



运营解决方案

卓越质量

管理与创新

社会责任与可持续发展

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运营解决方案 / 管理与创新 / 卓越质量 / 社会责任与可持续发展



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## 我们的背景 / Our Background

人类，技术和环境，是展望未来发展时必须关注的三个关键因素。而这三者的有机整合，才能真正对企业和社会的进步产生积极影响。

北京爱克思伦企业管理顾问有限公司充分考虑了以上三个因素的全方位需求。我们将会辅佐企业持续学习、改进和发展、全面提升自身竞争力。我们可根据你的需求提供全方位解决方案，更擅长质量改进的核心工具的应用、生产力的有效提升、供应链管理、领导艺术与人力资源管理方面的培训咨询。

我们的咨询师团队成员均是来自各著名跨国公司的行家、专家、他们有扎实的本行业最先进的理论知识及技术，又具有本行业、本岗位的丰富实际操作、管理经验。不仅在海外，而且在中国，都有他们成功策划实施的案例。最重要的是：他们非常乐于将自己的观念、技能与经验同中国的企业及企业家们分享。

我们注重于提供实际解决方案，因此，在为每一个客户提供上门培训或咨询服务的初始阶段，都会上门拜访，约见企业有关各个阶层，进行需求分析，全面了解企业对项目的需求、理解及现状。这将帮助我们更好地针对企业情况设计制定量身定做的培训或咨询服务的方案，确定使用方法及编写教材。

项目施行的日程安排会事先与您协商确定，以确保与您的企业运作协调一致，同时也是为了最大限度地发挥参与者学习领悟的潜力。

我们会与您“拍档”，共同设计出符合您的运作要求、满足您的企业目标的高质量培训、咨询方案，并在实施后辅佐您对结果及有效性进行评估。

## 我们的培训咨询业务范围 / Our Services

### 运营解决方案 Operation Solution

- 精益供应链
- 精益生产
- 精益六西格玛
- 精益业务流程

### 管理与创新 Management and Innovation

- 创意与创新
- 系统管理
- 领导力发展
- 员工绩效

### 卓越质量 Quality Excellence

- 质量工具及改善
- 流程管理
- 质量标准
- 质量战略

### 社会责任与可持续发展 Social Responsibility and Sustainability

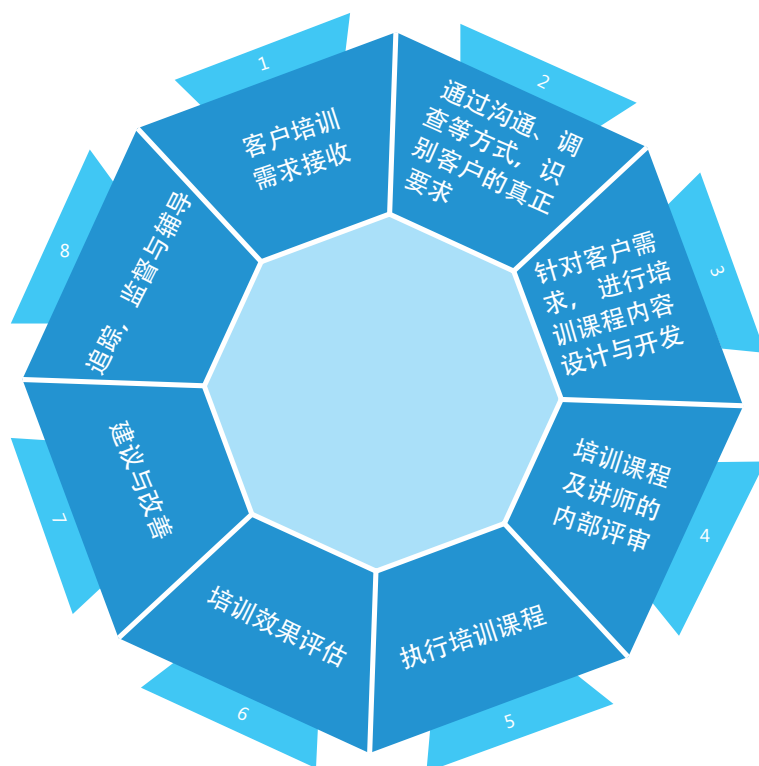
- 环境管理
- 职业健康安全与道德规范
- 能源管理
- 企业社会责任

## 我们的优势 / Our Advantage

我们的专家来自企业的管理层，有着丰富的企业实践管理经验和良好的工程背景；我们的资源来自全球，我们可以在全球范围内调集资源，对单项和多项的技术和管理提供及时的专业支持；我们的服务网络遍布全国，给客户最贴近的服务；我们培训和咨询过众多的客户，学员遍布全国，许多客户和我们共同成长，经历发展；与国内外的企业保持良好紧密的联系，我们的服务具有国际观又了解地域差异；这保证了我们能够站在技术和管理的的前沿引导客户迈向卓越的经营管理。



## 我们的培训流程 / Our Training Process



## 我们的客户化培训和咨询流程 / Our Customized Service Process

### 授课及咨询前

由专家及顾客服务代表与客户公司进行多种形式的沟通，必要时包括现场拜访和多层次的需求分析，以便了解参加者的学习、工作背景、性格、学习期望以及项目实施需要达到的目的并进行相应的分析整理。对培训课程，将针对不同的学习层面适度调整教材，案例分析、授课方式及时间安排，来最大程度地满足特定客户和学员的学习需要。对咨询项目，将向客户出具项目提案，列明项目的里程碑，投入资源需求和项目实施中双方的实施责任和具体工作分解明细。

### 授课及咨询中

爱克思伦公司的讲师和顾客代表将及时监视培训进度和效果，将通过口头了解或阶段性的书面评估来调整进度、内容和授课方式。对于项目的实施过程中出现的任何变化，爱克思伦公司的专家将及时汇报和调整项目实施的内容和进度，通过与项目工作小组和客户管理层的沟通来获得对项目进展和预期效果的协调和控制。

### 授课及咨询后

作为重要的售后服务，爱克思伦公司将提供“学员反馈”及整体课程回顾评估表或根据项目工作小组和客户管理层的总体评价向顾客提供其它必要的信息。同时，讲师及专家组将开始实施持续改进的行动以确保今后的培训或项目实施可以更好地满足客户的需求并超越其期望。

## 我们的服务形式 / Our Approach

- 项目咨询 / Consulting
- 企业内训 / In-house Training
- 公开课程 / Public Seminar
- 商务考察 / Learning Journey

## 更多内容请联系我们或浏览网站 / Our Contact

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# 实用采购谈判

## Practical Purchasing Negotiation

OP-LS-002

天数: 2 天 Duration: 2 days

### 课程助益

从采购的角度出发,以案例分析和现场演练的方式,讲解谈判的原则、要素、主要步骤和致胜之道,全面学习业界最新采购谈判理论。剖析谈判博弈真谛,并让学员亲身体验如何进行有效的采购谈判,实战演练经典案例,分享采购谈判专家亲身经验,掌握成功的谈判策略和技巧,对日常工作、个人职业发展以及公司业务带来更大的竞争优势。

### 参加对象

采购、供应经理、工程师,以及与采购工作相关人员。

### 课程大纲

- ※ 采购谈判的概论
  - 何为采购谈判
  - 一流谈判者的六个必要条件
- ※ 采购谈判的步骤
  - 计划、谈判、交易、结束阶段
  - 采购谈判的原则掌握
  - 基本原则的建议及成功的经验
- ※ 如何把握采购谈判的三要素
  - 权利和力量的使用、时间控制及情报收集和准备
  - 采购谈判的分类和各自特点
  - 采购谈判的致胜之道
  - 谈判中的心理学
  - 谈判中的动机分析
  - 谈判中的提问和暗示艺术
- ※ 实战演练
- ※ 案例分析

### Benefits to you and your Organization

To deliver mature and verified methods and cases, present negotiation principles, factors, key steps and recipe for success from the perspective of procurement. To learn the personal experience from purchasing negotiation professional about successful negotiation strategy and skills in case analysis and practice. Will bring you and your corporation more competitive advantages in routine work as well as personal career development.

### Who should attend

Purchase, supply manager/engineer, people who is involved in related work.

### Course outline

- ※ Purchasing Negotiation Course Map
  - What is purchasing negotiation
  - Six necessary premise being an outstanding negotiator
- ※ Steps of purchasing negotiation
  - Plan, negotiate, clarify and close
  - Principle of Purchasing Negotiation
  - Principle and successful experience
- ※ Three factors of purchasing negotiation
  - Right, power and timing control
  - Classification & features of purchasing negotiation
- Tactic in Purchasing Negotiation
- Physiology
- Intention analysis
- Question and hint art
- ※ Practical exercise
- ※ Case study



# 全面削减采购成本与供应商管理

## Procurement Cost Control & Supplier Management

OP-LS-003

天数: 2 天 Duration: 2 days

### 课程助益

采购人员无时无刻不在面临成本的压力。成本的降低包含了分析目前的产品零件、供应商、制造、运送和库存等，以挖掘并决定是否有任何的可能性能够降低成本。降低成本可采取许多种方法和策略，而最有效的成本降低是以价格和成本分析为依据采取有效的对应措施和综合手法实现的。切入企业物流管理和供应链管理原理与原则，使得企业供应商管理上符合流程化，标准化。建立供应商选择、评价的结构和体系。

### 参加对象

采购主管; 物料、供应部门主管; 计划部门有关人员; 采购与供应人员; 审计人员及财务管理人员。

### 课程大纲

- ※ 不同层次的成本削减
- ※ 采购特性及于供应商之关系
- ※ 价格分析
- ※ 采购成本分析
- ※ 成本控制原则和方法
- ※ 发现潜在供应商
- ※ 评估供应商的目的
- ※ 供应商交货期管理
- ※ 供应商质量管理
- ※ 世界著名公司大案例

### Benefits to you and your Organization

Through expenditure analysis, this course helps enterprises reduce procurement cost. Analysis in current product parts, suppliers, manufacturing, shipping and inventory etc. taps and finds out any possibility to reduce cost. There are many methods and strategies to lower the cost, but the most effective cost reduction is realized by corresponding effective measures and comprehensive approach based on price and cost analysis. Cost management methods are introduced from the perspectives of operation.

### Who should attend

Purchasing and supply management and staff.

### Course outline

- ※ Cost Reduction of Different Levels
- ※ Procurement Characteristics and Its
- ※ Price Analysis
- ※ Procurement cost analysis
- ※ Cost control principles and methods
- ※ The discovery of potential suppliers looking for suppliers
- ※ The purpose of evaluating suppliers
- ※ Supplier delivery management
- ※ Supplier Quality Management
- ※ Cost Control Principles and Methods

## 通用谈判技巧

### Negotiation Skills

OP-LS-004

天数: 2 天 Duration: 2 days

#### 课程助益

最能挣钱的就是谈判，而且谈判无处不在，是维护你的利益与权益的最佳方法。尼迪曾经说过“我们从不因为害怕而谈判，但也不害怕谈判”。什么是成功的谈判呢？压倒性的胜利究竟好不好？谈判一定有输赢吗？如何认清和掌握谈判中的实质性利益？何时应该立场坚定，何时应该止步？商界关于谈判的培训课程屡见不鲜，而本课程又有什么特点？《通用谈判技巧》是一门拿来就可以用的课程。如果靠“暗合”获得谈判的成功，那不具有稳定的效果，本课程注重“成功规律”的分享与总结。来源于经验上升到理论。

#### 参加对象

高层管理者、采购、品管、物流、财务等部门及其他相关部门的职业经理人。

#### 课程大纲

- ※ 谈判的概论
  - 何为谈判
  - 谈判能力测试
  - 谈判者的六个必要条件
- ※ 谈判的步骤
  - 计划准备阶段
  - 谈判开始阶段
  - 谈判过渡阶段
  - 实质性谈判阶段
  - 协议明确阶段
  - 谈判结束阶段
- ※ 传授 32 项谈判技能
- ※ 实战演练与经验分享
  - 分析与点评
  - 行为分析
  - 讨论与总结

#### Benefits to you and your Organization

Most can make money is negotiations and negotiations everywhere, is the best way to protect your interests. Kennedy once said, "We are never afraid of negotiations, but not afraid negotiations". What is the success of the negotiations it? The overwhelming victory in what is good? Negotiations must win or lose it? How to recognize and grasp the substantive interests in the negotiations? When should stand firm, when it should stop? The commercial sector training courses on negotiation frequent this course, what characteristics? "Common negotiating skills ® is brought on with a course. If by "covertly" the success of the negotiations, that does not have a stable, this course focuses on the sharing of successful law "and summarized. Comes from experience, and rise to the theory.

#### Who should attend

Professional managers, senior managers, procurement, quality control, logistics, finance and other departments and other relevant departments.

#### Course outline

- ※ Introduction to negotiations
  - What is negotiation
  - Negotiating capacity test
  - The six negotiators necessary conditions
- ※ Steps of negotiation
  - Plan preparation phase
  - The outset of the negotiations stage
  - Negotiating the transition phase
  - Substantive negotiations stage
  - Agreement expressly phase
  - The conclusion of the negotiations stage
- ※ Teach 32 negotiation skills
- ※ Practical practice and experience sharing

# 物料计划与库存管理

## Material Planning & Inventory Control

OP-LS-010

天数: 2 天 Duration: 2 days

### 课程助益

本课程旨在通过众多企业在库存控制方面的成功的经验与失败的体会，以理性带动感性，为更多的生产企业提供清晰的库存管理思路、策略和提升的切入点，从而帮助库存管理经理人员从“库存管理”的被动状态走向“管理库存”的主动地位。

### 参加对象

生产、计划、物料、库存和仓储活动相关人员，采购或供应商管理人员等。

### 课程大纲

- ※ 企业生产计划概述
  - 企业生产模式
  - 生产企业的一般计划指导形式
  - 生产计划与作业管理的基本问题
- ※ 生产计划与作业系统的能力配置
  - 生产能力决策
  - 生产计划的主要任务与订立原则
  - 生产计划的影响因素
- ※ 生产计划与生产作业计划系统
  - 生产计划的订立与编制方法
  - 作业计划排队与项目管理
  - 生产计划绩效考核
- ※ 生产计划需求管理模式下的供应商管理
- ※ 计划管理模式下的库存控制与信息管理
- ※ 准时制生产方式与精益生产
  - JIT 模式
  - 精益生产
  - 看板管理
- ※ 计划指导模式下的生产、物流运作成本分析
- ※ 生产计划运行的约束条件与应对机制
- ※ 生产模式、物料模式、设备模式、流程模式、人力资源模式

### Benefits to you and your Organization

Course intends to provide manufacturers with clear inventory management ideas, schemes and opportunities for improvement through introducing successful experience of many enterprises on inventory control or some experience of failure, driving sensibility with rationality, so as to help inventory managers take the initiative of “managing inventory” other than the passive status of “inventory management”.

### Who should attend

Personnel related to production, plan, material, inventory and warehouse, purchase or supplier management personnel, etc.

### Course outline

- ※ Enterprise production plan
- ※ Capacity allocation of production plan and operation system
- ※ Production plan and operation plan system
- ※ Supplier management under production plan demand management
- ※ Inventory control and information management under plan
- ※ Just-in-Time production system and lean production
- ※ Production, logistics cost analysis under plan management mode
- ※ Constraint condition and coping mechanisms of production operation

# 物流和供应链管理

## Logistics and Supply Chain Management

OP-LS-012

天数: 2 天 Duration: 2 days

### 课程助益

本课程使学员了解现代物流管理是一个从市场预测、产能规划、采购、产品开发、物料管理至废物处理的综合性系统，并抓住物流管理要素 - 信息的目标定向和程序缓解的有效运行，扩大企业的生存空间和竞争优势。同时，结合中国企业的实际情况，实施过程中成功的经验和失败的教训，及欧美最新的发展动态，系统的介绍供应链管理相关知识和丰富的案例，使您能够感悟到公司在物流和供应链管理方面的优势和不足，从而提醒您以最经济的成本来管理您的供应链，运作您的物流体系。

### 参加对象

物流主管、经理，生产、物料和仓储活动相关人员，采购或供应商管理人员等。

### 课程大纲

- ※ 物流管理简介  
物流的定义、领域、机能及发展趋势
- ※ 物流系统规划  
物流中心的种类、功效规划基本步骤
- ※ 物流管理的组织  
物流管理组织结构、作业系统及物流共同化
- ※ 物流的输配送系统  
货物托运流程及输配工具的比较与选择
- ※ 物流的信息系统  
信息系统的架构、效益及电子订货系统
- ※ 供应链管理的意义  
供应链管理的组成部件及管理过程
- ※ 灵活性  
供应商反应，供应和需求的管理及准时化生产
- ※ 供应链管理策略  
公司网络分布，供应链能力的诊断，策略性反应
- ※ 及通过供应链管理获得价值

### Benefits to you and your Organization

Modern logistics management is a comprehensive system including marketing forecast, capacity planning, product development, material management, and disposal handing. This course introduces all these subjects and will focus on the key element-information flow in the organization and how to run your corporation efficiently and competitively . Meanwhile, combined with Chinese corporation's real situation, successful experiences and failure cases during the implementation and the development trends in EU and USA, this course introduces related knowledge and abundant cases of supply chain and logistic management, enables you to discover your corporation's advantages and disadvantages of supply chain management. It can also remind you to manage your supply chain and operate your logistic management with the lowest cost.

### Who should attend

Logistic supervisor, manager and related staff in production, material handing, inventory activities and purchasing, vendor management

### Course outline

- ※ Overview of logistics management
- ※ Logistics system planning
- ※ Organization of logistics management
- ※ Distribution system
- ※ Information system of logistics
- ※ Meaning of SCM
- ※ Flexibility
- ※ SCM strategy

# 精益物流及物流成本管理

## Lean Logistics & Logistics Cost Management

OP-LS-015

天数: 2 天 Duration: 2 days

### 课程助益

人们一直认为物流成本就是运输成本，但是，通过一番努力之后发现运输成本上下降了，质量成本和交货期的满意度等又下来了，由此进入了如何挖掘物流成本和有效降低物流成本的新的循环中... “成本和库存、效率一样，是一种结果，真实的成本是看不见的，它存在于成本产生的过程中的，而人们通常忽略了这些过程或者干脆就看不见”！“过程控制成本，时间消灭空间”！本课程讲师站在现代物流管理的高度，通过各种切入点来挖掘人们司空见惯的成本的流失，从而浮现出“物流冰山”，真正的让您体会到“经营过程中没有发现的新大陆”“企业脚下没有被发现的金山”。本课程还将学习到如何创建一个从外购零部件到成品出货的物料流转和搬运系统；如何执行一个精益的物料搬运系统。

### 参加对象

企业物流总监、总经理、采购总监、生产总监、财务总监以及精益项目经理。

### 课程大纲

- ※ 精益物流，让物料流动起来
- ※ 现代物流管理时代的物流成本
- ※ 挖出物流成本的藏身之处
- ※ 物流一体化对于降低成本、提高效率的贡献
- ※ 谁来负责挖掘和降低物流成本
- ※ 物流成本消减需要避免的误区

### Benefits to you and your Organization

People always think that logistics cost is the transportation cost; however, after efforts, they found although transportation cost reduced, the quality cost and delivery satisfaction degree also decrease, entering the new circle of how to confirm and efficiently reduce logistics cost... “Just like inventory and efficiency, cost is a kind of result; the real cost is invisible and lies in the procedure of occurrence of cost, but people usually neglect the procedure or cannot see it”. “Procedure controls cost, and time destroys space”! On the basis of modern logistics management, the instructor of this course discovers the loss of cost which is usually neglected, so as to emerge “iceberg of logistics”, and let you experience “new world not found in operation procedure” and “treasure buried under enterprises”. This training will also tell you how to create a material flow and handling system from purchase of parts to delivery of finished products, and learn how to implement a lean material handling system.

### Who should attend

Logistics director, general manager, procurement director, production director and CFO.

### Course outline

- ※ Lean Logistics, Making Materials Flow
- ※ Logistics cost in the era of modern logistics management
- ※ Discovery of logistics cost
- ※ Contribution to cost reduction and efficiency improvement by
- ※ logistics integration
- ※ Who is responsible for discovering and reducing logistics cost
- ※ Is inventory & cost pool or river?
- ※ Mistakes to be avoided for reducing logistics cost



# 柔性生产与需求控制

## Flexible Production and Demand Control

OP-LS-016

天数: 2 天 Duration: 2 days

### 课程助益

了解和掌握生产管理系统原理, 以市场需求为导向, 制订合理的生产预测与生产计划, 协调内外部资源, 更加有效地进行生产组织; 优化排产体系和流程, 改善物流管理与车间现场控制, 提高生产系统的快速、柔性和敏捷化响应能力; 平衡外部顾客满意和内部成本控制, 提高制造资源 (人、机、物) 利用效率

### 参加对象

工厂高级管理人员, 厂长, 生产总管, 营运总监。

### 课程大纲

- ※ 柔性生产系统分析
  - MTS( 按库存生产 ) 的生产管理特点
  - MTO( 按订单生产 ) 的生产管理特点
  - 精益生产管理理念及其指导作用
  - 产销计划与管理
- ※ 订单需求管理与预测
  - 需求的性质及预测对象
  - 订单与需求管理
  - 销售计划的拟订
  - 几种有效的实用预测方法
- ※ 柔性生产计划系统实务
  - 如何做好主生产排程 (MPS)
  - 与主计划有关的项目参数
- ※ 订单与排程管理
  - MPS 排程技巧
  - 如何做好产能规划
- ※ 如何做好产能管理
  - 现场控制
  - 排程技巧
  - 急单、插单的计划与管理
  - 精益生产与 JIT
- ※ 生产绩效管理
  - 生产统计与生产分析
  - 生产系统关键绩效 (KPI) 指标

### Benefits to you and your Organization

Know and master the principle of production management system; oriented by market demand, draw up reasonable production forecast and plan, coordinate internal and external resources, and organize production more efficiently; optimize scheduling system and flow, improve logistics management and workshop onsite control, and enhance the fast and flexible response capacity of the production system; balance external customer satisfaction and internal cost control, and improve manufacturing resources (human, machine and material) utilization efficiency.

