

『TOC 生产管理 之 精要』课程

— 用创新的 TOC 管理概念及科技，改善工厂运作与盈利

— 电脑模拟生产程序，使学员体会更深

简介

TOC (Theory Of Constraints 制约法)乃以色列专家高德拉特博士(Dr. Eli Goldratt)所创立的一套先进管理方法，目的为指导企业厂商如何找出运作上的『瓶颈』(或称『制约』 Constraints)，以及如何尽展这些瓶颈下隐藏的巨大潜能，让企业在极短的时间内，达致盈利上的显著改善，而无需大量的额外投资。

不少业界的专家皆认为，TOC 比 MRP (物料需求计划) 及 JIT (及时生产系统) 还要优胜。此外，TOC 亦为 TQM (完全优质管理)及 BPR (企业流程改造) 提供了一套有效的工具，而其效益则更大。

目前，很多西方国家的企业都正在使用 TOC，这些企业的规模由小至不足五十人的小厂，到大如 General Motors、AT&T、3M、National Semiconductor、Intel 等跨国企业。在美国，很多企业甚至视 TOC 为一种能让美国工业重新获得活力，并进而击败外国竞争对手的重要武器。

课程的特色

- TOC 曾多次被香港特区政府「新科技培训计划」的专家委员会评定为一个十分值得鼓励企业界引进之新管理技术。
- 作为最受本港工业家欢迎的高级管理课程之一，「TOC 生产管理」课程已在香港生产力促进局公开举办过多次，参加企业迄今已超过五百多家，行业包括电子及电器、制衣及纺织、玩具及游戏机、电脑及电机、钟表、首饰、机械及五金、模具、电池、光学仪器、塑胶、家俱、灯饰、印刷及出版、纸品、化工、食品、电镀、体育用品、制药、游戏机、鞋类、包装、皮具等，极受欢迎。
- 绝大部份参加者在内地都已设有工厂，并普遍认为 TOC 对管理香港和国内的工厂都十分有效。
- TOC 除可以应用到生产管理中，亦可改善分销、供应链、专案管理等其他领域的瓶颈、且获得很好的成效。

课程目的

- * 专门为那些希望大幅改善工厂运作和生产力、但又缺乏巨额资金推行 JIT 或 TQM 的企业家，提供一个有效而崭新的生产管理方法。
- * **面对市场日趋激烈的竞争，企业更需要强而有力的方法，提高本身的竞争能力，藉此克服以下的难题，而课程所介绍的 TOC 就是针对这些难题，包括：**
 - 无法如期出货。
 - 赶工频仍，需处理的突发事件过多。
 - 原料及零件出现短缺情况。

- 生产线故障频仍(例如：机器故障、工人因健康或其他缘故而突然缺勤等)。
- 对客户的需求反应过慢。
- 生产的优先次序改变频繁。
- 生产周期过长。
- 生产部门与销售部门互不协调、所接订单无利可图、产品组合的策略出现错误，未能为企业带来最高利润等。
- 存货过多，占用了大量现金。

- * 指导参加者如何尽量利用手上有限的资源(如资金、设备、人员、时间等)，达致最大的效益，并避免将宝贵的资源浪费在一些华而不实、毫无效益的『改善』计划上。
- * 探讨一般的、落后的、但又被奉为『金科玉律』的管理概念如何将企业人员引向错误的决定。
- * 教授一套著名的、比 JIT 更优胜的工厂管理及生产程序制订方法，称为 Drum-Buffer-Rope(鼓—缓冲—绳子)和 Buffer Management (缓冲管理)。

课程对象

包括：在香港、内地或其他地区设置工厂的公司东主、企业家、董事、总经理及厂长，若他们一并带同那些来自生产部、品质部、物料部、电脑部、产品研发部和市场的管理级人员，以及从事财务、市场及工程领域的人员，效益则会更大。

