

人力资源管理

日期/语言/地点: 2010年8月11日—14日, 英语授课配汉语交替翻译, 北京班

2010年12月7日—10日, 英语授课配汉语交替翻译, 深圳班

每班课程费用: 人民币 31,800 元

更多信息请访问: <http://exed.ceibs.edu>

课程主任致辞

尊敬的人力资源经理:

比尔·盖茨曾经这样说过:“微软公司的唯一资产就是员工的想象力。”比尔·盖茨的话再一次说明了人力资源在每一家企业中的重要性。它明确提出了我们在 21 世纪所面临的主要挑战之一“如何管理想象力”。

我们开设的战略性人力资源管理课程将不仅帮助你们理解如何管理想象力,而且也帮助你们了解中国的人力资源经理所关心的问题。

- 理解今日中国企业所存在的人力资源主要问题
- 理解人力资源规划如何能与战略规划相辅相成
- 对如何招聘、吸引、激励与发展员工有一个清楚的指导方针
- 制定一个行动计划,培养员工更大的奉献精神

全世界人力资源部的职能都在转变,但对于刚刚跨入新千年的中国来说,这一职能转变则更加剧烈,或更加迫切。公司总裁与总经理对人力资源部的期望值也越来越高。作为人力资源经理,你们的职能随着所在组织提高其竞争力的努力而变得更加复杂与重要。我们开设战略性人力资源管理课程的目的就在于阐明如何才能更加有效地进行人力资源管理,从而为企业增加价值。

对于直线管理来说,你们的战略职能变得越来越象是经营合伙人。要成功完成这一角色,你们需要了解公司的业务以及各部门直线经理的具体问题。如果做不到这一点,要在新千年完成上述角色几乎是不可能的。我们的课程将帮助大家制订一个行动计划,培养高绩效的个人、高绩效的团队以及高绩效的组织。

我期待着在课程中与大家见面。

课程主任
顾凯诗教授



本课程探讨在不断变化的中国环境下人力资源管理的各个方面，分析中西方的管理实践及其对当今在中国从事商务活动的关联作用。许多中外经理参加了本课程的学习。他们共同研讨了在中国环境下的人力资源管理问题，从而丰富了课程内容。

目标

本课程的目的在于分析人力资源部职能的转换、明确人力资源部从哪些方面可以为企业增值。

对象

本课程的对象除了在人事和人力资源管理方面具有一定经验的经理人外，对于所有负有人员发展和管理责任的中高级经理人，他们也将从本课程中受益。过去参加课程的学员包括中国市场和公共关系总监、副总裁、财务总监、首席代表、部门主管、新业务经理、办公室经理、销售经理、区域经理和项目经理等。

受益

参加本课程的学员将：

- 了解如何招聘、留住、激励与发展员工
- 对人力资源管理结构有一个新的认识并学会如何将它们运用到实际工作中去
- 通过与其他专业人士的交流对人力资源管理有更深刻的认识
- 更好地理解不同文化的价值观念
- 了解中国现代企业中所存在的人力资源主要问题
- 重新认识变化中的人力资源政策与实践

课程内容

本课程包括人力资源管理主要方面的最新思想。课程以讲座、案例分析和实际练习的形式进行。课程安排大体如下：

- 中西方对人员管理的看法：有效的管理、领导艺术、交流、激励
- 中西方人力资源管理：近年来的发展、岗位职责、招聘、留住员工、培训与发展、奖励管理、绩效管理
- 战略性人力资源管理：组织与环境、有效组织的模式、公司文化、变革管理
- 跨文化管理：跨文化中的人员管理、冲突与误解的原因

课程安排

第一天	
上午	人力资源部职能的转换 <ul style="list-style-type: none"> • 转换的原因与方式 • 产生重要影响的惯例 • 人力资源部职能的模式 • 人力资源经理新的能力
下午	了解员工 <ul style="list-style-type: none"> • 重要的管理概念与定义 • 有效人事经理的概况 • 中西方员工的差异

