

Organizers:

## Executive Certificate in

# Operations, Distribution and Logistics Management

## - An Innovative Approach

### 35-hour Workshop + Project Assignment

#### Introduction

This course is designed to cover the body of knowledge required by the Theory of Constraints International Certification Organization (TOCICO) for the certification of Practitioners in Supply Chain Logistics Application. Upon completion of this course, participants' should have the ability to pass the TOCICO Examination and become a certified TOC Supply Chain Logistics Practitioner.

#### What is TOC?

Theory of Constraints (TOC) is an emerging management philosophy introduced by Dr. Eliyahu M. Goldratt, the world's well-known guru in system management. TOC provides a set of holistic processes and rules, all based on a system approach that brings quick and significant improvements in performance of companies and organizations.

#### Why TOC?

TOC has proved success in Manufacturing, Distribution, Financial Services, Health, Defense, Government and Education industries. Dr. Goldratt's Theory of Constraints is being used by thousands of corporations, and is taught in over 200 colleges, universities and business schools. His books have sold over 4 million copies and have been translated into 23 languages.

#### TOC Application to Supply Chain

This course provides a fundamental knowledge and understanding of TOC applications in Supply Chain Management

1. The TOC methodology, knowledge and practical know-how for managing production, distribution and logistics management;
2. Changes that should be introduced in planning and controlling the execution of the planning of supply chain in order to make the system flexible and reliable;
3. Changes must be done in the system of procurement of raw materials and components to ensure that the production area has what is needed in order to perform the production processes and in order to deliver their commitment to the customers;
4. How to cope with the uncertainty in the supply chain system;

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5. How to manage supply chains that have a huge number of inventory items (SKU – Stock Keeping Units) in many locations in a way that ensures high level of availability of the items coupled with very high (better than competitors) inventory turns to support the financial performance of the supply chain;
6. How to plan and maintain the correct level of inventory throughout the supply chain from production, central warehouse to retail outlets;

### **Purpose of this Course**

The purpose of this Course is to equip participants with specialized TOC solutions related to operations, distribution and logistics management, enable them with knowledge and skills to implement TOC solutions and generate rapid business results.

### **Expected Outcomes**

Upon completion of the course, participants should:

1. Have a comprehensive knowledge and skills on supply chain arenas of the Theory of Constraints.
2. Have competency to apply these knowledge and skills for their organizations in achieving breakthrough business results.
3. Have a capability to pass all TOCICO Practitioner Certification in Supply Chain Logistics Application

### **Targeted Participants**

The course is designed for CEOs, operation directors, second layer senior managers, production and logistic and quality professionals of manufacturing companies, to equip them with full spectrum knowledge of application of TOC in operations and logistics management that is essential to generate rapid and breakthrough business financial results.

### **Contents**

1. Introduction to TOCICO certification Requirements
2. Overview of TOC Applications in Supply Chain Management
3. Problems of Current Production System
4. The Core Conflict in Operations and Distribution Systems.
5. The Root Cause of Current Problems
6. The Direction of Improvement
7. Identify the system's constraint(s) for the operations, distribution.
8. The five-step focusing process
9. Identify and communicate obstacles arise in Supply Chain Logistics implementations

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10. Derive intermediate objectives (IO's).
11. Create IO maps and PreRequisite Trees (PRT's).
12. P&Q Exercise
13. TOC Performance Measurements
14. Using T, I, & OE for Decision Making
15. Compare Conventional Practices with DBR and Buffer Management,
16. Create a schedule based on S-DBR principles.
17. Apply the Solution in the Four Possible Plant Types (VATI).
18. Apply Simplified DBR (S-DBR) in make-to-stock (MTS), make-to-order (MTO) and combination environments (MTS and MTO).
19. When Critical Chain should be Applied in a Plant Instead of S-DBR.
20. The TOC Game
21. Case Example: DBR 的半导体晶圆制造生产调度
22. TOC Application to Distribution and Logistics
23. Compare Conventional Practices for Distribution/Logistics with the TOC Distribution Solution,
24. SCM Performance Measures
25. Distribution Solution in Environments with and without Aggregation of Demand:
26. Determine the size and location of buffers
27. Supply Chain Game
28. Case Example: TOC 理论的分销系统库存控制模型
29. Supply Chain Exercise
30. Effectively overcome the layers of resistance through application of the buy-in steps.