主讲人

罗镇坤先生 Mr William Law, BS MMS CEng EuroIE FHKIE CIPF FBCS, 是推动 TOC 的全球性组织“高德拉特机构 *Goldratt Group*” 的区域总裁，负责区域包括香港、中国大陆、台湾及澳门。罗先生曾在美国、以色列及英国接受严格的 TOC 高阶培训，具超过十五年的 TOC 经验，提供本地区企业界所需的 TOC 顾问服务，为客户实施 TOC，显著提升企业的运作及盈利表现，而出席过他在各地举行的 TOC 公开及内训课程的学员数以千计。他目前最重要的任务之一是在高德拉特机构的架构下吸引香港、中国大陆、台湾及澳门的资深顾问及管理人才，栽培他们以建立强大的 TOC 专家队伍，应付各地企业界越来越殷切的 TOC 需求。

罗先生毕业于美国纽约州州立大学，他是一位特许工程师(Chartered Engineer)，香港工程师学会及英国电脑学会的资深会员、欧洲工业工程师学会会员、英国 Institute of Management Services 会员、美国电机及电子工程师学会(IEEE)会员、及香港管理专业协会会员，在投身 TOC 之前，他已有二十多年的管理经验，曾在数大机构担任高级管理职位，包括香港国际货柜码头、中华煤气、森那美、中华电力。

他亦曾在各专业及工商团体作 TOC 专题演讲，是 TOC 发明人高德拉特博士的 TOC 著作中文版制作人。

课程内容

- * 厂商要工厂管理得真正有效律，并持久地产生满意的盈利，难处在哪里？怎样面对它的复杂性，包括：设备、员工、工序、客户、供应商、数据、品质、竞争对手等？
- * TOC (Theory Of Constraints 制约法)的基本原则和概念。
- * 哪些工序能真正值得厂商投资来设法改善？如何寻找运作上的瓶颈及化解瓶颈？
- * 『Drum-Buffer-Rope』(鼓—缓冲—绳子)的工厂管理和生产程序制订方法，以及『Buffer Management』(缓冲管理)。
- * 寻找企业常遇的核心问题，并提出解决办法。
- * 如何从崭新的角度正确地看待 Throughput, Inventory 及 Operating Expense(有效产出、库存及营运费用)的观念？工厂管理及运作观念的大革新，即由一般的传统思维提升至从 TOC 的角度来审视相关问题。
- * 甚么是衡量个人、部门及全厂效绩的更佳方法？一般的衡量基准出了甚么问题？
- * TOC 与 JIT、MRP 和 TQM 的比较及各自的定位。
- * TOC 的执行步骤、本地区及外国的案例。
- * 电影播放。

本课程主要透过彩色图像的电脑模拟方式(Computer Simulation with colorful graphics)来介绍 TOC 的各部份，生动易明，既避免了冗长和沉闷的讲演形式，又增加了参加者的学习投入。此外，课程还采用互动形式，欢迎参加者提出其工厂管理上遇到的问题以作讨论，并在 TOC 的基础上共同寻求解决办法。

授课语言 粤语

日期及时间 2010 年 8 月 27-28 日(星期五及六)

上午九时至下午五时

授课日数 共两天

学费 港币\$5,180 (包括午餐及讲义)

特别优惠：若同一机构有两人或三人报名，每人则可获九五折优惠；四人或以上，每人则可获九折优惠。

授课地点 九龙 达之路 78 号 生产力大楼 1 楼 香港生产力促进局

证书颁发 出席全部课程者将获颁证书

报名办法 请先将报名表传真至(852) 2795 2660 预留座位，然后将报名表连同支票送或寄交香港生产力促进局

地址： 九龙 达之路 78 号 生产力大楼 3 楼
生产力培训学院 (3702) 杨淑芹小姐收

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查询

香港生产力促进局

课程主讲人 罗镇坤先生

电话：2788 5923 或 2788 5802 (杨小姐)

传真：2788 5350

电邮：esther@hkpc.org

网址：<http://www.hktrainingonline.com>

电话：2695 4929

传真：2795 2660

电邮：william.law@goldrattgroup.com

网站：<http://www.tocnet.com>

The Essentials of TOC Production Workshop

- Using TOC methods to improve factories' operation and profits
- Computer simulation will be used to demonstrate the TOC and related concepts to facilitate the learning process.

