



Winning the Manufacturing Race 制造致胜

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



Winning the Manufacturing Race

Date/Language/Venue: August 30-September 2, 2009 / English with sequential Chinese interpretation / Shanghai **Fee:** RMB28,800

This programme will analyse how market demands translate through different competitive strategies to become manufacturing tasks or requirements and how to make them real on the factory plant. It is no longer sufficient to have low labour cost or to hire a consulting company to implement the latest production techniques, be they called lean manufacturing, cellular manufacturing or six-sigma. To succeed in the race, companies must absorb these interesting concepts, adapt them to their own realities and relate them to the strategic mandate.

Objective

This programme, which has evolved over time, will help attending managers to review some old methods and concepts, learn new ones, distil from their own experiences and develop a how-to approach to analyse, change and improve their manufacturing facilities.

Who Should Attend

This programme is designed for senior managers interested in realising the full potential of their manufacturing plants, including General Managers of manufacturing companies, senior manufacturing and test engineers from variety of industries (chemical, pharmaceutical, consumer goods, industrial products, textiles, electronics, etc.), production and technology directors, production planning executives, data processing managers specialising in production-planning, purchasing, materials management, process control, and manufacturing systems, heads of manufacturing and production control departments, and financial analysts.

Programme Benefits

Participants in this programme will:

- >> Review world-class techniques of manufacturing management that are appropriate for China
- >> Gain up-to-date understanding of modern manufacturing concepts
- >> Learn how to control and reduce process lead times, balance material flows, manage capacities, plan and manage processes, and control inventories
- >> Discover the importance of continuous quality improvements
- >> Examine the improvement paths taken by other companies that use leading edge techniques
- >> Learn how to translate specific manufacturing capabilities into competitive advantages
- >> Share experience with other executives from manufacturing companies

Programme Coverage

- >> Manufacturing competitive advantage: the dimensions of manufacturing excellence and their relation to the bottom line
- >> Manufacturing systems analysis and design: types of systems, selection of the decoupling points, manufacturing decisions
- >> Modeling manufacturing systems using ready-available tools, such as manufacturing simulation
- >> Flow concepts in manufacturing: throughput times, capacity, bottlenecks, inventories, and queues
- >> Forecasting and objective-setting techniques
- >> Lean production: beyond just-in-time manufacturing and work cells
- >> Maintenance management
- >> Quality products and quality processes: from quality of design to total quality management
- >> Production planning and control systems: push and pull systems, synchronising and balancing business processes, MRP based systems
- >> Six-sigma
- >> Review of related topics: supply chain management, Activity-Based Costing, performance measurements

制造致胜

时间 / 语言 / 地点：2009年8月30日 - 9月2日 / 英语授课配汉语交替翻译 / 上海 费用：人民币28,800元

“制造致胜”课程将分析制造业市场的需求是如何通过不同的竞争战略转化为制造任务或要求，并且如何在工厂里完成这些任务或要求。仅仅依靠低劳动力成本，或者依赖于咨询公司来实现最新的生产技术，不管是精益生产、单元式制造还是六西格玛，都是远远不够的。要想在竞赛中取胜，企业必须将这些概念与自己的现实情况结合起来，充分融入到战略计划中去。

目标

本课程经过了不断更新，目的是要帮助学员重新审视一些老的方法和概念，学习一些新东西，从自己的经历中汲取经验教训，并最终找到一种实际方法，分析、变革和改进他们的制造企业。

对象

本课程专为希望实现生产潜能最大化的高层经理开设，其中包括生产企业总经理、各行业（如化工、医药、消费品、工业品、纺织和电子等）的高级生产和测试工程师、生产和技术总监、生产计划主管、负责生产计划、采购、物料管理、流程控制和生产体系的数据处理经理、制造和生产监控部门经理以及财务分析师。

受益

参加本课程的学员将：

- >> 了解适合于中国制造业状况的世界一流制造管理方法
- >> 了解最新的现代制造概念
- >> 学习如何控制和减少流程提前期、平衡物流、管理产能、计划和管理生产流程以及控制库存
- >> 认识到持续改进生产质量的重要性
- >> 分析其他公司如何运用先进技术来改进制造流程
- >> 学习如何将特定的制造能力转化为竞争优势
- >> 与来自制造企业的其他高层经理交流企业管理经验