### Who should attend

Senior manager of factory, factory director, production supervisor, chief operation supervisor.

### Course outline

- ※ Analysis of flexible production system
- ※ Order demand management and forecast
- ※ Issues about flexible production plan system
- ※ Order and scheduling management
- ※ How to conduct production capacity management
- ※ Production performance management

# 采购绩效考核与管理

## Procurement Performance Evaluation and Management

OP-LS-006

天数：2 天 Duration: 2 days

### 课程助益

采购是创造企业竞争优势的关键，因此采购绩效管理愈来愈受到高层领导重视，透过系统化思考与实务案例，解说采购绩效管理之精华，使参加者了解如何针对采购绩效之规划 (Plan)，执行 (Do)、考核 (Check)、改善 (Action) 来掌握采购绩效。一方面满足对内部服务，一方面做好供货商管理，以提升采购组织与个人绩效。那么，如何对采购人员进行绩效考核？其实有许多很成熟的经验可以借鉴，其中的精髓是量化业务目标和等级评价。在年中和年初（或年底），大公司都会集中进行员工的绩效考核和职业规划设计。针对采购部门的人员，就是对采购管理的业绩回顾评价和未来的目标制定。

### 参加对象

采购总监、采购经理、采购主管及采购储备人员。

### 课程大纲

- ※ 采购部门任务与角色定位
- ※ 对采购绩效的正确思维
- ※ 采购绩效规划
- ※ 采购绩效执行
- ※ 采购绩效考核
- ※ 采购绩效改善
- ※ 如何成为采购绩效管理高手
- ※ 采购绩效管理实务案例研讨

### Benefits to you and your Organization

Procurement is a key to create competitive superiority, so procurement performance management is attracting more and more attention from the senior leaderships, through systematic thinking and practical cases, this course will explain the essence of the procurement performance management, make participants learn how to master the procurement performance for Plan, Do, Check, Action of procurement performance. On the one hand, meet the internal service demand; on the other hand, improve supplier management in order to enhance procurement organizations and individuals performance. Then, How to conduct performance evaluation for procurement staff? In fact, we can learn from a lot of mature experience, the essence of which is quantified business objectives and grade evaluation.

### Who should attend

Procurement director, procurement manager, procurement supervisor, procurement reserve.

### Course outline

- ※ Procurement department and role orientation
- ※ The correct thinking of procurement performance
- ※ Procurement performance planning
- ※ Procurement performance implementation
- ※ Procurement performance evaluation
- ※ Procurement performance improvement
- ※ How to become a procurement performance management expert
- ※ Case studies on procurement performance management practice



## 如何有效降低物流成本

### How to Reduce Logistics Cost Effectively

OP-LS-011

天数: 2 天 Duration: 2 days

#### 课程助益

人们一直认为物流成本就是运输成本，但是，通过一番努力之后发现运输成本上下降了，质量成本和交货期的满意度等又下来了，由此，进入了如何挖掘物流成本和有效降低物流成本的新的循环中… “成本和库存、效率一样，是一种结果，真实的成本是看不见的，它存在于成本产生的过程中的，而人们通常忽略了这些过程或者干脆就看不见”！“过程控制成本，时间消灭空间”！本课程讲师站在现代物流管理的高度，通过各种切入点来挖掘人们司空见惯的成本的流失，从而浮现出“物流冰山”，真正的让您体会到“经营过程中没有发现的新大陆”“企业脚下没有被发现的金山”。

#### 参加对象

企业物流总监、总经理、采购总监、生产总监、财务总监等。

#### 课程大纲

- ※ 现代物流管理时代的物流成本
- ※ 挖出物流成本的藏身之处
- ※ 物流一体化对于降低成本、提高效率的贡献
- ※ 谁来负责挖掘和降低物流成本
- ※ 物流成本消减需要避免的误区

#### Benefits to you and your Organization

People always consider logistic cost to be transportation cost. However, after having done a lot of efforts, they found transportation cost reduced while quality cost and satisfactory of delivery decrease. Therefore, coming into a new cycle of how to dig the logistic cost and reduce logistic cost efficiently ..... “cost is a result, as same as inventory and efficiency. The realistic cost is invisibility and exists in the procedure of cost production, and people always ignore these procedures or do not see the cost!” “process controls cost, time perishes space!” Through many kinds of breakthrough points, the lecturer stands on the level of modern logistic management and finds out the cost flowing people have got used to, and then the “logistic iceberg” comes out so that you can understand “new world which have not been found in the operation process” and “gold mountains which have not been found at the foot of enterprises” .

#### Who should attend

Director of Corporation's Logistics, General Manager, Director of Purchasing, Director of Production, Director of Finance.

#### Course outline

- ※ Logistics cost of modern logistic management.
- ※ Dig out the hiding place of logistic cost.
- ※ Contribution of reducing cost and increase efficiency by logistics integration.
- ※ Who is responsible for finding and reducing logistics cost?
- ※ Misunderstandings that should be avoided by logistics cost reducing.

# 库存控制与仓库管理

## Inventory Control & Warehouse Management

OP-LS-013

天数：2 天 Duration: 2 days

### 课程助益

库存是生产制造, 商业流通中的重要环境, 没有库存, 供应链将中断和瘫痪, 而库存是万恶之首, 维修、效率、质量、交期、大量资金占用或周转时间延长、客户服务水平低下、大量的物资滞留在运输途中, 大面积场地被占用、巨大的管理费用及长期存放产生的损耗、大量的呆滞物料最终成为废品回收站的购买对象、公司的资产严重缩水等众多隐患均被巨大的库存全部掩盖! 本课程旨在帮助企业在基于客户需求为导向的市场趋势下, 掌握先进的库存管理技术, 制定合理的库存策略、从而有效的控制和降低企业高量库存, 减少和消除库存报废的风险、以及提高库存资金周转效率和生产效率、并在保证给客户及时交货的前提下, 把“库存”降到最低, 最终赢得市场竞争优势, 帮助企业创造最大化的新利润。

### 参加对象

生产企业高层管理人员; 采购总监、经理、采购工程师、采购员; 物控部门经理、主管; 生产部门经理、主管; 计划部门经理、主管; 其他部门经理相关人员。

### 课程大纲

- ※ 货仓管理的含义
- ※ 货仓在生产企业的意义与作用
- ※ 货仓应具备什么功能
- ※ 货仓的组织结构
- ※ 仓库物料的收发运作
- ※ 物料保管与储存
- ※ 供应链中的库存
- ※ 仓储风险管理
- ※ 呆废料的管理
- ※ 盘点
- ※ ABC 分析法
- ※ 物料分析与计算
- ※ 物料成本、物控
- ※ MRO 控制的要点
- ※ 存量控制
- ※ 仓库的安全生产

### Benefits to you and your Organization

Inventory is an important environment in the manufacturing, commercial circulation, no inventory, supply chain will be interrupted and paralyzed, maintenance, efficiency, quality, delivery, a large number of funds used or turnaround time, low levels of customer service large number of goods stranded in transit, a large area venues occupied huge management fees and many hidden loss arising from long-term storage, sluggish materials eventually become the recycling facilities the purchase object and seriously diminished the company's assets are huge inventory to cover up.

### Who should attend

Production enterprise management; Purchases the inspector general, manager, purchases engineer, the purchaser; The thing controls department manager, the manager; Production department manager, manager; Plan department manager, manager; Other department managers related personnel.

### Course outline

- ※ The meaning of the warehouse management
- ※ The significance and role of the warehouse in the production enterprises
- ※ Warehouse function
- ※ The organizational structure of the warehouse
- ※ The warehouse materials transceiver operation
- ※ Materials custody and storage
- ※ Inventory in the supply chain
- ※ Storage and risk management
- ※ Stay for waste management
- ※ Inventory
- ※ ABC analysis
- ※ Materials analysis and calculation
- ※ Material costs Material control
- ※ The MRO control of key points
- ※ Inventory control
- ※ The warehouse the safety production

# MMOG/LE 原理与实施高级研修班

## Theory and Implement of MMOG/LE

OP-LS-017

天数：2 天 Duration: 2 days

### 课程助益

作为 FORD Q1 认证的一项重要组成部分，物料管理运作指南 / 物流评估 (MMOG/LE) 已经被 FORD 系乃至遍布全球的数千名汽车供应商所使用。通过这一自我评估方式来改进企业物料管理和物流运营。并通过行业最佳实践，来辅助企业实现物料管理和物流运作的对标。通过借助 MMOR/LE 的持续改进，众多供应商已将库存降低高达 50%；而且，在物流管理方面，还显著增加企业的交货绩效评分，大大降低超额运费，明显减少过时产品和管理成本等等。许多汽车供应商因客户需求或强制性要求才完成 MMOG/LE 自我评估。本课程将全面阐述 MMOG/LE 的原理与实施过程，

### 参加对象

技术部、物流部、采购部、销售部、品保部、生产部的经理与主管。

### 课程大纲

- ※ MMOG/LE 的背景与起源
- ※ 策略与改进
- ※ 工作组织
- ※ 生产和能力计划
- ※ 客户接口
- ※ 生产和产品控制
- ※ 供应商接口
- ※ MMOG/LE 的自评与评审

### Benefits to you and your Organization

As the FORD Q1 certification is an important part, Materials Management Operations Guideline / Logistics Evaluation (MMOG / LE) FORD Department even thousands of automotive suppliers all over the world are using. Through this self-assessment to improve materials management and logistics operations. And industry best practices, materials management and logistics operation on standard auxiliary enterprises. Through with the MMOR / LE continuous improvement, many suppliers have sent stock reduced by up to 50%; in logistics management, but also significantly increase the delivery performance ratings, greatly reduced premium freight, and significantly reduce out-of-date products and management costs and so on. Many automotive suppliers due to customer needs or mandatory requirement to complete the MMOG / LE self-assessment.

### Who should attend

Technology department, logistics department, purchasing department, sales department, quality assurance department, production department manager and supervisor.

### Course outline

- ※ MMOG/LE background and origin
- ※ Strategy and improve
- ※ Work organization
- ※ Production and capacity planning
- ※ Customer interface
- ※ Production and product control
- ※ Supplier interface
- ※ MMOG/LE self assessment and evaluation

# 生产管理 - 精益价值流实践

## Production Management-Practical Lean Value Stream Process

OP-LP-001

天数：2 天 Duration: 2 days

### 课程助益

精益是由全球最大汽车制造商日本丰田推行的管理模式 - 丰田生产系统演变而来的。精益强调消除或减少工作流程上的未能为创造顾客价值作出贡献的开支和浪费，把浪费最少化以达致顾客价值最大化，最终能持续改善工作流程和每项工作的流畅度。精益作为世界认可一流管理模式，早已套用至各行各业，也有不少企业应用精益管理达到绩效改善的例子。此课程专为制造业而设，使学员能在企业实践精益项目并带领团队为企业改善品质及降低生产成本和时间。精益领袖（制造业）证书课程是理论和实践并重的，设有理论课堂和工作坊。

### 参加对象

初级至中级制造业团队领袖及经理；制造业的质量及流程改善专业人士。

### 课程大纲

- ※ 制造业精益管理简介  
精益管理需要检视整个产品或服务的交付流程，并评估每一个步骤，确保该步骤是有价值、有能力、可用、灵活和适当的。
- ※ 如何建立价值流程图  
价值流程图是任何涉及过于复杂过程或需要加快进程的项目使用到的主要精益工具。价值流程图在精益及改善项目中经常被使用，并作为机构推行精益。
- ※ 七大浪费  
持续改善活动中最重要和常见的用词。大部份精益工具的主要焦点都是在于消除浪费以达致改善流程。七大浪费提供系统化方法把问题分类和辨认改善活动的优先次序。在评估工作流程中，精益团队透过找出七大浪费才能确认精简工作流程的机会。
- ※ 5S 法  
整顿（分类）；存放；清扫；规范；维持。
- ※ 精益流程、拉动式生产系统和看板  
精益流程是最有效的方法把产品或服务交付给客户，其重点在于积极地移除流程中的浪费。使用精益流程可减少交付时间、营运成本和改善品质。

### Benefits to you and your Organization

Lean is a generic process management philosophy derived from Toyota Production System. Lean considers eliminating or minimizing the expenditure of resources for any goal other than the creation of value for the end customer, which is the core idea of Lean is to maximize customer value by using minimize waste. Lean is a journey of enhances efficiency by continuously improving the workflow and smoothness of work. Lean has been widely applied in process improvement management in servicing and manufacturing industries. One of the primary focuses of lean manufacturing is to eliminate waste; that is, anything that does not add value to the final product gets eliminated. A second major focus is to empower people at lowest level, and make operational decisions at the lowest level possible. The course is designed for manufacturing industries and will enable students to implement Lean projects in their organizations and lead a team to achieve real improvements in production effectiveness. This Programme contains of lectures and workshops.

### Who should attend

First and second level team leaders and managers  
Quality and process improvement professionals .

### Course outline

- Introduction to Lean Management for Manufacturing.
- How to Construct a Value Stream Map
- The Seven Wastes
- 5S
- Lean Flow, Pull System and Kanban

# 价值工程与价值分析

## Value Engineering and Value Analysis

OP-LP-002

天数：2 天 Duration: 2 days

### 课程助益

熟悉价值工程的基本原理，特别是从顾客角度认识价值，并增强顾客意识、质量意识和成本意识；熟悉价值工程对象的选择和信息资料收集的方法；掌握功能分析和功能评价的方法；掌握基本创新发明的方法从而研发出以最低成本满足顾客价值的产品；掌握方案创造与评价，并初步了解 TRIZ（创造性解决问题的方法）；了解流程价值工程和六西格玛价值工程思路和应用。

### 参加对象

中高层管理者。

### 课程大纲

- ※ 价值工程概论
- ※ 价值工程工作流程
- ※ 选择价值工程对象
- ※ 收集情报
- ※ 功能分析
- ※ 功能评价
- ※ 功能价值评估实战演练
- ※ 构思改进方案
- ※ 方案实施与评价价值工程成果
- ※ 价值工程和其它管理方法结合

### Benefits to you and your Organization

Familiar with the basic principles of value engineering, in particular, from the customer point of understanding the value and enhance customer awareness, sense of quality and cost consciousness; familiar with the choice of objects of value engineering and information collected; master the method of functional analysis and functional assessment; grasp the basic innovative invention to develop products to meet customer value at the lowest cost; master the program creation and evaluation, and a preliminary understanding of TRIZ (creative problem solving); understand the process of value engineering and Six Sigma value Engineering ideas and applications.

### Who should attend

Senior managers.

### Course outline

- ※ Introduction to Value Engineering
- ※ Value engineering workflow
- ※ Option value engineering object
- ※ Intelligence gathering
- ※ Functional analysis
- ※ Function evaluation
- ※ The idea improvement program
- ※ Program implementation and evaluation of value engineering achievements
- ※ Value engineering and other management methods combined



# 精益制造 - 提高生产力

## Lean Manufacturing-Productivity Enhancement

OP-LP-003

天数：2 天 Duration: 2 days

### 课程助益

制造业的竞争，在于生产资源（人，机，物）使用的效益，及流程（加工方法）的效率。本单元教授学员以工业工程（IE）的方法优化生产资源的编排，「持续改进」减少运作中的浪费，及应用流程改善工具提升生产效率。本课程单元的主旨在于提供企业提升生产力的方法，协助企业以生产标准数据管理及消除非价值流程，稳定恒常转变的生产编排，突破生产资源成本上涨的微利经营。

### 参加对象

工厂高级管理人员，厂长，生产总管，营运总监。

### 课程大纲

- ※ 应用工业工程提高生产力
  - 方法研究
  - 工作测量
  - 设备布置
  - 生产线的平衡
- ※ 精益制造
  - 精益制造简介
  - 5S
  - 单件流
  - 世界级生产力模式
- ※ 实施改进方案常遇的人事问题
- ※ 其他改进工具
  - 业务流程改进
  - 业务流程重组

### Benefits to you and your Organization

For the competition in manufacturing, the effectiveness in using the resources in Man, Machine and Material and the process efficiency are the most important. In this unit, IE methods are used to optimize the manufacturing resources, and reduce the waste, by applying the process improvement tools.

### Who should attend

Factories senior management, the director, in charge of production, and Chief Operating Officer.

### Course outline

- ※ Use IE tools for productivity
  - Method Study
  - Work Measurement
  - Shop floor layout
  - Production line Balance
- ※ Lean Manufacturing
  - Introduction to LM
  - 5S
  - Single Piece Flow
  - World Class Productivity Model
- ※ Common Issues in Improvement Program
- ※ Other Improvement Tools
  - Business Process Improvement
  - Business Process Re-engineering

# 供应商评审与发展

## Supplier Assessment & Development

OP-LP-004

天数：3 天 Duration:3 days

### 课程助益

为提高供应商评审体系的有效性，帮助供应商评审人员拓展其现场审核技巧；同时提升供应商在质量、交货期、技术能力和可持续发展等综合管理能力，使其能达到共同持续改进目标。

### 参加对象

供应商质量和采购或活动相关管理人员等。

### 课程大纲

- ※ 主要论题
  - 建立供应商评审标准
  - 供应商审核标准包括检查表、评分标准及分级系统、审核报告
- ※ 供应商现场审核
  - 包括审核准备、提问、发现、证据、评分评级、风险及改进机会
- ※ 辅导供应商
  - 综合提升供应商在工厂现场管理、物流、质量控制及资源管理等方面绩效。
- ※ 案例项目
  - 现场审核 - 战略合作供应商
  - 供应商现场审核计划及检查表
  - 应用过程审核方法来实施现场审核
  - 生产现场管理、物流、质量控制三方面专题
  - 审核发现及评价报告
  - 绩效改善报告

### Benefits to you and your Organization

Improve the effectiveness of supplier review system, and help supplier reviews improve onsite review skills; improve suppliers' overall management capacity in terms of quality, delivery period, technology and sustainable development, so that they can meet the common continuous improvement objective.

### Who should attend

Suppliers quality, purchase or activity management personnel.

### Course outline

- ※ Major issues to be discussed
  - Establish supplier review standard
  - The supplier review standard includes inspection form, standards of grading and classification system, audit report
- ※ Supplier onsite review
  - Including audit preparation, questioning, discovery, evidence, score rating, risks and opportunities for improvement
- ※ Guiding suppliers
  - Overall improvement of suppliers' performance in the aspects of factory onsite management, logistics, quality control and resource management
- ※ Cases
  - Onsite audit – strategic cooperation supplier
  - Supplier onsite review plan and inspection form
  - Onsite review through application of procedure audit methods
  - Special topics on production site management, logistics and quality control
  - Audit discovery and appraisal report
  - Performance improvement report



# 工业工程 – 现场效率改进

## Industrial Engineering-On-site Efficiency Improvement

OP-LP-022

天数：2 天 Duration:2 days

### 课程助益

通过工业工程寻求以成本更低、效率更高的方式与方法加工，从工作研究及方法分析、动作和微动作分析到制定作业标准，确定最优化的工序设计，帮助企业创造最佳整体效益，即以提高生产率为目标，从小处着手，力求节约，杜绝浪费。

### 参加对象

工程技术职能部门，部门经理、工程师及工程技术人员等或生产活动相关管理人员等。

### 课程大纲

- ※ 前沿理论讲解
- ※ 工业工程 - 方法工程
  - 方法研究 / 程序分析
  - 人机操作分析
  - 动作研究 / 动作分析
  - 动作经济原则
  - 工业工程 - 工作衡量
  - 时间研究 / 工时测时法
  - 生产线平衡
  - 岗位设计
- ※ 岗位布局 / 人机工程
- ※ 案例分析与演练
  - 运用“工业工程 - 方法工程”来提高工位人员速度
  - 通过人机操作分析 提高人员及设备使用率
  - 通过动作分析以降低无效动作及提高人员效率

### Benefits to you and your Organization

Look for the processing method with lower cost and higher efficiency through industrial engineering, from work research, method analysis, motion and micro motion analysis to instituting operation standard, confirm optimized procedure design, and help enterprises create best overall benefits, that is, in order to improve productivity, save costs in each aspect and avoid waste.

### Who should attend

Engineering technology function department, department manager, engineers, engineering technicians or managers related to production activity.

### Course outline

- ※ Introduction to frontier theories
- ※ Industrial engineering – methods engineering
  - Method research/procedure analysis
  - Human-machine operation analysis
  - Motion research/analysis
  - Motion economy principle
  - Industrial engineering – work measurement
  - Time research/work hour measurement method
  - Production line balance
  - Post design
- ※ Post layout/ Human-machine engineering
- ※ Case analysis and exercise
  - Increase the staff speed through “industrial engineering – methods engineering”
  - Improve personnel and equipment use ratio through human-machine operation analysis
  - Reduce invalid motion and improve work efficiency through motion analysis

# 全面生产力维护

## Total Productive Maintenance

OP-LP-019

天数：2 天 Duration:2 days

### 课程助益

学习和掌握 TPM 理念，建立起以设备综合效率和完全有效生产率为目标、以全系统的预防维修为载体、以员工的行为规范为过程、全体人员参与为基础的生产和设备保养维修体制，运用 TPM 工具，最大程度提高生产效率。

### 参加对象

生产管理、设备维护等部门经理、主管、现场督导、工程师、班组长等。

### 课程大纲

- ※ 前沿理论讲解
- ※ 设备管理体制
- ※ 设备维护管理
  - TPM 活动
  - 设备故障管理
  - 设备维修管理
  - 设备前期备件管理
  - 减少设备的停机和换线时间
  - TPM 的自主维修渐进过程
  - 自主保养的工作
  - 提高设备综合效率
- ※ 案例分析与演练
  - 使用 TPM 工具提高设备综合效率
  - 通过 TPM 分析以减少设备的停机时间
  - 运用快速设置“SMED”来减少停机和换线时间

### Benefits to you and your Organization

Study and master TPM, establish production and equipment maintenance system, which takes equipment overall efficiency and complete effective productivity as objectives, full system preventive maintenance as carrier, employees' behavioral criterion as procedure and all staff participation as basis, and utilize TPM to maximize productivity.