Introduction

Developed by Dr. Eli Goldratt, a US-based Israeli scientist and industry guru, TOC (Theory Of Constraints) is an advanced scientific methodology to help plant managers to systematically identify the key constraints within their plants, and how to rigorously exploit and manage those constraints to achieve very significant "*bottom line improvements*" over a relatively short period without huge additional investments.

Claimed by many leading industry experts to be superior to MRP and JIT, TOC adds more values to TQM and BPR by providing a set of very effective tools.

Currently, TOC is being used in numerous factories in the West, ranging from very small operations with less than 50 employees to multinational giants such as General Motors, AT&T, 3M, National Semiconductor, Intel, etc. Many TOC users in the USA see it as a powerful weapon to revitalize American enterprises which are coming under fierce competition from abroad.

Main characteristics of the Workshop

- TOC Production had been determined many times by the HKSAR Government's panel of appointed experts under the "New Technology Training Scheme" to be a promising new technology for enterprises.
- TOC is one of the most popular advanced management courses welcomed by industrialists in Hong Kong. TOC Production has already been run many times at the Hong Kong Productivity Council (HKPC), with over 500 companies having participated. They came from numerous sectors including electronics, garment and textile, electrical machines/products/appliances, toys, computers, metals, watch-making, jewelry, batteries, optics, pharmaceuticals, furniture, electrical lighting, printing and publishing, paper products, chemicals, energy, food processing, moulding and die, machinery, paints, electro-plating, dyeing, leather goods, shoemaking, sports goods, packaging, games, trading, etc.
- Most of the participating companies have factories in mainland China. TOC is considered particularly applicable to enterprises in both Hong Kong and mainland China. TOC can be apply to other sectors of the value chain such as distribution, supply-chain, project management etc.. Significant results have been recorded.

Objectives of the Workshop

- * Help those plant managers who wish to significantly improve their operations and productivity but do not have the resources to implement JIT or TQM, by giving them a powerful and proven new method for plant management.
- * Help resolve the following problems which are affecting the competitiveness of enterprises **(this is a particularly important issue in view of the increasingly fierce competition in the marketplace)**:
 - Difficulty in meeting the delivery dates of orders

- To complete work in hurry; many urgent issues to be handled
 - Frequent shortages of materials/parts
 - Difficulty in managing unpredictable interruptions (e.g. equipment failures, absenteeism of employees, etc.)
 - Not responsive enough to customers' demands
 - Constant change on production priorities
 - Long production's lead times
 - Conflicts between production and marketing, unprofitable orders, wrong product mix
 - Inventory level too high, tying up too much cash.
- * Provide a guideline to participants on how to use their limited resources (e.g. capital, time, equipment, personnel, etc.) to generate optimal advantages while avoiding the waste of resources in some worthless improvement projects.
 - * Indicate to participants how conventional concepts in factory management will usually lead to wrong decisions.
 - * Teach participants the famous TOC concepts of "Drum-Buffer-Rope" and "Buffer Management" for factory management and production scheduling, which are described by industry experts as superior to JIT.

Who should attend?

Entrepreneurs, Managing Directors, Chief Executives, Directors, General Managers and Plant Managers of manufacturing companies with factories in Hong Kong, Mainland China or other regions. To maximize learning benefits, they are encouraged to bring along their Production Managers, Quality Managers, Materials Managers, Computer Managers, Product Research and Development Managers, Process Engineers, finance and marketing staff, etc. as well.

The Speaker

Mr William Law, *BS MMS CEng EuroIE FHKIE CITP FBCS*, Regional Director of the **Goldratt Group**, an international body dedicated to the promotion of TOC worldwide. His region covers mainland China, Hong Kong, Taiwan and Macau. He received his intensive TOC training in USA, Israel and England. He has over 15 years of TOC experience. He provides TOC consultancy services to industry and helps enterprises get significant operational and bottomline improvements through TOC implementations. Thousands of people had attended his open and inhouse TOC courses. One of his most important responsibilities right now is to attract (under the Goldratt Group framework) the most capable consulting and business talents in Hong Kong, mainland China, Taiwan and Macau and develop them into a strong network of TOC experts ready to serve the growing need for TOC from industry.

