A company which, like mine, strives for perfection must in its own interests make great efforts to train its people. In certain respects, anyone who wants to produce good work as a company must—whether they want to or not—also perform the role of educator in the positive sense of the word, and hence for the good economy as a whole.

- Robert Bosch
BTC - building competence

Mission Statement BTC

- In cooperation with setting owners, we design globally standardized training programs (Corporate Standards), derived from the competence management process. We are the only provider of these standardized programs and deliver them through the worldwide BTC network.
- We partner with our customers to develop and deliver country- and region-specific training solutions as well as programs supporting global initiatives.
- We find, select and manage the best international training resources in order to provide high quality training at a competitive price.
- Through our global network we are aware of educational trends and have state of the art knowledge.

We are living the Bosch values and contribute our share to the House of Orientation.
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Business Admin

Access & Identity Management
AIM-AED-S1: AIM for IT Authorization Experts and IT Developers Authorization

Objective
- The participant has understood the central directive and can apply these in his/her area of responsibility;
- The participant can communicate knowledge about authorization management in GE;
- Understanding of roles of involved groups (focus on C/AOO, GE and CI) Network formation;
- The participant can derive IT roles from functional roles and configure them in applications.

Target Group
- IT authorization experts ERP, usually CI-operational
- IT developers authorizations ERP, CI-operational.

Content
- Central directive for authorization management
  - Introduction and principles
  - Security classes
  - Functional roles and IT roles
  - Critical authorizations (critical, administrative and sensitive authorizations)
  - Controls
  - Approval work flow
  - Types of authorization concepts
- IT-role development process
- Roles, tasks and responsibilities of C/AOO, GE and CI
- Practical examples for these applications:
  - Portal, File Share, ERP, Engineering
- MoR: process for authorization request, IT role audit and Inspection / specification and assignment
- Deriving IT roles from functional roles
  - Samples of practical examples for the aforementioned point
- Tutorial (configuration of an IT role, configuration of MoD role, development of a homogenous MoD and MoR image, teamwork in groups of two for MoD and MoR)
- Exchange of experiences
- IT role concept

Prerequisite
- Knowledge in IT quality assessment
- Knowledge in user administration and authorization/role assignment on kernel systems (Portal, File Share, ERP, Engineering).
Duration
1 Day

Language
English/Chinese

No. of Participants
16-20
Objective
- The participant has understood the central directive and can apply these in his/her area of responsibility;
- The participant is able to develop, implement and track an authorization concept by means of a generic template;
- The participant can communicate knowledge concerning the authorization concept to GE;
- Understanding of roles of involved groups (focus on C/AOO, GE and CI);
- The participant is capable to define critical administrative authorizations for his/her application.

Target Group
- System owners (CI personnel, operations)
- Application owners (e.g. various SAP systems: UBK-RM, RG-PEU Line, Productive Corporate System etc.).

Prerequisite
- Knowledge in user administration and authorization assignment on kernel systems (Portal, File Share, ERP, Engineering)
- Knowledge about possibilities for restricting authorizations on the system (IT roles)

Content
- Central directive for authorization management
  - Introduction and principles
  - Security classes
  - Functional roles and IT roles
  - Types of authorization concepts
  - Critical authorizations (critical, administrative and sensitive authorizations)
  - Controls
- Contents of the authorization concept of the application/system
- Roles, tasks and responsibilities of C/AOO, GE and CI
- Practical examples for these applications:
  - Portal, File Share, ERP, Engineering
- MoR: process for authorization request, IT role audit and inspection/specification and assignment
- Exchange of experiences
- Identification of critical and sensitive processes and applications
- IT-role concept
- Deriving critical and relevant applications/systems from critical and relevant processes
- Identification and description of functional roles
- Minimal scope CCA, CUA, CAA
- Scope and approval by ADA and CAA

**Duration**
1 Day

**Language**
English/Chinese

**No. of Participants**
16-20
Objective
- The participant has understood the central directive and can apply these in his/her area of responsibility;
- The participant is able to develop, implement and track an authorization concept by means of a generic template;
- The participant can assign security classes to data of his/her area of responsibility;
- MoD is proficient in these processes: data identification, assignment of security classes and documentation;
- MoR is proficient in these processes: authorization request, IT role audit and inspection/specification and assignment;
- Understanding of roles of involved groups (focus on C/AOO, GE and CI).

Target Group
- AIM Partner SAP
- Master of IT Roles, operative (SAP)

Prerequisite
- Knowledge in user administration and authorization assignment on kernel systems (Portal, File Share, ERP, Engineering)
- Basic knowledge about possibilities for restricting authorizations on the system (IT roles).

Content
- Central directive for authorization management
  - Introduction and principles
  - Security classes
  - Functional roles and IT roles
  - Critical authorizations (critical, administrative and sensitive authorizations)
  - Controls
  - Approval work flow
  - Types of authorization concepts
- MoD: process of data identification, assignment of security classes and documentation
- MoR: process for authorization request, IT role audit and inspection/specification and assignment
- In-depth insight to chapter security classes and IT roles
- Roles, tasks and responsibilities of C/AOO, GE and CI
- Knowledge about approval work flows for granting authorizations
- Knowledge about user groups
- Deriving IT roles from functional roles
• Samples of practical examples for the aforementioned point
  - Practical examples for the implementation of authorization management in the departments of logistics, purchase, production, accounting (internal/external), sales, development, HR
  - Practical examples for these applications:
    • Portal, File Share, ERP, Engineering
  - Tutorial (development of a BM concept for departments based on exemplary samples in smaller teams)
  - Tutorial (development of an IT role, development of MoD roles, development of a homogenous MoD and MoR image, teamwork in groups of two for MoD and MoR)
  - Exchange of experiences
  - IT role concept
  - Data concept of the respective department