### Who should attend

Managers in production management and equipment maintenance departments, director, onsite supervisor, engineer and team leader.

### Course outline

- ※ Introduction to frontier theories
- ※ Equipment management system
- ※ Equipment maintenance management
  - TPM activities
  - Equipment fault management
  - Equipment repairing management
  - Preliminary spare parts management
  - Reduce the time of equipment stopping and line change
  - TPM self-repairing gradual procedure
  - Equipment maintenance
  - Improve equipment overall efficiency
- ※ Case analysis and exercise
  - Improve equipment overall efficiency through TPM
  - Reduce the time of equipment stopping through TPM analysis
  - Reduce the time of equipment stopping and line change by SMED

# 精益高层核心理念

## Concept of Lean Senior Core

OP-LP-005

天数：2 天 Duration: 2 days

### 课程助益

通过此次培训，您将学习到精益的基本管理理念和核心工具，并且学习到如何在一个业务系统下把这些工具整合在一起，所涉及的业务系统通过达到最高质量，最低成本，以及最短交货期来持续提升企业竞争力。您将理解为什么精益在根本上区别于并优于大批量生产的业务模式。同时您将学到精益的领导模式以及实施精益变革循序渐进的思维过程。您将深刻的理解所有的精益工具如何共同发挥作用。另外，对于精益管理的思想以及精益方法您将获得新的领悟，同时您将了解企业实施精益所需要的组织结构，领导方法以及变革管理方法。

### 参加对象

制造型企业高层管理人员及精益项目经理。

### 课程大纲

- ※ 精益思想的发展
  - 精益的起源
  - James Womack 等的研究
  - 丰田 TPS 的两大支柱（准时化和自动化）
- ※ 精益制造系统
  - 精益制造系统的模型
  - 精益与企业经营业绩（财务报表）的联系
  - 精益工具的运用及问题的优先次序
  - 讨论问题
- ※ 课程总结
  - 持续改善与精益的关系
  - 精益的思想与精益的工具
  - 人在精益中的作用
  - 高层与基层在精益变革中的角色
  - 制造系统精益化的一般步骤
  - （定义和识别价值、生产节拍、创建连续流、拉动式生产、均衡化生产、持续改善）
  - 精益制造系统的常用工具
  - 精益的精髓
  - 室内模拟游戏
  - 精益模拟游戏

### Benefits to you and your Organization

Through this training, you will learn to lean basic management idea and core tools, and learn how to in a business system put these tools together, involves the business system through the highest quality, lowest cost, and the shortest delivery time to continue to promote the enterprise competitiveness. You will understand why lean fundamentally different from mass production and it is better than the business model. At the same time you will learn lean leadership model and the implement of lean transformation progressive thinking process. You will understand all of the lean tools to work together. In addition, for the lean management thoughts and lean method you will get a new understanding, at the same time you will know enterprise implementing lean need organizational structure, leadership method and change management methods.

### Who should attend

Manufacturing enterprise senior management personnel and lean project manager .

### Course outline

- ※ The development of lean thinking
- ※ Origin of lean
- ※ James Womack etc
- ※ Toyota TPS two pillar (just-in-time and automation)
- ※ Lean manufacturing system
- ※ Lean manufacturing system model
- ※ Lean and enterprise performance (financial statements) contact
- ※ The use of lean tools and priority
- ※ Discuss the problem
- ※ Course summary

# 精益生产主管技能提升

## On-Site Management Skills Improvement for Production Supervisor

OP-LP-025

天数：2 天 Duration: 2 days

### 课程助益

学习进行质量，降低成本及安全生产现场改善活动的实用方法，迅速转化为生产力，改善指导工人改善操作，提高个人影响力，更有效的领导和激励员工。

### 参加对象

拥有直接下属，从事生产管理的主管。

### 课程大纲

- ※ 生产主管的主要职责与角色
  - 企业管理的目标和生产主管的关系
  - 现场管理四项基本功能
  - 生产主管在企业的角色和主要职能
  - 员工心理学与主管的心态
  - 产量，质量与现场管理的关系
- ※ 生产主管的生产与现场质量管理理念
  - 精益生产与精益六个西格玛为题解决概论
  - 准时化生产与看板系统
  - 有效消除浪费的其他手法
  - 标准化与差错预防
  - 生产相关活动管理：人，机，料，法，环境与安全
  - 质量改善的理念与实现
  - 有效控制和降低生产及质量成本
- ※ 生产主管的工作改善技巧与方法
  - 生产现场改善思路
  - 6S 活动与工作效率提升
  - 团队合作与现场持续改进
  - TPM 生产设备维护
- ※ 生产主管领导技能与提升
  - 企业文化及生产主管关系学
  - 发展有效的领导管理技巧
  - 目标管理与 KPI 设定
  - 个人成长与企业发展
- ※ 生产主管的员工关系—现场的人际沟通和团队管理
  - 员工关系管理
  - 人际沟通与激励
  - 高效团队的建设

### Benefits to you and your Organization

Learning quality, reduce cost and safety production field to improve activity of practical methods, quickly transformed into productivity, improve the direct workers improve operation; Improve personal influence, more effective lead and motivate employees.

### Who should attend

Have direct subordinates, engaged in production management supervisor.

### Course outline

- ※ The main production supervisor responsibilities and roles
- ※ Production supervisor production and field quality management concept
- ※ Production supervisor work to improve the methods and skills
- ※ Production site improvement ideas
- ※ Production supervisor leadership skills and ascension
- ※ Production supervisor of employee relations - the interpersonal communication and team management

# 精益快速换模 SMED

## Lean Rapid Mold Changing SMED

OP-LP-026

天数：2 天 Duration: 2 days

### 课程助益

掌握快速换模的原理、工具和实施步骤；根据直接流程观察识别改进机会；计算快速换模的财务收益；理解快速换模和降低库存及制造周期的内在联系；理解如何使用精益快速切换改进作业流动；整合快速换模项目到企业精益变革计划中。

### 参加对象

工程师、经理、主管、技术支持人和精益项目经理。

### 课程大纲

- ※ SMED 简介
- ※ 传统换模介绍
  - 传统换模的十个步骤
  - 传统换模存在的问题
  - 换模的七大浪费
  - 传统换模的时间分配
- ※ SMED 必要性分析
  - SMED 优点
  - SMED 成功案例
- ※ 如何理解 SMED
  - 换模时间定义及构成
  - SMED 六个基本要求
  - SMED 四大原则
  - SMED 基本法则
- ※ SMED 6 步法
  - 现状分析
  - 区分内部及外部作业
  - 将内部作业转化为外部作业

### Benefits to you and your Organization

Master rapid mold changing principle, tools and implementation steps; According to the direct process observation identify opportunities for improvement; Calculations quickly in die financial income; Understand the rapid mold changing and reduce inventory and manufacturing cycle of inner link; Understand how to use lean fast switching improvement work flow; Integrated rapid mold changing project to enterprise lean transformation plan;

### Who should attend

Engineers, managers, supervisors, technical support and lean project manager.

### Course outline

- ※ SMED introduction
- ※ The traditional mold changing is introduced
  - The traditional mold changing ten steps
  - The traditional mold changing problems
  - In die seven big waste
  - The traditional mold changing time distribution
- ※ SMED necessity analysis
  - SMED advantages
  - SMED successful cases
- ※ How to understand SMED
  - Mold changing time definition and composition
  - SMED six basic requirements
  - SMED four principles
  - The basic rule SMED
- ※ SMED 6 footwork
  - Present condition analysis
  - Distinguish between internal and external operation
  - The internal operation into external operation

# 标准化工作—改善的基石

## Standardized Work: The Foundation for Kaizen

OP-LP-011

天数：2 天 Duration: 2 days

### 课程助益

理解标准化的基本原理及其在创建精益系统过程中的重要性；制定标准化工作表格；引入标准化技术来改进。

- ※ 培训
- ※ 消除浪费
- ※ 改善可持续性
- ※ 结果的可预测性

### 参加对象

操作员，一线的主管，工程师，精益的领导者，管理人员。

### 课程大纲

- ※ 标准化工作的基本理念和来自各行业中的案例
- ※ 工作标准化和标准工作的区别
- ※ 标注化工作的三个基本要素（节拍时间，工作顺序和标准在制品库存）
- ※ 确定标准化工作的三个文件（产能平衡表，组合表和工作表）
- ※ 标准化工作的三个必要条件（工作内容，设备和生产线，质量）
- ※ 标准化技术：防错，可视化管理，标准化工作指导表格，核查和审计
- ※ 制作并应用视频教材进行标准化工作培训，并制定培训计划和考核方式
- ※ 怎样选择适合您自身环境的标准话技术，以至您能够有效的确保您的流程是可靠的，结果是可预测的
- ※ 丰田改善方式
- ※ 在您进行标准化之前怎样对工作进行观察。

### Benefits to you and your Organization

Understand the basic principle of standardization and create lean system in the process of importance; Make the standardization work in the form; Introducing standardization technology to improve.

- ※ training
- ※ to eliminate waste
- ※ improve sustainability
- ※ the result of predictability

### Who should attend

Operator, on-site manager, engineer, lean leader, management personnel.

### Course outline

- ※ The basic idea of standardization and the case from various industries
- ※ Work standardization and standardization of the difference
- ※ Dimension change work of the three basic elements (time, work sequence and standard in process inventory)
- ※ Determine the standardization work of the three documents (capacity balance sheet, combination table and work table)
- ※ The standardization work in the three necessary conditions (job content, equipment and production line, quality)
- ※ Standardization technology: mistake proofing, visual management, standardized work instruction form, check and audit
- ※ The production and application of video teaching material for standardization training, and make the training plan and evaluation methods
- ※ How to choose a suitable for your own environment standardization technology, as well as you can effectively ensure your process is reliable, the result is predictable



# 精益均衡拉动生产

## Creating Level Pull

OP-LP-016

天数：2 天 Duration: 2 days

### 课程助益

确认真正的需求和应备的成品库存种类；确定在什么位置规划价值流；从定拍工序到上游工序的设计物料流和信息流；在全厂范围内扩展拉动系统。

### 参加对象

生产计划人员，制造和工程部门的专业人员，管理人员，采购人员和负责变革的经理。

### 课程大纲

- ※ 何时按库存生产，何时按订单生产
- ※ 怎样使用成品库存缓冲需求
- ※ 怎样选择定拍工序
- ※ 怎样在定拍工序上均衡排程
- ※ 怎样向定拍工序发送指令
- ※ 什么情况下按小批量生产运转物料，什么情况下按单件生产转运物料
- ※ 怎样使用补货式排程原理，怎样使用顺序拉动式排程原理
- ※ 怎样使用生产指令看板，零件提取看板和信息看板
- ※ 怎样确定内部零件超市的规模
- ※ 怎样确定批量性工序的生产批量
- ※ 怎样确定生产指令的间隔时间
- ※ 怎样把均衡和拉动生产的方式扩展到整个厂

### Benefits to you and your Organization

Confirm the real demand and necessary fg inventory species; Determine in what position planning value stream; From the constant take process to upstream process design material flow and information flow; In the range extended pull system.

### Who should attend

Production planning personnel, manufacturing and engineering department of professional personnel, management personnel, procurement staff and is responsible for the change of manager.

### Course outline

- ※ When the inventory according to production, when by order production
- ※ How to use the fg inventory buffer demand
- ※ How to choose a constant pat process
- ※ How to set the process take balanced schedule
- ※ How to take process will send instruction
- ※ What circumstance according to small batch production operation materials, what circumstance according to single production transfer material
- ※ How to use the replenishment type scheduling principle, how to use the sequence pull system scheduling principle
- ※ How to use the production instruction kanban, component extraction kanban and information kanban
- ※ How to determine the internal parts of the size of the supermarket
- ※ How to determine the batch sex process production batch
- ※ How to determine the production instruction of interval time
- ※ How to balance and pull production way to spread to the whole factory



# 精益看板系统

## Kanban System Management

OP-LP-027

天数：2 天 Duration: 2 days

### 课程助益

本课程让您全面了解精益生产看板系统的内容、起源、发展，通过通用 KANBAN 控制生产计划，消除浪费、降低成本的方法。课堂上老师将和您一起分享大企业的个性化典型案例，让您能够深刻地认识到看板系统在精益生产中的重要性，及如何改善并提升生产效率。

### 参加对象

中高层管理者、厂长、经理、车间主任、生产主管、计划部主管以及工程师等。

### 课程大纲

- ※ 精益的基本概念
- ※ 精益生产的目的一一消除一切消费
- ※ 看板拉动系统的原理
- ※ 看板种类
- ※ 看板的运用
- ※ 货店设计与运行
- ※ 适宜的搬运方法和标准容器的使用

### Benefits to you and your Organization

This course lets you to fully understand the content of the lean production KANBAN system, origin, development, through the general KANBAN control production plan, eliminate waste, cost reduction methods. In class the teacher will share with you the big enterprise personalized typical cases, let you can deeply realize kanban system in the importance of lean production, and how to improve and improve production efficiency flow; In the range extended pull system.

### Who should attend

Senior managers, director, manager, workshop director, production supervisor and planning department director and engineer, etc.

### Course outline

- ※ The basic concept of lean
- ※ The purpose of lean production, elimination of all consumption
- ※ Kanban pull system principle
- ※ Kanban kinds
- ※ Kanban use
- ※ Stores design and operation
- ※ Appropriate handling methods and the use of standard containers

# 精益准时化生产 JIT

## Lean Production and JIT

OP-LP-009

天数：2 天 Duration: 2 days

### 课程助益

识别如何运用精益准时化生产提高生产效率；识别如何运用 JIT 缩短生产周期，提升企业竞争力；掌握如何实现零库存的途径和方法，提升准时交货能力、有效降低库存成本。

### 参加对象

工程师、车间主管、经理、精益管理者及领导者。

### 课程大纲

- ※ 推行 JIT 的必要性
  - 工厂中常见的七大浪费
  - JIT 生产是一个理想，是一种极限
  - JIT 生产是一个不断改进的动态过程
- ※ JIT 的生产计划与控制
  - 什么是制造管理与生产管理
  - 预期生产计划与订单生产计划
  - JIT 生产计划的制定核心思想
  - JIT 拉动式生产计划（PULL）与传统的推动式生产计划的区别
- ※ 实施 JIT 的关键——看板管理
  - 看板的功能
  - 看板的种类
  - 看板管理是实现 JIT 生产的重要手段
  - 看板使用方法实务
- ※ JIT 要点——生产均衡化

### Benefits to you and your Organization

How to use lean on-time production increase production efficiency; How to use JIT shorten production cycle, improve the competitiveness of enterprises; To learn how to realize zero inventory ways and methods, to improve on-time delivery ability, effectively reduce the inventory cost.

### Who should attend

Engineer, workshop director, manager, lean managers and leaders.

### Course outline

- ※ The necessity of the implementation of JIT
  - Factory common seven big waste
  - JIT production is an ideal, it is a limit
  - JIT production is a dynamic process of continuous improvement
- ※ JIT production planning and control
  - What is the manufacture management and production management
  - Expected production planning and order production plan
  - JIT production plan core ideas
  - Pullsystem JIT production plan and the traditional push the difference between the production plan
- ※ The key to implement JIT, kanban management
  - Kanban function
  - Kanban species
  - Kanban management is an important means to achieve JIT production
  - Kanban usage practice
- ※ JIT points a - production equalization

# 精益班组管理技能提升

## On-Site Management Skills Improvement for Foreman

OP-LP-024

天数：2 天 Duration: 2 days

### 课程助益

提升班组长的管理能力；提升劳动效率，激发团队精神，保证管理效果，降低成本；掌握现场管理的技巧，配合科学的现场管理方法改善工厂的现场管理。

### 参加对象

生产督导，线长，班组长及生产现场管理人员。

### 课程大纲

- ※ 现场管理者必备的管理知识
  - 做好管理者，先认识管理
  - 现场管理概述，标准化，现场改善
  - 目标管理与绩效考核责任制
  - 企业文化，执行力文化，团队精神
- ※ 一线班组长的角色认知及素养提升
  - 人员管理的关键在于提升生产力
  - 班组长如何对员工进行培训及工作指导 OJT
  - 学习型班组建设
  - 有效沟通和员工激励技巧
- ※ 机—设备管理与全员生产维护 TPM
  - 设备管理
  - 标准化作业管理
  - 班组现场问题解决方法与技巧
  - 班组长日常活动过程控制
  - 生产现场改善十工具
- ※ 环境与安全— 6S 管理实务
  - 全员参与和全面生产维护 TPM
  - 料—物流控制，消除浪费，成本管理
  - 精益生产简介
  - 物料成本控制
  - 消除浪费
- ※ 法—现场管理方法

### Benefits to you and your Organization

Ascend team leader management ability; Improve labor efficiency, motivate the team spirit, ensure management effect, reduce the cost; Master on-site management skills, with scientific management method to improve the management of the factory.

### Who should attend

Production supervision, line length, team leader and production on-site management personnel.

### Course outline

- ※ The manager the necessary management knowledge
- ※ On-site team leader role cognition and improve quality
- ※ Machine - equipment management and overall production maintenance TPM
- ※ Environment and safety - 6 s management practice
- ※ Method - Onsite management method

# 精益 5S 与目视化管理

## Lean 5S & Visual Management

OP-LP-010

天数：2 天 Duration: 2 days

### 课程助益

熟悉 5S 含义基本原理；掌握 "整理"、"整顿"、"清洁"、"清扫"、"素养"、"安全" 推进重点与步骤；熟悉推进 5S 的组织架构与组织方式；全方位的学习和掌握 5S 知识和目视管理推进方法；了解 5S 可以使企业实现下列目标——提高产品质量和生产效率；降低产品生产成本；提升员工的素养，创造安全、文明、舒适的工作环境；建立卓越的现场管理——为 TPM、JIT、精益生产提供良好的基础。

### 参加对象

操作工，一线主管，工程师和精益领导者，管理人员。

### 课程大纲

- ※ 5S 的基本概念
- ※ 整理的含义、推行目的、方法和实施步骤
- ※ 整顿的含义、推行目的、方法和实施步骤
- ※ 清扫的含义、推行目的、方法和实施步骤
- ※ 清洁的含义、推行目的、方法和实施步骤
- ※ 素养的含义、推行目的、方法和实施步骤
- ※ 目视管理与消除浪费
- ※ 如何建立 5S 管理系统与推行技巧
- ※ 案例，研讨，交流

### Benefits to you and your Organization

Familiar with the basic principles of 5S meaning; master the "finishing", "regulate", "clean", "cleaning", "literacy", "security" to advance key step; familiar advancing 5S organizational structure and organizational; Full range of learning and mastering the 5S method of advancing knowledge and visual management; 5S allows enterprises to achieve the following objectives - to improve product quality and production efficiency; reduce production costs; improve staff quality, to create a safe, civilized and comfortable working environment; excellent site management - for TPM, JIT, lean production and provide a good basis.

### Who should attend

Operator, On-site manager, engineer and lean leader, management personnel .

### Course outline

- ※ The basic concept of 5 s
- ※ The meaning of the arrangement, the implementation of the purpose, method and implementation steps
- ※ The meaning of the reorganization, the implementation of the purpose, method and implementation steps
- ※ Cleaning the meaning, the implementation of the purpose, method and implementation steps
- ※ The meaning of clean, the implementation of the purpose, method and implementation steps
- ※ The meaning of literacy, the implementation of the purpose, method and implementation steps
- ※ Visual management and eliminate waste
- ※ How to establish 5 s management system and the implementation of the skills
- ※ Case, discussion, communication

# 防止差错法

## POKA YOKE

OP-LP-017

天数：2 天 Duration: 2 days

### 课程助益

掌握 Poka Yoke 的基本原理及应用；理解为何及时鉴别不良至关重要；学到如何找到那些可能忽视的损失及如何从纠正措施报告中迅速获得反馈信息；发现过程改善的价值：预防优于检验。

### 参加对象

技术，研发，工程，品管，生产等相关管理人员。

### 课程大纲

- ※ 防差错技术概述  
通过案例看防错技术；零缺陷；产生缺陷的原因分析；错误 VS 过失；通过改善系统实现零缺陷；欣赏：生活中防错技术的应用和启发
- ※ 防差错原理  
如何防止出差错？制造，交易过程常见错误列举分析，统计错误原因；对待错误的两种出发；POKA-YOKE 的特点；十大防错原理；实例分析：十大防原理的应用
- ※ 方差错技术与工具  
五大防错思路；五大防错法则；三大防错检测技术防错装置的应用说明；讨论：如何应用防差错技术？
- ※ 防差错技术应用  
树立基本的防差错观念；防差错技术实施七步法识别现有和潜在缺陷；缺陷分析；提出防差错方案评估选择可行方案；防差错方案运行和评估；标准化和推官；案例分析：一个差错技术的设计

### Benefits to you and your Organization

Poka Yoke master the basic principle and applications. Understand why timely identify bad is very important; Learn how to find those who may be ignored loss and how to corrective action report quickly get to the feedback information; Discovery process improvement value: prevention is better than the inspection.

### Who should attend

Technology, research and development, engineering, quality, production and related management personnel.

### Course outline

- ※ Prevent error technology overview
- ※ Prevent error principle
- ※ Square error technology and tools
- ※ Prevent error technology application
- ※ Prevent error technology implementation seven footwork

# 有效消除浪费

## Eliminate Waste Effectively

OP-LP-017

天数：2 天 Duration: 2 days

### 课程助益

有效消除浪费帮助企业了解精益原理及为什么企业需要精益战略。你将了解真实的精益成功案例。通过互动模拟练习，你将深刻了解实施精益生产的巨大效果和步骤。

### 参加对象

各部门经理，工程师，主管，变革领导人，行政支持人员。

### 课程大纲

- ※ 变革的主要障碍和对策
- ※ 在组织中管理变革的阻力
- ※ 精益的十大戒律
- ※ 丰田生产系统是精益的模式
- ※ 精益和 6 西格玛的关系
- ※ 识别和消除组织中的 7 种浪费
- ※ 价值流图析介绍
- ※ 使用 5S 减少现场浪费
- ※ 为什么采用改善实施精益
- ※ 探讨其他实施精益的方式
- ※ 参与精益工厂模拟和练习实施精益变革
- ※ 精益对工厂和企业代表意义

### Benefits to you and your Organization

Effectively eliminate waste to help enterprises to know lean principles and why enterprise need lean strategy. You will understand the true lean successful cases. Through the interactive simulation training, you will understand the implement of lean production of great effect and steps.

