

NEW
新课程

Strategic Talent Management 人才管理战略 2007

CEIBS Executive Education: Top 50 for Five Consecutive Years---*Financial Times*
中欧高层经理培训：连续五年《金融时报》世界50强

 CEIBS

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

Strategic Talent Management

The war for talent is global and is intensifying as organisations compete on an international chessboard. Human capital is the only true source of competitive advantage at present and in the future, since only human beings can identify new business opportunities, open new markets, and find new and creative ways to serve existing customers.

Objective

The objective of this programme is to develop participants' expertise in managing talent strategically. It is designed to be relevant to a broad spectrum of talent management issues faced by managers and senior executives. The whole programme is about how best practice firms manage their talent management efforts and build leadership talent for the present and the future. Drawn from the facilitator's extensive international experience and from scientific research, this training programme aims to bring each participant the best and most updated of what is known about strategic talent management.

Who Should Attend

This programme is designed for senior executives concerned about meeting the present and future talent needs of their organisations.

Programme Benefits

Participants in this programme will gain:

- >> A clear understanding of key terms associated with replacement planning, succession planning and management, and talent management, and the differences among them
- >> A simple but strategic roadmap to guide talent management efforts
- >> Knowledge of effective tools to achieve better talent management outcomes
- >> Awareness of best practices in talent management
- >> Awareness of emerging trends in talent management

Programme Coverage

- >> Definition of key terms
- >> Awareness of key business needs that prompt the need for talent programmes
- >> Summary of how replacement and succession plannings work and why they are needed
- >> Summary of talent management, why it is needed, and how it differs from but is related to replacement planning and succession planning
- >> A roadmap to guide talent management and technical succession planning
- >> A review of how to establish clear goals and objectives to guide a talent programme
- >> An examination of competency models as essential foundations for talent programmes
- >> A review of performance management as a means by which to measure current performance
- >> An examination of ways to classify talent
- >> A review of how to assess the potential for promotion
- >> How to plan for individual and group development
- >> How to inventory and find talent fast
- >> How to use technology to support talent management
- >> How to recruit and retain top talent
- >> How to build an employment brand
- >> How to evaluate a talent programme

人才管理战略

随着更多的企业到国际舞台上参与竞争，人才之战已蔓延至全球，并愈演愈烈。只有人才能够识别新的商机，打开新的市场，找到新的创造性方法来服务当前客户，因此，无论是现在还是未来，人力资本都是唯一真正的竞争优势来源。

目标

本课程旨在增强学员在战略人才管理方面的专业技能。课程设置紧密联系中高层管理人员所面临的各种人才管理问题。整个课程围绕两大问题：最佳实践公司如何处理自己的人才管理事务；如何为现在和未来培养领导人才。依据授课教授丰富的国际经验和大量的科学研究，这一培训课程致力于把最好、最新的战略人才管理知识与每位学员分享。

对象

本课程适于那些关注如何满足本组织当前和未来人才需求的高层管理人员。

受益

参加本课程的学员将：

- >> 清楚理解替代规划、继任规划和管理以及与人才管理有关的重要术语，及其相互之间的关系与差异
- >> 获取一张简单而具有战略意义的路线图用以指导人才管理的实践
- >> 运用行之有效的工具进行更具成效的人才管理
- >> 学习人才管理的最佳实践
- >> 了解人才管理的新趋势

课程内容

- >> 界定重要术语
- >> 了解推动人才计划需求的重要商业需要
- >> 概括替代与继任规划是如何发挥作用的、以及为何需要替代与继任规划
- >> 概述人才管理、为何需要人才管理、以及它与替代规划和继任规划的区别和联系
- >> 提供一张指导人才管理与技术继任规划的路线图
- >> 分析如何树立明确的目的和目标来引导人才计划
- >> 研究资质模型，为人才计划奠定重要基础
- >> 分析绩效管理，为衡量当前绩效提供一种方法
- >> 研究人才分类方法
- >> 分析如何评估晋职潜能
- >> 如何规划个人和群体的发展
- >> 如何储备和快速发现人才
- >> 如何利用技术来支持人才管理
- >> 如何招聘并保留顶级人才
- >> 如何打造雇主品牌
- >> 如何评估人才计划