A graduate of the University of the State of New York, USA, Mr Law is a Chartered Engineer, Fellow of both the Hong Kong Institution of Engineers and the British Computer Society. He is a European Industrial Engineer, a member of the European Institute of Industrial Engineers and a member of the Institute of Management Services in UK, the Institute of Electrical and Electronics Engineers in USA and the Hong Kong Management Association. Before taking up TOC as a career, he already had over 20 years of management experience, having held senior positions in major companies, including Hongkong International Terminals (container port), Hong Kong and China Gas, Sime Darby, and China Light.

Mr Law had made speeches in many professional and business forums. He is the producer of TOC inventor Dr Goldratt's books in Chinese.

Contents

- * Why is it so difficult to manage production? How to handle the complex problems involving machinery, workers, processes, customers, vendors, data, quality, competitors, etc.?
- * The Theory Of Constraints (TOC): basic principles and concepts.
- * What are the production processes worth being invested for improvement? How to identify and resolve bottlenecks in production operations.
- * The "**Drum-Buffer-Rope**" - method of plant management and production scheduling and the "**Buffer Management**" concept.
- * Identifying core problems always met by enterprises in production lines and deriving a generic solution.
- * How to properly manage Throughput, Inventory and Operating Expense from a new perspective? - A paradigm shift from the conventional way to the TOC approach.
- * What is the better way of measuring performance of individuals, departments and factory's overall operation? Are there any mistakes committed in conventional measurement standards?
- * TOC as compared to JIT, MRP & TQM with their respective positions.
- * Steps for the execution of TOC. Local and foreign case studies will be presented.
- * Video show.

Instead of long dull lectures, **computer simulation** with colorful graphics will be used extensively to demonstrate the TOC and related concepts in the Workshop. Being very interactive in nature, this Workshop also encourages participants to bring up their real-life production problems in the form of open discussion so that solutions can be obtained.

Medium of Instruction

Chinese (Cantonese)

Date and Time

Aug 27-28, 2010 (Friday and Saturday), 9 am to 5 pm

Fees

HK\$5,180 (including lunches and course materials)

Discounts: If 2 or 3 persons from the same organization enroll, a 5% discount will be given to each of them; if 4 persons or more, a 10% discount will be given.

Venue

Hong Kong Productivity Council, 1/F, HKPC Building, 78 Tat Chee Avenue, Kowloon Tong, Kowloon

Award of Certificate

Certificates will be awarded to participants who have completed the whole Workshop.

Application

Please reserve your seat by faxing your enrolment form to (852) 2795 2660. Then send it, by post or courier, together with the appropriate fee to the Hong Kong Productivity Council at the

following address:

Hong Kong Productivity Council, Productivity Training Institute (3702), 3/F, HKPC Building, 78 Tat Chee Avenue, Kowloon Tong, Kowloon (Attention: Ms Esther Yeung)

(All cheques should be crossed and made payable to the "**Hong Kong Productivity Council**")

Enquiries

Hong Kong Productivity Council

Tel: 2788 5923 or 2788 5802 (Ms Yeung)

Fax: 2788 5350

Email: esther@hkpc.org

Website: <http://www.hktrainingonline.com>

The speaker, Mr William C K Law

Tel: 2695 4929

Fax: 2795 2660

Email: william.law@goldrattgroup.com

Website: <http://www.tocnet.com>

1. Course 课程 “T”The Essentials of TOC Production” Workshop
Course Code 课程编号 _____ Fee 学费 HK\$5,180 (including lunches)
Duration 日期 Aug 27-28, 2010 Time 时间 9:00 a.m. - 5:00 p.m.
Venue 地点 1/F, HKPC Building, 78 Tat Chee Avenue, Kowloon
2. Name (English) (Mr/Mrs/Ms*) 姓名 (中文) _____
个人电邮地址 (例如 yahoo, hotmail, 163, gmail, netvigator _____ 手机 _____
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- Office Tel 公司电话 _____ Office Fax 公司传真 _____
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本人明白, 在课程中所得到的讲义及资料只能在本课程中作为培训之用, 未经本局许可不得进行转让或翻印。

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