### Who should attend

Department manager, engineer, supervisor, change leaders, administrative support staff.

### Course outline

- ※ Change of the major obstacles and countermeasures
- ※ In the organization management change resistance
- ※ Lean the ten commandments
- ※ The Toyota production system is lean model
- ※ Relationship of lean and six sigma
- ※ Identify and eliminate the tissue of the 7 kinds of waste
- ※ Value stream map analysis is introduced
- ※ Use 5 s to reduce the waste
- ※ Why do we adopt to improve the implement of lean
- ※ Discuss the other way of lean implement
- ※ Participate in lean plant simulation and practice the implement of lean transformation
- ※ Lean to factories and enterprise representative significance



# 精益六西格玛倡导者培训

## Lean 6Sigma Champion Training

OP-LX-001

天数：2 天 Duration: 2 days

### 课程助益

使学员对 6Sigma 有完整的认识，理解成功 / 失败的根本原因，掌握正确领导全企业推行 6Sigma 的方法。

### 参加对象

专为推行 6Sigma 企业的中高层管理人员，董事长、总经理、各职能部门主要负责人设计之培训课程。

### 课程大纲

- ※ 6Sigma 概述
  - Philip B. Crosby- 零缺陷理论
  - Deming (戴明) 思想
  - Juran (朱兰) 思想
  - Taguchi (田口) 思想
  - 6Sigma 方法论的诞生与发展
  - 6Sigma 方法论的诞生的背景条件
  - 传播的历程和影响
- ※ 6Sigma 的核心思想
  - 企业战略管理概述
  - 基于平衡计分卡的目标体系
  - 6Sigma 战略管理的方法 - 大主题的逐层分解
  - VOC/Kano 模型 /CTQ;;RTY;Q-Cost/COPQ
  - 6Sigma 改进 -DMAIC; 精益 6Sigma;6Sigma 设计 -DFSS
- ※ 领导的作用
  - 领导层在 6Sigma 推行中的角色
  - 正确选择和管理 6Sigma 推行骨干
  - 正确选择和管理 6Sigma 项目
  - 营造积极的氛围
  - 追求有形的财务效果
  - 崇尚科学, 消灭愚昧无知
  - 企业全员意识、能力、工作方法的提升
- ※ 成功的 / 失败的 6Sigma 推行案例剖析

### Benefits to you and your Organization

Students complete understanding of 6 Sigma, understand the success / failure to grasp the correct leadership of the enterprise-wide implementation of 6 Sigma.

### Who should attend

Designed for implementation 6Sigma enterprises in senior management, chairman and general manager, primarily responsible for the design of the various functional.

### Course outline

- ※ 6Sigma Overview
  - Philip B. Crosby-Zero Defects
  - Deming-14 Points for Management
  - Joseph M. Juran- The Quality Trilogy
  - Genichi Taguchi-Experimental Design
  - Background of origin of 6Sigmamethodology
  - The course and effects of the expands
- ※ 6Sigma Core Value and Conducting Modes
  - Overview of corporation strategic management
  - KPI system in accordance with Balance Score
  - 6Sigma Strategy -Big Y's deployment
  - VOC/Kano Mode /CTQ; RTY;Q-Cost/COPQ
  - 6Sigma Improvement Mode -DMAIC;Lean 6Sigma;DFSS
- ※ Leadership
  - The role of high level leaders in 6Sigma
  - Select and manage 6Sigma GB/BB rightly
  - Select and manage 6Sigma projects
  - Build positive atmosphere
  - Seek the hard financial achievement and soft spiritual effects concurrently
  - advocate science, destroy and ignorance
  - Enhance consciousness, capability and behavior of all employee
- ※ Share the successful and unsuccessful 6Sigma cases



# 精益六西格玛管理层培训

## Lean 6Sigma Senior Management Training

OP-LX-002

天数：2 天 Duration: 2 days

### 课程助益

本课程提炼了精益六西格玛的精华，是一个在项目初始阶段能帮助企业推动并建立清晰的项目期望收益的平台，使企业高层给出为项目提供更好的资源配置的承诺。

### 参加对象

高层管理人员。

### 课程大纲

- ※ 介绍
  - 精益六西格玛 - 历史、基础、成功典型
  - 不同行业及领域中的精益六西格玛
  - 精益六西格玛成功的因素
- ※ DMAIC：引擎“方法论”和工具
  - 精益六西格玛的角色
  - 六西格玛冠军、推进者、黑带、绿带、团队成员的角色
- ※ 领导团队的关键作用
- ※ 精益六西格玛展开
- ※ 典型精益六西格玛展开
- ※ 精益六西格玛：新趋势几发展。DFSS, 创新精益六西格玛，六西格玛改善

### Benefits to you and your Organization

This course is acting as a platform to facilitate and establish clear project expectations during the initial stage creates organizational commitment at the senior management for better resource allocation . It is seen as a key factor for a high performance organization.

### Who should attend

Senior management staff.

### Course outline

- ※ Introduction
  - Lean Six Sigma-history and elements, success stories,
  - Lean Six Sigma in different industries &functions
  - Factor contributing to Lean Six Sigma's success
- ※ The DAMIC “ENGINE”:methodl0ogy and tools
  - Roles in Lean Six Sigma
  - Role of Champion, Sponsor ,Black Belt, Green Belt , team member
- ※ The key role of the leadership team
- ※ Lean Six Sigma Deployment s
- ※ Typical Lean Six Sigma deployments
- ※ FDSS, Innovation Lean Six Sigma, Six Sigma Kaizen

# 精益六西格玛冠军培训

## Lean 6Sigma Champions Training

OP-LX-005

天数：2 天 Duration: 2 days

### 课程助益

帮助参加学习的企业家们接受 6 Sigma 管理水准的新理念；理解和掌握 6 的基本原理；领会利用 6 Sigma 的方法能推进和提高企业的质量管理水平，达到客户完全满意和企业持续发展；激发企业运用 6 Sigma 提高质量管理的积极性。为进一步推进 6 Sigma 的实施打个良好的基础。

### 参加对象

中层以上管理人员和工技术人员。

### 课程大纲

- ※ 六个西格玛导入
  - 质量管理的发展历史
  - 全面质量管理 (TQM)
  - 6 Sigma 的历史与成就
- ※ 统计学基础
  - 随机抽样与数据类型
  - 数据分布（飞镖记分练习）
  - 数据的集中趋势（平均值）与离散描述（s）
  - 过程能力（Cp, Cpk, Ppk）
  - 统计过程控制（SPC）
- ※ 6 Sigma 的意义与计算
  - DPU 的意义与计算
  - DPMO 的意义与计算
  - DPMO 与 Xs 的转换
  - 3 Sigma 与 6 Sigma 的比较
- ※ 6 Sigma 战略
  - 质量的概念不再只局限于产品的质量
  - 6 Sigma 是公司文化的中心
  - 6 Sigma 的组织架构
- ※ 6 Sigma 战术（DMAIC）（演示一个 6 Sigma 项目）
  - 定义
  - 测量
  - 分析
  - 改进
  - 控制

### Benefits to you and your Organization

Through expenditure analysis, this course helps enterprises reduce procurement cost. Analysis in current product parts, suppliers, manufacturing, shipping and inventory etc. taps and finds out any possibility to reduce cost. There are many methods and strategies to lower the cost, but the most effective cost reduction is realized by corresponding effective measures and comprehensive approach based on price and cost analysis. Cost management methods are introduced from the perspectives of operation.

### Who should attend

Purchasing and supply management and staff.

### Course outline

- ※ Cost Reduction of Different Levels
- ※ Procurement Characteristics and Its
- ※ Price Analysis
- ※ Procurement cost analysis
- ※ Cost control principles and methods
- ※ The discovery of potential suppliers looking for suppliers
- ※ The purpose of evaluating suppliers
- ※ Supplier delivery management
- ※ Supplier Quality Management
- ※ Cost Control Principles and Methods

# 精益六西格玛黑带证书培训

## Lean 6Sigma Black Belt Certificate Training

OP-LX-008

半年 Duration: 1/2 year

### 课程助益

学习导入及推行 6sigma 所必需的知识及技能；学会完成至少一个 6sigma 项目及如何指导绿带开展项目。

### 参加对象

部门经理、高级经理及工程项目经理。

### 课程大纲

- ※ 导论
- ※ 项目选择
- ※ 测量
  - 统计学基础及统计软件使用
  - 项目评审一
  - 6Sigma 的意义与计算
  - 树立参照
  - 测量系统研究
- ※ 分析
  - 流程分析
  - 因果分析
  - 潜在的失效模式与后果分析
  - 项目评审二
- ※ 改进
  - 变差分析
  - 置信度分析
  - 项目评审三
  - 试验设计初步
  - 试验设计技术
- ※ 控制
  - 控制计划
  - 控制图
  - 项目评审四
- ※ 6 Sigma 领导技巧
  - 上司的信任与同事的支持
  - 管理下属
  - 团队建设与团队误区
- ※ 6 Sigma 与精益生产

### Benefits to you and your Organization

Learn all knowledge and skills of implement 6sigma object, Accomplish one or more 6sigma projects and learn how to lead the Green Belt to conduct 6Sigma project.

### Who should attend

Department managers, senior managers and project managers.

### Course outline

- ※ Introduction of 6Sigma
- ※ Definition
- ※ Measurement
  - Basic Statistics(Cp,Cpk,SPC & Statistical Software Minitab)
  - Project Review 1
  - 6Sigma formulation (DPMO)
  - Benchmarking
  - Measurement system validation (GR&R)
- ※ Analysis
  - Process Mapping
  - Cause & Effect Analysis
  - FMEA
  - Project Review 2
- ※ Improvement
  - ANOVA
  - Confidence Interval
  - Project Review 3
  - DOE 1,DOE 2
- ※ Control
  - Control Plan
  - SPC
  - Project Review 4
- ※ 6Sigma Leadership
  - Work with Boss & work with colleagues
  - Leadership
  - Team Building & Team Pitfall
- ※ 6Sigma and Lean Manufacturing

## 精益六西格玛绿带证书培训

### Lean 6Sigma Green Belt Certificate Training

OP-LX-007

天数：6 天 Duration: 6 days

#### 课程助益

了解 6Sigma 的发展和要求；学习导入及推行 6sigma 所必需的知识及技能；完成一个 6sigma 项目。

#### 参加对象

部门经理、主管及工程项目经理。

#### 课程大纲

- ※ DMAIC 步骤一：项目选择
  - 选择 CTQ；客户需求研究；质量功能分布 QFD；6Sigma 设计 DFSS；标杆；立项与项目管理（展示实际项目）
- ※ 统计学基础回顾
- ※ DMAIC 步骤二：测量
  - 过程能力分析
  - 测量系统的验证
  - 统计学软件
- ※ DMAIC 步骤三：分析
  - 流程分析
  - 原因与后果分析
  - 统计七工具
  - 失效模式分析
- ※ 高级统计分析
  - 假方差分析
  - 设检验
  - 回归分析
- ※ DMAIC 步骤四：改进
  - 实验设计初步
  - 实验设计进阶
  - 精益六西格玛
- ※ DMAIC 步骤五：控制
  - ISO9000 与 QS9000 战略
  - 统计过程控制
  - 防错技术

#### Benefits to you and your Organization

To understand the development of 6 sigma and requirements. To learn all knowledge and skills of implement 6sigma object, Accomplish one 6sigma projects.

#### Who should attend

Department managers, supervisors, and project manager.

#### Course outline

- ※ DMAIC step 1: the project selection Choose CTQ; The customer demand research ; QFD; 6sigma DFSS; Benchmark; Project management
- ※ Basic statistics review
- ※ DMAIC step 2: measurement
  - Process capability analysis
  - The verification of the measurement system
  - Statistics software
- ※ DMAIC step 3: analysis
  - Process analysis
  - Cause and result analysis
  - Statistical seven tools
  - Failure mode analysis
- ※ Advanced statistical analysis
  - False analysis of variance
  - Set inspection
  - Regression analysis
- ※ DMAIC step 4: to improve
  - DOE1
  - DOE2
  - Lean 6Sigma
- ※ DMAIC step 5: control
  - ISO9000 and QS9000 strategy
  - Statistical process control
  - Mistake proofing technology

# 精益办公—办公室拉动系统

## Lean in the office: Office Pull System

OP-LB-006

天数：1 天 Duration: 1 days

### 课程助益

本课程将向你展示如何基于对客户的需求的反应来拉动对办公用品和服务的需求。我们将通过使用负荷均衡化系列工具（生产均衡柜）理顺流程，以使产品和服务交付节拍满足节拍时间的要求。

### 参加对象

行政主管和管理人员及推动办公精益思维的人员。

### 课程大纲

- ※ 识别看板的位置
- ※ 建立“超市”及先进的通道
- ※ 使用价值流程图来决定需要那些类型的看板，并计划每一种如何计算
- ※ 设计看板
- ※ 决定每个看板由几个部分组成
- ※ 计划需要多少看板
- ※ 决定缓冲及安全库存的位置及数量
- ※ 书写看板的流程并对使用者进行培训

### Benefits to you and your Organization

This course will show you how to based on the demand of customer response to pull on office supplies and service requirement. We will through the use of load equalization series tools (production equilibrium tank) adjusting process, in order to make the product and service delivery time meet takt time requirements.

### Who should attend

Administration and management personnel and promote lean thinking office personnel.

### Course outline

- ※ Identify the position of the board
- ※ Set up the "supermarket" and advanced channel
- ※ Use value flow chart to decide need those types of kanban and plan how to calculate each kind of
- ※ Design kanban
- ※ Decision for each kanban is composed of several parts
- ※ Plan how many kanban
- ※ Decided to buffer and safety stock position and quantity
- ※ Writing kanban process and to training user

# 精益办公—办公室差错预防

## Lean in the Office: Office Built-in-Quality

OP-LB-005

天数：1 天 Duration: 1 days

### 课程助益

本课程将教介绍如何选择和使用防错工具以保证“植根于质量”。一旦一个特定的质量缺陷的根源被找到，团队可以通过过程防错来防止再次放生。

### 参加对象

行政主管和管理人员及推动办公精益思维的人员。

### 课程大纲

- ※ 理解并计算一次合格率
- ※ 使用廉价且简单的防错装置
- ※ 再不增加工作负荷的情况下使用标准化工作方式协助
- ※ 避免复杂及昂贵的质量控制方法
- ※ 建立“自动停”（工位上的质量）
- ※ 开展质量问题解决循环

### Benefits to you and your Organization

This course will teach introduces how to choose and use mistake proofing tools to ensure that "rooted in quality". Once a particular quality defects were found the root, the team can through the process mistake proofing to prevent them again .

### Who should attend

Administration and management personnel and promote lean thinking office personnel.

### Course outline

- ※ To understand and calculate a qualified rate
- ※ Use cheap and simple mistake proofing device
- ※ Don't increase work load using the standardization work
- ※ Avoid complicated and expensive quality control method
- ※ Set up the "automatic stop"
- ※ For quality problem solving cycle



# 精益办公—办公室和服务业价值流图析

## Value Stream Mapping for Office and Service

OP-LB-002

天数：1 天 Duration: 1 days

### 课程助益

通过知道，讨论，小组活动和动手练习，您将能够学习到如何：识别一个业务流程；看到整个价值流；通过价值流程图识别和消除浪费；对价值流进行重新设计从而降低成本，改进服务和质量；通过建立精益矩阵，精益指标来理解价值流绩效；将项目改善与确保盈利相联系；改善客户响应服务。

### 参加对象

工程师，采购人员，人力资源管理者，排期人员，会计及质量控制人员。

### 课程大纲

- ※ 精益业务理念
- ※ 识别非生产价值流中的浪费
- ※ 现有价值流程图
- ※ 未来价值流程图
- ※ 实现未来目标

### Benefits to you and your Organization

Know, discussion, group activities and hands-on exercises, you will be able to learn how to: Identify a business process; see the entire value stream; through the value of the flow chart to identify and eliminate waste; redesign of the value stream to reduce costs, the project to improve and ensure profitable linked; improve customer response service and quality; to establish Lean matrix, Lean indicators to understand the performance of the value stream.

### Who should attend

Engineer, purchasing personnel, human resources management, scheduling staff, accounting and quality control personnel.

### Course outline

- ※ Lean business concept
- ※ Identify consumption value stream of waste
- ※ The existing value flow chart
- ※ The future value flow chart
- ※ Achieve the goals

# 精益办公—行政管理问题解决

## Administrative Problem Solving

OP-LB-004

天数: 1 天 Duration: 1 days

### 课程助益

本课程将教向您介绍如何解决项目进行中的行政管理问题的方法。同时展示如何运用路径分析, 原因推导, 逻辑, 尝试及想象力来系统的解决在行政过程中, 如采购, 财务, 人力资源, 工程, 产品设计 / 开发等管理过程中遇到的特殊问题。您将了解到一个不断变化的团队如何使用系统化的方法有效的解决问题。这些方法包括: 描述及定义问题, 假设并检验潜在根源, 应用解决方法, 以及文件校正措施等。

### 参加对象

行政主管和管理人员及推动办公精益思维的人员。

### 课程大纲

- ※ 如何系统的接近各种不同类型的问题
- ※ 问题解决包
- ※ 利用循序渐进的方法分析根本原因并找到解决方法
- ※ 帕雷托图, 5W 分析, 原因效果图表, 问题解决流程图及方针标尺来完成 PDCA

### Benefits to you and your Organization

This course will teach you about how to solve administrative problems in the project. Show how to use path analysis, reason derivation logic, try and imagination to solve the special problems encountered in the administrative process, such as procurement, finance, human resources, engineering, product design / development management process system. You will understand that a changing how the team uses a systematic approach to solve the problem effectively. These methods include: description and definition of the problem, assumptions and test potential source of application solution, and file correction measures.

### Who should attend

Administrative and management personnel, and promote personnel office Lean Thinking.

### Course outline

- ※ How the system close to a variety of different types of problems
- ※ Problem-solving package
- ※ Step-by-step approach to analyze the root cause and find a solution
- ※ Pareto chart, 5W analysis, reasons effect diagrams, problem solving flowchart and guidelines ruler PDCA

# 精益办公—办公室 5S 实务及可视化管

## Office 5S Visual for Workplace

OP-LB-003

天数：1 天 Duration: 1 days

### 课程助益

本课程将教你一套方法和流程来建立并维持一个有规划的，整洁高效且美化的办公环境。5S 将帮你识别并消除工作环境中的浪费，同时也是持续遵守标准办公作业和流程改进的基础。学员接受培训后将能独立推行 5S。

### 参加对象

行政主管和管理人员及推动办公精益思维的人员。

### 课程大纲

- ※ 5S 的起源和发展
  - 丰田公司早期开展 5S 的录像。
  - 开展 5S 的重要性
- ※ 整理
  - 文件清理（销毁或搬走）
  - 电子文件的清点（删除）
  - 办公物品的清点
  - 私人物品清点
- ※ 整顿
  - 文件的归档与可视化
  - 柜，架的规置
  - 电子文档的规划
  - 办公用品的摆放
  - 抽屉的管理
- ※ 清扫
  - 清扫不仅仅是清洁工的事
  - 5S 宣传栏与分数卡
- ※ 素养
  - 办公室礼仪
  - 美化办公环境

### Benefits to you and your Organization

This course will teach you a set of methods and processes to establish and maintain a planned, tidy, efficient and beautify the office environment. 5S will help you identify and eliminate waste in the work environment, but also continuing to comply with the basis of standard office operations and process improvement. Students will receive training independent implementation of 5S.

### Who should attend

Administrative and management personnel, and promote personnel office Lean Thinking.

### Course outline

- ※ 5S origin and development
  - The company's early Toyota 5S video.
  - To carry out the importance of 5S
- ※ Sort out
  - File Cleaner (destroyed or moved)
  - Inventory of electronic files (deleted)
  - The inventory of office items
  - Private goods inventory
- ※ Rectification
  - File archiving and visualization
  - Regulations set of cabinets, racks
  - The planning of the electronic document
  - The placing of office supplies
  - Management of the drawer
- ※ Cleaning
  - Cleaning than just cleaning the thing
  - The 5S publicity column score card
- ※ Accomplishment
  - Office etiquette
  - Beautify the office environment

## PMP 项目管理

### PMP Project Management

MID-023

天数：2 天 Duration: 2 days

#### 课程助益

理解项目及其基本原理；理解项目经历的角色及职责；学会使用争取的工具来定义、计划、实施及评估项目；提高项目管理人员的管理技能，从而更有效的处理项目实施过程中出现的各种问题。

#### 参加对象

各级项目管理人员，非项目管理背景的各级部门经理、主管。

#### 课程大纲

- ※ 介绍  
项目管理介绍；系统思考；角色转变
- ※ 项目管理技能  
界定；界定项目范围；确定项目里程碑；计划；分解工作任务；分析依赖关系；估计责任资源技能；计算关键路径；制定项目进度；平衡资源负荷；预算；完善项目计划；实施；过程控制；回顾
- ※ 人员管理技能  
制定项目目标；确定游戏规则；建立信息交流系统；风险管理；预测风险；评估风险；制定措施；项目团队建设；项目团队绩效管理；解决问题；项目会议管理；项目汇报
- ※ 实战演练  
现有或即将进行的项目课堂演练

#### Benefits to you and your Organization

Understanding the project and its basic principles; understand project experience and roles and responsibilities ;Learn to use the tools to define, plan, implementation and evaluation projects; To improve project management personnel management skills, and more effective treatment project implementation problems appeared in the process.

