

培训时间/地点: 2024年4月23~27日(星期二~星期六) / 苏州

收费标准: ¥6000/人

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课程目标:

APQP/FMEA/PPAP/SPC/MSA 五大工具能力提升。

参训对象:

质量、技术、生产等相关管理人员及工程师

授课形式:

知识讲解、案例分析讨论、角色演练、小组讨论、互动交流、游戏感悟、头脑风暴、强调学员参与。

课程大纲:

Curriculum outline:

<Advanced Product Quality Planning and control plan > 课程大纲 (第2版)

主题/目标 Theme/objective	讲师 lecturer	学员 students
课程导入 Curriculum import	问题提出与小组组建 Problem raising and team building	自我介绍/分组 Introduce yourself/group
	培训目标及要求 Training objectives and requirements	
APQP 基础知识 Basic knowledge of APQP	质量从哪里来? Where does the mass come from?	提问及回答老师问题 Ask and answer teacher's questions
	APQP 的本质 The essence of the APQP	
	APQP 的关键问题 The key issue with APQP	



	<p>APQP 的成功法则</p> <p>APQP's rules for success</p>	
	<p>项目开发主流程及关键节点</p> <p>Main process and key nodes of project development</p>	
<p>第一阶段：计划与确定项目</p> <p>Phase 1: planning and identifying projects</p>	<p>立项阶段必须解决的三大问题</p> <p>Three major problems must be solved in the project establishment stage</p>	<p>顾客呼声与内外部输入</p> <p>Customer voice with internal and external input</p>
		<p>制造可行性评估</p> <p>Manufacturing feasibility assessment</p>
		<p>三大目标、三大初始条件及保证计划</p> <p>Three objectives, three initial conditions and assurance plans</p>
	<p>三大问题剖析及整合性思考</p> <p>Three problems analysis and integration thinking</p>	
<p>第二阶段：产品设计与开发</p> <p>Stage 2: product design and development</p>	<p>产品设计的基本问题</p> <p>Basic issues in product design</p>	<p>功能与结构设计</p> <p>Functional and structural design</p>
		<p>尺寸与公差设计</p> <p>Dimension and tolerance design</p>
		<p>材料与配方设计</p> <p>Material and formula design</p>
	<p>产品设计要考虑的三个方面</p> <p>There are three aspects to consider in product design</p>	<p>DFMEA</p> <p>DFA/M</p> <p>关键产品特性确定</p> <p>Identification of key product characteristics</p>
		<p>提问及回答老师问题</p> <p>Ask and answer teacher's questions</p>



五大工具的整合应用

	设计评审、验证与确认的 策划与实施 Planning and implementation of design review, verification and validation	三者的区别与联系 The difference and connection of the three 开发 DVP The development of DVP	
	硬件设施的同步考虑 Synchronization considerations for hardware facilities	(新) 设施设备清单 List of (new) facilities and equipment (新) 工装/检具清单 (new) tooling/fixture list	
	供应商的同步开发 Synchronous development of suppliers	从 BOM 到选点 From BOM to select point	
第三阶段：过程设计 与开发 Stage 3: process design and development	过程设计：5M 的通盘考量 Process design: 5M overall consideration	layout 设计与评估 Layout design and evaluation	提问及回答老师 问题 Ask and answer teacher's questions
	过程 FMEA 与过程系统风 险 Process FMEA and process system risk	过程流程图 Process flow chart	
		特殊特性矩阵 Special characteristic matrix	
		过程 FMEA Process FMEA	
	关键控制特性 Key control characteristic		



五大工具的整合应用

		<p>工艺改善计划实施与评估</p> <p>Implement and evaluate process improvement plan</p>	
	<p>OTS 样件与有效生产控制计划</p> <p>OTS sample and effective production control plan</p>		
	<p>制造与检验规范的策划与实施</p> <p>Planning and implementation of manufacturing and inspection specifications</p>		
	<p>包装标准与物流策划</p> <p>Packaging standards and logistics planning</p>		
<p>第四阶段：产品和过程确认</p> <p>Stage 4: product and process validation</p>	<p>有效生产的策划与实施</p> <p>Effective production planning and implementation</p>		<p>提问及回答老师问题</p> <p>Ask and answer teacher's questions</p>
		<p>过程能力</p> <p>Process capability</p>	
		<p>测量系统</p> <p>Measurement system</p>	
	<p>如何通过有效生产验证</p> <p>How to pass effective production verification</p>	<p>生产节拍</p> <p>Production of the beat</p>	
		<p>质量目标</p> <p>Quality objectives</p>	
		<p>设计目标</p> <p>Design goals</p>	
		<p>可靠性目标</p> <p>Reliability target</p>	



