



Lean Enterprises
精益企业

2009

CEIBS Executive Education: Top 20 Worldwide--*Financial Times*
中欧高层经理培训：《金融时报》全球20强



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

Lean Enterprises

Date/Language/Venue: June 23-26, 2009 / English with sequential Chinese interpretation / Shanghai **Fee:** RMB28,800

The programme will look at the Lean Enterprise from multiple levels - the shop floor level, the plant level, the business unit level and the supply chain level. The programme covers best current methods for lean at all four levels, and provides helpful insights and strategies for implementation of the Lean Enterprise. Instruction in the programme is by lecture, by case studies, by simulations and by exercises, with a major emphasis on physical simulation as a device for enabling learning which leads to application. The programme is highly interactive, and provides a platform for the participants to exchange their ideas and learn from the instructors as well as each other.

Objective

The objective of the programme is to provide participants a set of lean management tools and concepts to enable their organisations become more effective and efficient in business operations and gain a competitive advantage in the global market.

Who Should Attend

The programme is aimed at the senior level operations or logistics managers, who wish either to apply the methods of the Lean Enterprise in their organisation or to determine if they should apply those methods. Professionals in other functional areas who either affect operations or logistics or will be affected by changes in operations in logistics which radically shorten lead time, reduce costs or improve the ability to configure product or service should attend. Senior executives working to decide whether to apply the methods of the Lean Enterprise in their organisation should attend.

Programme Benefits

Participants in this programme will gain:

- >> A deeper insight into the Lean Enterprise
- >> A means to quantify the impact (financial and otherwise) of implementing the Lean Enterprise
- >> Specific action-oriented tools for lean implementation
- >> A vision for how to implement the Lean Enterprise

Programme Coverage

- >> The business case for lean
- >> The impact of short lead times, lower cost and greater flexibility
- >> How lean processes differ from batch processes
- >> How to transform a traditional process to a lean process
- >> How to lead a lean implementation

精益企业

时间 / 语言 / 地点 : 2009年6月23日 - 26日 / 英语授课配汉语交替翻译 / 上海 费用 : 人民币28,800元

本课程将从车间、工厂、业务单元以及供应链等多个层面来分析精益企业。课程内容涵盖了目前这四个层面中最好的精益管理方法,并提供有助于实现精益企业的见解和战略。授课方式包括讲座、案例研究、模拟和练习,以实战模拟为重点,做到学以致用。本课程具有高度的互动性,为学员提供一个交流想法、向教授学习以及相互学习的平台。

目标

本课程的目标是加深学员对精益管理理念的理解,并提供学员一套行之有效的精益管理工具,帮助组织实现更为高效的运营管理,并借此在国际市场上赢得竞争优势。

对象

本课程的目标学员包括:希望将精益企业的方法用于其机构、或需要决定是否应该采用这些方法的高层运营或物流经理。运营或物流部门的改革将大大缩短提前期、降低成本,并提高产品和服务配置能力,通常会对其他部门带来连锁影响。为此,本课程对受其变革影响的其他职能部门的专业人士,以及需要决定是否将精益企业方法用于其机构的高层管理者,都非常有帮助。

受益

本课程学员将:

- >> 对精益企业有更深入的了解
- >> 学习如何对精益管理效益(财务及其他方面)进行量化
- >> 掌握各种精益管理的实践工具
- >> 对如何实施精益企业管理有清晰的认识

课程内容

- >> 精益管理商业案例
- >> 较短的提前期、更低的成本以及更大的灵活性所带来的影响
- >> 精益生产流程与批量生产流程之间的区别
- >> 如何将传统流程转化为精益流程
- >> 如何领导精益流程的实施工作

Programme Schedule 课程安排

Day 1

morning	Introduction to Lean >> The Lean Enterprise >> Understanding the voice of the customer
afternoon	Laying the Groundwork >> A lean simulation >> Value stream mapping
evening	Assignment in Groups >> How does the Lean Enterprise relate to your organisation?

第一天

上午	精益概论 >> 精益企业 >> 了解顾客心声
下午	奠定基础 >> 精益模拟 >> 价值流图析
晚上	小组作业 >> 如何将精益企业与你的组织相联系？

Day 2

morning	The Tools of Lean >> Simulation of a batch process >> Lean tools (1)
afternoon	The Tools of Lean (Continued) >> Lean tools (2) >> Lean tools (3)
evening	Assignment in Groups >> Case study

第二天

上午	精益工具 >> 批量生产流程模拟 >> 精益工具（1）
下午	精益工具（续） >> 精益工具（2） >> 精益工具（3）
晚上	小组作业 >> 案例分析

Day 3

morning	Moving to Lean >> Lean tools (4) >> Demonstration of lean
afternoon	Implementing Lean >> Designing a lean flow
evening	Self Study