#### Who should attend

At all levels of project management, the project management background at all levels of the department managers, supervisors.

#### Course outline

- ※ introduce  
Project management introduce; System thinking; role
- ※ Project management skills  
Defined; Define the project scope; Determine the project milestones; Plan; Divide solution task; Analysis of the dependency relationship; Estimated liability resources skills; Calculating the critical path; Make the project schedule; Balance resource load; Calculate; Perfecting the system of project plan; Implementation; Process control; review
- ※ People management skills  
To make project target; Determine the rules of the game; To establish information communication system ; Risk management; Predict risk; Assessment of risk; Formulate measures; Project tea performance management; To solve the problem; item visual meeting management; Project report
- ※ Case

## 新任经理 / 主管管理技巧

### Management Skills for Newly Promoted managers/Supervisors

MI-036

天数：2 天 Duration: 2 days

#### 课程助益

培养正面积极得工作态度和自信心，以增进经理 / 主管的管理形象与工作行为表现；学习设定部门工作目标的技巧；增进团队管理与员工激励技巧；以提高员工的生产力；加强沟通以发挥管理的协调与解决问题的技能；完善自我管理技巧。

#### 参加对象

基层主管、新任经理、主管、督导、储备管理人员。

#### 课程大纲

- ※ 管理人员的心态
  - 主管的工作心态；心态与生产力
  - 主管的角色于指责；主管人员的实干于思考需求
- ※ 主管的挑战
  - 工作计划与目标设定；完成组织工作职责
  - 维持高度生产力；自我评价；好主管自我定向
  - 主管的职权与人际影响力
- ※ 目标与任务管理
  - 管理循环；目标管理
  - 计划 - 执行 - 检核 - 行动
  - 行动方案；工作分配与执行；工作纪律与制度
  - 解决问题的技巧；工作追踪与控制
  - 工作评估、报告；改善方法
- ※ 人力资源管理
  - 理论介绍、情境管理、自我评价
  - 风格选择、员工定位与互动管理、管理模式
- ※ 员工激励
  - 工作指导、教导、辅导、授权
  - 管理反馈与员工支持；参与式管理
- ※ 员工绩效管理
  - 绩效目标；评估过程；评估表
  - 评分技巧；让员工参与评估责任
- ※ 主管的自我管理
  - 主管的信任度；沟通技巧；自我管理

#### Benefits to you and your Organization

Develop positive attitude and self-confidence improve the management of the image and work of the Manager/Supervisor behavior; promote team management and employees excited skills improve communication and problem solving skills; improve self-management.

#### Who should attend

A supervisor, the new manager, director, supervisor, reserve management personnel.

#### Course outline

- ※ Management mentality
- ※ Competent challenge
- ※ Goal and task management
- ※ Human Resource Management
- ※ Staff Motivation
- ※ Employee Performance Management
- ※ In charge of the self-management

## 领导绩效

### Leadership Effectiveness

MI-045

天数：2 天 Duration: 2 days

#### 课程助益

本课程教授领导和管理人员知识，技能和能力使在心理和行为上的改观发展成为一只具有领导文化和高效率执行的团队。

#### 参加对象

基层主管、新任经理、主管、督导、储备管理人员。

#### 课程大纲

- ※ 介绍
  - 个人和团体的期望
  - 舒适性和伸展区
- ※ 领导效能
  - 领导与管理
  - 领导方式和原则
- ※ 自我意识
  - 价值：个人价值观；工作价值观；价值轮
  - 模式：行为模式；反应模式；自我模式；有针对性的模式；质量行为
  - 沟通风格：独断；响应；沟通风格；在工作场所的知觉行为
  - 态度：问题解决；4 怕的受害者
- ※ 领导激励
  - 员工履行与性能；领导因素及管理周期
  - 激励理论；动机实践
- ※ 影响
  - 领导权和影响；影响策略
  - AEIOU 自信；OK 模式
- ※ 灵活的领导
  - 员工发展阶段；探索灵活的领导风格
  - 直接与支持；教练与辅导
- ※ 团队领导力
  - 归因；团队合作的水平；创建高绩效团队
- ※ 学习的反思
  - 洞察共享；行动发展；成长模型；个人发展计划

#### Benefits to you and your Organization

The Workshop aims to provide the Leaders and Managers with the knowledge, skills and capacity for both mind and behavior change to develop the inspirational leadership culture and the high performing teams.

#### Who should attend

A supervisor, the new manager, director, supervisor, reserve management personnel.

#### Course outline

- ※ Introduction
- ※ Leadership Effectiveness - The Big Picture
- ※ Self – Awareness
- ※ Leadership Motivation
- ※ Influencing
- ※ Flexible Leadership
- ※ Team Leadership
- ※ Learning Reflection



## 有效的讲演技巧

### Effective Presentation Skills

MID-060

天数: 2 天 Duration: 2 days

#### 课程助益

学会以更有效, 更吸引人的方式进行意见表达; 掌握多种有效的演讲技巧, 能够更好地表达自己的想法, 及更好地被听众理解与支持, 使他人接受你的建议; 学习面对观众能从容不迫, 并使观众留下良好而深刻印象的诀窍。

#### 参加对象

所有需要对外或内做演讲的人员。

#### 课程大纲

- ※ 介绍
  - 为什么需要讲演
  - 讲演技巧起到的关键作用
  - 最佳的讲演应为
- ※ 视觉形象
  - 印象; 姿势; 形象; 眼神; 着装
- ※ 目标设置
  - 讲演制作的第一步
  - 对自己提出问题
  - 设定目标
- ※ 分析听众
  - 为什么要分析听众
  - 分析哪些问题
  - 结论的指导性
- ※ 讲演组织
  - 形成要点; 内容组织; 内容来源
  - 描述内容的效果; 讲演风格
- ※ 语言形象
  - 专业形象; 专业语音形象; 语音形象通常的问题
  - 专业语言形象常用词; 语言: 当与高层交流时
- ※ 开端, 过渡和结尾
- ※ 回答问题
  - 回答提问技巧; 减压的策略 / 方法; 实施你的讲演
- ※ 支持你的讲演
  - 视觉教具: 优势; 视觉教具的布局和设计
  - 视觉教具的类型; 教材

#### Benefits to you and your Organization

Learn to be more effective, more attractive way opinion expression; Grasp a variety of effective speech skills, better able to express your ideas, and better understand and support by the audience, make others to accept your suggestion; Learn to face the audience can go easy, and make the audience very good and impressive know-how.

#### Who should attend

All you need to make a speech in foreign or personnel.

#### Course outline

- ※ Introduce
  - Why there is a need to lecture?
  - The key function of the speech skills?
  - The best speech should be?
- ※ Visual image
  - Impression; Posture; Image; Eyes, dress
- ※ Goal setting
  - The first step of speech production
  - To put forward questions
  - Setting goals
- ※ Analyze the audience
  - Why do you want to analyze the audience
  - What problem analysis
  - Conclusion the guidance
- ※ Speech organization
  - Form points; Content organization; Content source;
  - Describe the effects of content; Speech style
- ※ Language image
  - Professional image; Professional voice image; Voice image usually problem
  - Professional language image everyday words; Language: when and high-level communication
- ※ The beginning, the transition and ending
- ※ Answer the questions
- ※ Support your speech

## 解决问题与分析决策

### Problem Solving and Decision Making

MI-025

天数：2 天 Duration: 2 days

#### 课程助益

随着公司业务不断增长，日常技术和管理都面临很多问题和挑战。大部分管理人员对出现的问题容易就事论事，忽略解决问题时有效的微观方法和宏观思维模式，导致问题的重复出现。本课程参考国际大公司成功解决问题的方法与技巧，使员工在解决问题的能力上得到启发并获得思维方法和技巧提升。

#### 参加对象

企业事业部、职能部门经理，主管、主任、现场督导、工程师。

#### 课程大纲

- ※ 序言及解决问题的理念
  - 企业 / 员工所面临问题的综述
  - 问题的定义和分类
  - 问题产生的原因
- ※ 解决问题的步骤
  - 8D 的逻辑思维和步骤
  - 诊断问题的根本原因
  - 问题确定的工具
  - 制定解决问题的目标
  - 问题的优先级
- ※ 问题解决中的人文因素
  - 解决问题的团队作用
  - 解决问题过程中企业文化建设的功能
  - 以流程为导向解决问题的示范
- ※ 问题解决中常用的管理工具
  - 质量管理工具在解决问题中的应用
  - 时间管理和执行力采用的工具
  - 免错法的适用范围
- ※ 问题解决和决策分析中的创意思维
  - 问题解决于创造性思维
  - 创意思维实践

#### Benefits to you and your Organization

With the continuous growth of the company's business, the day-to-day technical and management are facing a lot of problems and challenges. Most management problems easy matter, ignore solve the problem of the microscopic method and the macro mode of thinking led to recurring problems. This course reference to the methods and techniques of large international companies to successfully solve the problem, so that employees be inspired and get thinking methods and techniques to enhance problem-solving abilities.

#### Who should attend

Enterprise Business Unit, functional managers, supervisors, director, site supervisors, engineers.

#### Course outline

- ※ The preamble and problem-solving concept
  - Overview of problems faced by the enterprise / staff
  - Problem definition and classification
  - Causes of the problem
- ※ To solve this problem
  - The 8D logical thinking and steps
  - Diagnose the root cause
  - Problem determination tools
  - To develop problem-solving targets
  - The priority of the problem
- ※ Solve the problem in the human factors
  - Problem-solving team role
  - The function of the building of enterprise culture in the problem-solving process
  - Demonstration of problem-solving process is wizard
- ※ Problem solving common management tools
  - Quality management tool in problem-solving
  - Time management and execution tools
  - Scope Free and error
- ※ Creative thinking in problem-solving and decision-making analysis
  - Problem solving in creative thinking
  - The practice of creative thinking

## 企业内部培训师培训

### Training The Trainer(TTT)

MI-054

天数：2 天 Duration: 2 days

#### 课程助益

了解人才开发的基础理论与成人学习的心理特点，找到灵活生动演绎相关课程的方法；掌握课程开发设计的基本方法，遵循培训规律，并与团队合作完成标准课程设计；掌握现代培训的专业授课技巧，具备在讲台上展示专业知识的能力。

#### 参加对象

企业内部培训师、培训主管 / 经理，各级管理者，以及有志于走向职业培训师的人员。

#### 课程大纲

- ※ 什么是培训师
  - 培训与教学，培训师与讲师 / 教授的区别
  - 优秀培训师特质及其与领导力的关系
  - 职业生涯发展的一个选项
- ※ 成人学习的理论与应用
  - 学习基本理论 / 左右脑 / 感官学习偏好
  - 成人学习过程
  - 成人学习的特点
- ※ 培训流程管理
  - 明确培训需求
  - 课件开发及其教材的编制
  - 培训前的准备
  - 培训实施
  - 培训效果评估
- ※ 内部培训师的培训策略与风格
- ※ 专业培训技巧
- ※ 案例及其训练

#### Benefits to you and your Organization

The Workshop aims to provide the Leaders and Managers with the knowledge, skills and capacity for both mind and behavior change to develop the inspirational leadership culture and the high performing teams.

#### Who should attend

Managers & Leaders.

#### Course outline

- ※ Introduction
- ※ Leadership Effectiveness - The Big Picture
- ※ Self – Awareness
- ※ Leadership Motivation
- ※ Influencing
- ※ Flexible Leadership
- ※ Team Leadership
- ※ Learning Reflection

## 卓越沟通技巧

### Excellent Communication Skills

MI-061

天数：2 天 Duration: 2 days

#### 课程助益

了解有效沟通的重要作用；掌握沟通策略与方法；学会倾听与反馈的技巧；提高沟通的有效性和建设性；学会建设良好的人际网络；在沟通中学会把握主动，把握双赢。

#### 参加对象

员工、主管、中层管理者、经理。

#### 课程大纲

- ※ 沟通活动中
  - 沟通的形式
  - 人际沟通模式
  - 良好沟通的原则
- ※ 克服沟通中的障碍
  - 产生沟通障碍障碍的原因
  - 人际关系中的行为表现特征
  - 沟通必须建立在共同目标上
  - 4 种人际交往风格
  - 相互作用分析方法
- ※ 改善沟通的有效技巧
  - 沟通中的反应类型
  - 避免自传式的回应
  - 反馈的两种类型
  - 创造性反馈技巧
  - 批评的技巧
  - 积极地赞扬
- ※ 经理人员的四种人际关系网络的建设
  - 想上沟通网络的建设
  - 向下沟通网络的建设
  - 同人间平行沟通网络的建设
  - 和客户的沟通网络的建设
- ※ 组织内部有效沟通
  - 跨部门沟通原则
  - 内部客户满意
  - 组织内部客户服务常见误区
  - 团队互动的原则

#### Benefits to you and your Organization

Understanding of the important role of effective communication; master communication strategies and methods; learn to listen and feedback skills; improve the effectiveness of communication and constructive; learn to build good interpersonal network; learn to take the initiative in communicating to grasp a win-win situation.

#### Who should attend

Employees, supervisors, middle managers, managers.

#### Course outline

- ※ Communication activities
- ※ To overcome the barriers of communication
- ※ Improve effective communication skills
- ※ Within the organization to communicate effectively

## 压力与情绪管理

### Pressure and Emotion Management

MI-058

天数：2 天 Duration:2 days

#### 课程助益

您是否觉得随着个人事业的发展,要做的事情太多,而压力难以舒解?您的业绩压力常令您喘不过起来?人际关系的紧张不和谐,是造成您焦虑不安的主要原因?本课程帮助学员了解自己的工作压力状态;学习消除工作的忧虑和释放压力;获取管理的技巧和成功的经验;创造正确工作价值观;分享团队动力。

#### 参加对象

全体员工。

#### 课程大纲

- ※ 什么是时间
  - 时间的特点和价值
- ※ 如何有效地管理你的时间
  - 有效时间管理的步骤
  - 活动的重要性和紧急性分析
  - 时间管理的策略
  - 最典型的时间使用误区的研究
- ※ 压力诊断
  - 压力测试
  - 压力过重的信号
- ※ 压力和情绪分析
  - EQ 中的五大元素和三个等级
  - 自我觉醒、自我调节、自我激励
  - 移情作用
- ※ 如何授权
  - 授权的障碍
  - 授权需要注意的问题
- ※ 正面思维
  - 正面思维的妙用
  - 人生的旅途
  - 30 岁前不必在乎的 30 件事
- ※ 凝聚团队共识
  - 集思广益
  - 团队合作的重要
  - 创造正确工作价值观

#### Benefits to you and your Organization

Do you think the rise of the personal career development, to do too much, and pressure to debonding? Your performance pressure often make you breathless? Tension in the relationship not harmonious, which was the main reason for the anxiety you? This course is to help students understand their work stress state; Learning to eliminate work worries and release pressure; For management skills and successful experience. Create the correct work values; Share team dynamics.

#### Who should attend

ALL Staff.

#### Course outline

- ※ What is the time
  - Time characteristics and value
- ※ How to effectively manage your time
  - Effective time management steps
  - The importance of the activities and emergency analysis
  - Time management strategy
  - The most typical time use error research
- ※ Pressure diagnosis
  - Pressure test
  - Pressure overweight signal
- ※ Pressure and emotional analysis
  - EQ of the five elements and three levels
  - Self awareness, self control and self motivation
  - empathy
- ※ How to authorized
  - Authorized obstacles
  - Authorized the problem needing to pay attention
- ※ Positive thinking
  - Positive thinking magical effect
  - Life's journey
  - Before the age of 30 don't care about 30 thing
- ※ Condensed team consensus
  - brainstorm
  - Team important

## 危机管理 Crisis Management

MI-028

天数：2 天 Duration: 2 days

### 课程助益

危机管理在现代公司管理中是无可替代的，公司危机管理的成败，直接关系着公司的生死存亡。但施行有效的危机管理可以有效防御危机的发生，才能有效遏止危机，最终获得成功。

### 参加对象

公司中高级管理人员。

### 课程大纲

- ※ 预见危机，防患未然
  - 公司最大隐患——行为惯性
  - 预见危机
  - 防范危机
- ※ 检索管理病症
  - 查找管理病症结
  - 制定和实施危机管理计划是危机管理的命脉
  - 跨越公司经营的断层
- ※ 改善管理，化解危机
  - 改善管理
  - 提高组织效率
  - 自我改善
  - 管理变革
- ※ 全面扭转市场危机
  - 客户关系的危机管理
  - 有效质量管理
  - 有效的财务控制
- ※ 全面摆脱危机的关键
  - 信息化
  - 创新
- ※ 实施有效的恢复策略
  - 突发危机的妥善处理
  - 实施有效的恢复管理
  - 有效的声誉与信用管理
  - 公司的复兴
- ※ 有效处理客户投诉

### Benefits to you and your Organization

Crisis management in the modern company management is irreplaceable, the success or failure of the crisis management, are directly related to the survival of the company. But effective crisis management and can effectively defense crises, can effectively prevent the crisis, the ultimate success.

### Who should attend

The company senior management personnel.

### Course outline

- ※ Foresee the crisis
  - The biggest hidden danger - behavior inertia
  - Foresee crisis
  - Prevent crisis
- ※ Retrieval management conditions
  - Find the disease management
  - The formulation and implementation of crisis management plan is the lifeblood of crisis management
  - Across the company fault
- ※ Improve the management, resolve the crisis
  - Improve management
  - Improve organizational efficiency
  - self-improvement
  - Management change
- ※ Comprehensive torsional market crisis
  - Customer relationship crisis management
  - Effective quality management
  - Effective financial control
- ※ Fully out of the crisis of the key
  - information
  - innovation
- ※ Effective recovery strategy
  - The sudden crisis properly
  - Effective recovery management
  - Effective reputation and credit management
  - The revival of the company
- ※ Effectively handle customer complaints



# 令人满意的客户服务

## Satisfactory Customer Service

MI-031

天数：2 天 Duration:2 days

### 课程助益

在产品差异性越来越小，竞争对手愈来愈多，而客户的要求开始千变万化的今天，要想在激烈的市场竞争中脱颖而出，建立核心优势，就必须关注顾客的需要，建立完善的客户服务体系。本课程在加强客户服务理论和意识的基础上，对客户服务中不同阶段的服务技巧进行提炼，使参与者在与客户沟通以及公司内部的跨部门沟通协调过程中，确立客户至上的工作态度，提升和完善各种非销售行为的处理技巧，实现令人满意的客户服务。

### 参加对象

所有在工作中需要与客户打交道的部门的管理人员，包括销售，客户服务。

### 课程大纲

- ※ 你关心顾客吗？
- ※ 消费者如何购买
- ※ 研究顾客的要求
- ※ 规划你的顾客满意活动
- ※ 用服务来增加价值
- ※ 改善服务品质
- ※ 与顾客沟通
- ※ 顾客关系
- ※ 顾客服务技巧
- ※ 处理顾客服务上的问题

### Benefits to you and your Organization

In the product difference more and more small, more and more competition, and the demand of the customers start protean today, if you want to in the fierce competition, to establish the core advantage, it is necessary to pay attention to the needs of customers, establish a perfect customer service system. This course is to enhance customer service theory and consciousness on the basis of customer service in the different stage of the service skills in refining, participants in the communication with the customers and the company's internal inter-departmental communication process, establish customer first working attitude, improve and perfect all kinds of sales behavior processing skills, achieve satisfactory customer service.

### Who should attend

All work in dealing with customers need of the department's management personnel, including sales, customer service.

### Course outline

- ※ Are you concerned about the customer?
- ※ Consumers how to buy
- ※ The customer requirements
- ※ Planning your customer satisfaction activities
- ※ With service to add value
- ※ Improve service quality
- ※ Communication with customer
- ※ Customer relationship
- ※ Customer service skills
- ※ Deal with customer service issues
- ※ brainstorm
- ※ Team important

## 发展有效的领导管理技巧

### Developing Effective Leadership Skills

MI-042

天数：2 天 Duration: 2 days

#### 课程助益

本课程为提高领导的有效性而设计，它不仅助你提高现有的领导技巧，而且教你如何将领导技巧作为一种战略性手段来运用。

#### 参加对象

企业中、高阶主管 / 经理。

#### 课程大纲

- ※ 领导角色与风格
  - 领导智商
  - 领导情商
  - 职业经理人的形象
- ※ 领导的基本能力—表达与沟通
  - 有效表达的技巧与演练
  - 沟通的艺术
- ※ 激励员工和团队行动
  - 激发员工对工作的热情并赢得支持
  - 领导风格要适合员工的需要
  - 以现实的眼光看待“员工的激励因素”：成就，权利，金钱和地位
  - 解决与激励有关的相关问题
- ※ 通过授权来提高绩效
  - 何时可授权
  - 授权的对象
  - 授权的范围
  - 建立信任和谐的关系—提高团队的工作效率
- ※ 指导与教导
  - 建立在结果之上的指导与教导的框架—如何引导和管理员工提高工作效率
  - 提高指导与教导的有效性—理解他人的行为并发掘其个人价值观
  - 指导的模式
  - 教导的步骤
- ※ 中阶主管的自我管理
  - 运用企业文化来促进信任、团结和高效
  - 成功地处理风险和解决冲突
  - 工作压力的管理

#### Benefits to you and your Organization

The program is designed to lead mid and high level managers to an effective leadership style. The course will promote their current leadership skills, and give them the tools how to use this skill in a strategic way.

#### Who should attend

Mid-high level supervisor / managers.