**Duration**

1 Day

**Language**

English/Chinese

**No. of Participants**

16-20
Objective
- The participant has understood the central directive and can apply these in his/her area of responsibility;
- The participant is capable of processing authorization requests in a quick and efficient manner;
- The participant can assign the data from his/her area of responsibility to the respective security classes;
- The participant can handle the authorization assignment process (workflow) and the respective documentation;
- The participant has understood the role concept of the relevant groups (focus on C/AAO, GE and CI)

Target Group
- User administrators (normally IVP)

Prerequisite
- Knowledge in user administration and authorization assignment on kernel systems (Portal, File Share, ERP, Engineering)

Content
- Central directive for authorization management
  - Introduction and principles
  - Security classes
  - Approval work flow
  - Functional roles and IT-roles
  - Critical authorizations (critical, administrative and sensitive authorizations)
  - Controls
  - Types of authorization concepts
- Authorization request process, approval workflow, in-depth insight to chapter
- IT roles
- Roles, tasks and responsibilities of C/AAO, GE and CI
- Knowledge about user groups
- Knowledge about approval work flows for granting authorizations
- Interrelation between IT roles and functional roles
- Practical examples for the aforementioned point
- Practical examples for these applications:
  - Portal, File Share, ERP, Engineering
- Tutorial (workflow for granting authorizations, documentation)
- Exchange of experiences
- User authorization concept
- Minimal scope CAA, CAU and CAC
Duration
1 Day

Language
English/Chinese

No. of Participants
16-20
Objective
- The participant has understood the central directive and can apply these in his/her area of responsibility
- The participant is able to develop, implement and track an authorization concept by means of a generic template
- The participant is capable of processing authorization requests in a quick and efficient manner
- The participant can assign security classes to data of his/her area of responsibility
- The participant can handle the authorization assignment process (workflow) and the respective documentation
- MoD is proficient in these processes: data identification, assignment of security classes and documentation
- MoR is proficient in these processes: authorization request, IT role audit and inspection/specification and assignment
- Understanding of roles of involved groups (focus on C/AAO, GE and CI)

Target Group
- AIM Partners
- Master of IT Role operational
- User administrators

Prerequisite
- Knowledge in user administration and authorization assignment on kernel systems (Portal, File Share, ERP, Engineering)
- Basic knowledge about possibilities for restricting authorizations on the system (IT roles)

Content
- Central directive for authorization management
  - Introduction and principles
  - Security classes
  - Functional roles and IT roles
  - Critical authorizations (critical, administrative and sensitive authorizations)
  - Controls
  - Approval work flow
  - Types of authorization concepts
- MoD: process of data identification, assignment of security classes and documentation
- MoR: process for authorization request, IT role audit and inspection/specification and assignment
- In-depth insight to chapter security classes and IT roles
- Roles, tasks and responsibilities of C/AAO, GE and CI
- Knowledge about approval work flows for granting authorizations
- Knowledge about user groups
- Deriving IT roles from functional roles with some practical examples
- Practical examples for the implementation of authorization management in the departments of logistics, purchase, production, accounting (internal/external), sales, development, HR
- Practical examples for these applications:
  - Portal, File Share, ERP, Engineering
- Tutorial (development of an AM concept for departments based on exemplary samples in smaller teams)
- Tutorial (development of an IT role, development of MoD roles, development of a homogenous MoD and MoR image, teamwork in groups of two for MoD and MoR)
- Tutorial (workflow for granting authorizations, documentation)
- Exchange of experiences
- IT role concept
- Data concept of the respective department
- User authorization concept
- Minimal scope CAA, CAU and CAC

**Duration**

1 Day

**Language**

English/Chinese

**No. of Participants**

16-20
Objective
- Develop a practical understanding of Bosch’s Value Based Management (WOS).
- Experience business decision making processes and the direct consequences of your decisions on operating profits and more importantly, on a company’s valuation.

Target Group
- Current managers and associates preparing for management across all functional disciplines within the company

Content
- Principles of value-oriented company management
- Development of corporate strategic and operative planning via simulation
- Introduction to the income statement and balance sheet and their inter-dependencies
- Calculation of the management variable ‘value contribution’
- Recognition of the relevant factors that influence the value contribution in practice

Duration
1 Day

Language
English/Chinese

No. of participants
12-15
Objective
- The participant will understand the numerical logic of BCA and will be able to select and create accounts independently.

Target Group
- Accountants who create and edit general ledger accounts

Content
- Overview of the BCA structure
- Significant and flexible components of BCA
- Determination of BCA account numbers, including essential codification
- Account creation
- Authorization concept
- BCA central directives

Remarks
- Corporate standard training
- Fundamental knowledge of financial accounting needed
- Basic SAP knowledge needed

Duration
1 day

Language
English

No. of Participants
16-20
Objective
- Transfer of extensive knowledge of accounts receivable processes
- Participants will be able to apply the acquired knowledge in day to day practice

Target Group
- Key users for accounts receivable

Content
- SD invoice booking process
- SD-FI account determination
- FI process (Dunning, Interest calculation, invoice booking)
- Special ledger indicator process
- Master data management
- Overview of the system architecture and customizing
- Incoming payments processes (GAV, DFÜ, manual payment advice)
- Cross company postings process (INTRACE, Plant to plant transfer)
- Month- and year-end activities (Foreign currency valuation, reclassification changed reconciliation accounts, Reposting, clearing of clearing accounts, clearing of internal customer / vendors, Balance confirmation)

Remarks
- Corporate standard training
- SAP Know How needed
- Knowledge of accounts receivable processes needed
- Please bring your laptop

Duration
2 Days

Language
English

No. of Participants
16-20
**ACC-K07E: Profit Center Accounting**

**Objectives**
- Understanding of the functionality of Profit Center Accounting regarding Cost of Sales, Segment Reporting, trading partner reporting and accrual history sheet;
- Period-end closing activities in EC-PCA;
- Analysis and corrections in EC-PCA

