

Strategic
R&D Management
战略研发管理
2008

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中欧高层经理培训：全球20强——《金融时报》



 CEIBS

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

Strategic R&D Management

Date/Language/Venue: November 20-22, 2008 / English with sequential Chinese interpretation / Shanghai **Fee:** RMB22,800

Managing R&D effectively is perhaps the essential key to an organisation's success in highly competitive and changing market and technology environment. This demands that you integrate R&D strategy with your corporate strategy, understand best R&D practices and ensure that R&D works effectively with other functions like marketing to generate new customer-relevant innovations. You also need the human touch to manage technical employees and cross-functional relationships.

Objective

This programme is designed to explore the business and management side of R&D using the 6V Framework. It examines the key concepts, principles, and best practices for managing R&D in an emerging environment like China. It places R&D in the context of the larger strategic environment of the organisation and helps you to appreciate the essential demands on R&D in the light of your organisation's strategic mission, markets, technologies and human resources. Key concepts and practices will be illustrated with examples of companies in both China and around the world.

Who Should Attend

This programme will be useful for senior managers and technical personnel in R&D and engineering with responsibility and/or role in new product development.

Programme Benefits

The programme will enable the participants to:

- >> Explore the strategic and operational roles of R&D in creating innovation culture
- >> Appreciate critical issues in new product development and the role of R&D
- >> Learn how to apply new concepts and techniques to minimise the risks in developing and marketing new products
- >> Learn to integrate R&D more effectively and efficiently with other functions to develop and manage new product development and marketing
- >> Learn the essential needs of creative technical talent and how to get the best out of them to benefits your new product development process

Programme Coverage

- >> R&D environment in China and the changing role of R&D in organisational strategy
- >> Dimensions of R&D organisation and performance consequences
- >> Promote effective R&D management
- >> R&D network strategy
- >> Customer-centric R&D strategy
- >> Non-traditional methods of customer research in R&D
- >> How to manage and link innovation projects to firm's strategy
- >> People and team management in R&D
- >> The role of the ecosystem in R&D management

战略研发管理

时间 / 语言 / 地点 : 2008年11月20日 - 22日 / 英语授课配汉语交替翻译 / 上海 费用 : 人民币22,800元

在高度竞争和不断变化的市场和技术环境中,有效进行研发管理是一个组织成功的关键。这就要求整合研发战略与公司战略,理解最佳研发实践,确保研发部门与营销等职能部门有效地进行合作,生成以客户为导向的创新思想。此外也需要对技术人员和跨职能关系进行人性化的管理。

目标

本课程旨在采用6V框架从商务和管理两方面对研发进行研究,探讨关键概念、原则、以及在中国这样的新兴环境中研发管理的最佳实践。将研发置于组织的大战略环境中,有助于根据组织的战略使命、市场、技术和人力资源,更好地理解研发的基本要求。课程还将通过中国和世界各地公司的实例来阐述主要概念和实践。

对象

本课程面向研发和工程部门负责和/或参与新产品开发的高级经理人和技术人员。

受益

本课程将帮助学员:

- >> 探寻研发在生成创新文化中的战略和运营作用
- >> 理解新产品开发中的关键问题和研发的作用
- >> 学习如何运用新概念和新技术,将新产品开发和营销的风险降至最低
- >> 学习更加有效地整合研发与其它职能部门进行新产品开发和营销的管理
- >> 学习对创新技术人员的基本要求以及如何在新产品开发中充分发挥他们的才能

课程内容

- >> 中国的研发环境以及研发在组织战略中的角色转变
- >> 研发组织的各个层面以及绩效成果
- >> 促进有效的研发管理
- >> 构建研发网络战略
- >> 以客户为中心的研发战略
- >> 针对研发的非传统的客户研发方法
- >> 如何管理创新项目并将之与公司战略相联系
- >> 研发中的人员和团队管理
- >> 生态系统在研发管理中的作用