#### Course outline

- ※ Leader's role and style
  - Leader's IQ
  - Leader's EQ
  - The image of a professional manager
- ※ How to be an effective communicator
  - Effective presentation skills
  - The art of communication
- ※ Motivating and team work
  - Motivating staff and gaining their support
  - Adjusting leadership style to fit the needs of staff
  - Treating “the elements of motivating” in a realistic view: achievement, power, money, and position
  - Solving motivating-related Issues
- ※ To promote performance by empowering
  - When to empower; Whom to empower
  - The range of empowering
  - Establishment of concord relations-promote team work efficiency
- ※ Coaching and counseling
  - Framework of coaching and counseling based on result -how to lead and manage staff to promote work efficiency
  - Enhancing the effectiveness of coaching and counseling –understanding others' behavior to explore his value
  - Model of coaching;
  - Steps of counseling
- ※ Self-management of mid-high level managers

## 目标管理暨均衡记分卡运用

### MBO & The Application of Balanced Scorecard

MI-027

天数：2 天 Duration:2 days

#### 课程助益

我们将提供为期两天的目标管理暨均衡记分卡运用培训，并期望实现以下目标：理解目标管理的基本原理；学会使用均衡记分卡设定衡量系统；在实际工作中通过目标管理提升个人及团队绩效。

#### 参加对象

企业中、高阶主管 / 经理。

#### 课程大纲

##### ※ 序言

- 目标管理的哲学、科学及艺术
- 关键术语
- 目标管理简介（定义、益处、类型及方式）
- 目标管理与绩效管理

##### ※ 目标管理流程（PIR 模型）

- 计划阶段
- 目标设定
- 目标来源（目标分解：从公司到部门再到个人；工作分析）
- 目标类型
- 目标制定原则：聪明目标
- 均衡记分卡
- 目标沟通
- 实施阶段
- 绩效反馈与辅导
- 记录及收集绩效信息
- 回顾阶段
- 绩效考评（原则、误区、流程）
- 与奖励挂靠

##### ※ 总结

- 同事咨询
- 行动计划

#### Benefits to you and your Organization

We will offer two days of management by objectives and balanced scorecard use training, and expect to achieve the following goals: to understand the basic principle of management by objectives; Learn to use the balanced scorecard setting measure system; In the practical work through the target management improve individual and team performance.

#### Who should attend

Enterprises, high order supervisor/manager.

#### Course outline

##### ※ Preface

- Target management philosophy, science and art
- Key terms
- Target management profile (definition, benefits, type and style)
- Target management and performance management

##### ※ Target management process (PIR model)

- Planning phase
- Goal setting
- Target source (target decomposition: from the company to the department to individual, job analysis)
- Target type
- Objectives principle: smart goals
- Balanced scorecard
- Target communication
- Implementation stage
- Performance feedback and coaching
- Record and collect performance information
- Review stage
- Performance evaluation (principle, error, and process)
- And reward the affiliated

##### ※ summary

- Colleagues consulting
- Action plan

# 有效沟通

## Effective Communication

MI-062

天数：2 天 Duration: 2 days

### 课程助益

研究分析了解沟通过程，认识有效沟通的重要性；认识沟通的各种障碍及消除办法；学习如何在工作中通过有效沟通获得双赢；使我们的沟通更具效率和效力，在职业生涯和个人生活中获得成功。

### 参加对象

全体员工。

### 课程大纲

- ※ 什么是沟通及有效沟通的重要性
- ※ 沟通中存在的主要问题
- ※ 正确沟通的方法
- ※ 沟通中遇到冲突以双赢解决
- ※ 企业常用的沟通方式
- ※ 如何与上级、下级、同事沟通
- ※ 如何与顾客沟通
- ※ 在职业生涯和个人生活中运用学到的技能

### Benefits to you and your Organization

Research and analysis to understand the communication process, recognizing the importance of effective communication; recognize communication barriers and eliminate way; learning how to work through effective communication, a win-win situation; make our communication more efficient and effective in his career and personal life to succeed.

### Who should attend

All the staff.

### Course outline

- ※ What is the importance of communication and effective communication
- ※ The major problems in the communication
- ※ The correct way of communication
- ※ Encountered in communication conflict to win-win solutions
- ※ Enterprise commonly used means of communication
- ※ How to superior, inferior, colleagues communicate
- ※ How to communicate with customers
- ※ In his career and personal life use learn skills

## 哈佛谈判术

### Harvard Negotiation Surgery

MI-010

天数：2 天 Duration:2 days

#### 课程助益

创造业绩；引导全赢的局面；保持长远与密切的客户关系；没有压力的工作情绪与自我成就，使学员消除谈判的恐惧感，更合理的掌握局势，轻松做赢家。

#### 参加对象

企业总经理、总监、中高层管理人员、销售、采购及相关谈判人员。

#### 课程大纲

- ※ 基本介绍
- ※ 磋商与砍价
  - 立场性砍价
  - 磋商的定义与条件
  - 磋价的原理与架构
  - 磋商目标矩阵
- ※ 业务谈判的教战守则
- ※ 哈佛谈判策略
  - 谈判策略；人事分流；巩固关系；价值谈判
  - 知己知彼；扩大利基；公正标准；双赢结局；百战不殆
- ※ 销售谈判技巧
  - 谈判准备与准备工具
  - 暖场与开场技巧
  - 发掘利益技巧
  - 利益及资源评估
  - 讨论与研判技巧
  - 发挥杠杆与影响力的技巧
  - 结束的技巧
  - 跟进的技巧
- ※ 商务谈判的重要因素
- ※ 突破僵局与诈术的技巧
- ※ 谈判大师

#### Benefits to you and your Organization

Create performance; Guide win situation; Keep long-term and close customer relationship; No pressure mood and self achievement, so that students eliminate the fear of negotiations, more reasonable control, easy to do the winner.

#### Who should attend

The general manager, director, senior management, sales, procurement and related negotiator .

#### Course outline

- ※ Introduces basic
- ※ Consultation and to bargain
  - Position bargain
  - The definition of consultation and conditions
  - Price principle and architecture
  - Consultation target matrix
- ※ Business negotiation teach war code
- ※ Harvard negotiation strategy
  - Negotiation strategy; Personnel shunt; Consolidate relations; Value negotiation
  - The enemy; Expand niche; Justice standards; Win-win outcome, awareness
- ※ Sales negotiation skills
  - Negotiation preparation and the preparation of the instruments
  - Warm field and the skills
  - Discover interests skills
  - Interests and resources evaluation
  - To discuss and research skills
  - Play lever and influence skills
  - End of the skills
  - Follow up skills
- ※ The important factor of business negotiations
- ※ Break the deadlock and guile skills
- ※ Negotiation master

## 非财务人员的财务管理

### Financial Management of the Non-financial Staff

MI-039

天数：2 天 Duration: 2 days

#### 课程助益

在我国公司经理人员这支队伍中，大多数经理没有财务专业的背景，他们渴望掌握公司理财基本知识和基本技能。本课程的主要目标是：帮助公司经理在最短的时间内掌握公司理财的基本技能，帮助他们在复杂的商业环境里迅速地确认作为一名称职的公司管理人员在公司理财中应：寻找什么，关注什么，做什么，怎么做等，帮助他们提升管理理念，提高理财水平。

#### 参加对象

非财务的管理人员、财务人员。

#### 课程大纲

- ※ 经理怎样阅读财务报告
  - 会计是国际通用的商业语言
  - 经理怎样阅读资产负债表
  - 经理怎样阅读利润表
  - 经理怎样阅读现金流量表
  - 经理怎样阅读会计报表附注和财务情况说明书
  - 经理怎样总体评价企业财务状况的
  - 经理要学会阅读审计报告
  - 经理要学习会计法
- ※ 公司经营目标和内部控制制度
  - 公司预算管理
  - 公司法人治理结构和公司财务监控体系的构建

#### Benefits to you and your Organization

Team of company executives in China, most managers do not have the financial professional's background, they are eager to master the basic knowledge and skills of the corporate finance. The main objectives of this course are: to help master the basic skills of corporate finance manager of the company in the shortest possible time, to help them quickly recognized as a competent company management should be in the Corporate Finance: What to Look for in a complex business environment, concern, what to do, how to do to help them enhance their management philosophy to improve the financial management level.

#### Who should attend

Non-financial managers, finance staff.

#### Course outline

- ※ Managers how to read a financial report
  - Accounting is the internationally accepted business language
  - Managers how to read a balance sheet
  - Managers how to read the income statement
  - Managers how to read the statement of cash flows
  - Managers how to read the notes to the financial statements and the financial situation
  - Manager how the overall evaluation of the financial situation of enterprises
  - Managers must learn to read the audit report
  - Managers to learn the method of accounting
- ※ The Company's business objectives and internal control system
  - Management of the company's budget
  - Corporate governance structure and the company's financial monitoring system construction



## 非人力资源的人力资源管理

### HR Management for Non-HR managers

MI-053

天数：2天 Duration:2 days

#### 课程助益

先入为主的固定思维 / 传统计划体制下的思维和行为，习惯性地排斥不熟悉的事物，妨碍了学习接受开放变革环境中的新理念。本次课程用两天时间让非人力资源管理人员了解人力资源管理知识与技巧，让人力资源管理人员的管理技能与技巧全面提升，让人力资源管理人员与非人力资源管理人员从此紧密协作。

#### 参加对象

人力资源经理、人力资源主管、人力资源专员等人力资源管理工作者，希望从事人力资源管理工作的人员。

#### 课程大纲

- ※ 来自变革环境的挑战：从事管理到人力资源管理
- ※ 部门的职位规划与管理
- ※ 部门员工任用
- ※ 部门绩效考核与工资管理
- ※ 部门培训、员工发展与员工纪律管理

#### Benefits to you and your Organization

First impressions are most lasting fixed thinking/traditional planning system thinking and behavior, habitually reject not familiar with things, hinders learning to accept the new concept of open change environment. The course is conducted in two days time to let the human resources management personnel to understand human resources management knowledge and skills, make human resources management personnel management skills and techniques improve, let the human resources management personnel and the human resource management from now on closely together.

#### Who should attend

Human resource managers, human resources director, human resource generalists and human resources management workers, hope in the human resources management work of the staff.

#### Course outline

- ※ From the change of environment challenge: engaged in management to human resources management
- ※ The position of department of planning and management
- ※ Department staff employment
- ※ Department performance evaluation and salary management
- ※ Department training, staff development and employee discipline management
- ※ Follow up skills
- ※ The important factor of business negotiations
- ※ Break the deadlock and guile skills
- ※ Negotiation master

## 培训体系规划与管理—接轨 ISO 10015

### Training System Planning & Management-the ISO 10015 Approach

MI-052

天数：2 天 Duration: 2 days

#### 课程助益

理解培训与人力资源发展战略及组织绩效的联系；剖析并明示 ISO10015 标准如何衔接与促进培训体系的建立和运作流程；掌握培训实施的关键步骤；探讨学习型组织与知识管理距；了解培训发展的趋势；经验分享。

#### 参加对象

培训总监、经理、主管；人力资源经理、主管及相关部门经理、主管。

#### 课程大纲

- ※ 入世带来的新观念
  - 入世后许多概念需要重新定义
  - 观念的转变首先体现在属性上
  - 面对新的形势必须构筑高位势
- ※ 入世迎来的新挑战
  - 入世先入“信用关”
  - 企业运行中的集约化机制
  - 现代经济运作靠两个力
  - 双赢的内容
  - “竞合”的理念
  - 素质的挑战
  - 未来教育发展展望
  - LIFO 培训
  - 什么时候教育培训才能摆上位置？
- ※ 培训工作如何接轨
- ※ ISO 10015 质量管理—培训指南
  - 范围
  - 标准化参考资料
  - 术语及定义
  - 培训指导方针
  - 监督和改进培训过程

#### Benefits to you and your Organization

Understanding of training and human resource development strategy and organizational performance; parsed and expressly ISO10015 standard interface between distance and to promote the establishment and operation of the training system processes; master key step in the implementation of training; explore the learning organization and knowledge management; understanding of Training and Development trends; experience sharing.

#### Who should attend

Training director, manager, supervisor; human resources manager, supervisor and department managers, supervisors.

#### Course outline

- ※ The WTO brings new concept
  - Many of the concepts need to be redefined after WTO entry
  - The shift in attitudes is reflected in the properties
  - Facing the new situation must build a high potential
- ※ Accession to the WTO ushered in new challenges
  - Accession to the WTO and the first-credit Off
  - The intensification mechanism for businesses run by
  - Modern economic operation by the two forces
  - Win-win
  - The idea of "competing"
  - The quality of the challenge
  - Future educational development outlook
  - LIFO training
  - When education and training in order to put the position?
- ※ How training standards
- ※ ISO 10015 Quality Management - Training Guide
  - Range
  - Standardized reference
  - Terms and Definitions
  - Training Guidelines
  - Monitor and improve the training process

## 销售及销售团队管理

### Sales and Sales Team Management

MI-009

天数：2 天 Duration: 2 days

#### 课程助益

认识到销售是商业过程的必要基础环节；为销售作更充足的准备，使销售活动更顺利；使销售人员更具竞争力并获得市场份额；使企业在行业中占具优势地位。

#### 参加对象

销售经理及高级销售人员。

#### 课程大纲

- ※ 销售经理的职责
  - 双重目标；双功能能
- ※ 销售目标
  - 组织与经营目标；市场计划
  - 销售预测；战略计划
- ※ 销售组织及资源的计划
  - 架构设计；销售队伍计划；职责分配及协调
- ※ 销售人员及业务发展管理
  - 领域管理；大客户管理
- ※ 销售队伍建设
  - 培训及纪律；绩效评估；奖励与福利制度
- ※ 销售激励及发展
  - 管理反馈；奖励与奖金；支持性技巧
  - 授权与授能；职业生涯规划；差异化设计
  - 供应条件策略
- ※ 客户关键成功要素
  - 产业的客户关键成功要素
  - 销售工具及策略
  - 关键成功要素的发掘过程
- ※ 销售策略连接
  - 客户产品系统
  - 建立连接
  - 首要地位及机会连接

#### Benefits to you and your Organization

Understanding of training and human resource development strategy and organizational performance; parsed and expressly ISO10015 standard interface between distance and to promote the establishment and operation of the training system processes; master key step in the implementation of training; explore the learning organization and knowledge management; understanding of Training and Development trends; experience sharing.

#### Who should attend

Sales and sales team management.

#### Course outline

- ※ Sales manager's duties
  - The dual goals; duplex functions
- ※ Sales target
  - Organizational and business objectives; market plan
  - Sales forecasting; Strategic Plan
- ※ Sales organization and resource plan
  - Architecture design; sales team; distribution of responsibilities and coordination
- ※ Sales and business development management
  - The field of management; Key Account Management
- ※ Sales team building
  - Training and discipline; performance evaluation; reward welfare system
- ※ Sales incentives and development
  - Management feedback; incentives and bonuses; support skills
  - Authorization and empowerment; career planning; differentiated design
  - Conditions of supply strategy
- ※ Customer critical success factors
  - Critical success factors for industrial customers
  - Sales tools and strategies
  - Excavation process of the critical success factors
- ※ Sales strategy connection

## 人力资源管理之招聘与甄选

### HR Management of Recruitment and Selection

MI-048

天数：2 天 Duration: 2 days

#### 课程助益

为企业招募优秀的人才，并将合适的人才运用于合适的岗位上，降低成本、节约时间、提高并实现个人及企业的绩效，并避免用人过程中的法律纠纷，充分发挥人力资源的无穷潜力，本课程提供了切实可行的技巧、工具与知识。

#### 参加对象

人事招聘专员、人力资源部经理、部门经理及有志于人事招聘工作的人员及涉及招聘工作的管理人员。

#### 课程大纲

- ※ 招聘
  - 招聘的组织意义与目的
  - 招聘者的角色与任务
  - 招聘与开拓
- ※ 面试
  - 标准与审核
  - 主管与客观的条件
  - 有效面试的要领与技巧
- ※ 录用合同
  - 机会资源与工具
  - 约束与条件
  - 如何避免法律纠纷
- ※ 评估
  - 与部门主管共同进行评估考量
  - 提升
  - 降级
  - 辞退
  - 解雇合同
  - 如何妥善进行雇佣解除工作

#### Benefits to you and your Organization

Infinite potential to recruit the best people for the enterprise, and apply the right talent to the right jobs, reduce costs, save time, improve and achieve personal and corporate performance, and to avoid legal disputes in the employment process, give full play to human resources. this course provides practical skills, tools and knowledge.

#### Who should attend

Sales and sales team management.

#### Course outline

- ※ Recruitment
  - The meaning and purpose of recruitment organizations
  - The roles and tasks of recruiters
  - Recruitment and expand
- ※ Audition
  - Standards and Audit
  - Competent and objective conditions
  - Essentials of effective interview skills
- ※ Hiring contract
  - Opportunities Resources and Tools
  - Constraints and conditions
  - How to avoid legal disputes
- ※ Assess
  - Jointly with the department heads to assess considerations
  - Upgrade
  - Demote
  - Dismiss
  - Dismissal of contract
  - The release how to properly conduct employment

## 过程审核

### Process Audit

**EQ-031**

天数：3 天 Duration: 3 days

#### 课程助益

过程审核是汽车工业 OEM 在 ISO/TS16949 中要求的一种基本审核方法，并被各国汽车制造者所认可采用，适宜所有和 IATF 相关的汽车制造业。本课程是为组织推行 ISO/TS 16949 或认证目的培训，通过学习，学员将：掌握过程审核的目的，意义，程序及实施步骤。通过对产品制造过程进行评定，以掌握其质量能力介绍不同类型的过程审核方法，以便组织选择应用有效预防缺陷产品出厂，减低组织风险，增强客户满意为持续改善提供输入，为全面质量体系审核提供支持。

#### 参加对象

质量体系推行人员、内部审核员、实施质量体系的组织中高级管理人员。

#### 课程大纲

- ※ 过程审核导论
- ※ 体系审核 / 过程审核 / 产品审核之间的关系
- ※ ISO/TS16949 对过程审核的要求 - 过程方法审核
- ※ P1 潜力分析
- ※ P2 项目管理
- ※ P3 产品和过程设计开发的策划
- ※ P4 产品和过程设计开发的实现
- ※ P5 供方管理
- ※ P6 过程分析 / 生产
- ※ P7 服务 / 顾客满意 / 顾客服务

#### Benefits to you and your Organization

Process audit is a basic audit method, and was recognized by the national car maker using suitable IATF automobile manufacturing requirements of the automotive industry in the ISO/TS16949 OEM. This course is assessed to grasp the quality of the product manufacturing process for the organization of the implementation of ISO / TS 16949 or certification purpose of training, learning, participants will: master process audit purpose, significance, procedures and implementation steps. Describes the different types of process audit method, in order to organize the application of effective prevention of defective products factory to reduce organizational risk, to provide input for continuous improvement to enhance customer satisfaction, and to provide support for a comprehensive quality system audit.

#### Who should attend

The quality system implementation personnel, internal auditors, middle and senior management of the quality system of the organization.

#### Course outline

- ※ Introduction to Process Audit
- ※ The relationship between the system audit / process audit / product audit
- ※ ISO/TS16949 requirements for the process audit - audit process approach
- ※ P1 potential analysis
- ※ P2 Project Management
- ※ P3 product and process design and development planning
- ※ The P4 product and the realization of the design and development process
- ※ P5 supply-side management
- ※ P6 process analysis / production
- ※ P7 service / customer satisfaction / customer service
- ※ Dismissal of contract
- ※ The release how to properly conduct employment
- ※ Customer critical success factors
- ※ Critical success factors for industrial customers
- ※ Sales tools and strategies
- ※ Excavation process of the critical success factors
- ※ Sales strategy connection

## 一线现场质量问题的分析与解决技巧

### On-site Quality Problem Solving Skills

EQ-032

天数：2 天 Duration: 2 days

#### 课程助益

在质量问题发生的源头即现场解决问题，既高效又节约时间和成本，因此质量问题在现场发生之前就预防或在发生的第一时间就进行分析和解决显得尤为重要。通过本课程的学习，学员能掌握解决现场质量问题的各种工具和流程，以达到快速有效的解决现场质量问题的目的。

#### 参加对象

企业内从事生产、质量、技术等与解决问题密不可分工作的本组长、工程师、现场质量人员及管理人员。

#### 课程大纲

- ※ 认识质量
  - 什么是质量
  - 专家对质量的论述
  - 质量的基本思想方法
  - 质量管理的定义
  - 全面质量管理 (TQM)
- ※ 认识 现场、浪费（一切工作的基础 “5S”）
  - 现场 5 大任务
  - 现场管理的七种浪费
  - 什么是 5S
- ※ 现场品质管理
  - 现场管理 10 大内容
  - 现场改善 12 大技巧
  - 10 项过程原则
- ※ 现场问题分析和解决
  - 现场班组管理
  - 现场管理方法
  - 现场管理的工具
  - 福特 8D 模式
  - 案例

#### Benefits to you and your Organization

Source of quality problems that scene to solve the problem, both efficient and save time and cost and quality issues in the field before they occur on the prevention or occurred the first time to analyze and solve it is particularly important. Learning through this course, students can master a variety of tools and processes to resolve the problems of site quality, in order to achieve the purpose of the scene to resolve quality problems quickly and efficiently.

#### Who should attend

Foreman, engineer and on-site quality supervisor who are related with problem solving.

#### Course outline

- ※ Recognize quality
  - What is the quality
  - The experts on the quality of discourse
  - The quality of the basic ways of thinking
  - The definition of the quality management
  - Total Quality Management (TQM)
- ※ Recognizing the On-site, waste (the basis of all the work "5S")
  - The On-site 5 mission
  - On-site management of the seven wastes
  - What is 5S
- ※ The on-site quality management
  - On-site management 10 contents
  - On-site to improve 12 skills
  - 10 process principles
- ※ On-site problem analysis and resolution
  - On-site team management
  - On-site management methods
  - On-site management tools
  - Ford 8D mode
  - Case



## 系统思维的七大工具

### New 7 tools System Thinking

EQ-033

天数：2 天 Duration:2 days

#### 课程助益

全面质量管理重点之一就是要通过对现场质量问题的客观分析，找到问题真实原因所在，品管新老七大工具正是客观分析问题原因所在的有效工具，本课程主要是通过基本理论说明、案例练习及笔试，使学员能全面理解品管七大工具的特点及实际应用的技巧。

#### 参加对象

品质主管、品质管理人员、生产一线主管、生产操作人员等与品质有直接关系的人员等。

#### 课程大纲

- ※ 老品管七大工具回顾
- ※ 新品管七大工具概念、原理讲解
  - 关联图
  - 系统图
  - 亲和图
  - 矩阵图
  - PDPC 法（过程决策方法）
  - 箭条图
  - 资料矩阵解析法
- ※ 各手法的数据数据收集
- ※ 图表的绘制与分析
- ※ 案例分析及小组练习

#### Benefits to you and your Organization

Total quality management, one of the key is to be an objective analysis of the on-site quality problems, to find the problem of the real reason, the quality control of old and new seven tools it is a powerful tool for objective analysis of the cause of the problem where the course is the basic theory case exercises and a written test, so that students can fully understand the characteristics of the 7 quality control tools and practical application of skills.

