



卓越服务管理

DELIVERING SERVICE EXCELLENCE

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2012

中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

卓越服务管理

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2012年9月2日-5日/英语授课配汉语交替翻译/上海

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更多信息请访问: <http://exed.ceibs.edu>



中国是一个以制造业为基础的经济体? 是的, 但服务性行业正发挥着日益重要的作用。中国的情况已变得与其他许多国家相类似——其GDP的增长主要源自服务性行业。不出几年, 服务业就将成为中国经济中占据主导地位的部分。驱动这一增长的, 将不仅是传统的服务性行业, 如银行、休闲娱乐、交通运输和零售业, 而且还有一些传统的制造型企业, 这些企业力图将超群的服务质量和创新转化成为一种新的竞争优势来源。

对于一个以服务为导向的企业而言, 其战略愿景是双重的: 它必须聚焦于客户, 了解或界定客户的特定需求, 将自己所提供的服务定位于满足客户, 并创建合适的运营流程来支持和提升客户对服务的体验; 同时, 它还必须调整这些运营流程, 使自己具有足够的吸引力, 从而能够招到和留住充足的人员, 这是提供卓越服务的关键。只有了解并制定了这样的双重点, 服务性企业才能发展出可持续的竞争优势。

目标

如何对服务质量进行管理并以一种具盈利性和可持续性的方式来向客户传递价值? 这种独特的挑战就是本课程所聚焦的主题。课程内容的核心是如何通过创新性的、高质量的服务来吸引和留住客户并建立强大的客户关系。课程将对创建一个高绩效的服务性组织所需的各种战略能力加以剖析, 并特别将重点放在战略、营销和运营问题以及人力资源管理的各个方面上。

对象

本课程不仅适用于那些以服务为核心产品的组织(例如, 银行、运输公司、酒店、医院、教育机构、专业服务机构、电信公司、零售企业等等), 而且同样适用于那些依靠卓越服务来实现竞争优势的制造型组织(例如, 高科技制造商、汽车制造商、工业产品制造商等等)。此类组织中的高层管理人员都是本课程的目标对象。

受益

通过本课程的学习，学员将：

- 透彻了解服务提供和交付过程中关键的运营问题，包括产能和需求管理
- 掌握必要的关键技能和知识，以便通过高质量的服务和服务战略来实现企业的竞争优势
- 熟悉以客户为焦点的管理框架，以及如何通过服务战略来提高客户满意度和留住率
- 学会对服务进行图析，了解客户的预期，并制定关系营销战略
- 知道如何界定、衡量和改进服务交付过程中的生产率
- 了解信息技术/信息服务的最新发展动态及其在服务中的应用
- 明了如何在制定针对客户的价值主张时形成一种创新文化

总之，学员将充分了解服务设计、交付和传播的复杂性，从而成为更富有感知力和工作成效的管理者。

中欧的《卓越服务管理》课程选题非常好，两位教授的讲课很精彩，帮助学员们梳理了服务行业如何做到“卓越”。服务的最终目标是让客户达到“愉悦的体验”，从而达到服务的目的。但是如何评判“卓越”二字，仁者见仁，智者见智。这就是培训课程的威力。

方绪国
总裁办公室主任
华宝信托有限责任公司

课程内容

- 服务管理的营销和运营框架
- 服务运营过程中的产能和需求管理：如何应对可变性
- 客户对服务的预期和感知
- 客户在服务中所扮演的角色
- 服务质量与生产率
- 服务补救与服务保障措施
- 服务创新——开发和交付新型服务
- 服务的整合营销传播
- 发展客户忠诚度的战略



Programme Benefits

In this programme, participants will learn:

- A thorough understanding of the critical operational aspects of service provision and delivery, including capacity and demand management
- Critical skills and gain knowledge needed to implement quality service and service strategies for competitive advantage of your firm
- Frameworks for customer-focused management, and how to increase customer satisfaction and retention through service strategies
- To map services, understand customer expectations and develop relationship marketing strategies
- To define, measure and improve productivity in service delivery
- To understand and apply the latest developments of IT/IS on services
- To create a culture of innovation in developing value propositions for customers

Overall, participants will become a more perceptive and effective manager through understanding the complexities of service design, delivery, and communication.