第二天	
上午	组织结构 <ul style="list-style-type: none"> 理解组织行为 有效组织模式
下午	理解文化 <ul style="list-style-type: none"> 公司文化 跨文化差异
第三天	
上午	招聘/吸引 <ul style="list-style-type: none"> 人力资源规划 中国的招聘战略 岗位分析与岗位职责 吸引战略
下午	激励/薪酬/福利 <ul style="list-style-type: none"> 自我激励 激励理论 培养奉献精神的模式
第四天	
上午	发展 <ul style="list-style-type: none"> 绩效管理系统 绩效评估面谈 案例研究
下午	变革管理 <ul style="list-style-type: none"> 案例研究

课程主任

顾凯诗



中欧国际工商学院组织行为学教授
 剑桥大学 Judge 管理学院高级讲师
 剑桥大学沃尔森学院资深会员

教育背景:

英国剑桥大学，博士学位

英国曼彻斯特大学，硕士学位

教学/研究领域:

顾教授是中欧国际工商学院组织行为学教授。他同时也是剑桥大学 Judge 管理学院高级讲师及剑桥大学沃尔森学院资深会员。他在剑桥讲授 MBA 课程，并积极参与高层经理培训课程的教学工作。他参与剑桥多模块跨文化管理课程，此课程在意大利、瑞士和剑桥三地讲授。顾教授自 1990 年以来就执教于中欧，他不仅参与 MBA 和 EMBA 教学，还开设和讲授了大量高层经理培训课程。此外，他还在美国杜克企业教育和伦敦凯思商学院任教。他目前的研究领域包括领导艺术和团队合作、跨国组织管理，以及人力资源管理。

学术成就:

顾教授著述颇丰, 见诸于各种学术期刊, 如《国际人力资源管理期刊》、《亚太商业评论》、《组织研究》、以及《国际商务期刊》。

企业经验:

顾教授为许多国际公司提供培训和咨询, 如 PowerGen、罗德与施瓦茨公司、西门子、巴斯夫、罗纳普朗克、霍尼韦尔、欧莱雅、德国汉莎航空公司、德意志银行、惠普、马士基、雀巢、以及意大利国家能源公司等。他曾合作过的中国公司包括上海汽车工业集团、中国银行和中国人寿保险公司等。他曾撰写有关柯达(中国)、拉法基公司和亚商公司的案例。他还在哥伦比亚、澳大利亚、赞比亚、马拉维、尼日利亚、法国、德国、意大利、瑞士和莫桑比克进行培训和咨询活动。

日期/语言/地点

- 2010年8月11日-14日 / 英语授课配汉语交替翻译 / 北京班(北京市海淀区东北旺西路8号中关村软件园20号楼中欧国际工商学院北京校园)
- 2010年12月7日-10日 / 英语授课配汉语交替翻译 / 深圳班(深圳市福田区益田路6003号荣超商务中心A座8层)

申请程序

申请者可以通过以下两种方式申请课程:

- 在线申请。请登陆中欧高层经理培训课程网站, 选定您想要申请的课程, 点击**在线申请**即可进行课程申请。
- 以传真或邮寄的方式递交课程申请表。请登陆中欧高层经理培训课程网站, 选定您想要申请的课程, 点击**下载申请表**, 填写完整之后传真或邮寄至中欧客户服务小组即可完成课程申请。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站: <http://exed.ceibs.edu>

课程申请必须在开课前20个工作日内完成。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个工作日内收到的申请视具体情况而定。如需咨询详情, 请联络我院设于上海、北京和深圳的客户服务小组。

收费

每班课程费用为人民币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)。课程费用应在开课前15个工作日内全部缴清。开课前15个工作日内提出申请时需立即付费。

撤销报名

开课前15个工作日内要求撤销席位, 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。开课前15个工作日内提出更换学员, 其席位无法得到保证。如果学员因无法参与该期课程而要求转至下一期课程或者中欧国际工商学院其他高层经理培训课程, 必须在原申请课程开课前15个工作日之前提出, 并只能更换同一年度内的课程。课程费用以所换至课程的费用为准, 席位以中欧确认为准。