Programme

Schedule 课程安排

Day 1		第一天	
morning	R&D Environment in China and the Changing Role of R&D in Organisational Strategy >> Problems of R&D in China >> The role of R&D in business strategy >> Case study	上午	中国的研发环境以及研发在组织战略中的角色转变 >> 中国的研发问题 >> 研发在商业战略中的角色 >> 案例分析
afternoon	Dimensions of R&D Organisation and Performance Consequences >> Types of R&D organisations >> Organisation of R&D in China Promote Effective R&D Management >> Case study R&D Network Strategy >> Best R&D practices in China	下午	研发组织的各个层面以及绩效成果 >> 研发组织的类型 >> 中国的研发组织 促进有效的研发管理 >> 案例分析 构建研发网络战略 >> 中国和全球研发管理的最佳实践
Day 2		第二天	
morning	key Issues in Customer-centric R&D Strategy >> Customer-centric R&D: Voice of the customer process >> Case study	上午	以客户为中心的研发战略中的关键问题 >> 以客户为中心的研发：倾听“客户之声”的流程 >> 案例分析
afternoon	Strategic and Process Implications of Customer-centric R&D Strategy for Product Development >> Case study Non-traditional Methods of Customer Research in R&D >> Customer usage system and customer intimacy methods An Interactive View of Customer-centric R&D Strategy >> Customer chain concept in R&D	下午	以客户为中心的研发战略对产品开发的战略意义和流程意义 >> 案例分析 针对研发的非传统的客户研发方法 >> 客户使用制度和客户亲和方法 以客户为中心的研发战略的互动观点 >> 研发的客户链概念
Day 3		第三天	
morning	How to Manage and Link Innovation Projects to Firm's Strategy >> Project selection and management >> Case study	上午	如何管理创新项目并将之与公司战略相联系 >> 项目选择和管理 >> 案例分析
afternoon	People and Team Management in R&D >> R&D teams and relationships >> Motivating and rewarding technical talent >> Measuring and appraising R&D performance The Role of The Ecosystem in R&D Management >> Dimensions of open innovation R&D strategy >> Open innovation strategies >> Case study	下午	研发中的人员和团队管理 >> 研发团队和人员关系 >> 技术人才的激励和奖励 >> 研发绩效的衡量和评估 生态系统在研发管理中的作用 >> 开发型创新研发战略的各个方面 >> 开放型创新战略 >> 案例分析

Date/Language/Venue

November 20-22, 2008 / English with sequential Chinese Interpretation / 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 RMB22,800, 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

2008年11月20日 - 22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

申请表必须在开课前20个工作日内寄到。所有申请根据先后顺序进行审核。开课前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22,800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。

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** 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。*

Strategic R&D Management programme has helped me to refresh my knowledge. The case discussions, analysis of the China's current R&D environment, and the R&D management tools have all greatly improved my understanding. This programme has also improved my ability to facilitate the coordination of resources between the marketing and R&D departments. More importantly, the programme has provided a deeper understanding of the relationship between the development of the R&D department and market development.

Wenny Du
Head of Medical Dept.
Bayer Healthcare Company Ltd.

“战略研发管理”课程使我得到一次知识的更新。课程中的案例讨论、中国研发现状的分析 and 研发管理工具方面的知识令我大受裨益。这次学习有助于提高我在研发和市场营销部门之间合作的组织协调能力, 并且使我更深入地理解了研发部门的发展对于拓展市场的意义。

杜文英
医学部总监
拜耳医药保健有限公司



Programme Director 课程主任

Kwaku Atuahene-Gima 鸿翥吉马

Professor of Marketing and Innovation Management,
Subject Area Coordinator (Marketing), CEIBS

中欧国际工商学院市场营销学和创新管理学教授
学科主任 (营销学)

EDUCATIONAL BACKGROUND:

Ph.D. in Innovation Management and Marketing, University of Wollongong, Australia
Master of Commerce in Marketing, University of New South Wales, Australia
B.S. (Honours) in Business Administration, University of Ghana

TEACHING/RESEARCH INTERESTS:

Professor Atuahene-Gima is Professor of Marketing and Innovation Management at CEIBS. He was formerly Professor of Innovation Management and Marketing, head of the Department of Management, founder and Director of the Centre for Innovation Management and Organisational Change at the City University of Hong Kong. He attended the Leading Product Development programme at Harvard Business School as an invited participant. He is an Honorary Professor of Remin University, Beijing and was faculty at Queensland University of Technology and University of Wollongong. His teaching and research interests focus on innovation management, creativity, marketing innovation, and product development. He has more than a decade research experience on these topics with both large companies and new technology ventures in China, U.S. and Australia. His research has been funded by competitive grants from the Hong Kong Research Grants Council (RGC).