**Target Group**
- Associates who are in charge of EC-PCA or period-end closing activities

**Contents**
**Theory**
- Overview cost of sales
- Overview Segment Reporting
- Overview Profit Center Accounting
- Validations and substitutions

**Practice/Exercise**
- Period end activities in EC.PCA in productive or test systems

**Remarks**
- Corporate standard training
- Basic knowledge in working with SAP FI/CO needed

**Duration**
2 Days

**Language**
English

**No. of Participants**
16-20
Objective
- Transfer of extensive knowledge of accounts payable processes
- Participants will be able to apply the acquired knowledge in day to day practice

Target Group
- Key users for accounts payable

Content
- MM invoice booking process
- FI invoice booking process
- Special Ledger indicator process
- Master data management
- Automated UBK processes (Intrace, UBW, return deliveries)
- Automated invoice booking processes (ERS, SCOPE, eBilling)
- Year-end activities (Foreign currency valuation, reclassification of changed reconciliation accounts, reposting, clearing of clearing accounts)

Remarks
- Corporate standard training
- SAP Know How needed
- Knowledge of accounts payable processes needed
- Please bring your laptop

Duration
3 Days

Language
English

No. of Participants
16-20
Objective
- Understanding of the integrated processes in SAP;
- Overview of the key processes and their value flows;
- Overview of the functionality of the Profit-Center-Accounting

Target Group
- Colleagues in Accounting and controlling who need an overview of the accounting relevant processes in SAP

Content
Theory
- Overview of the functionalities in Profit Center Accounting

Practice
- WF1 - Procurement Processes
- WF2 - Production/Processes
- WF3 - Marketing Activity
- WF4 - eTTM Project (Development Project)
- WF5 - Training Activity
- WF6 - Sales Processes
- WF7 - MAE Processes
- WF8 - Costing-based Provisions
- WF9 - Period End Closing

Remarks
- Corporate standard training
- Basic knowledge in SAP needed
- Finish the e-learning "Bosch Chart of Accounts" first

Duration
3 Days

Language
English

No. of Participants
16-20
Objectives
- Know the central components of the system architecture and place them in an overall context;
  Understand and apply the fundamentals of standardization;
- Understand the scope of EBS customizing and the interactions among the systems;
- Understand the rules that apply within the EBS cluster in order to independently execute company code dependant customizing;
- Get to know the scope of available master data classes and the distribution paths of the PMD;
- Get to know the concept of master data maintenance

Target Group
- Project staff in roll-out projects, key users of SAP module FI&CO;
- process owners in FI &CO;
- CI-staff

Contents
- EBS &PMD-what are they?
- Overview of the system architecture
- Accounting standardization
- Scope, maintenance, responsibility and distribution of EBS customizing
- Scope, maintenance, responsibility and distribution of PMD customizing

Remarks
- Corporate standard training
- Fundamental knowledge of accounting needed

Duration
1 Day

Language
English

No. of Participants
16-20
Controlling
CON-A04: HFM Training for Power user

Objective
- Participant is able to use the HFM system in a professional manner. This means the participant is able to execute reporting and analysis completely with HFM in an efficient manner.
- Participant has general overview about the functions of the involved departments.

Target Group
- Power user with writing access for HFM

Precondition
- Knows the basics of the reporting within the Bosch Group
- Has a released HFM power user
- Has Excel knowledge
- Is familiar with the information of the information sheet

Content
- Navigation in the system
- Information about dimensions (e.g. accounts) and structure of HFM
- Upload and Download of data
- Analysis of data
- Process management (data processing from one level to another)
- Reporting
- Information sources, e.g. manual HFM

Remarks
- Corporate standard training

Duration
1 Day

Language
Chinese/English

No. of Participants
8-12
Objective
- Participant knows the basic principles of Product Cost Planning and Controlling. He/she is able to practice independently the processes of Product Cost Planning and Controlling in his/her area of responsibility in SAP (UBK-RM).

Target Group
- Associates of the area of Product Cost Planning and Controlling

Precondition
- Webinar Cost and Result Accounting
- Basic knowledge in SAP

Content
- Basics and master data
- Goals and process of product costing
- Cost object accounting
- Calculation and analysis of internal failure costs
- Reporting
- Exercises with case studies in SAP based on UBK-RM

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese/English

No. of Participants
8-12
Objective
- Participant is able to calculate transfer prices and an appropriate result for budget and actual based on respective business model;
- Furthermore he/she is able to trigger adjustments.

Target Group
- Associates of the area of controlling from TOGE/RG, RGB, BU, division
- Associates (e.g. sales area), who are charged with transfer price calculation
- Project controller

Precondition
- Knowledge about transfer price policy and cost and result accounting of the Bosch Group

Content
- Basics of the transfer price policy of the Bosch Group
- Transfer pricing methods derived from business models
- Calculation of transfer prices
- Calculation of an appropriate result for the respective entity/unit
- Execution of transfer price controlling and procedure if transfer prices have to be adjusted
- Calculation of the actual result based on annual statement as starting point for transfer price documentation

Remarks
- Corporate standard training

Duration
1 Day

Language
Chinese/English

No. of Participants
8-12
Objective
- Participant documents intercompany transactions and their extent as well as the respective function and risk profile as a base or TAX audits

Target Group
- Associates of the area of finance and controlling from TOGE/RG, RGB, divisional part of RB GmbH

Precondition
- Knowledge about country specific documentation guidelines, local GAAP, transfer price policy and cost and result accounting of the Bosch Group

Content
- Documentation of deliveries and supplies between legal entities
- Function assignment and execution of function-/ risk profiles
- Transaction related documentation of realized deliveries and supplies
- Documentation of specific and exceptional business cases which occurred compared to planned standard
- Support of inquiries in relation to TAX audits
- Launching of measures for future transfer pricing (in the sense of lessons learned)

Remarks
- Training has workshop character
- Corporate standard training

Duration
1 Day

Language
Chinese/English

No. of Participants
8-12
CON-B01: Modifications in the Value-Based Management Concept at Bosch from BP 2013 forwards

Objective
- Participant will learn the basic modifications of the Value-based Management concept and reasons for these simplifications of the concept in the Bosch Group.
- Participant knows the mechanics, areas of applications and the interrelations of the modifications.