**Teaching Methodology:**

Interactive lectures, group discussions, exercises, simulation games, case studies, videos, etc.

**Time and Venue**

**Time:** Please visit our website/backward pages for details of other schedules

**Project Examination:** To be Arranged Individually

**Venue:** Unit 1627 Star House, Middle Block, 3 Salisbury Road, Kowloon

**Language**

Cantonese/English with English Handouts

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### **Leading Facilitator**

**Ir. Dr. YK Chan, FHKIE**

Engineering Doctorate (Warwick), EngD

Doctor of Management (IMC/SCU), DMgt

Registered Six Sigma Master Black Belt, RSSMBB

Registered Lean Specialist, RLS

TOCICO Certified TOC Practitioner

### **Examinations and Certificates**

Participants who complete this programme and submit one individual project assignment will receive a certificate jointly granted by SSI and the Global Institute of Management (Executive Certificate in Operations, Distribution and Logistics Management – An Innovative Approach). Arrangement will then be made to facilitate participants to join the TOCICO's Supply Chain and Logistics Management Practitioner Certification Examination.

### **Implementation Coaching Service**

Participants who are nominated by their company and tasked with TOC implementation in their organization, coaching service is available by our internationally well-known TOC experts for their successful TOC implementation. The name list of such renowned experts is available upon request.

They can consider employing them as external consultants for further services such as identifying business improvement opportunities, finding out root causes, formulating solutions and successful execution.

### **Fee**

**Please contact us about course fee and DISCOUNT details.**

### **Organizers**

**The Six Sigma Institute,**

**The Global Institute of Management**

## Application Form 申請表格

**Course code 課程編號** (refer to the course pamphlet 請參照課程單張填寫): \_\_\_\_\_

### Personal Information 個人資料

Chinese Name 中文姓名 先生/小姐/太太/女士: \_\_\_\_\_

English Name 英文姓名 (Mr./Miss/Mrs./Ms.): [Surname 姓氏] \_\_\_\_\_ [First Name 名字] \_\_\_\_\_

HKID Card/Passport No. 香港身份證/護照號碼: \_\_\_\_\_ Issuing Country (if any) 簽發國家(如有): \_\_\_\_\_

Company Name 公司名稱: \_\_\_\_\_

Business Nature of the Company 公司業務性質: \_\_\_\_\_ Department 部門: \_\_\_\_\_

Position 職位: \_\_\_\_\_ Job Nature 工作性質: \_\_\_\_\_

Mobile No. 手提電話: \_\_\_\_\_ Office Tel. 辦事處電話: \_\_\_\_\_ Home Tel. 住宅電話: \_\_\_\_\_

E-mail Address 電子郵箱: \_\_\_\_\_ Fax 傳真: \_\_\_\_\_

Correspondence Address 通訊地址: \_\_\_\_\_

Company Address 公司地址: \_\_\_\_\_

Age 年齡:  18-25  26-35  36-45  45-55  55+

Highest Achieved Education Level 最高教育程度:

Secondary 中學  Post-Secondary 專上  University 大學  Postgraduate or above 研究院或以上  Others 其他 \_\_\_\_\_

How do you know about SSI course information? 您如何得悉本學會課程資料?

Facebook  Yahoo 雅虎  Google 谷歌  JobsDB  E-mail 電子郵件  Friend Recommendation 朋友介紹

Seminar 講座  Others 其他 \_\_\_\_\_

I object to the proposed use of my personal data including, without limitation, name, age, gender, phone number, fax number, job title, academic and professional qualification, correspondence address and email address ("Personal Data") for the purpose of sending me information relating to SSI's latest developments, job matching support services, training courses and related events, and other marketing activities as may be organized by SSI. 本人反對六式碼學會使用本人的個人資料包括但不限於姓名、年齡、性別、電話號碼、傳真號碼、職位、學術及專業資格、通訊地址及電郵地址("個人資料")於推介本會最新發展、就業支援服務、培訓課程及相關的活動及其他由本會的推廣活動的用途。