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) 2890 5187/5197

传真：(86 21) 2890 5183

电子邮件：exed@ceibs.edu

网址：<http://exed.ceibs.edu>

客户服务小组

中欧国际工商学院深圳代表处

深圳市福田区中心区益田路6003号荣超

商务中心A座8层

邮编：518026

电话：(86 755) 3337 8136

传真：(86 755) 3337 8113

电子邮件：exed@ceibs.edu

客户服务小组

中欧国际工商学院北京校园

北京市海淀区东北旺西路 8 号中关村

软件园 20 号楼

邮编：100193

电话：(86 10) 8296 6688

传真：(86 10) 8296 6789

电子邮件：exed@ceibs.edu

Human Resources Management

Dates/Language/Venue: August 11-14, 2010, English with sequential Chinese interpretation, Beijing class

December 7-10, 2009, English with sequential Chinese interpretation, Shenzhen class

Fee for each class: RMB31,800

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

Letter from Programme Director

Dear Human Resources Manager,

Bill Gates was quoted as saying, "The only asset that Microsoft has is human imagination." This statement is yet another indication of the importance of human resources in every company today. It clearly focuses on one of the major challenges facing all of us in the 21st century: how to "manage the imagination." Our HR Management Programme not only helps participants to understand ways to manage the imagination, but it also looks at other major concerns of HR managers in China. You will learn:

- Key HR issues for organisations in China today
- How HR planning can complement strategic planning
- How to obtain, retain, motivate and develop your staff
- How to develop an action plan for creating greater commitment among your staff

The role of the HR department is undergoing change. Nowhere in the world are the changes more dramatic or more necessary than at the dawn of the new millennium here in China. Your presidents, CEOs, directors and general managers have increasing expectations of the input from your department. Your role is becoming more complex and vital as companies seek ways to increase their competitive advantage. Our strategic HR Management Programme attempts to demonstrate how your department can add significant value through managing human resources more effectively.

Your strategic role is increasingly as a business partner to line management. To carry out your role successfully, you must understand your business and the specific issues of the different departmental line managers. Without this understanding, it is difficult to carry out your role in the new millennium. Our programme will help you to identify an action plan for developing high-performing individuals, high-performing teams and a high-performing organisation.

I am looking forward to welcoming you to our programme.



Keith Goodall
Programme Director

This programme explores different aspects of Human Resources Management (HRM) in China's changing environment. Participants will analyse both Western and Chinese management practices and their relevance to running a business in China today. In past years, the programme has benefited from the participation of both Chinese and expatriate managers jointly examining HRM in a Chinese context.

Objective

The objective of the programme is to analyse the changing role of the human resources department and identify ways in which the human resources function can add value to the business.

Who Should Attend

Besides managers with experience in personnel and HRM in China, the programme brings benefits to all middle to senior executives who are responsible for people development and management. The past participants included China market and public relations directors, vice-presidents, financial controllers, chief representatives, section heads, and field development, office, sales, area, new business and programme managers.

Programme Benefits

Participants in this programme will gain:

- Clear guidelines on obtaining, retaining, motivating and developing staff
- A new perspective on HRM frameworks and how to adapt them to their own situation
- Valuable insights into HRM by exchanging experiences with other professionals
- A better understanding of different cultural values
- A working knowledge of the key human resources issues for modern organisations in China
- A new approach to changing human resources policies and practices

Programme Coverage

The programme covers current thinking on key aspects of HRM and includes lectures, case studies and practical activities on the following topics:

- Western and Chinese perspectives on the management of people, including effective management, leadership, communication and motivation
- HRM in China and the West, including recent history, job descriptions, recruitment, retention, training and development, reward management and performance management systems
- Strategic HRM, including the organisation and its environment, models of effective organisation, company culture and management of change
- Cross-cultural management, including the management of people across cultures, and causes of conflict and misunderstanding

Programme Schedule

Day 1	
morning	Changing Role of the HR Function <ul style="list-style-type: none"> • Why and how to change • High impact practices • Model of the new human resource function • New competencies for the human resource manager
afternoon	Understanding People <ul style="list-style-type: none"> • Important management concepts and definitions

