



Management of Negotiation
and Decision-making

谈判和决策管理

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



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

Management of Negotiation and Decision-making

Dates/Language/Venue: June 9-12, 2009 / Partly Chinese, partly English with sequential Chinese Interpretation / Shanghai **Fee:** RMB30,800
TBD / Partly Chinese, partly English with sequential Chinese Interpretation / Beijing

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximise their outcomes. It plays a crucial role in every aspect of business, however, many of us know very little about the strategy and psychology of effective negotiation. Being an effective negotiator, decision-making is another critical skill that managers need to develop, as negotiation is a common form of interactive decision-making. In many circumstances, negotiators lack the time and information to make rational decisions by using analytical approaches. We have to rely on intuition and experience to make important decisions which will significantly impact the negotiation result.

Objective

The purpose of this programme is to develop your expertise in managing transactional and dispute resolution negotiations that occur in a variety of business settings. It is designed to be relevant to a broad spectrum of problems faced by managers. In this programme, the latest and Noble Prize winning theory, together with vivid and practical methods, will be adopted to help you recognise decision biases, avoid decision pitfall and become a super decision-maker.

Who Should Attend

This course is designed to be relevant to a broad spectrum of negotiation and decision-making challenges that are faced by managers across different levels in diverse careers.

Programme Benefits

Participants in this programme will:

- >> Gain a better understanding and appreciation of negotiation intricacies and challenges
- >> Have a framework for negotiation - a set of concepts integral to preparing, negotiating, and subsequently evaluating the negotiation process and outcomes
- >> Develop new and creative behaviours, skills and tactics that are critical in becoming an effective negotiator
- >> Learn latest and practical decision-making approaches
- >> Be able to identify decision bias, and not to be a "normal fool"
- >> Understand how to apply what have been taught in making management, marketing, and investment decisions

Programme Coverage

- >> Preparing the negotiation
- >> Knowing when to behave competitively and when to behave collaboratively in a negotiation
- >> Managing the negotiating process
- >> Closing the deal
- >> Common decision biases
- >> Ways to avoid decision biases
- >> Decision-making under uncertainties and risks
- >> Using decision-making art to achieve negotiation and gaming effectiveness
- >> Using decision-making art to win people's heart

谈判和决策管理

时间 / 语言 / 地点：2009年6月9日 - 12日 / 部分英语授课配汉语交替翻译、部分汉语授课 / 上海 费用：人民币30,800元
时间待定 / 部分英语授课配汉语交替翻译、部分汉语授课 / 北京

谈判是一种能使各自独立并寻求最大利益的双方或多方达成协议的手段，在经营的各个方面都起着关键作用，而大多数人对如何进行有效谈判的战略和谈判对手的心理知之甚少。要成为谈判高手，决策也是经理需要掌握的另一项关键技能，因为谈判乃是互动决策的一种普遍形式。很多时候，谈判者限于时间和信息而无法利用分析方法做出理性的决策，只能依靠直觉和经验制定重大决策。而正是这些决策对谈判的最终结果产生深远的影响。

目标

本课程针对经理人所面对的各类相关问题而设计，旨在培养学员在各种商务环境下进行交易谈判和以解决争端为目的而进行的谈判的专门技能。课程还将采用最新的诺贝尔获奖理论，以生动实用的教学方法，帮助学员认识决策偏见，走出决策误区，成为超凡的决策者。

对象

本课程是针对各行业各层次经理人在谈判和决策时所面临的各种挑战而设计的。

受益

通过本课程学习，学员将：

- >> 对谈判复杂性及各种相关挑战有更好的理解与评价
- >> 掌握谈判学框架——有关谈判准备、谈判过程、谈判流程及结果评估的一整套概念
- >> 了解谈判高手必备的新颖的创造性行为、技能和策略
- >> 学习最新和实用的决策方法
- >> 能够识别常见的决策偏见，不做“正常的傻瓜”
- >> 了解如何将所学知识应用于管理决策、营销决策和投资决策

课程内容

- >> 谈判前的准备
- >> 明确谈判中何时应采取竞争性的行为，何时采取合作性的行为
- >> 管理谈判过程
- >> 达成协议
- >> 常见的决策偏见
- >> 避免决策偏见的方法
- >> 在不确定和有风险情况下的决策
- >> 采用决策艺术获取谈判及博弈效果
- >> 采用决策艺术赢得人心

My overall impression of the programme was quite good. The professor dug out a number of in-depth issues through application of an easy-to-understand teaching method, and some of them were of great benefit to me, especially the parts of multi-party negotiation process, team negotiation process, vivid cases in decision-making, thought-provoking analysis on human nature and corresponding solutions.