### Course Fee Payment(for specific programmes) 繳付學費 (特定課程)

For those who would like to get **10% off early bird rate**, course fees should be **settled 4 weeks before the course commencement date**. 如欲享用 9 折提早報名優惠, 所有費用須於開課前 4 個星期繳付。

General students are required to **settle course fees 2 weeks before the course commencement date**. 一般學員必須於開課前 2 個星期繳付所有費用。

15% off discount for group enrollment of 3 or above from the same company. 3 位或以上來自同一所機構之團體報名可享有 85 折優惠。

**Fail to settle payment before deadline results in cancellation of application or suspension from taking subsequent courses. 未能如期付款者的申請將不獲保留或導致申請者被取消上課資格。**

### Method of payment 繳費方法

**ATM 自動櫃員機** (Please use Bill Payment service at HSBC / Hang Seng Bank ATMs to settle the bill and keep the original of the ATM advice for record. 請使用滙豐或恒生銀行自動櫃員機的繳賬服務繳費, 並保存自動櫃員機通知書正本以作紀錄。HSBC Account Name and No.: Six Sigma Institute Limited 004-126-848001-001. 滙豐銀行帳戶名稱及帳號: 六式碼學會有限公司 004-126-848001-001。)

**E-Banking 網上銀行** (For e-banking registered user of HSBC / Hang Seng Bank, you may make payment in HKD currency at the bank website without additional charges. 如閣下已登記滙豐或恒生銀行的網上理財服務, 可透過銀行網站以港元繳費而不會被收取額外服務費。)

**Credit Card Online Payment 信用卡網上繳費** (Please settle the payment by using merchant code '9983' and fill in Your 8-digit contact phone no. in the blank of "Bill Account No.". 請以商戶編號「9983」繳費並於帳單號碼欄填寫閣下 8 位數字的電話號碼。)

**PPS By Internet 網上繳費** (Login your PPS account through website: [www.ppsk.com](http://www.ppsk.com) and enter '9983' at 'Search by Merchant Code' in 'Add Bill' page and settle the payment by following the instructions. Please keep the payment details for record. 請於繳費網頁 [www.ppsk.com](http://www.ppsk.com) 登入, 在「登記賬單」頁的「以商戶編號搜尋」欄輸入「9983」, 然後按指示完成付款程序。請保存繳費資料以作紀錄。)

**PPS By Phone 電話繳費** (Please open a PPS account and register the bill by calling 18011 if you have not. Dial 18031 to pay the bill and enter '9983' as merchant code. Please keep the payment reference number for record. 請先開立繳費靈戶口及致電 18013 登記此賬單, 致電 18033 繳付賬單並輸入商戶編號「9983」, 請保存付款編號以作紀錄。)

**Cheque No. 支票號碼:** \_\_\_\_\_ (Please send a crossed cheque which is made payable to 'Six Sigma Institute Limited' to Unit1627, 16/F, Star House, No.3 Salisbury Road, Tsim Sha Tsui Kowloon, Hong Kong. Please write the applicant's name and course code on the back of the cheque. Post-dated cheque will not be accepted. 請把抬頭人為「六式碼學會有限公司」的劃線支票寄往香港九龍尖沙咀梳士巴利道 3 號星光行 16 樓 1627 室, 恕不接受受票, 請於支票背面註明申請人姓名及課程編號。)

### Declaration 聲明

1. I declare that all information provided in this application and the attached documents are, to the best of my knowledge, accurate and complete. 本人聲明在此申請表格及隨附文件所載的資料, 依本人所知均屬完整真確。

2. I consent that if admitted, I will comply with all the Rules and Regulations stipulated by the Six Sigma Institute 本人同意如所報讀課程獲取錄, 本人定當遵守六式碼學會所定的規則及章程。

3. I have read the IMPORTANT NOTE in this application form and understood that the details of enrolment are subject to revisions in the course pamphlets and the latest changes in SSI website. 本人已細閱申請表格內的重要通知, 並明白所有報名詳情均以本會課程單張及網頁的最新修訂為依歸。