Target Group
- Controller, Accountants as well as interested manager and associates of other functions

Preconditions
- Knowledge of the current WOS-concept and the P&L statement

Content
- Motivation for the modifications
- Presentation of the basic principles of the modifications
- Effectiveness of mechanics and presentation in the profit and loss statement
- Possible effects in the main figures and the interpretation of them

Remarks
- Corporate standard training

Duration
0.5 Day

Language
Chinese/English

No. of Participants
8-12
Objective
- Participant can extract data from HFM system;
- Participant has basic knowledge about account structure, Smart View and reports.

Target Group
- User (Reporting user) with reading rights in HFM system

Preconditions
- Knows basic principles of reporting of the Bosch-Group
- Has an approved HFM Reporting user
- Has excel knowledge
- Has worked on information out of the information sheet

Content
- Basic navigation in the system
- Information about dimensions (e.g. accounts and structure in HFM)
- Download of data out of HFM system (with Smart View)
- Reporting
- Information sources
- Demonstration in the HFM system

Remarks
- Corporate standard training

Duration
0.5 Day

Language
Chinese/English

No. of Participants
8-12
CON-B13: Transfer Price Policy Bosch Group - Basics

Objective
- Participant knows transfer price policy of the Bosch Group and is able to deduce implications for his/her area of responsibility

Target Group
- Manager and associates of the area of controlling, sales & distribution
- Project leader, manager and controller of worldwide development projects
- Manager and associates with coordination function in the international production network (IPN) including logistics

Content
- General tax related requirements
- Superordinated targets of the Bosch Group
- Adopted transfer pricing methods for supplies and other services in the Bosch Group
- Basic business models
- Calculation and documentation of appropriate results

Remarks
- Corporate standard training

Duration
1 Day

Language
Chinese/English

No. of Participants
8-12
Human Resource Management
Objective
- You will have an overview of the HR organization and roles as well as the HR-processes in the BOSCH Group
- You will know the "House of Orientation" and the importance for HR

Target Group
- All new employees in HR

Content
- Information about the BHS-Modules and their importance for HR
  - Management of Planning
  - Management of Resourcing
  - Management of Leadership
  - Management of Development
  - Management of Rewarding
- IT as a HR instrument
- Competence Management
- International Assignments
- Discussion about the implementation status of HR-topics in your location

Remarks
- Corporate standard training
- Mandatory

Duration
2 Days

Language
Chinese

No. of Participants
12-16
HR-BBB: Building Bridges to Bosch

Objective
- On-boarding
- Gather useful information and insights about the way Bosch works
- Discussions with members of the Bosch management
- Networking

Target Group
- New SL1 managers and above who recently join Bosch (e.g. due to acquisition of their company or on individual basis)

Content
- Bosch company structure, business units overview and examples, Bosch and GB key data
- Bosch strategy and GB strategy, planning and decision making at BOSCH Group
- House of Orientation, Bosch culture and history, Values, Guidelines for Leadership
- External growth process within Bosch; execution of M&A transactions
- International Personnel Development, Bosch Competence Model, Bosch HR strategy, Training & Development
- Sales and Marketing strategy AP
- Legal aspects of M&A transactions
- Exchange of experiences and networking with other Bosch managers
- Fireside chat with high-level management

Duration
2 Days

Language
English

No. of participants
16-20
Objective
- Considering the cost involved in recruiting, the importance of selecting the right applicant becomes clear. The major source of information is still the personal interview.
- You are familiar with the recruiting procedure including required criteria thus being perfectly prepared for the interview.
- Using the interview technique makes your interview a success allowing you to select the applicant most suitable for the vacant job.

Target Group
- HR partners who work in related function;
- Employees who have taken over responsibility as a group or project leader for the first time (including responsibility for project staff) and who already have some experience in recruiting.

Contents
- Recruiting procedure
- Required criteria
- Questioning technique
- Behavior triangle: situation, action, result
- System of behavior assessment
- Two interviews with "real" applicants
- Feedback on your interviews from the trainer and other participants

Remarks
- Corporate Standard Training
- Mandatory

Duration
2 Days

Language
Chinese

No. of Participants
16-20
Objective
- Know the Bosch Performance Review Process
- How to set goal
- Conduct performance assessment with subordinates
- Support employee development

Target Group
- HR partners who work in related function.
- Employees who for the first time have taken over responsibility as a leader (group/project leaders assuming responsibility for their own employees).

Content
- Cycle of performance management
- How to set SMART goal
- Performance tracking
- Employee development
- Assess performance

Remarks
- Corporate standard training
- Mandatory

Duration
2 Days

Language
Chinese

No. of participants
16-20
HR-POI-1: Potential Oriented Interview: a practical workshop for HR partners who will carry out POI’s

Objective
POIs are an important instrument for HR development at Bosch. This practical qualification should enable HR partners to competently conduct a POI.
- You will know the factors for success of a well guided POI.
- You will know what is necessary for preparing, conducting and evaluating a POI.
- You will experience an actual POI either actively or as an observer.
- You will have the ability to develop feedback based on the Bosch competence model.
- Based on the interviews, you will have the ability to give appropriate feedback to candidates and executives.