课程内容

- >> 制造业竞争优势：卓越制造的各因素与企业净利润的关系
- >> 制造系统分析和设计：系统类型、分离点选择、制造决策
- >> 利用现有工具建立制造系统模型，如制造模拟
- >> 制造中的流程概念：生产时间、产能、瓶颈、库存和排队
- >> 预测和目标设定方法
- >> 精益生产：超越准时制制造、工作单元
- >> 维护管理
- >> 高质量产品和高质量流程：从设计质量到全面质量管理
- >> 生产规划和控制系统：推拉式系统、业务流程的同步和平衡、基于物料需求规划(MRP)的系统
- >> 六西格玛
- >> 相关主题回顾：供应链管理、作业成本核算、绩效评估

Programme Schedule 课程安排

Day 1

- morning >> Introduction: dimensions of manufacturing competitive advantage
>> Manufacturing systems and manufacturing tasks
- afternoon >> Flow processes: throughput times, capacities, bottlenecks
>> Inventory management

第一天

- 上午 >> 导论：制造业竞争优势的各要素
>> 制造系统和制造任务
- 下午 >> 流程：生产时间、产能和瓶颈
>> 库存管理

Day 2

- morning >> Modelling manufacturing systems
>> Manufacturing simulation
- afternoon >> Forecasting and objective setting
>> Maintenance management

第二天

- 上午 >> 建立制造系统模型
>> 制造模拟
- 下午 >> 预测和目标设定
>> 维护管理

Day 3

- morning >> Lean production, JIT, and work cells
- afternoon >> Quality products and quality processes

第三天

- 上午 >> 精益生产、JIT及工作单元
- 下午 >> 高质量产品和高质量流程

Day 4

- morning >> Production planning and control systems
- afternoon >> Relation and integration with other functional areas:
marketing cooperation, supply chain, Activity-Based
Costing, performance measurements

第四天

- 上午 >> 生产规划和控制系统
- 下午 >> 与其他职能领域的联系与整合：市场营销
合作、供应链、作业成本核算、绩效评估

This is an excellent programme with an experienced instructor and practical case studies. The use of relevant examples and games helped the students to gain a greater insight to the subject.

Chen Jwo Tarn
Operations Manager- China
Heshan Detpak Packaging Co., Ltd.

该课程相当出色，授课教授经验丰富，案例研究极其实用。相关例证的援引以及适当结合的游戏，都有助于学员更深入地理解课程内容。

陈卓堂
中国区运作经理
鹤山市德柏纸袋包装品有限公司

Date/Language/Venue

August 30-September 2, 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8月30日 - 9月2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。请登陆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。请登陆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个工作日内完成。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15个工作日前全部缴清。开课15个工作日内提出申请时需立即付费。

撤销席位

开课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。

The programme helps me greatly in brushing up on some basic definitions in production management, and acquiring practical tools useful for my job. Undoubtedly, CEIBS is a top business school.

Jia Tingyue
Vice President
Changan Automobile (Group) Liability Co., Ltd.

通过学习，我理清了生产管理中的一些基本定义，掌握了一些实用工具，对日后的工作帮助很大。中欧无疑是一所一流的商学院。

贾廷跃
副总裁
长安汽车（集团）有限责任公司



Programme Director 课程主任

Jaume Ribera 任杰明

Port of Barcelona Chair Professor of Logistics
Professor of Production and Operations Management, CEIBS
Professor of Production and Operations Management, IESE
Business School

中欧国际工商学院巴塞罗那港捐赠物流学教席教授
生产与运营管理学教授
西班牙IESE商学院生产与运营管理学教授

EDUCATIONAL BACKGROUND:

Ph.D. in Industrial and Systems Engineering, University of Florida, U.S.A.