Programme Coverage

- Framework for marketing and operations services management
- Capacity and demand management in service operations: how to deal with variability
- Customer expectations and perceptions of services
- The role of customers in services
- Service quality and productivity
- Service recovery and service guarantees
- Service innovation - developing and delivering new services
- Integrated services marketing communication
- Strategies for building customer loyalty

Delivering Service Excellence programme is insightful and enjoyable. The information-packed sessions delivered by two CEIBS professors helped participants understand the essence of "excellence" in service industry and the ultimate goal of service – customer delight. Meanwhile, all participants shared their different opinions on the criteria for "excellence". That's why the programme really works.

*Fang Xuguo
Director, President Office
Hwabao Trust Co., Ltd.*

课程安排

第一天 了解服务与服务的客户

- 上午
- 课程介绍
 - 服务的本质：服务的特征及其对管理的影响和意义
 - 案例讨论
- 下午
- 服务质量的差距模型：不同服务差距管理及其影响和意义
 - 案例讨论
 - 客户在服务中所扮演的角色

第二天 提供优质服务

- 上午
- 服务满意度：服务的质量、公平性和愉悦度等维度
 - 案例讨论
- 下午
- 服务补救与服务保障
 - 案例讨论
 - 服务环境与线索管理

第三天 服务运营流程

- 上午
- 服务运营导论：“客户走廊”
 - 调整服务运营中的能力与需求——确认和管理流程
 - 案例讨论
- 下午
- 为服务运营制定规划和进度计划：管理等候队伍
 - 案例讨论
 - 收入管理

第四天 服务战略与创新

- 上午
- 获取和利用数据以改进客户服务
 - 案例讨论
- 下午
- 服务创新
 - 案例讨论
 - 战略——运营循环

Programme Schedule

- Day 1 Understanding Services and Service Customers
- morning
- Introduction to programme
 - Nature of services: characteristics of services and their implications for management
 - Case discussion
- afternoon
- The gap model of services quality: different gaps managing services and their implications
 - Case discussion
 - Customers role in services

- Day 2 Delivering Quality Services
- morning
- Service satisfaction: dimensions of service quality, fairness and delight
 - Case discussion
- afternoon
- Service recovery and service guarantees
 - Case discussion
 - Service scapes and clue management

- Day 3 Service Operations Processes
- morning
- Introduction to service operations: the customer corridor
 - Adjusting capacity and demand in service operations - identifying and managing the flow
 - Case discussion
- afternoon
- Planning and scheduling for service operations: managing waiting lines
 - Case discussion
 - Revenue management

- Day 4 Service Strategy and Innovation
- morning
- Capturing and using data for customer service improvement
 - Case discussion
- afternoon
- Service innovation
 - Case discussion
 - The strategy-operations cycle

教授



鸿嘉吉马 – 联席课程主任

中欧国际工商学院市场营销学和创新管理学教授
营销与创新中心主任

教育背景:

澳大利亚伍伦贡大学, 管理学博士学位

澳大利亚新南威尔士大学, 市场营销学硕士学位

加纳大学, 工商管理理学学士学位 (荣誉)

教学/研究领域:

鸿嘉吉马教授是中欧国际工商学院的市场营销学和创新管理学教授, 同时也担任该校市场和创新中心主任。在此之前, 他曾任香港城市大学担任市场营销学和创新管理学教授, 并曾担任该校管理学系主任, 他还是该校创新管理和组织变革中心的创办人和主任。他还曾是许多大学的访问教授, 包括博科尼大学, 新南威尔士大学, 代尔夫特工业大学, 新加坡管理大学。他在Aston商学院市场兼职市场营销学系主任, 也在曼汉姆商学院任创新管理学客座教授。他也曾执教于昆士兰科技大学和伍伦贡大学以及担任中国人民大学的荣誉教授。他的教学和研究主要集中在帮助企业在以下领域得到改进和提升: R&D顾客中心管理, 企业的创新竞争力, 市场导向和创新管理, 新产品开发, 和市场营销战略的发展和运用。

