



NEW
新课程

Leading a Multi-culture Team
多文化团队管理

2009

CEIBS Executive Education: Top 20 Worldwide---*Financial Times*
中欧高层经理培训：《金融时报》全球20强



Leading a Multi-culture Team

Date/Language/Venue: October 21-24, 2009 / English / Shanghai **Fee:** RMB29,800

There is shortage of global leaders in the corporate world. Becoming a global leader requires managers to develop a wide range of competencies; one of the key competencies is the ability to recognize and manage diversity. Managing diversity requires leaders to develop their *cultural intelligence*.

Objective

The unique 4-day programme, Leading a Multi-culture Team programme is designed to help leaders develop their own and their team members' capabilities to face the challenges of working with both mono-cultural as well as multi-cultural teams in the global market place and lead diverse teams more effectively.

Who Should Attend

The programme is aimed at:

- >> *Expatriate managers and high potentials* who are currently working in multi-cultural teams
- >> *Senior Chinese managers* whose companies are dealing with international companies
- >> *Senior managers* who want to develop their global leadership skills

Our programme aims at recruiting a balance of Chinese participants and non-Chinese participants. This balance will enable participants to spend most of the time working in multi-cultural groups with frequent opportunity for feedback on their behaviour as a team leader and team member in multi-cultural teams.

Programme Benefits

During the programme you will learn how to identify:

- >> Dimensions of cultural diversity at the level of personal culture, team culture, national culture and organisational culture
- >> Strategies for leveraging diversity
- >> Desirable behaviours of high performing team culture
- >> Desirable behaviours of successful organisation culture
- >> Your strengths and weaknesses as the leader of a diverse team
- >> Your areas for self-development
- >> Areas for your team and your team members' development

In short, at the end of the programme,

- >> Chinese managers will have learned how to deal better with non-Chinese managers
- >> Non-Chinese managers will have learned how to deal better with Chinese managers

Programme Coverage

- >> Understanding cultural difference
- >> Working in multi-cultural teams
- >> Personal development plan



多文化团队管理

时间 / 语言 / 地点 : 2009年10月21日 - 24日 / 英语 / 上海 费用 : 人民币29,800元

企业界中的全球领导者甚为稀缺。管理者要成为全球领导者,就必须具备广泛的竞争力;其中一项关键竞争力是认知并管理多样性的能力。领导者要管理好多样性,就必须培养自身的文化智商。

目标

“多文化团队管理”是一门独特的课程,它为期四天,旨在帮助领导者发展自身及团队成员的能力,以应对在全球市场环境中与单一文化和多元文化团队合作所面临的挑战,并更为有效地领导多元化团队。

对象

本课程面向:

- >> 目前在多元文化团队中工作的外驻管理者和高潜力人才
- >> 有国际业务往来的公司中的中国高级管理者
- >> 有意发展自身全球领导力技能的高级管理者

本课程在招收学员时力求中外学员比例平衡。这将使得学员大部分的时间均身处于多元文化团队中,从而有更多的机会获得有关自身作为多元文化团队领导者及成员的反馈信息。

受益

通过本课程的学习,学员将学会如何确认:

- >> 个人文化、团队文化、国家文化以及组织文化层面上文化多样性的各个维度
- >> 发挥多样性作用的战略
- >> 高绩效团队文化中的理想行为方式
- >> 成功的组织文化中的理想行为方式
- >> 自己作为多元化团队领导者的优势和弱点
- >> 有待自我发展的领域
- >> 团队及团队成员有待发展的领域

简而言之,课程结束后,

- >> 中国管理者将学会如何更好地与外籍管理者打交道
- >> 外籍管理者将学会如何更好地与中国管理者打交道

课程内容

- >> 了解文化差异
- >> 在多元文化团队中工作
- >> 个人发展计划

Programme Schedule 课程安排

We firmly believe that the best way to develop cultural intelligence is through action learning. So the programme will be delivered by a unique methodology which combines theoretical learning with experiential/action learning. This learning process can be broken down into a three step process.