五大工具的整合应用

		包装规范 Packing specification	
		作业指导书 Operating instruction	
	先期策划总结与量产控制计划 Advance planning summary and mass production control plan		
		案例研究 4 Case study 4	
第五阶段：反馈、评定和纠正措施 Stage 5: feedback, evaluation and corrective actions	初期流动管理与早期遏制 Early flow management and early containment		提问及回答老师问题 Ask and answer teacher's questions
	制造过程审核与持续改进 Manufacturing process audit and continuous improvement	普通原因的研究与过程能力提升 Common cause research and process capability improvement	
		制造过程审核与流程改进 Manufacturing process audit and process improvement	
		顾客反馈的快速响应 Quick response to customer feedback	
课程小结： Curriculum summary:	PDCA 循环与同步技术的应用 Application of PDCA cycle and synchronization technology		
	内容小结 Contents summary	课程回顾 Curriculum review	
		回答学员问题及疑点澄清 Answer questions and clarification	



五大工具的整合应用

公开课课纲

	课程应用 Curriculum application	辅导学员制订培训后的 APQP 改善计划 Coach trainees to develop APQP improvement plan after training	制订培训后的应用计划 Make application plan after training
		应用过程中可能出现的问题及解决途径 Possible problems and solutions in the application process	

<FMEA>培训大纲 (最新草案版)

<FMEA>training outline (latest draft version)

主题/目标 Theme/objective		讲 师 lecture	学 员 students
FMEA 概述 FMEA overview	FMEA 起源 FMEA origin	FMEA 哲学 FMEA philosophy	提问及回答老师问题 Ask and answer teacher's questions
		FMEA 起源及推广 FMEA origin and promotion	
	FMEA 框架 FMEA framework	FMEA 基本格式及其最新变化 FMEA basic format and its latest changes	
DFMEA 简介	DFMEA 应用时机 DFMEA application timing	设计开发三种情形对比 Design and development of three cases of comparison	提问及回答老师问题 Ask and answer teacher's questions
	基本步骤 Basic steps	新版 DFMEA 六步法 New DFMEA six-step method	
	案例简析 Case analysis	新版 DFMEA 简要剖析 New DFMEA brief analysis	
PFMEA			



启动 FMEA 之旅 Start a FMEA tour	定义范围 Define the scope	定义范围 Define the scope	提问及回答老师 问题 Ask and answer teacher's questions
	常见缺陷归纳 Induction of common defects		
	结构分析 Structure analysis	工艺流程图 Process flow chart	
	功能分析 Functional analysis	产品/过程特性矩阵分析 Product/process characteristics matrix analysis	
失效分析 Failure analysis	失效模式分析 Failure mode analysis	失效模式定义 Failure mode definition	
		失效模式讨论 Failure mode discussion	
	失效后果分析 Failure consequence analysis	产品失效的外部风险 External risk of product failure	
		产品失效的内部风险 Internal risk of product failure	
	失效起因分析 Failure cause analysis	失效起因分析方法与深度 Failure cause analysis method and depth	
		小组讨论- 失效起因 Panel discussion - causes of failure	
风险分析 (1) Risk analysis (1)	预防 Prevention	什么是预防 What is prevention	
		常见的问题预防方式 Common ways to prevent problems	



		<p>小组练习:所选产品/过程之预防方法</p> <p>Group exercise: preventive measures for selected products/processes</p>	
	<p>探测</p> <p>Detection</p>	<p>什么是探测</p> <p>What is detection</p>	
		<p>常见的问题探测方式</p> <p>Common problem detection methods</p>	
		<p>小组练习:所选产品/过程之探测方法</p> <p>Group exercise: detection methods for selected products/processes</p>	
<p>风险分析 (1)</p> <p>Risk analysis (1)</p>	<p>严重度(S)评估</p> <p>Severity (S) assessment</p>	<p>FMEA 所推荐之严重度评分表</p> <p>FMEA recommended severity rating form</p>	
		<p>小组练习:严重度评价</p> <p>Group exercise: severity evaluation</p>	
	<p>频度(O)评估</p> <p>Frequency (O) evaluation</p>	<p>延伸-严重度与关键特性之关联</p> <p>Extension - correlation between severity and key characteristics</p>	
		<p>小组练习:频度评价</p> <p>Group exercise: frequency evaluation</p>	
		<p>延伸-频度与 PPM 及 CPK 之关联</p> <p>Extension - association of frequency with PPM and CPK</p>	