Ma Xiaodong
Manager Northeast Zone Consumer Sales and Marketing
Sony (China) Limited Shanghai Branch

总体印象很好，教授通过浅显易懂的教学方式挖掘出很多深层次的问题，其中：多方谈判、团队谈判流程、决策中生动的例子、对人性的分析以及正确的应对方法对我帮助很大。

马晓东
消费电子营业部东北区经理
索尼(中国)有限公司上海分公司

Programme Schedule 课程安排

Day 1

morning Introduction to Negotiation and Principles of Negotiation
>> An effective framework for understanding negotiation situations
Simulation 1
afternoon Cooperating and Competing
>> Understanding when to cooperate and when to compete
Simulation 2

第一天

上午 谈判导论及谈判原则
>> 了解谈判情境的有效框架
模拟一
下午 合作与竞争
>> 了解何时应合作, 何时应竞争
模拟二

Day 2

morning Creativity in Negotiations
>> Exploring creative options
Simulation 3
Internal Negotiations
>> Negotiating in the workplace
Simulation 4
afternoon Team Negotiations
>> Opportunities and challenges of negotiating in teams
Simulation 5

第二天

上午 谈判中的创造力
>> 探索创造性的选择方案
模拟三
内部谈判
>> 在工作场所谈判
模拟四
下午 团队谈判
>> 团队谈判中的机遇与挑战
模拟五

Day 3

morning Decision Biases
Ways to Avoid Decision Biases
afternoon Decision-making under Uncertainties and Risks

第三天

上午 决策偏见
避免决策偏见的方法
下午 在不确定和有风险情况下的决策

Day 4

morning Using Decision-making Art to Achieve Negotiation and Gaming Effectiveness
afternoon Using Decision-making Art to Win People's Heart

第四天

上午 采用决策艺术获取谈判及博弈效果
下午 采用决策艺术赢得人心

After taking the Management of Negotiation and Decision-making programme offered by CEIBS, there are no other words which can better describe how I felt about it than harvest, excitement and enjoyment. By "harvest", I mean we have systematically acquired world-class negotiation and decision-making skills, not only from our own practices, experiences and lessons, but also from introspections triggered by the professor's wise remarks. The harvest during the 4-day programme is beyond measure. "Excitement" lies in the fact that the eye-catching 4-day programme ended in a twinkling of an eye - the free and passionate style of delivery and the unique way of approaching a topic with profundity and an easiness to understand gave us direct access to brand-new and cutting-edge theories of economics and psychology. The "enjoyment" originates from a whole new way of thinking and retrospection on our current paradigm which made us realise that a better option is always available and that both life and work could be more fantastic!

Jean Zhang
Human Resource Director, Greater China
Lenovo Group Limited

上完中欧的“谈判和决策管理”课程的感受可以用“收获”、“兴奋”与“享受”来形容。收获是我们系统地接受了国际一流的谈判与决策技能的传授,在自身实践中学习,从经验和教训中获得,从老师睿智的点拨中反思,四天的收获颇大;兴奋在于短短的四天课程感觉转瞬即逝,授课教授的激情挥洒和深入浅出,让我们近距离接触了全新的前沿经济学与心理学理论;享受在于我们学习到的全新思维方法,反思我们在日常生活与工作中的固有行为与思维模式,原来更优解无处不在,原来生活和工作都可以更美好!

张瑾
大中华区人力资源高级总监
联想集团有限公司

Dates/Language/Venue

- >> June 9-12, 2009 / Partly Chinese, partly English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).
- >> TBD / Partly Chinese, partly English with sequential Chinese Interpretation / Beijing (CEIBS Beijing Representative Office at 3/F Raycom InfoTech Park Tower A, 2 Kexueyuan South Road, Zhongguancun, Beijing).

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 RMB30,800, 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6月9日 - 12日 / 部分汉语授课、部分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)。
- >> 时间待定 / 部分汉语授课、部分英语授课配汉语交替翻译 / 北京 (北京市中关村科学院南路2号融科资讯中心A座3层中欧国际工商学院北京代表处)。

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://www.ceibs.edu/execed_c

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30,800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-directors 联席课程主任

Ramakrishna Velamuri 方睿哲

Associate Professor of Entrepreneurship, CEIBS

中欧国际工商学院创业学副教授

EDUCATIONAL BACKGROUND:

Ph.D., Darden Graduate School of Business, University of Virginia, U.S.A.

M.B.A., IESE Business School, Spain

B. Com., University of Madras, India

TEACHING/RESEARCH INTERESTS:

Professor Velamuri is Associate Professor at CEIBS, where he teaches entrepreneurship and negotiation. He is also on the faculty of IESE Business School and is a Visiting Professor of the Indian School of Business. At IESE Business School, he was the Academic Director of the Global Executive MBA and Inside India programmes. He has taught MBA and Executive Education programmes at business schools in the U.S., Germany, Mexico, Peru, Uruguay, Egypt and Nigeria. He has two areas of research focus. The first explores how the ethical behaviours of firm founders influence their ability to mobilise stakeholder support. The second examines the relationship between entrepreneurial strategies and firm growth.

ACADEMIC ACHIEVEMENTS:

Professor Velamuri's research has been published in the *Journal of Business Venturing*, *Journal of Business Ethics*, *Asian Case Research Journal*, *Journal of Entrepreneurial Finance and Business Ventures*, the *Financial Times Mastering Management Series*, and in other academic and practitioner outlets. He is a member of the editorial board of *Journal of Business Venturing*. He is the co-editor of a book titled *Entrepreneurship in Emerging Regions around the World*. He has also published several book chapters and approximately 20 case studies.