NEW
新课程

Programme Schedule 课程安排

Day 1

- morning >> Introduction
>> How is talent management related to replacement planning and succession planning?
>> Key needs for talent management
>> Strategic roadmap to guide talent management
>> Strategic roadmap to guide technical succession planning
- afternoon >> Key components of a talent management programme
>> Case study
>> Establishing goals and policy
>> Identifying competencies
>> Activity

第一天

- 上午 >> 课程概览
>> 人才管理与替代规划和继任规划的联系
>> 对人才管理的重要需求
>> 指导人才管理的战略路线图
>> 指导技术继任计划的战略路线图
- 下午 >> 人才管理计划的重要内容
>> 案例分析
>> 确定目标和政策
>> 识别资质
>> 活动

Day 2

- morning >> Evaluating current performance
>> Hiring the best
>> Identifying competencies for the future
- afternoon >> Assessing potential for promotion
>> Case study
>> Retaining the best people
>> Using an instrument to plan for retention

第二天

- 上午 >> 评估当前绩效
>> 雇佣最优秀人才
>> 识别未来资质
- 下午 >> 评估晋职潜能
>> 案例分析
>> 保留最优秀的员工
>> 保留规划制定工具

Day 3

- morning >> Developing individual competencies to cultivate talent
>> Inventorying talent
>> Establishing leadership development programmes to meet group talent development needs
- afternoon >> Using executive coaching to meet individual talent development needs
>> Activities

第三天

- 上午 >> 开发个人能力以培养人才
>> 储备人才
>> 制定领导培养计划，满足组织对人才培养的需求
- 下午 >> 应用管理训练，满足个人的才能培养需求
>> 活动

Date/Language/Venue

July 3 – 5, 2007 / 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 RMB19,800, 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

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. If an applicant is unable to attend the programme, the applicant may transfer to another CEIBS Executive Education Programme within the same calendar year. When a request to substitute participant(s) for the same programme is made less than 15 working days prior to the start of the programme, the seat(s) will not be guaranteed.

** 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

2007年7月3日 - 5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19,800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个工作日前全部缴清。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报名, 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。如果学员因无法参与课程而要求转至中欧国际工商学院其他高层经理培训课程, 必须在同一年度内进行课程的更换。开课15个工作日内提出更换学员, 其席位无法得到保证。

** 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 Director 课程主任

William J. Rothwell

Visiting Professor, CEIBS
Professor of Workforce Education and Development,
The Pennsylvania State University, USA

中欧国际工商学院客座教授
美国宾夕法尼亚州立大学职场学习与发展教授

EDUCATIONAL BACKGROUND:

Ph.D. in Employee Training, University of Illinois at Urbana-Champaign
M.B.A., University of Illinois at Springfield

TEACHING/RESEARCH INTERESTS:

Professor Rothwell is Professor of Workforce Education and Development of The Pennsylvania State University. He teaches courses in employee training, human resource management, and organisation development. In 2005, he earned Penn State University's Graduate Teaching Award. He is also life certified as a Senior Professional in Human Resources (SPHR), a certification awarded by the Human Resource Certification Institute. His key research interests centre around HR management generally and quite specifically, as is common in U.S. schools, on succession planning and on the competencies necessary for corporate trainers.

ACADEMIC ACHIEVEMENTS:

Professor Rothwell has published more than 60 books on workplace learning and performance, human performance improvement, organisation development, training and human resource management. He is also a book series editor, along with two well-known consultants (Roland Sullivan and Kris Quade), for the Wiley/Jossey-Bass/Pfeiffer book series on organisation change and development, a book series editor with Rita Richey and Tim Spannaus of the Wiley/Jossey-Bass/Pfeiffer book series on Using Technology for Training and Learning, a book series editor for the AMACOM Adult Learning Series, and a book series editor for Human Resource Classics in Translation from Peking University Press. He is also North American Editor for Blackwell's UK-based academic, refereed *International Journal of Training and Development*.