Target Group
- HR partner who should perform a POI

Prerequisites
Participation in or comparable knowledge of
- Lead_IT: “LeaD Module interview technique"
- LeaD_MAG: “LeaD module Performance Review Discussion and Policy Deployment”
- PQR002: "Potential identification: processes, methods and instruments"

Contents
- The POI within the framework of personnel development
- Adapting it to the location
- Structure of a POI
- Good and bad questions
- Interview with an MDP candidate

Remarks
- Corporate Standard Training
- Mandatory

Duration
2 Days

Language
English/Chinese

No. of Participants
16-20
**Objective**

Identifying potential requires an understanding of the guidelines and fundamental terms of the potential analysis and the ability to implement or conduct the application of potential identification instruments (MED, PVM, POI, manager development plan)
- You will know the basics of potential analysis and you will be able to manage a MED
- You will be able to conduct and advise associates and managers in the implementation of a MED
- You will create a common understanding of potential- and evaluation standards within your supervision division

**Target Group**
- New HR associates

**Prerequisites**
- MAG (Performance Review Discussion)

**Contents**
- Evaluation and analysis of requirement and competence profiles
- Basics, processes, methods and instruments of associate development at Bosch (MED, manager development plan)
- Simulations/ Role plays for the implementation of associate development instruments (target-oriented steering of conduction; My Role – My Tasks)
- Coordination of the MED-processes in your respective area of HR responsibility

**Remarks**
- Corporate Standard Training
- Mandatory

**Duration**

2 Days

**Language**

Chinese/English

**No. of Participants**

16-20
Objective
- You will understand the principles of linked business correlations and procedures, both in general and specifically to Bosch.
- You will deepen your business knowledge and will apply it immediately in an business simulation.
- You will know the meaning of strategies and of the deviation of objectives from the HR-strategy as well as the meaning of critical success factors for the organization/ the GB/ the HR division.
- You will know the controlling tool Balanced Scorecard (BSC) and control factors of the HR division at Bosch.

Target Group
- GB/HRM, (new) HRL and HR partners whose work is mainly focused on business figures.

Contents
The seminar is composed of two parts. The first part is a two-day business simulation (Planet Enterprise) and the second part focuses on transferring the gained knowledge to the HR management supervision division.
- Part 1:
  “Planet Enterprise” is a business simulation, in which multiple teams act in a competitive situation. In the process, they conduct their organization over several business years and position it strategically, ensuring long-term business success. Their short- and middle-term decisions ensure a high value contribution as well as the achievement of other targets of their virtual organization.

  In short presentations you will get to know basic business topics (e.g. Marketing, Planning, and Accounting). In theory and practice, the main focus is on Controlling-topics such as Cash-flow, Balanced Scorecard, value contribution, new cost- and performance accounting, contribution margin accounting (DB 1-5), key performance indicators (KPI) and management tools.

  At the end of the simulation, the individual organizations are closely examined and evaluated in a business evaluation.

- Part 2: HR-key figures (HR-KPI) and the management tool Balanced Scorecard (BSC) at the HR division.

Duration
3 Days

Language
English

No. of Participants
16-20
HR-RES: Attracting Talents: BHS-Module Resourcing

Objective
- Deepen your knowledge regarding BHS module Resourcing and content of sub modules Attraction and Integration.
- You are certain in processes and qualified to apply methods and instruments amongst internal and external Target Groups in your daily work.

Target Group
- HR-Partner, who want to achieve in HR-Competency Management Level 3 (HR-Partner, HRL and HRC).

Contents
Information regarding BHS-Module Resourcing and its impact on HR, exercises and knowledge sharing
Attraction
- Personnel marketing (incl. University marketing)
- Talent Relationship Program (z. B. students@bosch, PreMaster Program, Ph.D. Program, Scholarship Program)
Integration
- Direct entry
- Entry-programs (JMP, GSP)
- On boarding

Remarks
- Corporate Standard Training
- Mandatory

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
HR-REW: BHS- Module Rewarding

Objective
- New HR associates know the Bosch principles of “3P” and the compensation planning process for each associate group.
- New HR associates are able to handle Compensation topics on site level considering country specific legal regulations and/or collective agreements besides the Bosch principles.

Target Group
- HRBP
- HRL
- HRM
- HRD (CptM Level 2 as the start)

Contents
- Compensation Structure of “3P” (ww)
- Compensation planning (Benchmark and ASR) (ww)
- Evaluation method for the “Position” (ww principles, example and the local regulations)
- Systems and processes to evaluate collective and individual “Performance” (local regulations)
- Additional aspects that can be taken into account to reward the “Person” (local regulations)
- External and internal processes that are used within Bosch and how they are implemented in the respective country (Compensation Benchmark and the ASR).

Remarks
- Corporate Standard Training
- Mandatory

Duration
2 Days

Language
English/Chinese

No. of Participants
16-20
HR-TNA01: Training Needs Analysis and Course Design

Objective
- Be able to accurately define the training needs from business problems
- Master the training needs analysis process and the development of training objectives and related technologies
- Be able to design training according to the structure learning points
- Be able to collect material, design and adaptation of material
- Learn the techniques of training evaluation and follow-up

Target Group
- This course applies to those professionals who need to participate in training needs analysis and design.

Contents
Module I: Overview
- ADDIE model of system development

Module II: Analysis
- Requirements Analysis
- Starting from business requirements analysis process issues
- Requirements analysis techniques need to ask
- Distinction between training needs and other needs approach
- The purpose of training needs and methods of research
- Communication technology survey interview
- Survey questionnaire design and survey points
- Progress of the project management training design

Module III: Design
- Design objective of the course system
- Training purposes
- The ultimate goal of course
- Course subordinate objectives
- Training objectives A-B-C-D elements
- Ultimate goal of writing formats
- The three areas of curriculum objectives and the principle of consistency

Module IV: Development
- Select the appropriate teaching methods
- 5 step course structure
- According to the five steps to design the training curriculum segment
- Training in script writing
- Case with the use and design of role-playing

Module V: Assessment
- Design and development of quality assessment
- Design and development were assessed in five stages of the quality and performance
- Assessment of knowledge and associated learning and training methods

**Duration**
2 Days

**Language**
Chinese

**No. of Participants**
16-20
Objective
- The training will equip the HR associates with better knowledge with regard to labor management, labor discipline, labor dispute, etc. pursuant to current Chinese labor law system in conjunction with the introduction and interpretation of the most famous cases or similar case ruled by the people’s court or labor arbitration commission.