CORPORATE EXPERIENCE:

Professor Velamuri has been a facilitator in executive education programs for American, European and Asian corporations and for the CEO-Collaborative Forum, which brings together 30 CEOs of high growth, venture capital backed European technology firms. He has also worked as a consultant for the World Bank and the International Finance Corporation on projects in India, Nigeria, Ghana, Kenya, Tanzania, and Rwanda. Prior to joining academe, he has six years experience as a manager in the International Division of Grupo Tudor, one of Spain's largest manufacturing companies. He also has eight years experience as a full-time consultant to Spanish, Indian and American clients.

教育背景：

美国弗吉尼亚大学达顿商学院，博士学位

西班牙IESE商学院，工商管理硕士学位

印度马德拉斯大学，商学士学位

教学/研究领域：

方教授是中欧国际工商学院创业学副教授，主要讲授创业学以及谈判学。他同时也是IESE商学院副教授和印度商学院访问教授。他曾在IESE商学院全球担任EMBA项目和Inside India课程的学术主任。他还在美国、德国、埃及、墨西哥、乌拉圭和秘鲁的各大商学院讲授MBA和高层管理课程。他侧重两方面的研究：一方面是处于创业学和商业伦理学的交叉领域，探讨创业者的经营道德如何影响其争取股东支持的能力。另一个是研究创业战略和公司发展之间的关系。

学术成就：

方教授的研究成果已在多家学术刊物及创业实务方面的出版物刊登，如《商业风险杂志》、《商业伦理学杂志》、《亚洲案例研究杂志》、《企业金融与商业风险杂志》、《金融时报大师系列：管理学》等等。他曾是《商业风险杂志》编辑委员会的成员。他也是《发展中国家的创业学》一书的联合合作者。方博士还曾出版过许多专书论文以及将近20个案例研究。

企业经验：

目前，方教授仍是一些欧美，亚洲公司高级经理人的培训师。在他举办的CEO合作论坛中，共有30位来自欧洲快速发展财力雄厚的创业基金科技公司的行政总裁应邀参加。他还为世界银行和国际金融公司在印度和尼日利亚的案例撰写和课程发展项目中担任过短期的咨询顾问，并为这些组织在加纳、肯尼亚、坦桑尼亚和卢旺达等国家创业中心的初创提供建议。在从事学术工作之前，他曾在西班牙最大的制造公司之一的Grupo Tudor的国际分部担任了六年经理的职务，之后是他长达八年的全职咨询顾问生涯，为来自西班牙、印度、美国的客户提供专业咨询服务。

Xi Kaiyuan 奚恺元

Visiting Professor, CEIBS
Theodore Yntema Chair Professor, The University of Chicago

中欧国际工商学院客座教授
芝加哥大学西奥多·英特马教席教授

EDUCATIONAL BACKGROUND:

Ph.D., Psychology, Yale University

TEACHING/RESEARCH INTERESTS:

Professor Xi's research and teaching are focused on decision-making, marketing, happiness, and cross-cultural psychology. He is one of the most outstanding Chinese scholars in the field of interplay between psychology and economics. He was mentioned for his contribution to psychological and experimental economics at the 2002 Nobel Prize Award Ceremony by Prize Winner in Economic Science Prof. Daniel Kahneman. Professor Xi was invited to speak in almost all leading universities in U.S. and China. His presentations were well-received by all.

ACADEMIC ACHIEVEMENTS:

Professor Xi is the author or coauthor of over 30 articles and working papers, which can be found in journals like *Trends in Cognitive Sciences*, *Current Directions in Psychological Science*, *Organisational Behaviour and Human Decision Processes* etc. He has served or is serving on the editorial board of *Journal of Marketing Research*, *Organisational Behaviour and Human Decision Processes*, *Journal of Behavioural Decision Making*, *Management and Organisation Review*, and *Journal of Asian Business Studies*.

教育背景：

耶鲁大学，心理学博士学位

教学/研究领域：

奚教授主要的教学研究领域是决策、营销、幸福学及跨文化心理学。他是“心理学与经济学相互作用”研究领域最杰出的华人学者之一。在2002年诺贝尔奖颁奖典礼上，经济学奖获得者丹尼尔·卡恩教授曾提及奚教授为心理学和实验经济学做出的贡献。奚教授曾应邀在美国和中国几乎所有的著名大学里发表演讲，他的演讲引起了听众的热烈反响。

学术成就：

奚教授撰写或与人合著了30多篇文章和工作论文，发表在《认知科学的发展趋势》、《心理科学的发展方向》、《组织行为学和人的决策过程》等杂志上。他现任或曾任以下杂志的评委：《市场学研究杂志》、《组织行为学和人的决策过程》、《行为决策杂志》、《管理与组织评论》、《亚洲商业研究杂志》等。

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CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院