学术成就:

鸿嘉吉马教授在创新管理领域的研究成果发表在众多著名的国际期刊上, 如《市场营销期刊》、《产品创新管理期刊》、《管理学会期

刊》、《管理学》、《组织科学》、《战略管理学期刊》、《国际营销学期刊》、《商业研究期刊》、《研究技术管理》、《技术管理国际期刊》等。他的研究成果曾两次在美国市场营销协会教育者研讨会上获得享有很高声望的“最佳论文”奖, 并因其优秀的质量以及对知识领域的杰出贡献而被授予卓越文献奖。他是《市场营销期刊》、《产品创新管理期刊》、《泛澳大利亚市场营销期刊》和《国际商业关键视角》的编委。他还曾为多个在欧洲和美国召开的专业研讨会担任以新产品开发为主题的分会场主席。他近期以其在顶级学术刊物《产品创新管理杂志》上发表的大量研究报告, 被评为世界创新管理领域最多产学者的第四名。

企业经验:

鸿嘉吉马教授曾为许多公司提供营销及创新管理咨询服务和/或开设培训课程, 如瑞银集团金融服务部、飞利浦、通用汽车、惠氏、香港残疾人协会、香港生产力促进局、权智、新兴光学、宏利国际控股等。他曾是香港工业创新奖评委会评委, 并一直是香港服务业联邦年会以及中国国际创新论坛年会的主题演讲者。在开始学术生涯之前, 鸿嘉吉马教授曾在惠康(澳大利亚)有限公司任职多年, 担任制药行业产品开发、市场营销和材料管理等部门的高层管理人员。

Faculty

Kwaku Atuahene-Gima – Programme Co-director

Professor of Marketing and Innovation Management,
Director of Centre of Marketing and Innovation, CEIBS

Educational Background:

Ph.D. in Management, University of Wollongong, Australia
Master of Commerce in Marketing, University of New South Wales, Australia
B.S. (Honours) in Business Administration, University of Ghana

Teaching/Research Interests:

Professor Atuahene-Gima is Professor of Marketing and Innovation Management at CEIBS, where he is also the Director of the Centre for Marketing & Innovation. He was formerly Professor of Innovation Management and Marketing, head of the Department of Management, founder and Director of the Centre for Innovation Management and Organisational Change at the City University of Hong Kong. He has been visiting professor at several universities including the University of Bocconi, University of New South Wales, and Delft University of Technology, Singapore Management University, held a part-time Chair of Marketing at Aston Business School and is currently Adjunct Professor of Innovation Management, Mannheim Business School. His teaching and research focus on assisting firms to improve in the following key areas: excel in customer-centric R&D management, build innovation as an organisational competency, develop and sustain market-oriented capability, manage new product development processes, and develop and implement innovative marketing strategies.

Academic Achievements:

Professor Atuahene-Gima's work has been published in leading international journals such as *Journal of Marketing*, *Journal of Product Innovation Management*, *Academy of Management Journal*, *Management Science*, *Organisation Science*, *Strategic Management Journal*, *Journal of International Marketing*, *Journal of Business Research*, *Research Technology Management*, *International Journal of*

Technology Management, *Journal of International Marketing*, *Journal of Business Research*, *Research Technology Management*, *International Journal of Technology Management*, and others. His research work has won prestigious Best Paper Awards at the American Marketing Association Educators' Conferences, appeared in the Best Paper proceedings of the Academy of Management, and received a Citation of Excellence for Highest Quality and for outstanding contribution to knowledge by Annbar. He is on the Editorial Board of the *Journal of Marketing*, *Journal of Product Innovation Management*, *Australasian Marketing Journal*, *Critical Perspectives on International Business*. He has been track chair for new product development at several professional conferences in Europe and the U.S. He was recognised recently by research published in the *Journal of Product Innovation Management* as the world's 4th most prolific researcher in the field.