Target Group
- New HR associates

Content
- Brief introduction of current labor law environment
- Employment Contract Law and its implementation rules
- Company rules and regulations
- Procedure for the termination of labor contracts
- Countermeasure for labor dispute
- FQS
- Other content subject to demand in advance

Remarks
- Corporate Standard Training
- Mandatory

Duration
2 days

Language
Chinese/English

No. of participants
12-16
LG-CL: Contract Law

Objective
- Be familiar with the essences of a contract; to know the basic Chinese law and Bosch requirements and have the basic skills of signing a contract
- To minimize the legal risk of the company in negotiating and signing a contract with external customers/suppliers

Target Group
- Associates within departments of SAL, MKT, LOG, PUR, ENG (or R&D) and QMM. Associates responsible for contract handling

Contents
- General introduction to a contract
- Conclusion/Effectiveness/Performance/Alteration/Termination of a contract
- Liabilities for breach of a contract
- Dispute resolutions
- Typical naming contract and case study

Comments
- In order to transfer the course knowledge to your work, as well as our case study, it is highly recommended that you bring question on a specific issue or contract with you to the course
- You’re suggested to take the Bosch global Contract Law Web-based Training before you participate into our course

Remark
- Web-based Training

Language
English

No. of participants
Free
Objective
- The training will lead you into the detail understanding of what OEM contract contains and how to deal with realistic obstacles probably arising during the contract discussions.

Target Group
- Associates from Sales,
- Project Management,
- Quality, Engineering, etc who will deal with OEM contracts

Content
- How to sign a LOI and NDA?
- Ownership of the moulds;
- Exclusivity and Bosch rights in AA;
- Ownership of the new IPR and calibration data
- Liquidated damages/penalty/direct or indirect losses/Line stoppage
- How to deal with a recall?
- Internal procedures to deal with OEM contracts
- How to deal with insolvency risks of the customers?

Remark
- Web-based Training

Language
Chinese/ English

No. of Participants
Free
LG-CPL: Product Liability

Objective
- The training is to arouse the awareness of product liability and to enhance the implementation of the corporate compliance on product liability;
- The training will also help to minimize the corporate risks from product liabilities

Target Group
- Associates with supervisory roles (from MDP 1 on);
- Associates with functions/ responsibilities in development, sales, work preparation or quality management

Contents
- Legal requirements on product liability
- Internal requirements on product liability (CDL 0204-- Principles of Product Liability)
- Exploration of means to minimize potential product liability

Remark
- Web-based Training

Language
Chinese/English

No. of participants
Free
Sales and Marketing
Objective
- How sales and marketing associates can contribute to execute the UBK strategy
- The ten most important topics "how sales and marketing works at Bosch" and how they are linked
- A common picture and common language across the entire global sales and marketing team so that we all point in the same direction
- The interactive training supports the transfer of BSS-K content into your own work environment to improve customer orientation and simplification of your daily work

Target Group
- All associates of sales, marketing of UBK worldwide, mandatory.
- Associates of sales logistics, sales quality/warranty and customer projects of UBK worldwide, optional.

Content
The BSS-K training answers the following questions
- What is the strategic direction of UBK to 2015, and how does it relate to me as an individual?
- How do we structure ourselves internally to best serve our customer's organizations today and tomorrow?
- How do we listen to, act towards and handle customer needs and market trends in order to deliver profitable solutions?
- How can you as an individual associate help our customers to develop winning solutions?
- Where do targets come from within the organization and how do we affect them?
- How do we influence our acquisition targets and how do we realize them?
- How do we ensure profit

Duration
1 Day

Language
English/Chinese

No. of Participants
16-20
Objective
The training will help you
- To know the psychological aspects in the customer advisory process and these aspects in their talks with customers;
- To use their personal skills purposefully in talks with customers;
- To prepare customers talks extensively; to practice the opening of customers talks using a positive attitude in order to generally improve their relationship with the customer;
- To deal convincingly with the critical situations in customers talks;
- To determine in talks the customers precise requirement for Bosch products and services and to finish customer talks purposefully and successfully.

Target Group
- Employee with direct contact to customer

Content
- Selling process and principles
- Personal value and customers orientation
- Preparing selling talks: the function of goals
- Creating a positive attitude and maintaining it during selling talks: moment of excellence
- Verbal and nonverbal techniques in sales talks (elements of body language)
- Practicing sales talks using Customer-Oriented Strategies
- Determination of customer requirements
- How to deal with customer objections and critical situations/customers
- Evaluation of customer talks
- Closing talks

Duration
2 Days

Language
Chinese/English

No.of Participants
16-20
Objective
- Recognizing and determining customer’s requirements and signals in order to finish customer talks purposefully and successfully

Target Group
- Employees with direct contact to customer

Content
- Repetition of training MSB001
- Practicing sales talks using Customer oriented strategies
- How to deal with customer objections, critical situations and challenging customers
- Feedback

Duration
2 Days

Language
Chinese/English

No.of Participants
16-20
**Objective**
- Development and stabilize the market, through the dealers development and management.
- Let the sales people understand the customer in the channel (include the Dealer, client's client, etc.)
- Know more about dealer’s boss thinking, their interest, etc.
- Learn more skills and method, make the sales person more persuasive in negotiation with the dealer’s boss.
- Help the dealer’s boss began successfully business. Improve their loyalty.
- Help the dealer understand that they can make more money with Bosch products.
- Improve sales person capacity.
- Learn more systematic method and tools to manage the channel.