#### Who should attend

Quality manager, quality management, production and first-line supervisors, production operations employees directly related to the quality personnel.

#### Course outline

- ※ Old QC seven tools under review
- ※ New seven tools concepts, principles explain
  - Association graph
  - System diagram
  - Affinity diagram
  - Matrix
  - The PDPC method (the process of decision-making method)
  - Arrow bar chart
  - Data matrix analytic method
- ※ Data practices data collection
- ※ Chart drawing and analysis
- ※ Case studies and group exercises

# 质量管理体系

## Quality Management System

EQ-034

天数：3 天 Duration: 3 days

### 课程助益

了解 QMS 审核员能力要求、熟悉质量管理体系相关知识、掌握八项质量管理原则、掌握质量管理体系标准要素的内容、掌握 QMS 审核程序及相关技能。

### 参加对象

质量管理者代表、内部审核员、建立质量管理体系小组的核心成员。

### 课程大纲

- ※ QMS 特点和内容
- ※ 质量管理八大原则
- ※ 质量管理体系的步骤
- ※ 内部审核员要求和技巧
- ※ 客户满意度分析
- ※ 质量目标定义
- ※ 管理评审的要求
- ※ 全面质量管理原则介绍
- ※ 第三方质量体系认证过程

### Benefits to you and your Organization

To know the qualifications of QMS auditor, be familiar with relevant knowledge of quality management system, master eight quality management principles, the standard elements of quality management system, QMS auditing procedure and relevant skills.

### Who should attend

Quality manager's representative, internal auditor, core members for establishing quality management system team.

### Course outline

- ※ Characteristics and contents of QMS
- ※ Eight principles of quality management
- ※ Steps of establishing quality management system
- ※ Qualification and skills of internal auditor
- ※ Analysis of customer satisfaction degree
- ※ Definition of quality objective
- ※ Requirements on management review
- ※ Introduction to overall quality management principles
- ※ The third party quality system certification procedure

## 先期质量策划 Advanced Quality Planning

EQ-035

天数：2 天 Duration:2 days

### 课程助益

产品质量策划是一种结构化的方法，用来确定和制定确保某产品使顾客满意所需的步骤。产品质量策划的目标是促进与所涉及每一个人的联系，以确保所要求的步骤按时完成。汽车行业客户对于品质的控制着重预防而非检查。APQP 是所有零部件供应商在量产前必须完成的任务之一。本课程是特别为组织推行 ISO/TS 16949 或认证目的培训。学员将学习：了解汽车产品 APQP 策划的基本要求；全面学习 APQP 主要步骤的形成及应用方法，并能结合质量体系运作有效使用；提高 APQP 的实战技能。

### 参加对象

质量体系推行人员、工程技术改善人员人员、现场、质量体系内审员、任何需要学习质量体系管理工具的人员。

### 课程大纲

- ※ APQP 概述
- ※ 策划和项目确定
- ※ 产品的设计和开发
- ※ 过程的设计和开发
- ※ 产品和过程的确认
- ※ 持续改进
- ※ 控制计划方法论
- ※ APQP 实用技巧

### Benefits to you and your Organization

Product quality planning is a structured method to determine and develop the steps required to ensure the product to meet customer satisfaction. Product quality planning's goal is to promote ties with everyone involved, to ensure that the required steps are completed on time. For quality control, automobile manufacturers focus on prevention rather than inspection. APQP is one of the tasks that must be completed before mass production for all parts suppliers. This course is specially designed for the organization to implement ISO/TS 16949 or certification purposes training, the participants will learn: understand the basic requirements of automotive product APQP planning; learning for all APQP major steps formation and application, combining with quality system operation for effective use ; improve the practical skills of APQP.

### Who should attend

Quality system implementation personnel, engineering technical personnel, site improvement personnel, quality system internal auditor, any personnel who need to learn the quality system management tools.

### Course outline

- ※ APQP overview
- ※ Planning and project identification
- ※ Product design and development
- ※ Process design and development
- ※ Products and processes confirmation
- ※ Continuous improvement
- ※ Methodology of control plan
- ※ APQP practical skill

## 可靠性工程 Reliability Engineering

EQ-020

天数：2 天 Duration: 2 days

### 课程助益

可靠性日益受到各界的广泛关注，本课程以工程急需的可靠性管理、可靠性设计和可靠性试验为重点，讲授可靠性工程领域最核心的关键过程和方法，有助于研发工程师和可靠性工程师的全寿命周期综合保障理念的建立，设计先导和科学的进行试验评价技术问题，以解决可靠性工程的主要核心问题。

### 参加对象

设计工程师、测试工程师以及产品采购人员等。

### 课程大纲

- ※ 可靠性基础知识与概念
- ※ 可靠性数学模型与设计
- ※ 可靠性的统计分布
- ※ 可靠性设计
- ※ 可靠性分析与试验
- ※ 可靠性管理

### Benefits to you and your Organization

Understanding the essential meaning of reliability engineering, and compare the similarities and differences with quality, its process and application of modern development of reliability engineering. Teach the basic principles of reliability engineering, as well as how to apply in system engineering electronic products, and introduce common reliability test standard (H-108), in order to actually measure the reliability in factory.

### Who should attend

Design engineers, test engineers and product procurement staff.

### Course outline

- ※ Basic knowledge and concepts of reliability
- ※ The reliability mathematics mode and design
- ※ Statistical distributions of reliability
- ※ Reliability design
- ※ Reliability analysis and test
- ※ Reliability management

## 质量改善策划 Quality Improvement Planning

EQ-036

天数：2 天 Duration:2 days

### 课程助益

激烈的市场竞争中,所有的企业,不论是公营或私营,制造业或服务业,必须执行全面及优质的质量管理体系,以最优化的成本结构中提升顾客及股东的满意度。问题是如何最有效地利用企业资源达致最佳的成果,全面质量管理的达成要求:高层领导的承诺及支持;顾客需求的满足;有效的策略,政策及计划的制定;企业人力资源的协同效益;数据的收集及分析;企业管理体系的执行成效。本课程通过对企业各环节的探讨,让学员了解全面质量管理的推行是企业中各项功能的整合,而不是分割的系统。

### 参加对象

工厂高级管理人员, 厂长, 生产总管, 营运总监。

### 课程大纲

- ※ PDCA 思维解决问题  
PDCA思维在品质圈内作为报告形式代表计划、执行、检查和行动的循环(PDCA)。在PDCA的循环中,第一步是确认问题并计划行动以解决问题。然后是执行试验和检查试验成效。如果试验成功,便需要行动起来落实执行解决方法。持续改善需依靠不间断地进行PDCA的循环,使企业能不断迈向更高水平。不论是在医疗机构、办公室或是制造业厂房,均适合使用这方法来解决任何种类的问题。
- ※ 防误法(Poka Yoke)  
重要的控制工具。人和设备总是容易出现错误的。工作流程是应该协助人和设备能正确表现,而非犯错。可是,人们总是使工作流程复杂化以加快工作进度和提升生产力,而这种复杂化却往往导致许多人和设备的出错。真正提高生产力的方法其实是简化工作流程,这才能直接减少错误的转变,比起复杂地不断修改新错误更为有效。
- ※ 改善(Kaizen)  
改善(Kaizen)在日本语代表为更好而改善,是精益的中心思想。改善活动是指员工建立行动计划以修正缺陷,通常在未来状态实践计划中已被确立

### Benefits to you and your Organization

Contemporary quality management must be applied across an organization-public and private, manufacturing and service to enhance outcome for highest value to customers (stakeholders) at the lowest possible costs. It's about providing the best result possible while making best use of organizational resources. Contemporary quality requires: the commitment and support of senior executive: an unfailing focus on customer (both external and internal) the application of effective strategy, policy and planning the synergy of an organisation's people effective collection and analysis of data the resulting performance of the organisation's system. In this unit we aim to assist students to view organizations in terms of systems, processes, and activities help students apply a holistic management framework for sustainable organizational excellence.

### Who should attend

Factories senior management, the director, the production Explorer, Chief Operating Officer.

### Course outline

- ※ PDCA Problem Solving
- ※ Mistake Proofing (Poka Yoke)
- ※ Kaizen

## 质量成本控制

### Cost Control of Quality

EQ-015

天数：2 天 Duration: 2 days

#### 课程助益

质量管理体系（体系）是否有效，经营的结果是否可以向股东交代，最好的量度基准就是质量管理的实施能否为公司带利益，或者，您的改善成果能否带来浪费的减少和准备效率的改善。另外，质量工作是否要不惜一切代价，在什么情况下我们的投入和产出符合企业的策略和方针？以成本以及财务指标作为测评工具，最容易得到认同，所以质量成本是一个必须掌握的课题。理解质量成本概念；掌握质量成本的类型；了解各项成本的相互关系；认识如何以成本变化判断质量体系的有效性；明了质量工作意义和管理数据化的工作方法；学习采用质量成本作为持续改善的工具。

#### 参加对象

企业总经理、副总经理、管理者代表、企业各部门经理和主管，ISO 办或企管部负责人，企业绩效考核人员等。

#### 课程大纲

- ※ 质量管理体系和质量成本
- ※ 质量成本分类实力和质量成本的改善
- ※ 质量成本分类和活动成本作业法
- ※ 质量成本和其他财务成本计算的关系

#### Benefits to you and your Organization

The best benchmark to evaluate whether a quality management system works efficiency. and whether the operational results can be accepted by stockholders, is to check whether the quality management bring profit to the company and whether your improvement action leads to a reduction of waste and an improvement efficiency .In addition, quality work is valued whether it is completed at any costs and on what condition input and output coincide with the company's strategy and policy? By taking costs and financial index as measurement tools-which are commonly accepted-the subject of quality cost is a topic everybody shall grasp. To understand the concept of quality cost; To command the different categories of quality cost; To learn more about the interrelationship among each cost item; To recognize how to judge the efficiency of a quality system by changing costs; To be clear about the significances of the quality work and working approach of management based on data; To learn to adopt the quality cost issue as a continuous improvement tools.

#### Who should attend

Middle managers, including the team leader, director, department manager, quality manager, financial manager.

#### Course outline

- ※ Quality management system and the cost of quality
- ※ Cost of quality classification strength and quality of the cost of improvements
- ※ Cost of quality classification and activity cost jobs law
- ※ Quality costs and other financial costs calculated relationship



## 企业绩效和持续改善的管理 - 超越 ISO 的目标管理体系

### Performance Management and Continuous Improvement-Beyond the ISO9001 Quality Management System

EQ-028

天数：2 天 Duration:2 days

#### 课程助益

通过质量管理体系认证的企业并不一定代表其市场的竞争力达到国际水平，所有的企业必须通过不断地持续改进来达到管理的有效性和效率。如何整合多种管理体系并如何测量其绩效是企业管理在 ISO9001 认证后要解决的问题。有效的企业管理是对管理目标进行科学的制定，并用员工的绩效考核以及持续改进的工具不断激发员工的潜能达到卓越的目标。

#### 参加对象

企业总经理、副总经理、管理者代表、企业各部门经理和主管，ISO 办或企管部负责人，企业绩效考核人员等。

#### 课程大纲

- ※ 企业的经营战略和质量管理体系的关系
- ※ ISO 体系如何支持经营质量的思维
- ※ 持续改进的管理目标
  - 企业的管理目标
  - 目标管理的方法论
  - 绩效评估和纠正行动
- ※ 衡量管理的结果 - 企业战略的结果以及个人绩效的衡量
  - 企业绩效和个人绩效的维度和测量
  - 绩效和激励机制运用难点
  - 企业绩效对经营战略的承接

#### Benefits to you and your Organization

Whereas more and more companies have achieved their ISO certification, key issues are yet to be resolved as how to improve management effectiveness and efficiency other than to merely pass the certification. The core issue for any effective management system is to build up a performance driven mechanism that is capable of evaluating business process results and to use objectives to drive every single staff to make a joint effort for continuous improvement and true business excellence.

#### Who should attend

General managers ,management representatives, department managers , HR managers , QMS managers and any other staff related to company performance management etc.

#### Course outline

- ※ Business strategy and quality management system
- ※ ISO system of how to support the operating quality thinking
- ※ Continuous improvement of management objectives
  - Enterprise management objectives
  - Target management methodology
  - Performance evaluation and corrective action
- ※ Result - the result of the corporate strategy, as well as personal measure of management performance measure
  - Dimensions and measurements of corporate performance and individual performance
  - Performance and incentives to use and difficult
  - Enterprise performance management strategy to undertake

## 流程管理

### Process Management

EQ-037

天数：2 天 Duration: 2 days

#### 课程助益

本项目内容专为企业完善和超越质量管理体系的管理而设。但是通过了质量管理体系认证的企业并不代表其竞争力达到国际水平，企业必须不断地持续改进来达到管理的有效性和效率。企业比较关注的整合型管理体系和这些管理体系如何设定管理目标，进一步改善的问题。企业在清晰界定管理流程外，管理的深入必须解决的核心问题，并用持续改进的工具不断激发员工的潜能和追求经营的卓越。

#### 参加对象

企业事业部，职能部门经理，主管，主任，现场督导，工程师，人力资源，培训人员等。

#### 课程大纲

- ※ 企业的经营战略和质量管理体系的关系
- ※ 持续改进的管理流程 — 系统管理的基本组元
  - 整合型管理体系的概念和优势
  - 运用流程分析的方法来看 I S O 的管理方法
  - 如何对现有的管理体系和其他管理体系的整合
  - 针对流程来设定管理目标和提倡持续改善
- ※ 衡量管理的结果 — 策略和战略的成果以及企业的衡量
  - 关键表现指标 K P I 和目标管理
  - 企业经营质量的指标
  - 企业的策略、目标和员工的表现
  - 绩效的考核方法
  - 持续改善的工具
- ※ 案例研讨

#### Benefits to you and your Organization

The contents of this project are specially set up for enterprises to improve and exceed quality management system. However, passing quality management system does not mean that the enterprise has owned the international competitive edge; enterprises shall constantly improve it to reach efficient management. Enterprises pay attention to the integrated management system and the method of setting management target and further improvement. Besides clearly defining the management flow, some core issues must be settled for further management, and the tool of continuous improvement is adopted to inspire the potential of employees and excellent performance.

#### Who should attend

Managers of business department and functional departments, supervisor, director, onsite supervisor, engineer, HR and training personnel.

#### Course outline

- ※ Relationship between corporate business strategy and quality management system
- ※ Continuously improved management flow – Basic unit of system management
  - Concept and advantages of integrated management system
  - Treat ISO with flow analysis method
  - Integration of current management system and other management system
  - Set up management objective based on flow and advocate continuous improvement
- ※ Measure the results of management – Results of scheme and strategy and corporate measurement
  - KPI and objective management
  - Index of corporate operation quality
  - Corporate scheme, objective and employees' performance
  - Performance assessment methods
  - Tools for continuous improvement
- ※ Case research

## 质量功能展开 Quality Function Deployment

EQ-030

天数：2 天 Duration:2 days

### 课程助益

教导相关人员如何发掘需方明订的或潜在的要求，并分析供方提供的规格、做法是否有所缺失、遗漏和冲突，并有系统地转换为产品规格、制造规格、测试规格等等。

### 参加对象

产品研发人员、市场人员、制造工程及测试人员。

### 课程大纲

- ※ 概述
  - QFD -- 一种思维方式
  - QFD -- 一种工具
  - 介绍 QFD 专业术语
  - 介绍 QFD 实施过程
- ※ 应用基本步骤
  - 组织形式
  - 基本阶段
  - 阶段间的相互关系
  - 应注意的问题
- ※ 质量之家
  - 质量之家的基本结构
  - 有关用户的要求
  - 产品特殊要求
  - 评定技术难度
- ※ QFD 实例练习

### Benefits to you and your Organization

Teach personnel how to explore the demand side, express or potential requirements and analysis of the specifications provided by the supply-side, if it is something missing, omissions and conflicts, and converted to product specifications, manufacturing specifications, test specifications.

### Who should attend

Product R & D personnel, marketing personnel, manufacturing engineering and test personnel.

### Course outline

- ※ Outline
  - QFD - a way of thinking
  - QFD - a tool
  - Introduction QFD jargon
  - Introduced QFD implementation process
- ※ Application of basic steps
  - Forms of organization
  - Basic stages
  - The relationship between the stage
  - Should pay attention to the problem
- ※ House of quality
  - The quality of the basic structure of the home
  - The user's requirements
  - Product special requirements
  - Rating technical difficulty
- ※ QFD instance exercises

# 实验设计

## Design of Experimental

EQ-038

天数：2 天 Duration: 2 days

### 课程助益

理解实验设计的基本概念；学会在设计和生产过程中正确应用设计，以改善质量；了解从正确应用实验设计中可以得到的益处；鼓励学员在各自的工作部支持实验设计活动。

### 参加对象

质量、产品和工艺工程师、质量技术人员、不断改进督导。

### 课程大纲

- ※ DOE 的哲学
- ※ DOE 的概念
- ※ 实验目标的确定
- ※ 参数的选择
- ※ DOE 的应用—完全因子设计
- ※ DOE 的应用—部分因子设计
- ※ 实验的实施
- ※ 实验数据分析
- ※ 统计分析软件 MiniTab
- ※ 应用实例分析

### Benefits to you and your Organization

Understanding of the basic concepts of experimental design; learned to correct application in the design and production process design, in order to improve quality; understanding of the benefits that can be obtained from the correct application of experimental design; encourage trainees each support experimental design activities.

### Who should attend

Product R & D personnel, marketing personnel, manufacturing engineering and test personnel.

### Course outline

- ※ DOE's philosophy
- ※ DOE concept
- ※ The experiment goal of determining
- ※ The selection of the parameter
- ※ DOE's application - full factorial design
- ※ DOE applications - fractional factorial design
- ※ The implementation of the experiment
- ※ Analysis of experimental data
- ※ Statistical analysis software MiniTab
- ※ Application Analysis

## 能效提升及能源管理体系建设

### The Energy Efficiency Improvement & The Establishment of

SC-013

Management System

天数：5 天 Duration:5 days

#### 课程助益

目前，企业能源有效利用率低和节能意识薄弱等造成能源、资源浪费。在倡导节能减排的国际大环境下，我国政府正努力通过相应的经济和政治手段，引导并促进企业在供应链的各高能耗环节上实现能耗降低、减少排放以及降低运营成本，为企业的能源管理及。本课程旨于面向企业中高级技术和管理人员，理论实践并重地指导如何合理提升能效，从而降低相关的政策和市场风险，与运营成本。

#### 参加对象

企业生产经理、设备经理、能源或工程经理，高层管理者或相关管理人员。

#### 课程大纲

- ※ 企业能源管理：能源供需现状；节能政策与标准化；
- ※ 能源审计和节能规划：企业能源审计的方法 / 程序；
- ※ 节能技术解决实践：水泵系统；照明系统；空压系统；
- ※ 企业能效提升方案：能源评估；能效解决方案；
- ※ 企业节能方案案例。

#### Benefits to you and your Organization

Currently, energy and resource waste occurred by the carelessness of energy conservation and lack of energy efficiency from enterprises. With the global environment to promote energy saving and emission reduction, Chinese government is striving to guide and facilitate enterprises achieving reduction of energy consumption, emission reduction and reduction of operational cost by economic and political approaches. This training confronts to the demands for better energy management toward senior technician and managers, providing a systematic knowledge on how to improve energy efficiency as well as avoid the risk from policy and market, in a combination with theoretical analysis and practices.

#### Who should attend

Enterprise production managers, facilities managers, energy or engineering manager, senior managers or management.

#### Course outline

- ※ Energy management in enterprises
- ※ Energy Audit and planning of Energy management
- ※ Energy Saving by Technologies
- ※ Energy Efficiency Solutions
- ※ Case Study

## IRCA ISO 14001:2004 主任审核员

### IRCA ISO 14001:2004 Lead Auditor

SC-08

天数：5 天 Duration: 5 days

#### 课程助益

本课程采用双向式教学，通过课堂练习，案例分析，学员讨论和作业演示等方式强化学习效果，以达到：获得依据环境管理体系标准准则，对照 ISO 19011 指南进行环境审核所需的知识和技能；实践并理解 ISO 14001:2004 要求的对环境影响的认识和评估；理解环境保护法在环境管理方面的作用；通过对环境影响的评估、环境方针的制订、目的和目标的确立和环境管理程序的学习和理解，掌握制订环境管理体系的实施要求；确立并评价环境工作的改进项目；为环境审核员和从业人员提供资格培训。

#### 参加对象

环境专员，包括已在 IRCA 注册的人员；第三方认证机构环境管理体系评审员和将成为环境管理体系审核员的人员；第二方 / 第三方环境评审机构审核员，企业环境管理者代表、内部审核员。

#### 课程大纲

- ※ ISO14000 系列标准回顾
- ※ 审核员的作用职责
- ※ ISO14001 审核过程方法
- ※ 环境因素识别
- ※ 环境因素评价
- ※ 环境法律法规和其它要求
- ※ 环境监测与控制
- ※ 审核技巧
- ※ 案例分析
- ※ 考试

#### Benefits to you and your Organization

This participative course uses a combination of case studies, assignments and presentations designed to enable the delegates to: Attain the key knowledge and skills necessary to conduct environmental audits against the criteria of environmental management system standards, incorporating the guidance of ISO 19011; Practice and understand the identification and evaluation of environmental aspects and impacts as required by ISO 14001:2004; Understand the role of environmental legislation in environmental management; Establish the implementation requirements of an environmental management system, through environmental impact evaluation, environmental policy development, objectives, targets and a management program; Identify and evaluate improvement of environmental performance; Provide EMS training qualifications for environmental auditors and practitioners.

