



# 谈判和决策管理

MANAGEMENT OF NEGOTIATION AND DECISION-MAKING

<http://exed.ceibs.edu>

2012

中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

# 谈判和决策管理

日期/语言/地点:

2012年6月6日-9日/英语授课配汉语交替翻译/上海

课程费用: 人民币33,800元

更多信息请访问: <http://exed.ceibs.edu>

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, 决策也是经理人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

教授们精彩的演讲使我们了解了设立谈判框架以及在做详细分析和最终决策前, 设立目标和收集完整信息的重要性。更为重要的是通过四天的培训, 我们学习到了打开心扉, 真正接纳他人想法和意图的必要性。这些都将对实际工作有很大的帮助。该课程值得推荐给中高层管理人员, 因为管理人员决策的正确与否决定一个公司的未来。

王宇霆  
全国销售总监  
上海雅培制药有限公司



## 课程安排

### 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

### 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

### 第三天

- 上午
  - 决策中的分析与直觉
- 下午
  - 重压之下的决策
  - 行为决策

### 第四天

- 上午
  - 有效的决策准则
  - 不确定性和风险条件下的决策
- 下午
  - 运用决策艺术赢得人心

## Programme Schedule

### 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

### 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

### Day 3

- morning
  - Analysis and Intuition in Decision Making
- afternoon
  - Decisions under Pressure and Stress
  - Behavioural Decision Making

### Day 4

- morning
  - Principles to be Effective in Decision Making
  - Decision-Making under Uncertainties and Risks
- afternoon
  - Using Decision-Making Art to Win People's Heart

## 教授



### 方睿哲 – 联席课程主任

中欧国际工商学院创业学教授  
EMBA国际项目学术主任

#### 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, 商学学士学位

#### 教学/研究领域:

方教授在中欧MBA, EMBA以及EDP教授创业学和谈判学。在2003年和2007年间, 方教授曾在IESE任教, 并担任全球EMBA以及印度国内课程的学术主任。自从2004年以来, 他还在印度商学院担任访问教授。方教授有两大研究领域: 第一是研究创业者的道德行为如何影响他们获得股东支持的能力, 第二是调查创业战略和企业发展之间的关系。

#### 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》、《管理学发展杂志》、《亚洲案例研究杂志》、《创业金融和商业风险杂志》、《金融时报大师系列: 管理学》等等。他也曾是《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》一书的联合作者。方教授也出版过许多专书论文以及将近30

个案例研究。其中一篇与许雷平合作的案例“俏江南集团: 追寻“美丽”的成长历程”获得了2008年度EFMD大奖, 另外一篇案例“Easyfinance: Developing the Capabilities for Growth”在欧洲案例信息中心获得了最佳销量案例的称号。

#### 企业经验:

方教授还是一些欧美, 亚洲公司高级经理人的培训师, 如汉高, 雅培制药、固特异邓禄普公司、尼桑欧洲公司、沃达丰、西班牙电信、西班牙桑坦德银行、德国赛-赫斯、Felix Schoeller AG公司和西班牙毕尔巴鄂维茨卡亚对外银行。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。方教授还为世界银行和国际金融公司做了一系列的工作。他也担任一些创业公司的董事局成员以及顾问, 并且对创业者们进行培训授课。在从事学术工作之前, 方教授在西班牙最大的制造业公司之一的Grupo Tudor的国际分部担任了6年的经理。之后便是他长达8年的独立咨询顾问生涯, 为来自西班牙、印度、美国的客户提供专业咨询服务。

## Faculty

### Ramakrishna Velamuri – Programme Co-director

Professor of Entrepreneurship  
Academic Director (Global EMBA Programme), CEIBS

#### Educational Background:

Ph.D., Darden Graduate School of Business, University of Virginia, U.S.A.  
MBA, IESE Business School, Spain  
B. Com., University of Madras, India

#### Teaching/Research Interests:

Professor Velamuri teaches Entrepreneurship and Negotiation in the MBA, EMBA and executive development programmes at CEIBS. He was previously on the faculty of IESE Business School for four years (2003-2007), where he was the Academic Director of the Global Executive MBA and the Inside India programmes. He has taught as a Visiting Professor at the Indian School of Business since 2004. Professor Velamuri has two main areas of research focus: the first explores how the ethical behaviours of entrepreneurs influence their ability to mobilise stakeholder support. The second investigates the relationship between entrepreneurial strategies and firm growth.

#### Academic Achievements:

Professor Velamuri's research has been published or is forthcoming in both academic and practitioner journals such as *Journal of Business Venturing*, *Journal of Business Ethics*, *Journal of Management Development*, *Asian Case Research Journal*, *Journal of Entrepreneurial Finance and Business Ventures*, the *Financial Times Mastering Management Series* among others. He is a member of the editorial board of *Journal of Business Venturing*. He was co-editor of a book entitled *Entrepreneurship in Emerging Regions Around the World* (Edward Elgar Publishing) and has also

Elgar Publishing) and has also published several book chapters and approximately 30 case studies. One of his case studies “South Beauty – In Quest of a Beautiful Growth Story” (co-authored with Xu Leiping) received the 2008 EFMD award for the best case in the category Emerging Chinese Global Competitors, and another “Easyfinance: Developing the Capabilities for Growth” was among the bestselling cases in Entrepreneurship at the European Case Clearing House.