**Target Group**
- All sales people who should contact with the dealers in the channel

**Content:**
- Selling Through Channels
- Distributors Management Model
- Qualified Dealer Selection
  - Cooperative Direction Positioning
  - Make the Cooperation Plan
  - Dealer Selection
- The Implementation Of Channel Sales Plan
  - Relations positioning between the two sides
  - Understand the Business Expectation of Dealer
  - Help Dealer’s Business More Successful and Make More Money
  - Problem Solving In the Process of Operation
- Evaluating the Distributor’s Performance and Relationship
  - Play feat
  - Cooperation Relations Evaluation
  - Use of Effective Information Operations Evaluation

**Duration**
2 Days

**Language**
Chinese/English

**No. of Participants**
12-18
Objective
- Gain a comprehensive perspective on Marketing and learn about the main instruments
- Have state-of-the-art Marketing knowledge and methodology in UBK worldwide

Target Group
- All new and existing Marketing and Sales employees and involved interfaces (UBK)

Content
- Portfolio Management (ideas for new business fields/products, recommendations for disinvestments/ M&A, strategic direction)
- Product Strategy (segmentation, generation & product roadmap, product requirements, Bosch/customer benefits, product/ system synergies)
- Market Strategy (regional strategy, target regions, customer portfolio strategy/ prioritization, sales & acquisition targets)
- Price Strategy (processes and tools, initial pricing, target costing, pricing recommendations for quotations)
- Communication and Relations (customer awareness, satisfaction, loyalty and retention by internal and external communication, co-marketing/ branding and CRM support)

Duration
3 Days

Language
English/Chinese

No. of Participants
16-20
Objective

- After the seminar you are able to apply the discussion- and negotiation-techniques, which help master competently complicated negotiation situations. You normally achieve a win-win situation. You develop special, alternative negotiation techniques. Particularly for negotiations, which are strained due to difficult situations and often are affected by conflicts between the parties. Particularly negotiations with multiple partners will be considered (internal/external)

Target Group

- Experienced employees from the area of commodity and technical buying and from sales, who must regularly handle difficult negotiations

Content

- Development of negotiation strategies and tactics for different situations
- Constructive conflict management within the negotiations
- Negotiation of highly different positions and interests
- The issue-related discussion and negotiation style in terms of the Harvard Concept
- Review and development of strategies and techniques in short exercises and role plays, which result largely from the practical experience of the participant.

Duration

2 Days

Language

Chinese/English

No. of participants

14-16
Objective
- Provide associates basic knowledge on Price Management with examples and exercises to visualize and understand key points
- Key learning: understanding different factors influencing price and effects on profitability

Target Group
- Basic training focused on associates with limited experience in pricing issues (<3-5 years) in UBK
- Associates involved in pricing issues as well as with customer contacts, e.g. sales, sales commercial controlling, project manager, development/application with customer contact or involved in pricing process

Content
Training set-up for AP as interactive workshop session with various examples and group work
- General introduction to pricing
- Fundamentals of strategic and operative Price Management, initial pricing methods
- Price Management activities within the Sales & Marketing Process
- Factors influencing price

Duration
2 Days

Language
English/Chinese

No. of Participants
12-15
Objective
- You are able to solve problems related to quality deviations in a structured and profound way. As a precondition you establish an interdisciplinary work group that is oriented at the value adding process;
- You know how to apply the elements of the problem solving process and the interaction of the tools and methods to improve the product and process quality sustainable;
- You increase the quality and customer satisfaction by competent, rapid reaction and cooperative partnership internally and with suppliers and customers

Target Group
- Associates from the areas Purchasing, Logistic and Supplier Quality, who are affected directly or indirectly by quality complaints or work on the implementation of corrective actions

Content
- Group work on systematic problem solving
- Bosch-Problem Solving-Sheet
- 8-D method
- 8D-Evaluation-Sheet
- Systematic application of procedures and methods for root cause analysis (Ishikawa, 5xWhy) along the value added chain
- Immediate corrective actions to problems
- Definition of effective corrective actions
- Preventive actions to avoid recurrence of the same and similar failures
- Communication and Lessons Learned
- Communication SAP/Supply On

Remarks
- Corporate Standard Training

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- Participants know the functions of the Bensberg tool are able to produce reports with the system.

Target Group
- Planer in the plants (customer planer)

Content
Introduction to the Bensberg Tool user interface and navigation, all functions:
- Reports based on VDA 5009
- Demand Analysis
- Deviation Analysis
- BPS functionality
- Reporting

Remarks
- Corporate Standard Training
- Via netmeeting / interwise

Duration
2 Hours

Language
English

No. of participants
15-25
Objective
- Evaluation, analysis and reporting of Quality Key Data in Purchasing.

Target Group
- PUQ associates

Requirements
- Knowledge about methods in Quality Assurance in Purchasing.
- Access to Business Objects and BEKIS-Q Universum necessary.

Content
- Introduction in Business Objects Software
- Working in original data base (BEKIS-Q) Quality Data
- Prepare standard reports
- Formatting and layout for individual reports

Remarks
- Corporate Standard Training

Duration
0.2 Day

Language
English/Chinese

No. of participants
15-25
SCA-CDQ01: CDQ in Procurement

Objective
- Knowledge of main topics of Central Directive Quality (CDQ) in procurement

Target Group
- Purchasing & Logistics associates in procurement.

Content
- CDQ0602 - Quality Indicators and Policy Deployment in Purchasing
- CDQ0603 - Quality Management for Purchased Raw Materials (EZRS) and Trade Goods
- CP-CD B1.120 - RB Escalation Management for Supplier Problems with Purchased EZRS Products [former CDQ0604]
- CP-CD B1.300 - Agreements with Suppliers on Quality Assurance [former CDQ0609]

Remarks
- Corporate Standard Training
- By Telecom, Interwise or Netmeeting

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- To familiarize the Purchase / Quality colleagues of Bosch China on metal commodity by this training.
- Give an overview about metal material localization procedure
- To get a general understanding of steel making process.
- To get an overview of metal material science.
- Get to know heat treatment procedures.
- Visit test laboratory to get a practical feel on the metal material testing and release process.