Corporate Experience:

Professor Atuahene-Gima has consulted and/or conducted marketing and innovation management training programmes and workshops for companies such as UBS Financial Services, Philips, General Motors, Wyeth, Hong Kong Society for the Handicapped, Hong Kong Productivity Council, Group Sense, Suning Millennium, Manulife and others. He was a member of the Judging Panel for the Hong Kong Awards for Industry - Innovation. He has been a keynote speaker at the annual gathering of the Hong Kong Coalition of Services Industries and the Chinese International Invention and Innovation Symposium. Prior to academia, he held executive positions in product development, distribution, marketing and materials management in the pharmaceutical industry with Welcome (Australia) Ltd. for several years.



任杰明 – 联席课程主任

中欧国际工商学院巴塞罗那港捐赠物流学首席教授
生产与运营管理学教授
西班牙IESE商学院生产与运营管理学教授

Jaume Ribera – Programme Co-director

Port of Barcelona Chair Professor of Logistics
Professor of Production and Operations Management, CEIBS
Professor of Production and Operations Management, IESE Business School, Spain

教育背景:

美国佛罗里达大学，工业与系统工程博士学位
西班牙加泰罗尼亚科技大学，工程学博士学位
西班牙注册专业工业工程师

教学/研究领域:

任教授是中欧国际工商学院巴塞罗那港捐赠教席物流学教授，同时也是西班牙IESE商学院生产与运营管理学教授。他是西班牙注册工业工程师。1993年至2001年期间，他曾任西班牙IESE商学院副教务长一职。他的研究领域包括制造与服务生产与经营系统的设计与改进、供应链管理、项目管理、医疗系统运作、信息系统运作等。同时，他在运营管理、服务机构管理（特别侧重于医疗机构）、项目管理、供应链管理等领域也具有丰富的教学经验。

学术成就:

任教授是欧洲运营管理协会创始人之一及董事会成员。他曾出版大量著作与研究文章，同时，他还是哈佛《商业评论》（中文版）和《生产运营管理国际期刊》杂志的编委会成员。

企业经验:

任教授为众多欧美及亚洲的私有企业和国有企业提供咨询，经验丰富。欧盟和世界银行也是他的客户之一。他的咨询工作重点是制造与服务行业，尤其是医疗保健业中的生产经营系统的设计与改进。同时，任教授具有丰富的与中国公司合作的经验。自1987年起，他一直与中国公司进行合作，包括百事美施贵宝、步步高、博时基金、艾默生、礼来、金蝶、施耐德、中海油、TCL、上药集团、东胜油田、中国石化等。

Educational Background:

Ph.D. in Industrial and Systems Engineering, University of Florida, U.S.A.
Ph.D. in Engineering, Polytechnic University of Catalunya, Spain
Registered Professional Industrial Engineer in Spain

Teaching/Research Interests:

Professor Ribera is the Port of Barcelona Professor of Logistics at CEIBS. He is also Professor of Production and Operations Management at IESE in Barcelona, Spain. He is a registered Professional Industrial Engineer in Spain. From 1993 to 2001, he was Associate Dean for Faculty at IESE. Professor Ribera focuses his research interests on the design and improvement of production and operations systems in manufacturing and service sectors, supply chain management, project management, health systems operations, information systems in operations, etc. He has rich teaching experience in operations management, management of service institutions (special emphasis on health), project management and supply chain management.

Academic Achievements:

Professor Ribera is a Founding Member and Member of the Board of the European Operations Management Association. He has published numerous books and articles. He is a member of the editorial board of the *Harvard Business Review* (China) and the *International Journal of Operations and Production Management*.