4. I understand that Personal Data collected will be used for processing application for admission, registration, academic, administrative, research and statistical purposes and will also be used for marketing purposes, specifically for the purpose of sending you information relating to SSI's latest developments, job matching support services, events and training courses. Personal Data will be treated in strict confidence. Unless otherwise agreed by me, Personal Data will not be transferred to any third parties. 本人明白所收集的個人資料將會作入學申請、登記、學術、行政、研究、統計及市場分析及用於推介本會最新發展、就業支援服務、活動和培訓課程的用途。個人資料會嚴格保密處理, 除非獲得本人的同意, 個人資料不會轉移予第三者。

Signature 簽名: \_\_\_\_\_

Date 日期: \_\_\_\_\_

**備註: Please send or fax the completed application form at fax no. (852) 2581 2776 or e-mail to [info@ssi.org.hk](mailto:info@ssi.org.hk). Students should submit full payment and/or documentation for settlement before the applicable payment deadline. 請將填妥的申請表電郵至 [info@ssi.org.hk](mailto:info@ssi.org.hk) 或傳真至(852) 2581 2776。課程的所有費用及/或所需文件必須於相應的期限前提交。**

## Registration Service 註冊服務

The SSI provides registration service for those who have successfully completed relevant training programs. For more details, please refer to related program pamphlets or contact us. 本會為成功完成相關培訓課程的學員提供註冊專業資格服務，請參閱相關課程單張或向我們查詢詳情。

### IMPORTANT NOTE 重要通知

1. Receipt of this application form by SSI constitutes an official booking. SSI reserves the right to reject any application in any circumstances and for whatever reasons. Payment of fees should only be construed as conditional acceptance of application. 本會收到已填妥的申請表後會為申請人保留學位。本會保留在任何情況下及以任何原因拒絕任何入學申請的權利。申請者繳付學費後，仍須符合所有入學條件，其申請方可獲得接納。
2. Refund Policy for course fees paid 已繳費用的退還情況:
  - > Notice of more than 1-week prior course starts - Refund 80% 於開課前 1 個星期或以上通知退學 – 可退還 80%
  - > Notice of less than 1 week before course starts - Refund 70% 少於開課前 1 個星期通知退學 – 可退還 70%
  - > Once course has begun - NO REFUND 開課後通知退學 – 不獲退還
3. All SSI students enjoy the special privileges of buddies of Six Sigma Community. 所有本會學員可享有與六式碼社區之友同等優待。
4. The course fees for specific programmes include two examination opportunities, fees will be charged for joining extra examinations. Please contact us for the details. 本會**特定課程之費用已包括兩次考試機會**，額外考試機會需另行收費。請向本會查詢有關詳情。
5. Six Sigma Institute reserves the right to revise the subject without prior notice. Please see our website for the latest changes. 本會保留在無需事前通知的情況下對課程作出任何變動的權利。請留意本會網頁的最新情況。
6. If No. 8 Typhoon / Black Rainstorm warning signal is lowered 當八號颱風或黑雨警告在以下時段除下：

at or before 07:00 早上七時前	all morning sessions will be conducted as scheduled. 所有早上課堂會如常進行。
between 07:00 and 11:00 早上七時至十一時期間	all morning sessions will be cancelled, but all afternoon sessions will be conducted as scheduled. 所有早上課堂將會取消，但所有下午課堂會如常進行。
between 11:00 and 16:00 早上十一時至下午四時期間	all afternoon sessions will be cancelled, but all evening sessions will be conducted as scheduled. 所有下午課堂將會取消，但所有夜間課堂會如常進行。
after 16:00 下午四時後	all evening sessions commencing from 18:00 onwards will be cancelled automatically. 所有下午六時後進行的夜間課堂將會取消。

Participants will be notified when the class will be made up as soon as possible. 本會將盡早通知學員補課的日期及時間。
7. Personal Data Collection Statement 個人資料收集聲明  
The personal data provided on this application form is used by SSI for purposes related to the processing of enrolment and course administration. Under the provisions of the Personal Data (Privacy) Ordinance, applicants have rights to request access to and make correction of their personal data. 申請人於此表格提供的個人資料，本會只會用作處理報名及課程行政的有關事宜。根據個人資料(私隱)條例，申請人有權查詢及更改其個人資料。