovation for idea generation, problem solving, and growth
- Using business experimentation for competitive advantage
- Designing management systems for business innovation

Business and Government in the International Economy

- Understanding the roots of conflict and convergence among nations competing in the world economy
- Identifying global issues stemming from government policies on issues such as trade flows, exchange rates, investment, and technological innovation
- Recognizing how different nations conceptualize the roles and relationships of government and business, and how these varying conceptions affect managerial decision making
- Analyzing the factors involved in making direct foreign investment decisions
- Examining the sustainability of and limitations to China's economic growth

师资力量

高级经理人课程将由来自清华大学经济管理学院(TsinghuaSEM), 中欧国际工商学院(CEIBS)和哈佛商学院(HBS)的一流师资共同开发并授课。他们在各自的专业领域里都是卓有建树的学者、经验丰富的教授、专业研究领域的奠基人、获奖作者, 以及经验丰富的企业家。他们代表各个学科, 通过与商业及产业领袖的合作, 以及为顶级企业担任董事和顾问, 保持着与实际专业业务的密切联系。这些教授运用他们的商务经验与实地研究来开创全新的知识和经久不衰的理念, 从而塑造新的管理实践。个人背景介绍详见以下网站: <http://edp.sem.tsinghua.edu.cn>, <http://ceibs.edu/execed/faculty/index.shtml> 以及 <http://cn.exed.hbs.edu/programs/sepc/faculty.html>。

清华大学经济管理学院

李稻葵, 弗里曼经济学讲席教授、金融系主任、清华大学中国与世界经济研究中心主任、全国政协委员、长江学者特聘教授。

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古汉·苏布拉马尼安, H. Douglas Weaver 商业法律教授, 哈佛商学院、Joseph Flom 法律和商业教授, 哈佛法学院, 协商、组织和市场教研组成员, “改变比赛的结局 — 欧洲: 协商和做出有竞争性的决策”课程联席主任。

理查德·H·K·威尔特, 保罗惠顿·查灵顿工商管理教授、高级副院长、商业、政府与国际经济教研组成员。



FACULTY

The Senior Executive Program for China is developed and taught by leading faculty from the School of Economics and Management, Tsinghua University (Tsinghua SEM); China Europe International Business School (CEIBS), and Harvard Business School (HBS). They are distinguished academicians, skilled educators, groundbreaking researchers, award-winning authors, and experienced entrepreneurs in their respective fields. Representing various disciplines, they remain close to practice through relationships with business and industry leaders and through personal involvement as board members and consultants for top companies around the world. These faculty members leverage their business expertise and field-based research to create new knowledge and enduring concepts that shape the practice of management. Detailed biographies and the most up-to-date program faculty confirmations are accessible at <http://sem.tsinghua.edu.cn/>, <http://ceibs.edu/execed/faculty/index.shtml>, and <http://exed.hbs.edu/programs/sepc/Pages/faculty.aspx>.

SCHOOL OF ECONOMICS AND MANAGEMENT, TSINGHUA UNIVERSITY

Daokui Li, Mansfield Freeman Chair Professor of Economics, Professor and Chair of Department of Finance, Director of Center for China in the World Economy (CCWE), Member of the Chinese People's Political Consultative Committee (CPPCC), Distinguished Professor of Cheung Kong Scholars Program.

Donglin Xia, Professor of Accounting, Deputy Secretary-General of Accounting Society of China, Director of China Business Case Center.

Bin Yang, Professor of Business Strategy and Policy, Senior Associate Dean, Director of Tsinghua Center for Leadership Development and Research. Faculty cochair of Senior Executive Program for China .

Yuhuang Zheng, Associate Professor of Marketing.

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

Pedro Nueno, Professor of Entrepreneurship and President.

Dingbo Xu, Professor of Accounting, Associate Dean.

Xiaonian Xu, Professor of Economics and Finance.

Arthur Yeung, Philips Chair Professor of Human Resource Management, Associate Dean, Director of the Center of Organization and People Excellence and the Director of the CEO Learning Consortium.

Dongsheng Zhou, Professor of Marketing, Associate Dean. Faculty Cochair of This Program.

HARVARD BUSINESS SCHOOL

William W. George, Professor of Management Practice. Member of the Organizational Behavior Unit; and faculty chair of "Authentic Leadership Development."

Felix Oberholzer-Gee, Andreas Andresen Professor of Business Administration. Chair, MBA Global; Member of the Strategy Unit; and Faculty Cochair of the Senior Executive Program for China.

Lynn S. Paine, John G. McLean Professor of Business Administration; Senior Associate Dean; and Director of Faculty Development. Member of the General Management Unit; Faculty Cochair of the Senior Executive Program for China.

Guhan Subramanian, H. Douglas Weaver Professor of Business Law, Harvard Business School, and Joseph Flom Professor of Law and Business, Harvard Law School. Member of the Negotiation, Organizations, and Markets Unit; faculty chair of "Changing the Game: Negotiation and Competitive Decision Making-Europe."

Richard H.K. Vietor, Paul Whiton Cherington Professor of Business Administration and Senior Associate Dean. Member of the Business, Government and the International Economy Unit.