Corporate Experience:

Professor Ribera has extensive consulting experience with private and public companies in Europe, America and Asia; his consulting clients have included the European Union and the World Bank. His work concentrates on the design and improvement of operations systems in manufacturing and service sectors, with special emphasis on healthcare. Furthermore, he has extensive experience of working with Chinese companies since 1987, including BMS, BBK, Boshi Fund, Emerson, Eli Lilly, Kingdee, Schneider, CNOOC, TCL, Shanghai Pharm, Dongsheng Oil, Sinopec etc.



课程内容较新颖，对今后的工作很有启发。概念和理论都能运用到后期工作中，有很大的帮助。学习氛围很好，同学间通过交流互相学习并增进了感情。

陆仪
客户服务中心副经理
上海三吉电子工程有限公司

日期/语言/地点

2012年9月2日—5日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路699号中欧国际工商学院）

申请程序

申请者可以通过以下方式申请课程：

- 在线申请。请登录中欧高层经理培训课程网站<http://exed.ceibs.edu>，选定您想要申请的课程，点击在线申请即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前20日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20日内收到的申请视具体情况而定。如需咨询详情，请联系我院设于上海、北京和深圳的客户服务小组。

收费

整个课程费用人民币32,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课15日前全部缴清。开课15日内提出申请时需立即付费。

撤销席位

开课15日（含第15日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课15日之内取消课程，将收取应付学费总额的20%。课后，学员因任何原因自行退出学习，学费概不退还。

* 我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权利。

联系我们

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中欧EDP在新浪微博 (<http://weibo.com/ceibsedp>)
中欧EDP在腾讯微博 (<http://t.qq.com/ceibsedp>)



The programme is creatively designed to meet the actual requirements of practical applications. Both the concepts and theories are very useful in practice. The programme also provides a good opportunity for participants to learn from each other and forge long-lasting bonds of friendship in a cooperative atmosphere.

Lu Yi

*Vice Manager, Customer Service Centre
Shanghai 3G Electronic Engineering Co., Ltd.*

Date / Language / Venue

September 2-5, 2012 / English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)

Admissions Procedures

Applicants can apply for the programme as follows:

- Online application: Please visit the CEIBS Executive Education website <http://exed.ceibs.edu>, select the programme you want to take, and click "Apply Now" to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail.

Applications are requested 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB32,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, the expenses arising therefrom shall be for the account of the applicant or his/her employer. Any cancellation made less than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme starts, no fees shall be refunded for participants who withdraw from the programme for any reason.

** CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.*

Contact Information

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如需具体了解中欧国际工商学院高层经理培训课程，请在所需要了解的课程名前打勾。

跨国经营

- 中欧-英士 (INSEAD) 国际商学院合作中国企业欧洲经营之道^新
- 在华经营之道

高级管理

- 打造创新型企业：激发、管理和成就创新 (模块制)^新
- 中欧-哈佛商学院-IIESE商学院合作全球CEO课程 (模块制)
- 中国CEO领导力课程：领导力巅峰之旅 (模块制)
- 中欧-哈佛商学院-清华经管学院合作高级经理人课程 (模块制)
- 总经理课程 (模块制)
- 首席营销官课程 (模块制)
- 中欧-伦敦商学院合作首席财务官课程 (模块制)
- 医院院长领导力发展课程 (模块制)

公司治理

- 中欧-沃顿商学院合作公司治理和董事会课程

综合管理

- 管理文凭课程 (模块制)
- 管理发展课程 (模块制)

战略

- 数字经济时代的战略反思^新
- 未来大趋势：前瞻性思考
- 企业并购与整合
- 博弈论实践：如何更有效地竞争与合作?
- 发展组织能力，推动战略实施
- 战略实施