#### Who should attend

Environmental specialists including those registered with IRCA; People who are leading or who have a major role in the development, implementation and certification of environmental management systems; Third party and certification body EMS assessors and potential EMS auditor; Those with knowledge and experience of management systems, typically ISO9000, who are introducing and ISO14000 into their organization.

#### Course outline

- ※ ISO14000 Standards Series Review
- ※ Roles of Auditors
- ※ The ISO14001 Audit Process
- ※ The Identification and Evaluation of Environmental Aspects
- ※ Environmental Legislation, Regulation and other Requirements
- ※ The Evaluation of Environmental Aspects
- ※ Environmental Monitoring and Control
- ※ Auditing Skill
- ※ Course Examination
- ※ Case Study
- ※ General non-compliance items during the auditing process



## ISO 50001 — 国际能源管理内核员

### ISO50001-EnMS Internal Auditor

SC-014

天数：3 天 Duration:3 days

#### 课程助益

ISO 50001 能源管理体系是由 ISO 国际标准化组织的 ISO/PC 242 能源管理委员会进行制定，于今年 6 月 15 日全球范围颁布，置于提供以下帮助：将能源效率纳入管理办法的框架中；更好地利用现有能源消耗资产；制定标准、测量、记录和报告能源强度改进及其预计的对削减温室气体 (GHG) 排放量的影响；能源资源的透明管理和交流；能源管理的最佳做法和良好的能源管理行为；评估并确定新能源效率技术的实施和其优先顺序；通过供应链促进能源效率的框架；和温室气体排放削减计划有关的能源管理改进。本培训旨于面向企业中高级技术和管理人员，通过培训寻找到低成本或无成本的节能方法和能源管理措施；通过案例分析，帮助学员掌握和运用能源管理新知识、新技术，通过掌握能源管理工具，增加工作效益，从而降低相关的政策和市场风险与运营成本。

#### 参加对象

企业生产经理、设备经理、能源或工程经理，高层管理者或相关管理人员。

#### 课程大纲

- ※ 企业能源管理（一）
- ※ 企业能源管理（二）
- ※ 能源管理体系策划
- ※ ISO50001 详解

#### Benefits to you and your Organization

Teach personnel how to explore the demand side, express or potential requirements and analysis of the specifications provided by the supply-side, if it is something missing, omissions and conflicts, and converted to product specifications, manufacturing specifications, test specifications.

#### Who should attend

Enterprise production managers, facilities managers, energy or engineering manager, senior managers or management.

#### Course outline

- ※ Energy management in enterprise (A)
- ※ Energy management in enterprise (B)
- ※ Planning of energy management system
- ※ ISO50001 Interpretation

## SA 8000 社会责任管理体系内审员

### SA 8000 Social Accountability Management System Internal Auditor

SC-011

天数：3 天 Duration: 3 days

#### 课程助益

近来，公众越来越关注劳动者的社会责任问题，特别是随着中国加入 WTO 以及 SAI 新版标准的颁布，SA 8000 管理已经日益显示出其重要性。企业委派经过 SA 8000 培训的人员从事并协调企业内部的社会责任工作。本课程的主旨在于通过培训，为学员提供理论及实践的指导，帮助他们了解该管理体系的执行要点及审核方法、技巧。此培训通过向学员阐述 SA 8000 的条款要求及审核要点，帮助企业建立一套 SA 8000 体系，使企业能够：发展、维持和加强公司的政策和程序，在公司可以控制或影响的范围内，管理有关社会责任的议题；证明公司的政策，程序和措施符合本标准的规定；增强企业内部凝聚力。

#### 参加对象

公司管理层、行政人事专员、职业健康与安全专员等。

#### 课程大纲

- ※ 社会责任背景简介
- ※ 基础知识及定义
- ※ 标准及条文的讲解（童工、强迫性劳动、健康与安全、组织工会的自由与谈判的能力、相关案例的分析及练习、歧视、惩罚措施、工作时间及报酬等）
- ※ 相关的法律法规
- ※ 健康与安全
- ※ 审核方法及技巧
- ※ 审核中的一般不符合项

#### Benefits to you and your Organization

Recently, there has been strong public focus on social accountability issues of laborers, especially since China's accession into the WTO and the recent release of a new SAI standard version. The SA 8000 management system has gained outstanding recognition and importance since its debut. Corporations are beginning to assign SA 8000 certified personnel to conduct and coordinate internal social accountability functions. The purpose of this course is to provide theoretical and practical guidance to its participants, to help them understand the essence of SA 8000 standard and methods and techniques for auditing. By explaining the relevant requirements and auditing skills this seminar helps corporations to implement the SA8000 system. This allows corporations to: Develop, maintain and strengthen company's policies and procedures. Manage social accountability issues within company's controlled or influenced boundaries; Certify that the company's policies, procedures and measures accord to the standard; Improve company's internal cohesion.

#### Who should attend

Management, HR, professional health and safety officers.

#### Course outline

- ※ Overview on social accountability
- ※ Fundamental knowledge and definitions
- ※ Explanation to standards and articles (child laborers, forced laborers, health and safety issues, freedom of association & right to collective bargaining, discrimination, disciplinary practices, working hours, remuneration, case study exercise and analysis etc.)
- ※ Related law and regulation requirements
- ※ Health and safety
- ※ Auditing methods and techniques
- ※ General non-compliance items during the auditing process

编号 Code	课程名称 Course Name	天数 Duration
运营解决方案 Operation Solution		
运营解决方案-精益供应链生产 Operation Solution-Lean Supply Chain		
OP-LS-001	战略采购管理 Strategic Procurement Management	2
OP-LS-002	实用采购谈判 Practical Purchasing Negotiation	2
OP-LS-003	全面削减采购成本与供应商管理 Procurement Cost Control & Supplier Management	2
OP-LS-004	通用谈判技巧 Negotiation Skills	2
OP-LS-005	供应商评估与管理 Managing Supplier Performance	2
OP-LS-006	采购绩效考核与管理 Procurement Performance Evaluation and Management	2
OP-LS-007	采购订单与合同管理 Procurement Order and Contract Management	2
OP-LS-008	采购成本管理 Procurement Cost Management	2
OP-LS-009	仓储管理 Modern Warehouse Management	2
OP-LS-010	物料计划与库存控制 Material Planning & Inventory Control	2
OP-LS-011	如何有效降低物流成本 How to Effectively Reduce Logistics Cost	2
OP-LS-012	物流与供应链管理 Logistics and Supply Chain Management	3
OP-LS-013	库存控制与仓库管理 Inventory Control & Warehouse Management	2
OP-LS-014	可视化物流 Visual Logistics	2
OP-LS-015	精益物流及物流成本管理 Lean Logistics & Logistics Cost Management	2
OP-LS-016	柔性生产与需求控制 Flexible Production and Demand Control	2
OP-LS-017	MMOG/LE 原理与实施高级研修班 Theory and Implement of MMOG/LE	2

编号 Code	课程名称 Course Name	天数 Duration
运营解决方案-精益生产 Operation Solution-Lean Production		
OP-LP-001	生产管理 - 精益价值流实践 Production Management-Practical Lean Value Stream Process	2
OP-LP-002	价值工程与价值分析 Value Engineering and Value Analysis	2
OP-LP-003	精益制造 - 提高生产力 Lean Manufacturing-Productivity Enhancement	2
OP-LP-004	供应商评审与发展 Supplier Assessment & Development	3
OP-LP-005	精益高层核心理念 Key Concepts of Senior Lean	2
OP-LP-006	精益问题解决 Lean Problem Solving Workshop	1
OP-LP-007	价值流图析 Value Stream Mapping for Manufacturing	1
OP-LP-017	有效消除浪费 Effective Eliminate Waste	2
OP-LP-009	精益准时化生产 JIT Lean Production and JIT	2
OP-LP-010	精益 5S 与目视化管理 Lean 5S & Visual Management	2
OP-LP-011	标准化工作 - 改善的基石 Standardized Work: The Foundation for Kaizen	1
OP-LP-012	持续改善工作坊 Quick Kaizen Workshop	1
OP-LP-013	创建连续流 Creating Continuous Flow	1
OP-LP-014	精益物流 - 让物料流动起来 Lean Logistics - Making Materials Flow	1
OP-LP-016	精益均衡拉动生产 Lean Creating Level Pull	1
OP-LP-017	防止差错法 Poka Yoke Workshop	2
OP-LP-018	有效控制和降低生产成本 Effectively Control and Reduce Production Cost	2
OP-LP-019	全面生产力维护 Total Productive Maintenance	2
OP-LP-020	车间管理 Workshop Management	2

编号 Code	课程名称 Course Name	天数 Duration
OP-LP-021	工厂管理 Plant Management	2
OP-LP-022	工业工程 – 现场效率改进 Industrial Engineering Productivity	2
OP-LP-023	生产经理系列培训 Production Manager Series Program	6
OP-LP-024	精益班组管理技能提升 On-Site Management Skills Improvement for Foreman	2
OP-LP-025	精益生产主管技能提升 On-Site Management Skills Improvement for Production Supervisor	2
OP-LP-026	精益快速换模 SMED Lean Rapid Mold Changing SMED	2
OP-LP-027	精益看板系统 Kanban System Management	2
运营解决方案-精益六西格玛 Operation Solution-Lean Six Sigma		
OP-LX-001	精益六西格玛倡导者培训 Lean 6Sigma Champion Training	2
OP-LX-002	精益六西格玛管理层培训 Lean 6Sigma Senior Management Training	2
OP-LX-003	精益六西格玛高层管理意识课程 Senior Management Awareness Programme	1
OP-LX-004	精益六西格玛意识课程 Awareness Workshop	1
OP-LX-005	精益六西格玛冠军课程 Champions Course	2
OP-LX-006	精益六西格玛黄带证书课程 Yellow Belt Course	5
OP-LX-007	精益六西格玛绿带证书课程 Green Belt Course	8
OP-LX-008	精益六西格玛黑带证书课程 Black Belt Course	10
OP-LX-009	精益六西格玛产品 / 过程设计课程 DFSS Product/Process Redesign Course	4
OP-LX-010	精益六西格玛黑带大师证书课程 Master Black Belt Programme	15
运营解决方案-精益业务流程 Operation Solution-Lean Business Process		
OP-LB-001	精益办公核心理念 Key Concepts of Lean in the Office	2

编号 Code	课程名称 Course Name	天数 Duration
OP-LB-002	精益办公 - 办公室和服务业的价值流图析 Lean in the Office: Value Stream Mapping for Office & Service	1
OP-LB-003	精益办公 - 办公室 5S 实务及可视化管理 Lean in the Office: Office 5S Visual Workplace Workshop	1
OP-LB-004	精益办公 - 行政管理问题解决 Lean in the Office: Administrative Problem Solving Workshop	1
OP-LB-005	精益办公 - 办公室差错预防 Lean in the Office: Office Built-in-Quality Workshop	1
OP-LB-006	精益办公 - 办公室拉动式系统 Lean in the Office: Office Pull Systems Workshop	1

## 管理与创新 Management and Innovation

### 组织 & 发展 Organization & Development

MI-001	组织经营的创新与发展策略 The Strategy and Development of Innovation Company	2
MI-002	创新与发展策略 The Strategy of Innovation and Growth	2
MI-003	矩阵式管理在现代企业中的运用 Matrix Management	2

### 市场 & 销售 Marketing & Sales

MI-004	非营销经理的营销观 Marketing Management For Non-Marketing Managers	2
MI-005	市场 / 销售经理的财务管理 Finance Management for the Marketing/Sales Management	2
MI-006	创新营销思维 Innovation Marketing and Sales Creativity	3
MI-007	顾问式销售技巧 Consultative Selling Skills Training	2
MI-008	大客户战略与客户管理 Key Account Strategy and Account Management	2
MI-009	销售与销售团队管理 Sales and Sales Forces Management	2
MI-010	哈佛谈判术 Harvard Negotiation Surgery	2
MI-011	战略联盟：联盟成果管理 Strategic Alliances: Managing for Results	2



编号 Code	课程名称 Course Name	天数 Duration
技术工程 Technical Engineering		
MI-012	创意性问题解决 Creative Problem Solving	2
MI-013	创意思考 Creative Thinking	2
MI-014	TRIZ 实务及运用课程 TRIZ Practical Workshop	3
MI-015	创造和创新—概述 Creativity and Innovation - Overview	1
MI-016	创新推进课程 Innovation Facilitator Course	5
MI-017	创新大师课程 Innovation Master Course	5
MI-018	创新冠军课程 Innovation Champion	2
战略与发展 Strategy & Development		
MI-019	业务流程战略变革 Strategic Transformation of Business Processes	2
MI-020	企业经营和发展战略 Corporate Business & Development Strategies	2
MI-021	管理战略变革 The Advanced Program in Managing Strategic Change	2
MI-022	高绩效的战略策划 The High Performance Strategic Planning	2
任务管理 Task Management		
MI-023	PMP 项目管理 Project Management	3
MI-024	商业风险管理和应急预案 The Business Risk Management and Contingency Planning	2
MI-025	解决问题与分析决策 Problem Solving and Decision Making	2
MI-026	跨部门跨企业跨国际之项目管理工作要领 Multiple Projects Management	2
MI-027	目标管理暨均衡记分卡运用 MBO & The Application of Balanced Scorecard	2
MI-028	危机管理 Crisis Management	2

编号 Code	课程名称 Course Name	天数 Duration
MI-029	流程管理在现代企业中的应用 Process Management and Application in Modern Enterprise	2
MI-030	精准成本控制与分析 Exact Cost Control and Analysis	2
服务管理 Service Management		
MI-031	令人满意的客户服务 Satisfactory Customer Service	2
MI-032	客户满意度测评及管理 Customer Satisfaction Measurement and Management	2
MI-033	突破性客服的战略与实施 The Strategy & Implementation of Breakthrough Customer Services	2
MI-034	增值客户服务 The Value-Added Customer Service	2
管理技能 Management		
MI-035	一线班组长管理技能提升 On-site Management Skills & Production Techniques Improvement for Foreman	2
MI-036	新任经理 / 新任主管管理技能提升 Management Skills for Newly Promoted Managers/Supervisors	2
MI-037	卓越管理 Excellence Management	2
MI-038	职业经理人管理技能提升 Professional Managers Management Skills Improvement	4
MI-039	非财务人员的财务管理 Finance Management of the Non-Financial Staff	2
MI-040	非质量经理的质量管理 Quality Management for Non-Quality Managers	2
领导力 Leadership		
MI-041	组织发展与领导战略工作坊 Organization and Leadership Workshop	2
MI-042	发展有效的领导管理技巧 Developing Effective Leadership Skills	2
MI-043	变革管理 Change Management	2
团队发展 Team Development		
MI-044	团队建设 Team Building	2

编号 Code	课程名称 Course Name	天数 Duration
MI-045	领导绩效 Leadership Effectiveness	2
人力资源管理 HR Program		
MI-046	人力资源管理与发展系列课程 HR Management & Development Integrated Training Program	10
MI-047	人力资源管理变革与策划 Human Resource Management Theory & Planning	2
MI-048	人力资源管理之 - 招聘与甄选 HR Management Recruitment & Selection	1
MI-049	人力资源管理之 - 薪酬与福利 HR Management Compensation & Benefits Design	1
MI-050	绩效管理 Performance Management	1
MI-051	培训与发展 Training & Development	2
MI-052	企业培训体系规划及管理－接轨 ISO10015 Training System Planning & Management- The ISO10015 Approach	2
MI-053	非人力资源经理的人力资源管理 HR Management for Non-HR managers	2
MI-054	企业内部讲师特训课程 Training The Trainer(TTT)	2
MI-055	人力资源的全面质量管理 TQM for HR	2
MI-056	职业生涯规划 Career planning and development	1
个人效率 Personal Effectiveness		
MI-057	高绩效自我导航 Achieving High Performance and Health in a High-Stress Environment	2
MI-058	压力与情绪管理 Pressure and Emotion Management	2
MI-059	冲突管理 Conflict Management	2
MI-060	有效演讲技巧 Effective Presentation skills	2
MI-061	卓越沟通技巧 Excellent Communication skills	2
MI-062	有效沟通 Effective Communication	2

编号 Code	课程名称 Course Name	天数 Duration
卓越质量 Quality Excellence		
EQ-001	ISO 9001:2008 质量管理内审员 ISO 9000 Internal Auditor	3
EQ-002	ISO 27001 信息安全内审员与企业信息系统的实施 ISO 27001 Internal Auditor & Implementation of Information System	2
EQ-003	ISO 22000 食品管理内审员 ISO 22000:2005 Internal Auditor	3
EQ-004	HACCP 危害分析及关键控制点管理体系说明 HACCP Internal Auditor	2
EQ-005	ISO/TS 16949:2009 质量管理内审员 ISO/TS 16949 Internal Auditor	4
EQ-006	VDA 6.1 内审员 VDA6.1 Internal Auditor	3
EQ-007	VDA 6.3 内审员 VDA6.3 Internal Auditor	3
EQ-008	制造过程能力改善与提升 Improvement of Manufacturing Process Capability	4
EQ-009	ISO 13485 医疗器械指令内审员 ISO 13485 Medical Devices Directive Internal Auditor	2
EQ-010	QC 080000 内审员 QC 08000 Internal Auditor	2
EQ-011	14 种质量管理工具 14 Quality Tools	2
EQ-012	ISO/IEC 17025:2005 实验室体系内审员 ISO/IEC 17025:2005 Internal Auditor	3
EQ-013	ISO/PAS 28000:2007 全球供应链安全管理标准 ISO/PAS 28000:2007 Supply Chain Security	1
EQ-014	8D 问题解决法 8D Problem Resolving	1
EQ-015	质量成本控制 Quality Cost Control	2
EQ-016	新产品项目策划 (APQP) & 生产批准过程 (PPAP) Advanced Product Quality Plan & Production Parts Approval Process	2
EQ-017	FMEA 失效模式及其后果分析 FMEA: Failure Mode & Effect Analysis	1
EQ-018	SPC 统计过程控制 SPC: Statistical Process Control	1
EQ-019	MSA 测量系统分析 MSA: Measurement System Analysis	1

编号 Code	课程名称 Course Name	天数 Duration
EQ-020	可靠性工程 Reliability Engineering	2
EQ-021	汽车工业项目管理 Project Management at the Automotive Industry	2
EQ-022	汽车工业产品审核 Automotive Product Process Audit	2
EQ-023	统计抽样检验技术实务 Statistical Sampling & Testing method	1
EQ-024	TA 公差分析 Tolerance Analysis	1
EQ-025	产品安全责任及 D 零件的控制 Product Liability & D-Component Controlling	2
EQ-026	企业量化指标管理 Performance Evaluation	2
EQ-027	企业流程重塑 Business process Re-engineering	2
EQ-028	企业绩效和持续改善的管理 - 超越 ISO 的目标管理体系 Performance Management and Continuous Improvement Beyond the ISO 9001 Quality Management System	2
EQ-029	ISO 9004:2009 可持续性管理 ISO 9004 : 2009 Managing for Sustainability	2
EQ-030	QFD 质量功能展开 Quality Function Deployment	2
EQ-031	过程审核 Process Audit	3
EQ-032	一线现场质量问题分析与解决技巧 On-site Quality Problem Solving Skills	2
EQ-033	系统思维的七大工具 New 7 System Tools Thinking	2
EQ-034	质量管理体系 Quality Management System	3
EQ-035	先期质量策划 Advanced Quality Planning	2
EQ-036	质量改善策划 Quality Improvement Planning	2
EQ-037	流程管理 Process Management	2
EQ-038	DOE 实验设计 Design of Experiments	3
EQ-039	RE 质量稳健工程 RE Robust Engineering	1

编号 Code	课程名称 Course Name	天数 Duration
社会责任与可持续发展 Social Responsibility and Sustainability		
环境职业健康与安全管理体系 EHS Management System		
SC-001	SO 14001 环境管理内审员 ISO 14001 Internal Auditor	3
SC-002	环境管理体系初始环境评审技术 Initial Environmental Assessment Techniques	2
SC-003	OHSAS 18001:2007 职业健康与安全管理体系内审员 OHSAS 18001 Internal Auditor	3
SC-004	职业健康安全管理体系相关法律、法规培训 OHSAS 18000 Related Laws & Regulations	2
SC-005	企业员工环境健康与安全意识 Environmental Health and Safety Awareness of Employee	1
SC-006	职业健康安全评估及控制 OHS Assessment and Control	3
SC-007	如何持续改进环境健康安全绩效 Continuous Improvement of EHS Performance	1
综合管理体系 Integrated Management System		
SC-008	环境与职业安全综合管理体系内审员 ISO 14001 & OHSAS 18001 Internal Auditor	4
SC-009	质量 - 环境 - 安全综合管理体系文件整合编制技巧 ISO 9000:2000,ISO14000,OHSAS 18000 Documentation	2
SC-010	质量 - 环境 - 安全综合管理体系内审员 ISO 9001:2000&14001,OHSAS 18001 Internal Auditor	5
SC-011	SA 8000 社会责任管理体系内审员 SA 8000 Social Accountability Management System Internal Auditor	3
节能减排 Energy Saving & Cleaner Production		
SC-012	企业能源管理基础意识提升实务 The Improvement Awareness of Energy Management	1
SC-013	能效提升及能源管理体系建设 The Energy Efficiency Improvement & The Establishment of Management System	2
SC-014	ISO50001 国际能源管理内审员 ISO50001-EnMS Internal Auditor	3
SC-015	企业能源因素识别，基准线建立及能源管理体系审核实务 The Practice of Element Identification, Baseline Setup and Auditing of Energy Management System	1