ACADEMIC ACHIEVEMENTS:

Professor Atuahene-Gima's work has been published in leading international journals such as *Journal of Marketing*, *Journal of Product Innovation Management*, *Academy of Management Journal*, *Management Science*, *Organisation Science*, *Strategic Management Journal*, *Journal of International Marketing*, *Journal of Business Research*, *Research Technology Management*, *International Journal of Technology Management*, and others. His research work has won prestigious Best Paper Awards at the American Marketing Association Educators' Conferences, appeared in the Best Paper proceedings of the Academy of Management, and received a Citation of Excellence for Highest Quality and for outstanding contribution to knowledge by Annbar. He is on the Editorial Board of the *Journal of Marketing*, *Journal of Product Innovation Management*, *Australasian Marketing Journal*, *Critical Perspectives on International Business*. He has been track chair for new product development at several professional conferences in Europe and the U.S. He was recognised recently by research published in the *Journal of Product Innovation Management* as the world's 4th most prolific researcher in the field.

CORPORATE EXPERIENCE:

Professor Atuahene-Gima has consulted and/or conducted marketing and innovation management training programmes and workshops for companies such as UBS Financial Services, Philips, General Motors, Wyeth, Hong Kong Society for the Handicapped, Hong Kong Productivity Council, Group Sense, Sunhing Millennium, Manulife and others. He was a member of the Judging Panel for the Hong Kong Awards for Industry - Innovation (1997-1999). He has been a keynote speaker at the annual gathering of the Hong Kong Coalition of Services Industries and the Chinese International Invention and Innovation Symposium. Prior to academia he held executive positions in product development, distribution, marketing and materials management in the pharmaceutical industry with Welcome (Australia) Ltd. for several years.

教育背景：

澳大利亚伍伦贡大学，创新管理与营销学博士学位
澳大利亚新南威尔士大学，市场营销学硕士学位
加纳大学，工商管理理学学士学位 (荣誉)

教学/研究领域：

鸿翥吉马教授是中欧国际工商学院的市场营销学和创新管理学教授。在此之前，他曾任香港城市大学担任市场营销学和创新管理学教授，并曾担任该校管理学系主任，他还是该校创新管理和组织变革中心的创办人和主任。他曾受邀参加了哈佛商学院的引领产品开发项目。他是中国人民大学的荣誉教授，并曾执教于昆士兰科技大学和伍伦贡大学。鸿翥吉马教授的主要教学和研究领域集中于创新管理、创造力、营销创新和产品开发，并在这些领域对中国、美国以及澳大利亚的大公司及新兴技术公司有十多年的研究经验。他的研究得到了香港研究资助局竞争性资助计划所提供的资助。

学术成就：

鸿翥吉马教授在创新管理领域的研究成果发表在众多著名的国际期刊上，如《市场营销期刊》、《产品创新管理期刊》、《管理学会期刊》、《管理学》、《组织科学》、《战略管理学期刊》、《国际营销学期刊》、《商业研究期刊》、《研究技术管理》、《技术管理国际期刊》等。他的研究成果曾两次在美国市场营销协会教育者研讨会上获得享有很高声望的“最佳论文”奖，并因其优秀的质量以及对知识领域的杰出贡献而被授予卓越文献奖。他是《市场营销期刊》、《产品创新管理期刊》、《泛澳大利亚市场营销期刊》和《国际商业关键视角》的编委。他还曾为多个在欧洲和美国召开的专业研讨会担任以新产品开发为主题的分会主席。他近期以其在顶级学术刊物《产品创新管理杂志》上发表的大量研究报告，被评为世界创新管理领域最多产学者的第四名。

企业经验：

鸿翥吉马教授曾为许多公司提供营销及创新管理咨询服务和/或开设培训课程，如瑞银集团金融服务部、上海通用汽车有限公司、惠氏 (中国) 制药有限公司、香港残疾人协会、香港生产力促进局、权智 (国际) 有限公司、泰兴光学集团有限公司、宏利国际控股等。他是香港工业创新奖评委会评委，并一直是香港服务业联周年会以及中国国际创新论坛年会的主题演讲者。在开始学术生涯之前，鸿翥吉马教授曾在惠康 (澳大利亚) 有限公司任职多年，担任制药行业产品开发、市场营销和材料管理等部门的高层管理人员。

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- Diploma in Management Programme (Modular) / 管理文凭课程 (模块制)
- CEIBS-Michigan Ross School of Business Joint Diploma in Management Programme (Modular) / 中欧-密歇根大学罗斯商学院合作管理文凭课程 (模块制)
- Management Development Programme (Modular) / 管理发展课程 (模块制)

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- Strategic R&D Management / 战略研发管理

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