CORPORATE EXPERIENCE:

Before entering academe, Professor Rothwell was a Director of Human Resource Development in the public and private sectors from 1979 to 1993. He is also President of his own private consulting company, Rothwell and Associates, inc., a full-service consulting firm that offers services in succession planning and management. As a consultant, he has worked with over 35 multinational corporations and serves as an HR advisor for two United Nations agencies - UNICEF and the United Nations Development Programme.

教育背景：

伊利诺斯大学乌尔班纳香巴尼校区，员工培训专业博士学位
伊利诺斯大学斯普林菲尔德校区，工商管理硕士学位

教学/研究领域：

Rothwell教授是宾夕法尼亚州立大学的职场学习与发展教授，主讲员工培训、人力资源管理和组织发展等课程。2005年，他获得了宾夕法尼亚州立大学的研究生教学奖。此外，他还获得了人力资源认证协会授予的人力资源高级专业人员终身认证。他的主要研究方向集中于人力资源管理，具体而言，就是在美国院校十分普遍的课题：继任规划与公司培训师的必要资质和能力。

学术成就：

Rothwell教授出版了60部关于职场学习与绩效、人员绩效提升、组织发展、培训以及人力资源管理的著作。他还曾担任过多套系列丛书的主编，其中包括：Wiley/Jossey-Bass/Pfeiffer公司出版的一套关于组织变革与发展的系列丛书（与两位著名的咨询顾问Roland Sullivan和Kris Quade合作）；一套关于如何在培训与学习中应用技术的系列丛书（与Rita Richey和Tim Spannaus合作）；AMACOM公司出版的一套关于成人教育的系列丛书以及北京大学出版社出版的一套人力资源经典著作译丛。此外他还是英国Blackwell公司出版的学术性杂志《国际培训与发展期刊》的北美区主编。

企业经验：

在进入学术界之前，从1979年到1993年，Rothwell教授曾在公共和私营部门的多个组织中担任人力资源发展总监的职务。他还是罗维合伙公司的所有人及总裁。该公司是一家私人咨询公司，提供继任规划和管理领域的全方位咨询服务。作为咨询顾问，他曾为35家跨国企业提供服务，目前还担任两个联合国机构（联合国儿童基金会和联合国发展计划署）的人力资源顾问。

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Contact Us

Ms. Grace Zhang
Executive Education Department
China Europe International Business School
699 Hongfeng Road, Pudong
Shanghai, 201206, P.R.C.
Tel: (86 21) 2890 5187/5197
Fax: (86 21) 2890 5183
E-mail: exec.ed@ceibs.edu
Website: www.ceibs.edu

Ms. Pauline Guan
CEIBS Beijing Representative Office
3/F, Tower A, Raycom InfoTech Park
2 Kexueyuan South Road, Zhongguancun
Beijing, 100080, P.R.C.
Tel: (86 10) 8286 2890/1688
Fax: (86 10) 8286 1678
E-mail: bjo@ceibs.edu

Ms. Alison Wang
CEIBS Shenzhen Representative Office
Room 2302A, 23F, Han Tang Building
Overseas Chinese Town
Shenzhen, 518053, P.R.C.
Tel: (86 755) 2693 5750
Fax: (86 755) 2693 5743
E-mail: szo@ceibs.edu

联系我们

章韵小姐
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：exec.ed@ceibs.edu
网址：www.ceibs.edu

管婷婷小姐
中欧国际工商学院北京代表处
北京市中关村科学院南路2号
融科资讯中心A座3层
邮编：100080
电话：(86 10) 8286 2890/1688
传真：(86 10) 8286 1678
电子邮件：bjo@ceibs.edu

王里小姐
中欧国际工商学院深圳代表处
深圳市华侨城汉唐大厦23楼2302A
邮编：518053
电话：(86 755) 2693 5750
传真：(86 755) 2693 5743
电子邮件：szo@ceibs.edu

<http://exec.ceibs.edu>