五大工具的整合应用

公开课课纲

	探测度(D)评价 Detection (D) evaluation	FMEA 推荐探测度评分表之深度解析 Depth analysis of FMEA recommended probe rating scale	
		小组练习:探测度评价 Group exercise: detection evaluation	
优化改进 Optimization to improve	确定改进顺序 Determine improvement sequence	两大基本原则 Two basic principles	提问及回答老师问题 Ask and answer teacher's questions
	确定改进方案 Determine improvement plan	改进方向探讨 Discussion on improvement direction	
		改进方案确定 Determination of improvement plan	
	评估改进效果 Evaluate the improvement effect	改进效果追踪 Improvement effect tracking	
		RPN 之重新计算 Recalculation of RPN	
	小组练习:如何降低过程风险 Group exercise: how to reduce process risk		
课程小结 Curriculum summary	内容小结 Contents summary	课程回顾 Curriculum review	
		回答学员问题及疑点澄清 Answer questions and clarification	
	课程应用 Course application	辅导学员制订培训后的 FMEA 推广计划 Coach trainees to make promotion plan of FMEA after training	制订培训后的应用计划 Make



五大工具的整合应用

公开课课纲

		应用过程中可能出现的问题及解决途径 Possible problems and solutions in the application process	application plan after training
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<Measurement Systems Analysis>培训大纲(第4版)

<Measurement Systems Analysis>Training framework (4th edition)

主题/目标 Theme/objective		讲师 lecture	学员 students
测量系统与 测量误差 Measurement system and measurement error	测量系统 Measurement system	测量过程与测量系统 Measuring process and measuring system	讨论/分析公司主要测量仪器所构成的测量系统及常见问题 Discuss/analyze the measuring system and common problems of the company's main measuring instruments
	测量系统变差 The measuring system goes bad	测量过程变差来源 Source of variation in measurement process	
		测量误差的来源 Source of measurement error	
		测量系统变差对过程决策的影响 Measure the effect of system variation on process decision making	
		过程变差剖析 Process variation analysis	
		案例研究 1 Case study 1	
测量系统的统计特性 Statistical characteristics	测量仪器分辨率 Resolution of measuring instrument		提问及回答老师问题 Ask and answer teacher's questions
	测量系统的位置变差与宽度变差 The position variation and width variation of the measuring system		



五大工具的整合应用

公开课课纲

characteristics of measurement systems 测量系统五性 Five characteristics of measuring system	偏倚 (Bias)			
	稳定性(Stability)			
	线性(Linearity)			
	重复性(Repeatability)			
	再现性(Reproducibility)			
测量系统分析策划 Measurement system analysis and planning	分析时机与前期准备 Analyze timing and preparation	测量系统研究的准备 Preparation of measurement system research 测量系统分析的两个阶段 Two stages of measurement system analysis 什么时候需要分析测量系统? When does the measurement system need to be analyzed?	提问及回答老师问题 Ask and answer teacher's questions	
	选用适当方法 Use appropriate methods	MSA 方法分类与选用 Classification and selection of MSA method		
	计量型测量系统研究 Research on metrological measurement system	确定测量系统偏倚的独立样本法 Independent sample method for determining measurement system bias	偏倚分析指南 Guidelines for bias analysis 偏倚分析的 MINITAB/EXCEL 应用 Bias analysis using MINITAB/EXCEL 偏倚产生的原因分析 Analysis of the causes of bias	提问及回答老师问题 Ask and answer teacher's questions
		案例研究 2 Case study 2		
确定测量系统线性 Determine the	线性分析指南 Linear analysis guide	提问及回答老师问题 Ask and answer teacher's		



