

全球化战略与实施

日期/语言/地点： 2008 年（日期待定），汉语，上海

课程费用： 人民币 31,800 元

更多信息请访问： <http://exed.ceibs.edu>

课程主任致辞

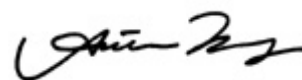
尊敬的学员们：

随着中国全面加入 WTO 及中国经济在全球市场的迅速崛起，许多中国企业正在海外雄心勃勃地拓展市场机会，获取关键资源、人才及技术，以建立其全球品牌和领先地位。其结果是，许多企业纷纷将其运营与合作向海外延伸，不但在亚洲，而且还在西方一些发达国家内开展销售、制造与研发活动。联想、海尔、华为、中兴、中集、明基等公司积极进军海外就是上述趋势的最好佐证。

尽管许多中国公司都有走向世界的强烈愿望，但由于缺乏相应的管理秘诀和人才而显得经验不足，这就难免犯下代价巨大的经营错误。而开设本课程的目的恰是：通过学习中国领先企业的最佳实践，避免许多中国公司易犯的错误，从而帮助中国企业较为成功地走向世界。本课程的重点是：制定合适的全球战略，并创建所需要的组织能力来实施既定的全球战略。从某种意义上来说，后者更为重要。为了确保本课程达到理论与实践的完美结合，我们将邀请一些著名华人企业的高层管理者前来与大家分享他们在实际工作中的亲身体验。我们衷心希望本课程能为贵公司国际化之旅增添价值！

顺颂

商祺！



杨国安
课程主任

目标

- 帮助企业高层管理人员获得走向世界的系统框架或路线图
- 确定关键性挑战及潜在瓶颈
- 设计各种可供选择的全球战略方案
- 系统思考如何建立实施全球化战略所需的全球化能力

对象

本课程专为具有海外拓展意向的中国企业 CEO 及其他高层管理人员设计。

受益

通过案例研习、嘉宾演讲、同侪互学，本课程将帮助学员：

- 理解走向世界所面临的挑战与机会
- 评价不同的全球战略方案及其固有的强项与弱点
- 建立有效执行全球战略所必不可少的组织能力
- 向杰出的高层管理者学习成功建设国际化企业的第一手经验

课程内容

- 战略追求与目的
- 全球化途径
- 全球领导力
- 全球性思维
- 全球治理
- 经验分享及对话

课程安排

第一天	
上午	战略追求与目的 <ul style="list-style-type: none"> • 走向世界：动因与挑战 • 解读全球化路线图 • 全球化的目的与期望
下午	全球化途径 <ul style="list-style-type: none"> • 三种全球化途径各自的利弊得失 • 案例研习：TCL-汤姆逊 • 跨文化并购的关键成功因素 • 嘉宾演讲
晚间	案例研习准备
第二天	
上午	全球化途径 <ul style="list-style-type: none"> • 内部增长 • 案例研习：三星 • 战略联盟 • 案例研习：格兰仕
下午	全球领导力 <ul style="list-style-type: none"> • 全球领导能力

	<ul style="list-style-type: none"> • 海外人才吸引与保留 • 全球派遣与调动 • 案例研习：米其林 • 嘉宾演讲
晚间	案例研习准备
第三天	
上午	全球性思维 <ul style="list-style-type: none"> • 挑战 • 战略及实践 • 案例研习：趋势科技 • 嘉宾演讲
下午	全球治理 <ul style="list-style-type: none"> • 设计全球化结构 • 案例研习：飞利浦对垒松下 • 超越结构管理 • 案例研习：宏基

教授

杨国安—课程主任



中欧国际工商学院飞利浦人力资源管理教席教授
 副教务长
 人力资源与组织管理研究中心主任
 首席执行官学习联盟主任
 高层经理培训项目学术顾问
 美国密歇根大学罗斯商学院工商管理学教授