领导艺术

- 积极领导力^新
- 高绩效与可持续领导力
- 领导艺术与变革管理

- 领导艺术与管理教练课程
- 女性领导力课程

谈判和决策

- 战略谈判课程
- 谈判和决策管理

组织与管理

- 驾驭变革：提升组织效能与活力^新
- 管理心理学实践：用心管理^新
- 人才管理课程^新
- EVA与绩效管理
- 人力资源管理：心理、人性、文化
- 人力资源管理

市场营销

- 数字营销：营销的未来趋势^新
- 创建客户导向型组织
- 市场创建课程

- 关键客户管理
- 战略销售队伍管理
- 企业品牌的创建与管理
- 市场营销战略与规划
- 创新和新产品开发管理

财务

- 私募股权基金课程
- 战略投资决策管理
- 非财务经理的财务课程
- 决策者的财务报表解析课程
- 决策者的管理会计

运营管理

- 卓越服务管理
- 供应链管理

公益项目^新

- 新生代创业领袖成长营 (模块制)^新

姓名 (先生 / 女士)

职务

公司

地址

省/国家

办公电话/手机

传真

电子邮件

填完此表后，将其邮寄或传真至我院

For more information about any CEIBS Executive Education programme, please tick it.

Multinational Management

- CEIBS-INSEAD Expanding Opportunities - Doing Business in Europe ^{New}
- Doing Business in China
- Global CEO Programme: A Transformational Journey

Advanced Management

- Shaping Innovative Companies: Inspiring, Managing and Implementing Innovation (Modular) ^{New}
- CEIBS-Harvard Business School-IESE Business School Global CEO Programme for China (Modular)
- Leadership for CEOs in China: A Journey to Leadership at Peak (Modular)
- CEIBS-Harvard Business School-Tsinghua SEM Senior Executive Programme (Modular)
- Advanced Management Programme (Modular)
- Chief Marketing Officer (CMO) Programme (Modular)
- CEIBS-LBS CFO Programme (Modular)

- Leadership Development Programme for Hospital Executives (Modular)

Corporate Governance

- CEIBS-Wharton Programme: Corporate Governance and Board of Directors

General Management

- Diploma in Management Programme (Modular)
- Management Development Programme (Modular)

Strategy

- Rethinking Strategy of the Digital World ^{New}
- Mega-Trends for the Future
- Integrating and Managing Acquisitions
- Game Theory in Practice: How to Compete and Cooperate More Effectively?
- Building Organisational Capability for Strategic Implementation
- Strategy Execution

Leadership

- Proactive Leadership Programme ^{New}
- High Performance and Sustainable Leadership
- Leadership and Change Management
- Leadership and Coaching
- Women in Leadership Programme

Negotiation & Decision-making

- Strategic Negotiation Programme
- Management of Negotiation and Decision-making

Organisation & Management

- Leading Change: Enhancing Organisation's Effectiveness and Viability ^{New}
- Managerial Psychology in Practice ^{New}
- Talent Management Programme ^{New}
- EVA and Performance Management
- Human Resources Management: Psychology, Human Nature and Culture
- Human Resources Management

Marketing & Sales

- Digital Marketing: The Future of Your Marketing ^{New}

- Creating a Customer-centric Organisation
- Market Creation Programme
- Key Account Management
- Strategic Sales Forces Management
- Building and Managing Brands
- Marketing Strategy and Planning
- Management of Innovation and New Product Development

Finance

- Private Equity Management Programme
- Managing Strategic Investment Decisions
- Finance for Non-financial Executives
- Financial Statements Interpretation for Decision-makers
- Managerial Accounting for Decision-makers

Operations Management

- Delivering Service Excellence
- Supply Chain Management

Special Offering ^{New}

- China Entrepreneurial Leadership Programme (Modular) ^{New}

Name (Mr/Ms)

Company

Province/State

Fax

Please fill in the form and send it to CEIBS by fax, email or mail

Job Title

Address

Business Telephone/Mobile

Email