五大工具的整合应用

公开课课纲

	<p>linearity of the measurement system</p> <p>线性分析的 MINITAB/EXCEL 应用 Application of MINITAB/EXCEL for linear analysis</p> <p>非线性产生的原因分析 Cause analysis of nonlinearity</p>		questions
	<p>确定测量系统稳定性</p> <p>稳定性分析指南 Stability analysis guide</p> <p>Determine the stability of the measurement system</p> <p>稳定性分析的 MINITAB/EXCEL 应用 Stability analysis of MINITAB/EXCEL application</p> <p>不稳定性产生的原因分析 Cause analysis of instability</p>		<p>提问及回答老师问题 Ask and answer teacher's questions</p>
	<p>确定测量系统重复性&再现性(R&R)</p> <p>R&R 分析指南 R&R analysis guide</p> <p>Determination of repeatability & reproducibility of measurement system (R&R)</p> <p>R&R 分析的 MINITAB/EXCEL 应用 Application of R&R analysis in MINITAB/EXCEL</p> <p>重复性/再现性偏大的原因分析 Cause analysis of high repeatability/reproducibility</p>		<p>提问及回答老师问题 Ask and answer teacher's questions</p>
	<p>案例研究 Case study</p>		
<p>计数型测量系统研究</p> <p>Research on counter measurement system</p>	<p>假设检验分析-交叉表方法</p> <p>Hypothesis test analysis - cross table method</p>	<p>交叉表方法指南 Cross table method guide</p> <p>交叉表方法分析的 MINITAB/EXCEL 应用 Cross table method analysis of the application of MINITAB/EXCEL</p>	<p>提问 Ask questions</p>



五大工具的整合应用

公开课课纲

课程小结 Curriculum summary	内容小结	培训内容回顾及案例点评 Training content review and case review	
	Contents summary	回答学员问题及疑点澄清 Answer questions and clarification	

<Statistical Process Control >培训大纲(第 2 版)

<Statistical Process Control >Training outline (2nd edition)

主题/目标 Theme/objective		讲 师 lecture	学 员 students
基础知识 Basic knowledge	变差及其来源 Variation and its source	什么是变差 What is variation	提问及回答老师问题 Ask and answer teacher's questions
		变差之主要来源 The main source of variation	
		均方根定律 Root mean square law	
	变差与正态分布 Variation and normal distribution	正态分布之特点与判定方法 Characteristics and determination methods of normal distribution	
	普通原因与特殊 原因 Common cause and special cause	什么是产生变差的普通原因 What are the common causes of deterioration	
		什么是产生变差的特殊原因 What are the specific causes of variation	
普通原因与特殊原因之判定方法 Determination of common and special causes			



五大工具的整合应用

	小组练习:5M 与两类原因之关联 Group exercise :5M associated with two types of causes		
确定过程控制模式 Identify process control patterns	两类过程模式 Two types of process patterns	传统制造模式之特点与局限 Characteristics and limitations of traditional manufacturing models	提问及回答老师问题 Ask and answer teacher's questions
	SPC 改善循环 SPC improvement cycle	预防为主的 SPC 模式 Prevention oriented SPC model	
	SPC 应用循环-AMI SPC application cycle -AMI	4 类过程的识别与转换 4 types of process identification and transformation	
	小组讨论-我们的过程模式及改善方向 Group discussion - our process model and improvement direction		
过程失控判定 Process loss of control determination	知识准备 Knowledge to prepare	基本统计概念 Basic statistical concept	提问及回答老师问题 Ask and answer teacher's questions
		正态分布与控制图 Normal distribution and control graph	
		控制图:两大类与两阶段 Control diagrams: two categories and two phases	
	常规控制图及其判异 Routine control chart and its judgment	常规控制图选用 General control chart selection	
		常规控制图制作与应用 General control chart making and application	
		常规控制图判异法则 General control graph rule	



五大工具的整合应用

公开课课纲

		案例研究 Case study	
过程能力分析 Process capability analysis	过程能力分析之常用指标 Common indicators for process capability analysis	CP/CPK PP/PPK CM/CMK	提问及回答老师问题 Ask and answer teacher's questions
	过程能力与 PPM 之换算 Conversion of process capacity to PPM	过程能力与西格玛水平 Process capability and sigma level 过程能力与 PPM Process capability and PPM	
		小组练习:CPK 计算 Group exercise :CPK calculation	
课程小结 Curriculum summary	内容小结 Contents summary	培训内容歌诀化记忆 Training content to memorize songs	
		回答学员问题及疑点澄清 Answer questions and clarification	

<Production Part Approval Process > 课程大纲 (第 4 版)

<Production Part Approval Process > Syllabus (4th edition)

主题/目标 Theme/objectives	讲师 lecture	学员 students
PPAP 目的和意义 Purpose and	a) 关键定义 key definitions b) PPAP 的目的 the purpose of the PPAP c) PPAP 适用对象 PPAP applies to objects	提问及回答老师问题 Ask and answer teacher's questions