Ph.D. in Engineering, Polytechnic University of Catalunya, Spain
Registered Professional Industrial Engineer in Spain

TEACHING/RESEARCH INTERESTS:

Dr. Jaume Ribera is the Port of Barcelona Professor of Logistics at CEIBS. He is also Professor of Production and Operations Management at IESE in Barcelona, Spain. He is a registered Professional Industrial Engineer in Spain. From 1993 to 2001, he was Associate Dean for Faculty at IESE. Dr. Ribera focuses his research interests on the design and improvement of production and operations systems in both manufacturing and service sectors, supply chain management, project management, health systems operations, information systems in operations, etc. He has rich teaching experience in operations management, management of service institutions (special emphasis on health), project management and supply chain management.

ACADEMIC ACHIEVEMENTS:

Professor Ribera is the President of the European Operations Management Association. He has published numerous books and articles. He is a member of the editorial board of the *Harvard Business Review (Chinese Edition)* and the *International Journal of Operations and Production Management*.

CORPORATE EXPERIENCE:

Professor Ribera has extensive experience in training and consulting with private and state-owned companies in Europe, America and Asia. He was also a consultant for the European Union and the World Bank. His work concentrates on the design and improvement of operations systems in both manufacturing and service sectors, with special emphasis on healthcare. Furthermore, he has extensive experience of working with Chinese companies since 1987, including BMS, BBK, Boshi Fund, Emerson, Eli Lilly, Kingdee, Schneider, CNOOC, TCL, Shanghai Pharm, Dongsheng Oil, Sinopec etc.

教育背景：

美国佛罗里达大学，工业与系统工程博士学位

西班牙加泰罗尼亚科技大学，工程学博士学位

西班牙注册专业工业工程师

教学/研究领域：

任杰明博士是中欧国际工商学院巴塞罗那港捐赠教席物流学教授，同时还是西班牙IESE商学院生产与运营管理学教授。

他是西班牙注册工业工程师。1993年至2001年期间，他曾任西班牙IESE商学院副教务长。任博士的研究领域包括制造与服务生产与经营系统的设计与改进、供应链管理、项目管理、医疗系统运作、信息系统运作等。同时，他在运营管理、服务机构管理（特别侧重于医疗机构）、项目管理、供应链管理等领域也具有丰富的教学经验。

学术成就：

任教授是欧洲运营管理协会主席。他曾出版大量著作与研究文章，同时，他还是哈佛《商业评论》（中文版）和《生产运营管理国际期刊》的编委会成员。

企业经验：

任教授具有为欧洲、美洲和亚洲一些国家的私有、国有公司提供咨询服务的丰富经验。他曾担任过欧盟和世界银行的咨询顾问。他的咨询工作重点是制造与服务行业，尤其是医疗保健业中的生产经营系统的设计与改进。他具有丰富的与中国公司合作的经验。自1987年起，他一直与中国公司进行合作，包括百时美施贵宝、步步高、博时基金、艾默生、礼来、金蝶、施耐德、中海油、TCL、上药集团、东胜油田、中国石化等。

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- China Expatriate Programme / 中国外籍经理课程

ADVANCED MANAGEMENT / 高级管理

- CEIBS-Harvard Business School-IESE Business School Joint Global CEO Programme (Modular) / 中欧-哈佛商学院-IESE商学院合作全球CEO课程 (模块制)
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- CEIBS-Harvard Business School-Tsinghua SEM Joint Senior Executive Programme (Modular) / 中欧-哈佛商学院-清华大学经济管理学院合作高级经理人课程 (模块制)

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STRATEGY / 战略

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- Marketing Strategy and Planning / 市场营销战略与规划
- Strategic Sales Forces Management / 战略销售队伍管理

FINANCE / 财务

- Finance for Non-financial Executives / 非财务经理的财务课程
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- Winning the Manufacturing Race / 制造致胜
- Supply Chain Management / 供应链管理
- Project Management / 项目管理

Name (Mr./Ms.) 姓名 (先生 / 女士)

Position 职务

»

»

Company 公司

Address 地址

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»

City 城市

Province/Country 省 / 国家

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Complete and mail / fax the form

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