第三天

上午	向精益企业转变 >> 精益工具（4） >> 精益示范
下午	实施精益流程 >> 设计精益流程
晚上	自习

Day 4

morning	Integrating Lean >> Principles of push and pull - simulation >> Supplier integration (1)
afternoon	Integrating Lean >> Supplier integration (2) >> The dynamics of interpersonal relations >> Implementation - making lean happen

第四天

上午	精益整合 >> 推拉原则——模拟 >> 供应商整合（1）
下午	精益整合 >> 供应商整合（2） >> 人际关系动态 >> 实施——实现精益

Date/Language/Venue

June 23-26, 2009 / English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Applicants can apply for the programme in either form:

- >> Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click "**Apply Now**" to apply for the programme; or
- >> Submit application by fax or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click "**Application Form**" to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB28,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

Cancellations

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same calendar year, but must pay any differences in fees between the two programmes. All changes and cancellations are subject to the final confirmation of CEIBS.

* CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.

时间 / 语言 / 地点

2009年6月23日 - 26日 / 英语授课配汉语交替翻译 / 上海 (上海市浦东红枫路699号中欧国际工商学院)。

申请程序

申请者可以通过以下两种方式申请课程：

- >> 在线申请。请登录中欧高层经理培训课程网站，选定您想要申请的课程，点击在线申请即可进行课程申请。
- >> 以传真或邮寄的方式递交课程申请表。请登录中欧高层经理培训课程网站，选定您想要申请的课程，点击下载申请表，填写完整之后传真或邮寄至中欧客户服务小组即可完成课程申请。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站：<http://exed.ceibs.edu>

课程申请必须在开课前20个工作日日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20个工作日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

收费

整个课程费用为人民币28,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课前15个工作日日前全部缴清。开课前15个工作日内提出申请时需立即付费。

撤销席位

开课前15个工作日内要求撤销席位，或指定学员未能上课，我们将收取课程费用的20%作为手续费。开课前15个工作日内提出更换学员，其席位无法得到保证。如果学员因无法参与该期课程而要求转至下一期课程或者中欧国际工商学院其他高层经理培训课程，必须在原报名课程开课15个工作日之前提出，并只能更换同一年度内的课程。课程费用以所换至课程的费用为准，席位以中欧确认为准。

* 我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权力。



Programme Director 课程主任

William Parr

Professor of Decision Sciences, CEIBS

中欧国际工商学院决策科学教授

EDUCATIONAL BACKGROUND:

Ph.D. and M.S. in Statistics, Southern Methodist University, Texas, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Parr is Professor of Decision Sciences at CEIBS and has been teaching MBA students at CEIBS as a visiting professor since 2003. Before joining CEIBS in August 2006, he was a tenured professor in the Department of Statistics at University of Tennessee. He received his M.S. and Ph.D. in Statistics from Southern Methodist University, Dallas, Texas. His current research interests focus on the implementation of Six Sigma in China, statistical quality control methods, use of statistical methods by managers and in industry, lean systems and lean manufacturing, organisational excellence and case-based and other interactive teaching methods.

ACADEMIC ACHIEVEMENTS:

Professor Parr has published over 60 papers, and does research in the areas of statistical management, lean operations, and systems analysis. His research papers have been published in the *Journal of the American Statistical Association*, *Biometrika*, the *Journal of the Royal Statistical Society: Series B*, the *Annals of Statistics*, *Six Sigma Forum Magazine*, *MBA Roundtable Journal*, *Quality Engineering*, *The American Statistician* and other leading academic journals. His major honours and awards include being named a Fellow of American Statistical Association and receiving the Chancellor's Award for Innovation in Teaching (UT, Knoxville).

CORPORATE EXPERIENCE:

Professor Parr has extensive practical experience working as a consultant to industry, and in previous full-time employment as Senior Scientist in charge of Statistical Development at the Harris Corporation, Semiconductor Sector. At the Harris Corporation, he managed an organisation of statisticians and support staff providing consulting and training to an organisation of roughly 12,000 employees. He was closely involved with efforts at Harris Corporation to implement the philosophy of statistical management, which led to the Semiconductor Sector receiving the 1984 Institute for Productivity Through Quality Achievement Award. In addition, he consulted with senior management on the management and cultural implications of statistical tools and the philosophy of continuous improvement. In recent years he has consulted extensively with the United States Air Force, Lockheed-Martin Corporation, Intersil, Honeywell, The Carlyle Company, Eli Lilly and Company, the Internal Revenue Service, Procter & Gamble, Harris Corporation, Pittsburgh Tube, National Semiconductor, Sematech, Zellweger Luwa, Southern Graphic Systems, University of Kentucky College of Business and Economics, Pepsi Cola, Weyerhaeuser, Deli Express, The White Stone Group, and Sachnoff & Weaver.