	<ul style="list-style-type: none"> • Profile of an effective people manager • Differences between Chinese and Western people
Day 2	
morning	Organisational Structure <ul style="list-style-type: none"> • Understanding organisational behaviour • Models for effective organisations
afternoon	Understanding Culture <ul style="list-style-type: none"> • Company culture • Cross-cultural differences
evening	Management Game
Day 3	
morning	Hiring/Retention <ul style="list-style-type: none"> • HR planning • Recruitment strategies for China • Job analysis and job descriptions • Retention strategies
afternoon	Motivation/Compensation/Benefits <ul style="list-style-type: none"> • Self-motivation • Theories of motivation • Model for creating commitment
Day 4	
morning	Development <ul style="list-style-type: none"> • Performance management systems • Performance appraisal interviews • Case study
afternoon	Management of Change <ul style="list-style-type: none"> • Case study

Programme Director

Keith Goodall



Professor of Organisational Behaviour, CEIBS
 Senior Associate, Judge Business School, University of Cambridge
 Senior Member Wolfson College, University of Cambridge

EDUCATIONAL BACKGROUND:

Ph.D., University of Cambridge, U.K.

M.A., Manchester University, U.K.

TEACHING/RESEARCH INTERESTS:

Professor Goodall is Professor of Organisational Behaviour at CEIBS. He is also a Senior Associate at Judge Business School, and a Senior Member Wolfson College of University of Cambridge. He teaches on the MBA programme there and is

actively involved in Executive Education. He also lectures on a multi-module cross-cultural management programme at Cambridge, currently taught in Italy, Switzerland and Cambridge. He has been teaching at CEIBS since 1990, and has taught on MBA and EMBA programmes as well as having designed and delivered a large number of executive education programmes. He is also an associate faculty member with Duke Corporate Education in America and Cass Business School in London. His current research interests include leadership and teamwork, the management of multinational organisations, and human resource management.

ACADEMIC ACHIEVEMENTS:

Professor Goodall's research has been published in academic journals including *International Journal of Human Resource Management*, *Asia Pacific Business Review*, *Organisation Studies*, and *Journal of World Business*.

CORPORATE EXPERIENCE:

Professor Goodall has provided training and consulting services for international companies such as Powergen, Rohde & Schwarz, Siemens, BASF, Rhône-Poulenc, Honeywell, L'Oréal, Lufthansa German Airlines, Deutsche Bank, Hewlett Packard, Maersk, Nestlé, and the Italian national energy company. The Chinese companies he has worked with include SAIC, Bank of China, and China Life Insurance. He has written case studies with Kodak (China), Lafarge, and AsiaEC. Professor Goodall has also carried out training, research and consultancy work in a number of other countries including Colombia, Australia, Zambia, Malawi, Nigeria, France, Germany, Italy, Switzerland, and Mozambique.

Dates/Language/Venue

- August 11-14, 2010 / English with sequential Chinese interpretation / Beijing class (CEIBS Beijing Campus, No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing, 100193 P.R.C.)
- December 7-10, 2010 / English with sequential Chinese interpretation / Shenzhen class (8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen)

Admissions Procedures

Applicants can apply for the programme in either form:

- Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click "**Apply Now**" to apply for the programme; or
- Submit application by fax or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click "**Application Form**" to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working 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 for each class 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

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. 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. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same calendar year, but must pay any differences in fees between the two programmes. All changes and cancellations are subject to the final confirmation of CEIBS.

Contact Information

Customer Service Team	Customer Service Team	Customer Service Team
Executive Education Department	CEIBS Shenzhen Representative Office	CEIBS Beijing Campus
China Europe International Business School	8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen, 518026, P.R.C.	No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing, 100193 P.R.C.
699 Hongfeng Road, Pudong Shanghai, 201206, P.R.C.	Tel: (86 755) 3337 8136	Tel: (86 10) 8296 6688
Tel: (86 21) 2890 5187 / 5197	Fax: (86 755) 3337 8113	Fax: (86 10) 8296 6789
Fax: (86 21) 2890 5183	E-mail: exed@ceibs.edu	E-mail: exed@ceibs.edu
E-mail: exed@ceibs.edu		
Website: http://exed.ceibs.edu		