Management of People

November 10 – 12, 2006
Shanghai
English with Chinese interpretation
One major consequence of China’s integration to world economy is that China’s human resources will increasingly become the key to sustained growth and success. In order to obtain maximum return from its human capital, China will require more professional managers with enhanced people management skills. This programme seeks to develop the appropriate mindset and the relevant skills to meet the management challenges of the 21st Century.

Objective

The objective of this three-day programme is to develop your potential as a leader and manager, and to help you to get the best results from yourself, your subordinates and your colleagues.

Who Should Attend

This programme is designed for all managers who are recognised as having high potential within an organisation and have a minimum of three years managerial responsibility.

Programme Benefits

Participants in this programme will:
♦ understand the key issues related to obtaining high performances from themselves and their staff
♦ gain practical skills for analysing and developing themselves and their subordinates
♦ learn how to motivate their employees to take personal responsibility for their work

Programme Coverage

♦ Create a people management mindset
♦ Commitment through strong management
♦ Commitment through meeting needs
♦ Commitment through enhanced inter-personal skills
♦ Commitment through effective team leadership
♦ Commitment through performance management systems
## Programme Schedule

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<tr>
<th>Day 1</th>
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<td>♦ Characteristics of effective organisations</td>
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<td>♦ Empowerment</td>
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<td>Managing for High Performance Results</td>
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<td>♦ Key concepts and definitions</td>
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<td>♦ Case study - the football manager</td>
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<th>Day 2</th>
<th>Commitment Through Leadership</th>
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<td>♦ Leaders and managers</td>
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<td>♦ Case study</td>
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<td>♦ Stages of team development</td>
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<td>♦ Role of the team leader</td>
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<td>afternoon</td>
<td>High Performance Work Cycle</td>
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<td>♦ Performance management systems</td>
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<td>♦ Benefits and concerns</td>
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<td>♦ Performance appraisal systems</td>
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<td>♦ Role play - performance appraisal interviews</td>
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*Daily Schedules are subject to change.*
Programme Director

Howard Ward

Professor of Management, CEIBS

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.

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.
Venue
The course will be held in CEIBS campus at 699 Hongfeng Road, Pudong, Shanghai.

Admissions Procedures
Applications are reviewed as they arrive. Completed applications must be received four weeks 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 and Shenzhen.

Fee
The cost of the programme is US$2,850, which includes tuition, lunches, stationery and other course materials. The full fee must be paid no later than two weeks before the start of the programme. Reservations made after that date require immediate payment.

Cancellations
If a confirmed booking is cancelled within two weeks of the programme’s start, or if the nominee fails to attend the course, we will charge a cancellation fee that amounts to 20 per cent of the fee. If applicants are unable to attend the programme, the transfer to another CEIBS programme can be made only within the same calendar year. When a request for changing candidate(s) for the same programme is made less than two weeks before the start of the programme, the seat(s) will not be guaranteed.

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人员管理

2006年11月10日－12日
上海
英语授课配汉语翻译
中国已成为世界经济不可或缺的一部分，随之而来的影响之一便是中国的人力资源将日益成为可持续发展和成功的关键。为了最大程度地利用人力资本，中国将需要更多的专业管理者，他们应掌握更高的人员管理技能。我们的课程力求培养合适的思维方式及相关技能，以迎接 21 世纪的管理挑战。

**目标**

这一为期三天的课程将帮助学员开发其潜在的领导和管理能力，帮助他们充分发挥其下属、同事及自己的潜能。

**对象**

课程对象为极具潜质并拥有三年以上管理经验的管理者。

**受益**

参加本课程的学员将：
- 学习如何带领员工共创佳绩
- 掌握如何分析与发展自己及下属员工的实际技能
- 学习如何激励员工为其工作承担责任

**课程内容**

- 建立一种人员管理思维模式
- 通过强有力的管理提高员工积极性
- 通过满足需求提高员工积极性
- 通过有效的团队领导技能提高员工积极性
- 通过提高人际交往技能提高员工积极性
- 通过绩效管理系统提高员工积极性
# 课程安排

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<th>第一天</th>
<th>第二天</th>
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<tr>
<td>上午</td>
<td>人力资源作为竞争优势源泉</td>
<td>通过领导艺术提高员工积极性</td>
<td>建立和维护团队</td>
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<td>♦ 人力资源价值</td>
<td>♦ 员工积极性模型</td>
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<td>♦ 利益相关人分析</td>
<td>♦ 建立自我激励的环境</td>
<td>♦ 团队角色</td>
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<td>♦ 有效组织的特征</td>
<td>♦ 提高自尊</td>
<td>♦ 团队发展的阶段</td>
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<td>♦ 授权</td>
<td>♦ 领导者和管理者</td>
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<td>下午</td>
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<td>中国环境中的激励</td>
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<td>♦ 关键概念及定义</td>
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<td>♦ 案例分析——足球经理</td>
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<td>♦ 管理框架</td>
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<td>♦ 有效管理者的特征</td>
<td>♦ 案例分析</td>
<td>♦ 角色游戏——业绩评估面试</td>
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<td>晚上</td>
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<td>案例分析——团队领导</td>
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* 课程安排以最后确认为准。
课程主任

霍华德

中欧国际工商学院管理学教授

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CEMI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。

他专门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力年轻经理人设计了大量定制课程。

以下是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、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。
地点

本课程将在上海市浦东新区红枫路 699 号中欧国际工商学院举办。

申请程序

申请表必须在开课前 4 周寄到。所有申请根据先后顺序进行审核。开课前 4 周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 2850 美元，包括学费、午餐费、资料费、文具及其他相关材料费。所有费用应在开课 2 周前全部缴清。开课前 2 周内提出申请时需立即付费。

撤消报名

开课前 2 周内要求撤消报名，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。更换课程必须在同一年度进行。开课前 2 周内提出更换学员，其席位无法得到保证。

联系我们

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