五大工具的整合应用

公开课课纲

significance of PPAP	d) PPAP 流程图 The flow chart of PPAP		
PPAP 提交的时机及三类情况	a) 必须提交 Must submit		
	b) 通知顾客 Inform the customer		
	c) 不必自找麻烦 Don't look for trouble		
	小组练习 Group practice		
PPAP 提交等级及主要内容 PPAP submission level and main content	PPAP 提交等级确认-顾客-企业-供应商 PPAP submits level confirmation - customer - enterprise - supplier		提问及回答老师问题 Ask and answer teacher's questions
		可销售产品的设计记录 Design records of marketable products	
		— 专利权的零部件/详细数据 — Patented parts/details	
		— 所有其他零部件/详细数据 — All other parts/details	
	PPAP 提交内容详解 PPAP submission details	工程变更文件 Engineering change document	
		客户工程批准 (如果需要) Customer engineering approval (if required)	
		设计 FMEA Design FMEA	
		过程流程图 Process flow chart	
	过程 FMEA Process FMEA		



		控制计划 The control plan	
		测量系统分析 Measurement system analysis	
		全尺寸测量结果 Full size measurement results	
		材料、性能试验结果 Material and performance test results	
		初始过程研究 Initial process study	
		合格实验室文件 Qualified laboratory documents	
		外观件批准报告 (AAR) (如需要) Exterior approval report (AAR) (if required)	
		生产件样品 Production sample	
		标准样品 Standard sample	
		检查辅具 Check the assistive devices	
		符合顾客特殊要求的记录 A record of meeting special customer requirements	
		零件提交保证书 (PSW) Parts submission guarantee (PSW)	
		散装材料检查表 Bulk material checklist	



	案例研究 Case study		
PPAP提交结果及处理 PPAP submission results and processing	a) 完全批准, 临时批准, 拒收 full approval, provisional approval and rejection		提问及回答老师问题 Ask and answer teacher's questions
	b) 完全批准后的实施要点 implementation points upon full approval		
	c) 什么情况下可能会导致临时批准 under what circumstances may provisional approval be granted		
	d) 临时批准的紧急应对及注意事项 Temporary approval of emergency response and precautions		
	e) 批准记录的保存及更新 Approve record keeping and update		
课程小结: Curriculum summary	PPAP 与 APQP 之关联 Association of PPAP and APQP		
	内容小结 Contents summary	课程回顾 Curriculum review	
		回答学员问题及疑点澄清 Answer questions and clarification	

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教育背景 Education:

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Zhengzhou Coal College, Mining Machinery

➤ 2004 年, 重庆大学, 会计学

Chongqing University, Accounting

➤ 2013 年, 山东大学, 工商管理硕士



Shandong University, MBA

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专业资格 Expertise Qualification:

- ◇ 1998 年 德尔福-清华 QS-9000 评审员/Delphi-Qinghua QS-9000 Assessor
- ◇ 2001 年 江苏省标准化从业资格/ Jiangsu Province Qualification Certificate of Standardization
- ◇ 2002 年 福特 Q1-2002 /Ford Q1-2002 Training
- ◇ 2002 年 美国品士 ISO/TS16949 评审员/USA Plxus ISO/TS16949 Assessor
- ◇ 2002 年 美国 MAS 六西格玛黑带/USA MAS 6 Sigma Black Belt
- ◇ 2002 年 IRCA ISO9001 注册评审员/IRCA ISO 9001 Auditor
- ◇ 2003 年 SGM-QSB/ SGM-QSB Training
- ◇ 2003 年 国家注册咨询师/Nation Registered Consultant
- ◇ 2004 年 香港品质保证局 TL9000 审核员/HKQAA TL9000 Assessor
- ◇ 2005 年 英国 TEC AS9100 审核员/UK TEC AS9100 Assessor
- ◇ 2006 年 法国贝尔 IRIS 审核员/AFAQ AFNOR Certification, IRIS Auditor
- ◇ 2008 年 国军标 GJB 9001 审核员/GJB9001 Auditor
- ◇ 2013 年 PMI 项目管理专业证书/PMI Project Management Professional
- ◇ 2015 年 VDA VDA6.3 过程审核员/VDA VDA6.3 Process Auditor
- ◇ 2016 年 IATF 16949:2016 培训师/IATF 16949:2016 Trainer
- ◇ 2017 年 GM-BIQS /GM-BIQS Training
- ◇ 2017 年 AS 9100D & AS9110 & AS9120 培训师/AS 9100D & AS9110 & AS9120 Trainer
- ◇ 2017 年 ISO/TS 22163 培训师/ISO/TS 22163 Trainer
- ◇ 2017 年 国军标 GJB9001 培训师/GJB9001 Trainer
- ◇ 2017 年 TL 9000(R6.0/5.5)培训师/TL 9000(R6.0/5.5) Trainer