教育背景：

美国密歇根大学，博士学位

教学/研究领域：

自 2004 年加入中欧国际工商学院任教后，杨教授创办了中欧人力资源与组织管理研究中心，并组织了“首席执行官学习联盟”，联盟集聚了来自不同行业的 15 家著名跨国和本地企业的首席执行官，在杨教授与国外学术界的权威人士共同指导下研究在中国经营发展的关键问题。同时，他还是“华人企业全球化研习联盟”主任，和五家著名的中国跨国企业一起探讨华人企业在全球化过程中所面临的挑战，所需要的组织能力和最佳管理实践。杨教授的研究领域包括创建组织能力以实施组织战略、建立人才管理的独特价值主张、培养人才以推动业务发展、领导大规模的组织转型等。他曾荣获美国两家知名人力资源学会颁发的杰出研究奖：人力资源管理学会的“约达河内曼人事研究奖”和人力资源规划学会的“年度最佳研究论文奖”。2002 年，他获得了由台湾地区的经济部和管理科学协会联合颁发的“金书奖”。此外，他还是《人力资源管理杂志》副主编和哈佛《商业评论》中文杂志编辑顾问委员会成员。

学术成就：

由于在高层经理教育方面所做出的突出贡献，1999 年，杨教授被美国《商务视野》杂志评为全球“高层经理培训大师”之一。2002 年，他被中国《财智杂志》评为“年度人力资源风云人物”，以表彰他在大中华区战略性人力资源管理方面的杰出成就。另外，他还担任由翰威特公司与《亚洲华尔街日报》和《远东

经济评论》联合主办的“亚洲最佳雇主”评选活动的亚太地区评委。

企业经验:

在重归学术界前，杨教授先后出任宏基标竿学院院长和宏基集团的首席人力资源官。该集团目前为全球五大计算机公司之一。他和公司最高领导层一起，对集团实施了大刀阔斧的改革，以强化公司在迎接全球新经营环境所带来的挑战和机遇。作为公司转型领导小组的五位成员之一，在两年内，他积极推动了多项重大改革，其中包括精简人员，剥离贴牌事业部成为一家独立的上市公司，并购了五家公司进入新宏基，以及将新宏基转变为一家由业绩驱动、以客户为中心的公司。除了开展研究和教学工作，他还一直参与北美与亚洲许多大型公司的培训与咨询项目。这些公司包括 7-11、ABB、宏基集团、联信、应用材料、明基集团、波音、开利、招商局集团、中国移动、中国钢铁、中集集团、中海油、福特汽车、惠普、卜内门、ING 安泰、英业达集团、飞利浦、罗克韦尔自动化、上海石化、台新金融控股、台积电、TCL，以及联合微电子集团。他还是金蝶国际软件集团的董事会成员和中国许多公司首席执行官的顾问。

忻榕



中欧国际工商学院米其林领导艺术及人力资源管理教席教授
瑞士洛桑管理发展学院领导艺术及人力资源管理教授

教育背景:

美国加州大学，管理学博士学位

美国加州州立大学，工商管理硕士学位

教学/研究领域:

忻教授是一位杰出的华人学者。她的研究领域包括领导艺术、战略人力资源管理、组织文化、高层管理团队等。在中欧任教之前，她曾经在美国南加州大学、香港科技大学、香港中文大学和爱尔兰国立大学都柏林学院任教。

学术成就:

忻教授是哈佛《商业评论》中文杂志的总策划。作为国际知名学者，她的研究论著可见于国际顶尖学术杂志《管理学院报》、《行政管理科学季刊》、《组织科学》、《战略管理杂志》、《组织研究》、《管理期刊》、《全球商务期刊》、《领导艺术季刊》等等。她曾为许多学术期刊和研讨会担任评论员。她还是《管理学院报》和《领导艺术季刊》的编委成员。

企业经验:

在学术生涯之前，忻教授是美国一家耐高温橡胶公司的市场总监。除了研究与教学之外，她也担任顾问和专题研讨小组负责人，其服务对象包括许多跨国公司如宏基、阿尔卡特、中国移动、中国电信、中国钢铁、戴姆勒—奔驰、戴姆勒克莱斯勒、福特汽车、费洛丹尼尔，英业达、强生、欧莱雅、太平洋贝尔、普华永道、高通通讯、生力啤酒、索尼、上海通用汽车、丰田汽车、天合汽车、台积电、联华电子以及美国、香港地区和中国大陆政府机构。

日期/语言/地点

2008 年（日期待定） / 汉语 / 上海（上海市浦东红枫路 699 号中欧国际工商学院）。

申请程序

申请表必须在开课 20 个工作日前寄到。所有申请根据先后顺序进行审核。开课 20 个工作日内收到的申请视具体情况而定。如需申请表或咨询详情，请联络我院位于上海、北京和深圳的客户服务小组。

收费

整个课程费用为人民币 31,800 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 个工作日前全部缴清。开课 15 个工作日内提出申请时需立即付费。

撤销报名

开课 15 个工作日内要求撤销报名，或指定学员未能上课，我们将收取课程费用的 20% 作为手续费。如果学员因无法参与课程而要求转至中欧国际工商学院其他高层经理培训课程，必须在同一年度内进行课程的更换。开课 15 个工作日内提出更换学员，其席位无法得到保证。

联系我们

客户服务小组

中欧国际工商学院
高层经理培训部
上海市浦东新区红枫路 699 号
邮编：201206
电话：86-21-28905187/5197
传真：86-21-28905183
电子邮件：exec.ed@ceibs.edu
网址：http://exed.ceibs.edu

客户服务小组

中欧国际工商学院北京代表处
北京市中关村科学院南路 2 号
融科资讯中心 A 座 3 层
邮编：100080
电话：86-10-82862890/1688
传真：86-10-82861678
电子邮件：bj@ceibs.edu

客户服务小组

中欧国际工商学院深圳代表处
深圳市华侨城汉唐大厦 23 楼
2302A
邮编：518053
电话：86-755-26935750
传真：86-755-26935743
电子邮件：szo@ceibs.edu

Going Global: Strategy and Implementation

Date/Language/Venue: 2008 (date TBD), Chinese, Shanghai

Fee: RMB31,800

For more information, please visit <http://exed.ceibs.edu>

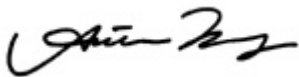
Letter from the Programme Director

Dear Participants,

With the full entry of China into WTO and the rapid emergence of Chinese economy into global business arena, many Chinese firms are aggressively going global to expand market opportunities, to acquire critical resources, talent, and technology, and to build global brand and leadership. As a result, many firms are extending their business operation and cooperation outside China, setting up sales, manufacturing, and R&D activities not only in the developing countries in Asia but also more developed countries in the West. Progressive companies like Lenovo, TCL, Haier, Huawei, ZTE, CIMC, BenQ exemplify such business trend.

While many Chinese firms have strong aspiration to go global, many firms are relatively inexperienced due to lack of management know-how and talent. As a result, costly business mistakes may be made. The programme aims to help Chinese firms to globalise more successfully by learning from best practices from other progressive Chinese firms and avoiding common pitfalls made by many Chinese firms. The primary focus of the programme will be on the formulation of appropriate global strategy and, more importantly, the creation of required organisational capability to execute the chosen global strategy. Senior executives from prominent Chinese firms will be invited to share real-life experiences to ensure a good balance between theory and practice. We sincerely hope that this programme will add value to your company's globalisation journey.

Sincerely,



Arthur Yeung
Programme Director

Objective

- To help executives gain a systematic framework or roadmap of going global
- To highlight key challenges and potential bottlenecks
- To lay out different strategic options of pursuing globalisation strategy
- To think systematically how to build global capability to execute global strategy

Who Should Attend

This programme is specially designed for CEOs and senior executives of Chinese firms that plan to go global.