#### Corporate Experience:

Professor Velamuri has been a facilitator in programmes for senior managers of Henkel Adhesives Technologies, Abbott Laboratories, Goodyear-Dunlop, Nissan Europe, Vodafone, Telefonica, Grupo Santander, Degussa-Huels, Felix Schoeller AG and BBVA. He has also been a facilitator in the CEO Collaborative Forum, which brings together 30 European technology entrepreneurs who have received venture capital backing. He has carried out a number of assignments for the World Bank and the International Finance Corporation (IFC). He has experience as an investor, board member and advisor to entrepreneurial companies, and regularly coaches entrepreneurs on operational and fund-raising strategies. Prior to joining academe, Professor Velamuri 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 US, Indian and Spanish clients.



### Miguel Angel Ariño – 联席课程主任

中欧国际工商学院客座教授  
西班牙IESE商学院管理决策学教授

### Miguel Angel Ariño – Programme Co-director

Visiting Professor, CEIBS  
Professor of Managerial Decision Sciences, IESE Business School, Spain

#### 教育背景:

西班牙巴塞罗那大学，数学博士学位  
西班牙巴塞罗那大学，数学学士学位

#### 教学/研究领域:

Ariño教授是中欧客座教授以及西班牙IESE商学院管理决策学教授。目前他的研究领域包括决策与组织治理。Ariño教授曾担任巴塞罗那大学、坎塔洛尼亚理工大学、马德里卡洛斯三世大学的教授。此外，他还在香港科技大学、麻省理工大学斯隆商学院等国际院校任客座教授。

#### 学术成就:

Ariño教授的文章见诸各类学术期刊和主流杂志。他是*Toma de Decisiones y Gobierno de Organizaciones*的作者，并与Pablo Maella合著了*Iceberg a la vista. Principios para tomar decisiones sin hundirse*一书。

#### 企业经验:

Ariño教授与人事评估公司和Intelectium咨询公司这两家人力资源与战略咨询公司合作。

#### Educational Background:

Ph.D. in Mathematics, University of Barcelona, Spain  
B.A. in Mathematics, University of Barcelona, Spain

#### Teaching/Research Interests:

Professor Ariño is Visiting Professor at CEIBS and a professor of Managerial Decision Sciences at IESE. His current research looks at decision making and organisational governance. He has been professor in the Universitat of Barcelona, Universitat Politècnica de Catalunya and Universidad Carlos III from Madrid. Moreover, he is visiting professor in other international institutions such as Hong Kong University of Science and Technology and MIT Sloan School of Management.

#### Academic Achievements:

Professor Ariño has published articles in both academic and mainstream magazines. He is the author of the book *Toma de Decisiones y Gobierno de Organizaciones* and co-author, together with Pablo Maella, of the book *Iceberg a la Vista. Principios para tomar decisiones sin hundirse*.

#### Corporate Experience:

Professor Ariño collaborates with Personnel Measurements and Intelectium Consulting, two human resources and strategy consulting companies.

*The marvelous lectures given by professors helped us understand the necessity of building up a framework of negotiation, identifying goals and collecting all information we need before we make detailed analysis or draw the final decision. Furthermore, with this four-day training, we got to see the importance of being open-minded, and being able to understand and accept others' viewpoints and intentions. All these will be of great guiding significance to our future work. I'd like to recommend this programme to more middle and senior managers, especially those who thirst for self-improvement. The decision-making effectiveness of a manager can decide the future of the company he/she works for.*

Will Wang  
Regional Business Director  
Shanghai Abbott Pharmaceutical Co Ltd



通过学习《谈判和决策管理》课程，我更加认识到合作性谈判中双赢的重要性，以及谈判中对双方现实的理解有助于达到双赢。同时，也认识到决策冗长会犯的错误以及如何尽可能减少决策失误的方法和技巧。我觉得这是高层管理者尤其应该学习的一门课程。

王柏松  
办公室总监  
上海期货交易所

### 日期/语言/地点

2012年6月6日-9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33,800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日前全部缴清。开课前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

客户服务小组  
中欧国际工商学院  
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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>)



*This programme enabled me to further recognise the importance of win-win result in cooperative negotiation which could be based on a thorough and mutual understanding about the status quo of both parties. In addition, I was also well informed of the possible errors to be found in the process of decision-making, as well as methods and skills for eliminating such errors. I think that it shall be a compulsory course for all top management.*

*Wang Baisong  
Office Director  
Shanghai Futures Exchange*

### **Date / Language / Venue**

June 6-9, 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 RMB33,800, 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**

Customer Service Team  
Executive Education Department  
China Europe International Business School  
699 Hongfeng Road, Pudong  
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E-mail: [exed@ceibs.edu](mailto:exed@ceibs.edu)

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<sup>新</sup>
- 在华经营之道

### 高级管理

- 打造创新型企业：激发、管理和实现创新 (模块制)<sup>新</sup>
- 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CFO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<sup>新</sup>
- 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<sup>新</sup>
- 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<sup>新</sup>
- 管理心理学实践：用心管理<sup>新</sup>
- 人才管理课程<sup>新</sup>
- 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<sup>新</sup>
- 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<sup>新</sup>

- 新生代创业领袖成长营 (模块制)<sup>新</sup>

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 <sup>New</sup>
- Doing Business in China
- Global CEO Programme: A Transformational Journey

### Advanced Management

- Shaping Innovative Companies: Inspiring, Managing and Implementing Innovation (Modular) <sup>New</sup>
- 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 <sup>New</sup>
- 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 <sup>New</sup>
- 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 <sup>New</sup>
- Managerial Psychology in Practice <sup>New</sup>
- Talent Management Programme <sup>New</sup>
- EVA and Performance Management
- Human Resources Management: Psychology, Human Nature and Culture
- Human Resources Management

### Marketing & Sales

- Digital Marketing: The Future of Your Marketing <sup>New</sup>

- 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 <sup>New</sup>

- China Entrepreneurial Leadership Programme (Modular) <sup>New</sup>

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 .....