教育背景：

美国德克萨斯州南卫理公会大学，统计学博士及硕士学位

教学/研究领域：

Parr教授是中欧国际工商学院决策科学教授。他2003年起以访问教授身份为MBA学生授课，并于2006年8月正式加盟中欧，之前他是田纳西大学统计学系的终身教授。他的研究领域包括统计质量控制方法、适用于企业和管理人员的统计方法、精益系统和精益生产、组织优化及基于案例研究和互动式的教学方法。

学术成就：

Parr教授已经出版了超过60篇论文，涉及统计管理、精益运营和系统分析等领域的研究，分别发表在《美国统计学协会期刊》、《生物统计杂志》、《皇家统计学协会期刊：B系列》、《统计学报》、《六西格玛论坛杂志》、《MBA圆桌期刊》、《质量工程》、《美国统计学家》等权威学术期刊上。他曾被任命为美国统计学协会董事，还获得教学创新校长奖（田纳西大学，科诺维尔）等荣誉。

企业经验：

Parr教授在企业咨询方面拥有丰富经验，他曾经是哈里斯公司半导体部门的高级科学家，主管统计发展。在哈里斯公司，他管理着统计学家和支持员工组成的团队，为大约12,000名员工提供咨询和培训。他还为推广统计管理作出了极大的努力，为半导体部门赢得了“1984质量成就产量协会奖”。此外，他还为高级管理者针对统计工具的管理和文化内涵以及持续改进的经营理念等内容提供咨询。近几年，他为许多公司或机构提供咨询，如：美国空军、洛克希德·马丁、英特矽尔、霍尼韦尔、Carlyle、礼来、美国国税局、宝洁、哈里斯公司、匹兹堡钢管、国家半导体、Sematech、策尔维格卢瓦、南方图形系统、肯塔基大学商学院、百事可乐、惠好、得利速、白石集团以及Sachnoff & Weaver。



Thomas Callarman 柯雷孟

Professor of Operations Management, CEIBS

中欧国际工商学院运营管理学教授

EDUCATIONAL BACKGROUND:

Ph.D. in Management, Purdue University, U.S.A.
M.B.A., Arizona State University, U.S.A.
B.B.A., West Texas State University, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Callarman is Professor of Operations Management at CEIBS. Before joining into CEIBS, he was Associate Professor of Supply Chain Management in Arizona State University. He was Director of Institute for Manufacturing Enterprise Systems, President-elect of the Decision Sciences Institute, Past-President of the Western Decision Sciences Institute and is Past-Chair of the Board of Directors of the Materials Management Group of the National Association of Purchasing Management. He is a Certified Purchasing Manager and is certified by the American Production and Inventory Control Society as a Certified Production and Inventory Manager at the Fellow Level. He has over 25 years experience in research associated with operations management. He has consulted with several Fortune 500 companies in the various areas of operations management. His current teaching interests include Supply Chain Management, Operations and Logistics Management. His research interests are in process improvement, process reengineering, manufacturing management, supply network integration, and operations strategy.

ACADEMIC ACHIEVEMENTS:

Professor Callarman's research has been published in *Academy of Management Journal*, *Decision Sciences*, *European Journal of Operational Research*, *Journal of Managerial Issues*, *Innovative Higher Education*, *Operations Management Review*, *International Journal of Operations and Production Management*, *Journal of Purchasing and Materials Management*, and other research and practitioner journals.

教育背景：

美国普渡大学，管理学博士学位
美国亚利桑那州立大学，工商管理硕士学位
美国西德州州里大学，工商管理学士学位

教学/研究领域：

柯教授是中欧国际工商学院的运营管理学教授。加入中欧之前，他是美国亚利桑那州立大学供应链管理学副教授。他曾是制造企业系统研究所所长、决策科学研究所的当选所长、西部决策科学研究所所长以及美国全国采购管理协会材料管理分会理事长。他是注册采购经理人，也是美国生产与库存管理学会的注册资深生产库存经理人。柯教授在运营管理方面拥有长达25年的研究经验，并先后为多家财富500强公司提供相关咨询。他当前的教学领域为供应链管理、运营及物流管理。他的研究方向为流程改进、流程再造、制造管理、供应网络整合和运营战略。

学术成就：

柯教授的研究成果发表在《管理学会杂志》、《决策科学》、《欧洲运筹学杂志》、《管理问题杂志》、《革新的高等教育》、《运营管理评论》、《国际运营和生产管理杂志》、《采购与材料管理杂志》等多家学术期刊上。

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