Programme Benefits

Through short lectures, case studies, guest speakers, and peer learning, this programme will help participants:

- Understand the challenges and opportunities of going global
- Assess different options of going global and their inherent strengths and weaknesses
- Build organisational capabilities to execute global strategy effectively
- Learn first-hand from senior executives who have gone through globalisation process

Programme Coverage

- Strategic aspiration and destination
- Paths of globalisation
- Global leadership
- Global mindset
- Global governance
- Experience sharing and dialogue

Programme Schedule

Day 1	
morning	Strategic Aspiration and Destination <ul style="list-style-type: none"> • Going global: drivers and challenges • Clarification of globalisation roadmap • Destination and aspiration of globalisation
afternoon	Paths of Globalisation <ul style="list-style-type: none"> • Pros and cons of three globalisation paths • Case study: TCL-Thomson • Critical success factor in cross-cultural mergers and acquisitions • Guest speaker
evening	Case Study Preparation
Day 2	
morning	Paths of Globalisation <ul style="list-style-type: none"> • Organic growth • Case study: Samsung • Strategic alliance • Case study: Galanz
afternoon	Global Leadership

	<ul style="list-style-type: none"> • Global leadership competency • Overseas talent attraction and retention • Global assignment and mobility • Case study: Michelin • Guest speaker
evening	Case Study Preparation
Day 3	
morning	Global Mindset <ul style="list-style-type: none"> • Challenges • Strategies and practices • Case study: Trend Micro • Guest speaker
afternoon	Global Governance <ul style="list-style-type: none"> • Designing global structure • Case study: Philips vs. Matsushita • Managing beyond structure • Case study: Acer

Faculty

Arthur Yeung – Programme Director



Philips Chair Professor of Human Resource Management,
 Associate Dean,
 Director of Centre of Organisation and People Excellence,
 Director of CEO Learning Consortium,
 Academic Advisor to Executive Education, CEIBS
 Professor of Business Administration,
 Ross School of Business at the University of Michigan

EDUCATIONAL BACKGROUND:

Ph.D., University of Michigan, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Yeung joined CEIBS' regular faculty team in 2004. He launches and directs a CEO Learning Consortium where CEOs from 15 leading MNCs and local firms in China join together to study, discuss, and share best practices on issues critical to business growth and success in China. At the same time, he is also director of Globalisation Research Consortium to collaborate closely with five prominent Chinese MNCs to examine their strategies, challenges, and best practices in going global. Professor Yeung's research interests focus on building organisational capability for strategic implementation, creating unique value propositions for talent management, growing talent for business growth, and leading large-scale organisational transformation. He had received research awards from two leading human resource associations in the United States: Yoder-Heneman Personnel Research Award presented by the Society of Human Resource Management and Best Research Paper of the Year by the Human Resource Planning Society. In 2002, he also received the Gold Book Award jointly presented by Ministry of Economic Affairs and Chinese Management Association in Taiwan. He also serves as an associate editor of *Human Resource Management Journal* and member of Editorial Advisory Board of *Harvard Business Review (China)*.

ACADEMIC ACHIEVEMENTS:

Due to his contribution in executive education, Professor Yeung was recognised in 1999 by *Business Horizon* magazine in

the U.S. as one of the next-generation Executive Development Guru. In 2002, Professor Yeung was elected as HR Executive of the Year by *SmartFortune Magazine* in China in recognition of his influential contribution in strategic human resource management in Greater China region. He also serves as a Regional Judge for selecting Best Employers in Asia sponsored by Hewitt, *Asian Wall Street Journal*, and *Far Eastern Economic Review*.