工作经历 Work Experience:

时期	工作单位	职务及工作描述
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2014 up to now	强思企管	全面质量管理、零缺陷质量管理、 IATF 16949、TL9000、AS9100 及 TS22163 等质量体系及，多种管理工具、等质量高端课程特聘讲师
2004-2014	资深国家注册咨询师	资深国家注册咨询师 Nation Registered Senior Consultant, ISO/TS16949、TL9000、AS9100 及 IRIS 等质量体系专职顾问师、项目经理、咨询部经理、技术总监。ISO/TS16949, TL9000, AS9100 & IRIS Quality System Consultant, Project Manager, Consulting Dept. Manager and Technical Director.
2002-2004	某国内知名光学元件企业	副总 Vice-general Manager、 运营质量总监 Quality Director, 全面负责公司质量管理工作, 制定质量战略与计划、质量体系和相关制度, 质量改善, 客户关系开发, 实现企业的经营战略目标.Preside over total management of quality & quality system, Quality strategy and quality planning.
2001-2002	某台湾知名电子技术/半导体/集成电路企业	品保部经理 QA Department Manager, 负责质量体系、质量工程、IQC、IPQC、OQC、及实验室等的日常工作.Preside over management of quality system, QE, IQC, IPQC, FQA, OQC & Lab, etc.
1998-2001	某模具制造, 塑胶成型企业	体系高级专员/管理者代表 Senior System Specialist & Management Representative, 负责 QS9000 的建立与维护、ISO/TS16949 导入与推动、6 σ 推行、员工质量体系与质量管理方面的培训等.Preside over the work of QS9000, 6 Sigma, establishing system according to ISO/TS16949 and training the employee in system and quality, etc.



1994-1998	某地方国营化肥厂	<p>工艺工程师 Process Engineer,</p> <p>负责工艺开发、工艺管理、工艺优化、设备改造、技术革新、工业工程、专案改善等.Preside over Process development, process management, process optimization, equipment modification, technology innovation, industrial engineering, project improvement.</p>
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工作专长 Professional Skills:

质量管理培训 Quality Management Training

- ✓ 零缺陷质量、QC 新旧七大手法、量规仪器校验管理、抽样检验、品管圈、全面质量管理
- ✓ Zero defect quality , QC 7 Tools, Gauge Calibration & Management, Sampling Inspection, QCC, TQM

技能提升与现场改善培训 Professional Skills & Scene Improvement Training

- ✓ 内部讲师培训、质量工程师、六西格玛绿带\黑带、5S 管理、工业工程、精益生产、过程审核、产品审核、防错、8D
- ✓ TTT, Quality Engineer, 5S, 6σ GB/BB, IE, Lead Manufacturing, TPM, JIT,VDA6.3, VDA6.5, Error Proofing,8D

工具运用培训 Management Tools use training

- ✓ 项目管理、目标管理、实验设计、质量功能展开、价值工程、Minitab
- ✓ Project Management, Object Management, DOE, QFD, VE, Minitab
- ✓ 统计过程控制、测量系统分析、失效模式与后果分析、产品质量先期策划、生产件批准程序
- ✓ SPC, MSA, FMEA, APQP, PPAP

体系辅导 System Consulting

- ✓ ISO 9001、ISO 14001、ISO 45001 等基础体系辅导培训
- ✓ ISO9001,ISO14001,ISO 45001
- ✓ AS 9100、AS 9110、AS 9120、IATF 16949、BIQS、Q1、TL 9000、ISO/TS 22163、API、GJB/T 9001 等专业体系辅导培训
- ✓ EN/AS9100,AS9110,AS9120,IATF16949,BIQS,Q1,TL9000,ISO/TS22163,JB/T9001,API

多种现场改善、质量管理等企业管理方面课程规划与专业讲师

Curriculum designer on enterprise management training course