学习体验

本课程的每一个环节都经过精心设计, 力图促进学员间的互动交流, 帮助来自各行各业 (包括跨国公司、国有和民营的领先企业)、事业有成的学员们之间共同分享学习经验。团队建设活动将贯穿于整个课程之中, 学员们将学习彼此合作并充分发挥各自不同背景与经历的优势。由此, 学员将建立起一个宝贵的、高层次的、志趣相投的人际网络, 让他们在整个职业生涯中继续相互学习, 相互支持。学员必须按照预设的模块顺序连续完成所有三个模块的学习, 方可获取证书。恕不接受单个模块的申请。

授课语言

为了确保最为完整的学习体验, 高级经理人课程使用中文和英文双语教学, 并配有同声翻译。学员们可以事先选择适合的语言, 并收到相应语言的教材。

学员对象

高级经理人课程专为中国国有和民营企业以及国际跨国公司的高层管理精英量身定制。拟参加本课程的候选人应在其组织内肩负战略决策的重要责任, 担任首席执行官下一到三级的职务, 并被纳入公司的接班人计划。

学员通常包括:

- 执行委员会成员
- 首席运营官
- 高级副总裁或执行副总裁
- 主要业务部门负责人或总经理
- 职能部门高级负责人
- 政府部门负责人

“通过这个课程的学习, 我对以前有些不太明白的概念有了更清晰的理解, 这对我来说非常重要。我还学到了一些原来我不知道的新的知识。这不仅仅是从教授那儿学来的, 也是通过与同学们的交流中所学到的。我们班里同学都是来自不同的行业, 这使我有机会对很多其他行业的情况有了大概的了解, 所以我感觉受益匪浅。这个课程的确对我的职业发展非常有帮助。” **过鹏** [全球副总裁兼中国区总裁], 天纳克公司。



THE LEARNING EXPERIENCE

Every facet of the program is structured purposefully to promote dynamic interchange and shared learning among accomplished peers from a diverse set of leading companies, including multinational organizations, state-owned enterprises, and private companies. With team-building exercises integrated into each module, participants will learn to work together and to take full advantage of the diversity of backgrounds and experiences. As a result, senior executives will continue learning through a valuable network of high-level, like-minded colleagues with whom they can share their experience and lend support throughout their careers. Please note that full attendance at all three modules is mandatory for successful completion of this program. Applications for a single module are not allowed.

LANGUAGE

To ensure the most comprehensive learning experience, the Senior Executive Program for China is taught in both English and Chinese with simultaneous translation. Participants will preselect either Chinese or English for their classroom materials.

“Through the debate and discussion in the classroom with other participants and faculty, I have a clearer understanding of the concepts I did not know before. This is very important to me. Moreover, the learning not only comes from professors, but I actually learned a lot through communication and networking with my classmates. Also, since my classmates are from various industries, I had a chance to gain some knowledge about their industries and have benefited a lot from it. This program was definitely very helpful for my career development.”

Patrick Guo [Vice President & Managing Director – China], Tenneco Inc.

PARTICIPANT MIX

This program is designed for an elite group of senior executives in Chinese state-owned and private companies, as well as in multinational companies. Candidates should have significant responsibility for strategic decision making, hold leadership positions one to three levels below the chief executive officer, and be identified as part of the company's succession plan.

Typical participant titles may include:

- Member of the executive committee
- Chief operating officer
- Senior or executive vice president
- Head or general manager of a major business unit
- Senior functional head
- Leader of a government agency



录取

申请流程

拟参加本课程的学员可以通过清华大学经济管理学院、中欧国际工商学院或哈佛商学院报名申请。申请表应至少在课程开始前 6 个星期完成。合格的候选人将被陆续录取直至额满为止，因此请您尽早报名。

录取标准

录取主要根据申请人的职业成就和工作职责而定。对正式教育学历没有规定。高级经理人课程将提升学员及其组织的领导能力，因此，我们期望学员本人及其组织全力支持和投入。学员自身应投入时间和精力进行学习，所在公司则愿意承担学习费用和合理开支，并在课程学习期间酌情减少学员的工作职责。

撤消报名和申请模块补课的规定

有关撤消报名和申请模块补课的规定以及由此产生的额外费用将在学员被录取后随录取通知一并告知。

课程费用

课程费用共计 52,000 美元，包含学费、教材费、住宿费和大部分膳食费。请在付款通知开出之日 30 天内交纳全款。若在开课前 30 天内被录取，则应在收到付款通知时立即付款。

如需更多信息，请联系

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ADMISSION

APPLICATION PROCESS

Candidates can apply to the program through TSEM, CEIBS, or HBS. Applications are requested at least six weeks before the program start date. Qualified candidates are admitted on a rolling, space-available basis, and early application is encouraged.

ADMISSION REQUIREMENTS

Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and full commitment is expected from both. While participants devote time and intellect to the learning experience, sponsoring companies agree to assume fees, provide for reasonable expenses, and relieve individuals of their work responsibilities during the program.

CANCELLATION AND MODULAR MAKEUP POLICY

Cancellation and modular makeup policies are outlined in the information provided to applicants upon admission. Please be aware that additional fees may apply.

PROGRAM FEE

The USD \$52,000 program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice.

CONNECT WITH US

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高级经理人课程

模块一: 2012年8月12日—18日, 北京

模块二: 2012年10月14日—20日, 上海

模块三: 2012年12月2日—14日, 波士顿

SENIOR EXECUTIVE PROGRAM FOR CHINA

MODULE ONE: AUGUST 12–18, 2012 – (BEIJING, CHINA)

MODULE TWO: OCTOBER 14–20, 2012 – (SHANGHAI, CHINA)

MODULE THREE: DECEMBER 2–14, 2012 – (BOSTON, MA, USA)

<http://edp.sem.tsinghua.edu.cn>

<http://exed.ceibs.edu>

<http://cn.exed.hbs.edu>



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课程安排、日期、费用和师资如有变动, 恕不另行通知。©2011 President and Fellows of Harvard College.

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