CORPORATE EXPERIENCE:

Before his return to academia, Professor Yeung served as Chief Learning Officer and subsequently Chief HR Officer of Acer Group, one of the top 5 PC companies worldwide. Reporting directly to the Chairman & CEO, he worked closely with the top management team to radically transform Acer to meet the challenges and opportunities of new business realities. As one of the 5-member Transition Management Team, he actively contributed to the launch of several major change initiatives, including downsizing, spinning of the manufacturing arm into a separate public listed company, merging and integration of five companies into New Acer, and transformation of New Acer into a performance-driven, customer-centric company. In addition to research and teaching, he has also been involved in training and consulting projects for numerous major corporations in Asia and North America, including 7-11, ABB, Acer, AlliedSignal, Applied Materials, BenQ, Boeing, Carrier, China Merchants Group, China Mobile, China Steel, CIMC, CNOOC, Ford Motors, Hewlett-Packard, ICI, ING Antai, Inventec, Philips, Rockwell Automation, Shanghai Petrochemical, Taishin Financial Holdings, TSMC, TCL, and United Microelectronic Group. He also serves as a board member at Kingdee International Software Group and advisor to the CEOs of numerous firms in China.

Katherine Xin



Michelin Chair Professor in Leadership and
Human Resources Management, CEIBS

Professor in Leadership and Human Resources Management, IMD

EDUCATIONAL BACKGROUND:

Ph.D. in Management, University of California, Irvine, U.S.A.

M.B.A., California State University, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Xin is a distinguished Chinese scholar, whose research interests include leadership, strategic human resource management, organisational culture, top management teams, and change management. She served previously on the faculties of the Hong Kong University of Science and Technology, the University of Southern California, the Chinese University of Hong Kong, and University College Dublin, Ireland.

ACADEMIC PUBLICATIONS:

Professor Xin is Chief Planner of the *Harvard Business Review* (Chinese Edition). As a famous international scholar, she has published numerous research works in leading international academic journals, such as the *Academy of Management Journal*, *Administrative Science Quarterly*, *Organisation Science*, *Strategic Management Journal*, *Organisation Studies*, *Journal of Management*, *Journal of World Business*, *Leadership Quarterly*, etc. She serves as reviewer for many academic journals and conferences. Furthermore, she is a member of editorial board of the *Academy of Management Journal* and *Leadership Quarterly*.

CORPORATE EXPERIENCE:

Before her academic career, Professor Xin was Marketing Director for a high-temperature rubber manufacturing company in the USA. Besides research and teaching activities, she also serves as a consultant and workshop leader for many multinational firms, such as Acer, Alcatel, China Mobile, China Steel, China Telecom, Daimler Benz, DaimlerChrysler, Ford Motor Company, Fluor Daniel, Inventec, Johnson & Johnson, L'Oreal, Pacific Bell, PricewaterhouseCoopers, Qualcomm, San Miguel, Shanghai GM, Sony, Toyota, TRW, TSMC, UMC, and government agencies of the US, HK and mainland China.

Date/Language/Venue

2008 (date TBD) / Chinese / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Applications are reviewed as they arrive. Completed applications must be received 20 working days before the start of the programme. Any applications received after that date will be considered on a space-available basis. Please address all applications and enquiries to our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB31,800, 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 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

Cancellations

If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. If an applicant is unable to attend the programme, the applicant may transfer to another CEIBS Executive Education Programme within the same calendar year. When a request to substitute participant(s) for the same programme is made less than 15 working days prior to the start of the programme, the seat(s) will not be guaranteed.

Contact Information

Customer Service Team	Customer Service Team	Customer Service Team
Executive Education Department	CEIBS Beijing Representative Office	CEIBS Shenzhen Representative Office
China Europe International Business School	3/F, Tower A, Raycom InfoTech Park	Office
699 Hongfeng Road, Pudong	2 Kexueyuan South Road,	Room 2302A, 23F, Han Tang Building
Shanghai, 201206, P.R.C.	Zhongguancun	Overseas Chinese Town, Shenzhen, 518053, P.R.C.
Tel: (86 21) 2890 5187 / 5197	Beijing, 100080, P.R.C.	Tel: (86 755) 2693 5750
Fax: (86 21) 2890 5183	Tel: (86 10) 8286 2890 / 1688	Fax: (86 755) 2693 5743
E-mail: exec.ed@ceibs.edu	Fax: (86 10) 8286 1678	E-mail: szo@ceibs.edu
Website: http://exed.ceibs.edu	E-mail: bjo@ceibs.edu	