Step 1: Benchmarking

Step 2: Action/Experiential learning and analysis

Step 3: Follow-up action plan

我们坚信，发展文化智商的最佳方式就是行动学习法。因此，本课程将采用理论学习与体验式/行动学习相结合的独特教学方式。整个学习过程将分为三个步骤：

第一步骤：基准比较

第二步骤：体验式/行动学习与分析

第三步骤：后续行动计划

Day 1

Understanding Cultural Difference—Classroom Learning
morning >> Understanding culture
>> Dimensions of cultural difference
>> Benchmarking cultural intelligence CQ
afternoon >> Strategies for developing CQ
>> Strategies for resolving conflict

第一天

了解文化差异——课堂学习
上午 >> 了解文化
>> 文化差异的各个维度
>> 文化智商（CQ）基准比较
下午 >> 发展文化智商的战略
>> 解决冲突的战略

Day 2

Working in Multi-cultural Teams—Experiential Learning (Simulation)
>> Developing technical skills
>> Developing leadership skills in general and CQ in particular

第二天

在多元文化团队中工作——体验式学习（模拟练习）
>> 发展技术性技能
>> 发展总体的领导力技能以及具体的文化智商

Day 3

Working in Multi-cultural Teams—Experiential Learning (Simulation Continue)
>> Developing technical skills
>> Developing leadership skills in general and CQ in particular

第三天

在多元文化团队中工作——体验式学习（模拟练习续）
>> 发展技术性技能
>> 发展总体的领导力技能以及具体的文化智商

Day 4

Personal Development Plan—Tutor Input and Self-assessment
morning Summary of Key Learning Points
>> Analysis of cultural differences that have been identified during the simulation on Days 2 and Day 3
>> Strategies for dealing effectively with difference
>> Strategies for developing our personal CQ
afternoon Creating a Personal Development Plan for Improving CQ
>> Analysis of personal strengths and weaknesses as identified from feedback on Day 2 and Day 3
>> Drawing up a personal development plan for improving individual team leading skills
>> Drawing up a development plan for your team

第四天

个人发展计划——教授指导意见和自我评估
上午 学习要点总结
>> 分析在第二和第三天模拟中所确认出的文化差异
>> 有效处理差异的战略
>> 发展自身文化智商的战略
下午 制定旨在提高文化智商的个人发展计划
>> 分析在第二和第三天模拟的反馈中所确认出的个人优势和弱点
>> 制定旨在提高自身团队领导技能的个人发展计划
>> 为所在团队制定一份发展计划

Date/Language/Venue

October 21-24, 2009 / English / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

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 is RMB29,800, 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.

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

时间 / 语言 / 地点

2009年10月21日 - 24日 / 英语 / 上海 (上海市浦东红枫路699号中欧国际工商学院)。

申请程序

申请者可以通过以下两种方式申请课程：

- >> 在线申请。请登录中欧高层经理培训课程网站，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。请登录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

整个课程费用为人民币29,800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。

撤销席位

开课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，必须在原报名课程开课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。

* 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）进行调整的权力。



Programme Co-director

课程联席主任

Howard Ward 霍华德

Professor of Management, CEIBS

中欧国际工商学院管理学教授

TEACHING/RESEARCH INTERESTS:

Prior to working with CEIBS in China, Professor Ward was employed full-time by Manchester Business School. He is also visiting faculty at business schools in France, Spain, Italy and Russia. He has been working in China as visiting faculty with CEIBS and its earlier incarnation CEMI since 1984. He was appointed a full-time staff member in 1997. His teaching activities are in the field of managing change, organisational behaviour, leadership, cross-cultural teambuilding and human resources.

CORPORATE EXPERIENCE:

Before entering the executive education sector, Professor Ward worked for 9 years with Michelin Tyre Co., in France, England and Ireland. He worked first in the commercial department then for the last 5 years in HR. When he left Michelin, he was HR Manager for the Ballymena factory in Ireland employing just over 1,000 staff.

At CEIBS, he has responsibility for the development of Company Specific Programmes. This involves working with key companies on the design, delivery, evaluation and follow-up assignments for a wide range of customised training solutions for in-company management education and development. These Company Specific Programmes are a blend of consultancy and executive education. They focus on development at two levels: firstly at the level of the individual participants; secondly at the level of the organisation by suggesting ways of improving organisational effectiveness. He has worked with companies to design customised programmes for cross-functional senior management teams, middle managers and young high potential managers.

Some clients with whom he has worked as Company Specific Programme Director include Kodak, Henkel, Atofina, BAT, Schneider, Sanofi-Aventis, Novartis, Roche, Caterpillar, Eli Lilly, Nestle, Schindler, L'Oréal, AP Moller, Novozymes, CNOOC, Ping An Insurance, Shanghai Pharmaceuticals, Celstar, Dong Sheng Oil, Bright Dairy, Four-Ring Pharmaceuticals, Orient International, Midea, Lenovo, Intellectech, Huawei Technologies, Heng Yuan Xiang and BBK. In addition, Professor Ward has also done many consulting projects for SOEs, including the establishment of culture of Bright Dairy in 1996.

教学/研究领域：

霍教授在加入中欧国际工商学院前一直执教于英国曼彻斯特商学院。同时他也是法国、西班牙、意大利、俄罗斯等国家一些商学院的客座教授。从1984年起，他就一直在中欧及其前身中欧管理中心担任客座教授。1997年，他正式成为中欧的全职教授。他的教学活动主要涉及变革管理、组织行为、领导艺术、跨文化团队建设和人力资源。

企业经验：

霍教授具有丰富的管理实践经验，曾在英国、法国和爱尔兰的米其林轮胎公司工作过9年。在此期间，他先是进入商务部工作，然后又又在人力资源部工作了5年。离开米其林公司之前，他是米其林北爱尔兰巴利米纳工厂的人力资源经理。该厂员工人数超过1000人。

在中欧，他负责公司特设课程的开发工作。他经常与许多大公司合作，针对这些公司内部管理人员的教育和发展需要设计出各种度身定制的培训解决方案，并负责相应培训课程的教学组织、评估和课后项目等工作。这类公司特设课程将咨询与管理教育结合在一起，并把重点放在两个方面：首先是提高学员个人的管理技能；其次是向学员提供如何提高他们组织效力的建议。他曾与许多公司合作，为跨职能高层管理团队、中层管理人员和高潜质年轻经理人设计了大量定制课程。

以下是他曾经一起合作开发公司特设课程的一些公司：柯达、汉高、阿托菲纳、英美烟草、施耐德、赛诺菲-安万特、诺华、罗氏、卡特彼勒、礼来、雀巢、迅达、欧莱雅、AP Moller、诺维信、中海油、平安保险、上药集团、赛达、东胜油田、光明乳业、四环制药、东方国际集团、美的、联想、中智、华为技术、恒源祥、步步高。此外，霍教授还为多家中资企业开展了许多咨询项目，如1996年光明乳业的企业文化建立项目。



Programme Co-director 课程联席主任

Juan Antonio Fernandez 范悦安

Professor of Management, CEIBS

中欧国际工商学院管理学教授

EDUCATIONAL BACKGROUND:

Ph.D. and M.B.A., IESE, Universidad de Navarra, Spain
Diploma in Economics, The Economic Institute, University of Colorado, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Fernandez's teaching areas include managing in China, organisational behaviour, organisation theory and design, strategy business simulations, team work, and leadership. He served as the Director of the Diploma in Management Programme at CEIBS from 2000 to 2002 and Director of the Centre of Entrepreneurship from 2002 to 2005. He was Visiting Scholar at Harvard Business School (USA) in the spring of year 2003 and at the University of Lancaster (UK) in 2006. Before joining CEIBS, he was professor at the School of International Business (ESCI) in Barcelona, Spain. He has taught at Korea Development Institute (Korea), Asian Pacific University (Japan), IESE (Spain), John Cabot University (Italy), EADA (Spain), and The Mongolian Technical University (Mongolia). From 1997 to 1999 he was a member of the Management Development Programme at the Food and Agricultural Organisation (FAO) of the United Nations. His current research interests include managing multinationals in China: CEO's experience, Chinese state enterprises: adaptation to the market economy, foreign entrepreneurs in China, human resource management of MNCs in China.

ACADEMIC ACHIEVEMENTS:

Professor Fernandez's work has been published in *Harvard Business Review* (Spain), *Business Week/China*, *Organisational Dynamics*, *Business Strategy Review*, *Asian Case Research Journal*, and the *Barcelona Management Review*. He has contributed to the following books: *Employment and Manager's Career* and *State-Owned Enterprise Reform: Chinese Practice & Spanish Experience*. He is the author and co-author of a number of teaching cases. He has written three books: *China CEO: Voices of Experience*, *China SOEs Reform: CEO and Industry Perspective*, and *China CEO: A Field Guide*. A fourth book in preparation is based on HR practices of MNCs in China.

CORPORATE EXPERIENCE:

Professor Fernandez served as the CFO and member of the board of directors of Anfi del Mar S.A., Norway, advisor to the Ministry of Commerce of the Government of the Canary Islands, and Financial Analyst for the Industrial Spanish Bank, Spain. He was also the Assistant to the Commercial Attaché of the Spanish Embassy in Venezuela. He has designed and delivered Company Specific programmes for a number of companies, such as Schneider, CNOOC-Shell, Ernst & Young, L'Oreal, Guangdong Mobile etc.

教育背景：

西班牙纳瓦拉大学IESE商学院，工商管理硕士及博士学位
美国科罗拉多大学经济研究所，经济学文凭

教学/研究领域：

范教授的教学领域包括在华管理、组织行为学、组织理论与设计、战略商务模拟、团队合作和领导艺术。在2002年至2002年，他担任中欧管理文凭课程主任，并在2002年至2005年担任中欧创业中心主任。他于2003年春在哈佛商学院以及2006年在英国兰卡斯特大学分别担任访问学者。在加入中欧之前，他曾执教于西班牙巴塞罗纳国际商学院（ESCI）、韩国开发院、日本亚洲太平洋大学、西班牙IESE商学院、意大利约翰卡博特大学、西班牙巴塞罗纳高级管理学院，以及蒙古工业大学。1997年至1999年，他在联合国粮农组织担任管理发展课程教授。目前，他的研究集中于以下一些领域：在华跨国公司管理：首席执行官的体验、转型经济中的企业管理、在华外国企业家、在华跨国公司的人力资源管理等。

学术成就：

范教授著述颇丰，在《哈佛商业评论》（西班牙版）、《商业周刊》（中文版）、《组织动力学》、《商业战略回顾》、《亚洲案例研究期刊》和《巴塞罗那管理评论》等刊物上发表了大量文章。他参与编写了大量书籍，例如《就业与经理生涯》和《国有企业改革：中国的实践和西班牙的经验》等。他还与他人合作或独立编写了许多教学案例。他还著有《中国CEO：经验之声》、《中国国有企业改革：CEO及行业视角》及《中国CEO：实务指南》。第四本正在酝酿的新书探讨的是在华跨国公司的人力资源实践。

企业经验：

范教授曾任挪威Anfi del Mar公司的董事兼首席财务官。他曾担任西班牙加那利群岛政府商务部顾问，及西班牙马德里工业银行金融分析师，并曾任西班牙驻委内瑞拉大使馆商务大使助理。他还为许多公司设计并讲授了公司特设课程，其中包括施耐德、中海壳牌、安永、欧莱雅、广东移动等。

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