Target Group
- Buyers with commercial background, Quality associates, CP associates, Manufacturing associates.

Trainer
CP/TEC-AP staffs

Remarks
- Only offered in China

Duration
1 Day

Language
English/Chinese

No. of participants
15-18
Objective
- Correlation between choice of plastic resin, part design and injection process
- Sensitization and illustration of influences relevant to function
- Reading data sheet

Target Group
- Commodity and Technical Buyers, Quality and Development Engineers.

Requirements
- First experiences with plastic components and interest in plastic injection process.

Content
- Material science Plastics
- Injection moulding process of Polymers
- How to read the data sheet (theory, relevance in the design everyday life, practice in the testers)
- flaming-protected synthetic materials (inspection methods, standards, development)
- coloring of synthetic materials (definition color, colour protection, metallic effects)
- innovative technologies (laser welding, laser mark)
- thermoplastic polyester - Schulador
- At the end will be a guidance through the production.

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English

No. of participants
16-20
Objective
- To familiarize the Purchase / Quality colleagues of Bosch China on plastic commodity by this training.
- Give an overview about plastic material localization procedure
- To get a general understanding of plastic material science.
- To get an overview of injection moulding process of plastic.
- Visit test laboratory to get a practical feel on the plastic material testing and release process.

Target Group
- Buyers with commercial background, Quality associates, CP associates, manufacturing associates.

Trainer
CP/TEC-AP staffs

Remarks
- Only offered in China

Duration
1 Day

Language
English/Chinese

No. of participants
15-18
Objective
- Participants get information concerning the organization, structure and strategic targets of the Corporate Sector Purchasing and Logistics, and also the role and responsibilities of different CP departments with respect to the collaboration with GB and locations but also with other corporate functions.

Target Group
- This webinar is for all new associates in Purchasing and Logistics

Content
- Agenda/Content
- Welcome Note, CP/ASC
- Corporate Sector Purchasing and Logistics, CP/P
- Purchasing Controlling, CP/PUC
- Purchasing Strategies and Global Bundling (EZRS), CP/PSG
- Organization and IT solutions, CP/ORG
- Global Purchasing Automotive, CP/EA
- Technical services and Quality, CP/TQ

Remarks
- Corporate Standard Training
- Via netmeeting / Interwise

Duration
0.2 Day

Language
English/Chinese

No. of participants
15-40
SCA-CPI03: CP Information Part 2: CP organization, responsibilities, strategy

Objective
- Participants get information concerning the organization, structure and strategic targets of the Corporate Sector Purchasing and Logistics, and also the role and responsibilities of different CP departments with respect to the collaboration with GB and locations but also with other corporate functions.

Target Group
- This webinar is for all new associates in Purchasing and Logistics

Content
- Agenda/Content
- Welcome Note, CP/ASC
- Corporate Sector Purchasing and Logistics, CP/P
- Purchasing Controlling, CP/PUC
- Purchasing Strategies and Global Bundling (EZRS) , CP/PSG
- Organization and IT solutions, CP/ORG
- Global Purchasing Automotive, CP/EA
- Technical services and Quality, CP/TQ

Remarks
- Corporate Standard Training
- Via netmeeting / Interwise

Duration
0.2 Day

Language
English/Chinese

No. of participants
15-40
Objective
- Know the goals, procedures and application of cost analysis
- Know the basics of overhead calculation, how it is used in the calculation of product cost or price offers.
- Can do simple cost calculations on your own, you are able to understand and evaluate existing cost calculations
- Know the benchmark surcharges of overheads and profit in line with the industry standard of used and are able to evaluate these
- Identify weaknesses and disadvantages of overhead calculation and you are able to question cost calculations and their derivation.
- Fulfill the requirements for participating in further training courses dealing with IT-supported calculation programs
- Have the necessary basic knowledge to participate in the Perfect ProCalc Training Module 1

Target Group
- Employees in purchasing (project, technical, MAE and BVE purchasing) or areas which are close to purchasing (eg logistics, purchasing control), who have little knowledge of calculation and analysis of product costs.
- Employees in other functional areas, who are going to work in purchasing and (purchasing) trainees in the beginning of their traineeship.
- Employees in other areas (eg product development, cost planning, job preparation, and distribution), who have to deal with cost calculation and pricing of products, assemblies and components.

Content
- Introduction of the method cost structure analysis (objectives, approach and application)
- Calculation procedures and general design for overhead calculation
- Process orientated approach to determine cost for material and production (materials usage, machine hour’s rate, calculation method)
- Problem of allocation of general expenses and weaknesses of overhead calculation (including solution statements)
- Performance and use of IT-supported calculation programs exemplified with calculation software Perfect ProCalc
- Advice how to apply cost structure analysis in the (purchasing) practice

Remarks
- Corporate Standard Training

Duration
1 Day
Language
English/Chinese

No. of participants
12-16
Objective
- Information about the customer demand CQI-9 NHTSA (Heat Treatment System Assessment)
- Notes on practical implementation

Target Group
- GB/PUQ Leaders

Content
- Procedure for processing in the CQI-9 NHTSA Working Group
- Objectives of the Working Group
- Results and current status
- Notes on practical implementation

Remarks
- Corporate Standard Training

Duration
0.2 Day

Language
English/Chinese

No. of participants
15-40
Objective
- Basics Heat Treatment Process

Target Group
- Quality associates, CP associates, Buyers with economical background, Developer and Manufacturing associates.

Content
- Heat Treatment Process Bosch Components (hardening, refrigeration, austempering, tempering)
- Basics Iron Raw Material
- Current possible failures
- Testing method heat-treated parts.

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
15-25
SCA-IQS01: Initial Sample Inspection - Report with IQ's - Key User

Objective
- The participant knows the function of the software IQ's and is able to create target reports for the initial sample inspection report electronically and is able to work with it.
- The participant knows also the function of VQP / VQS.

Target Group
- PPx employees with main focus on creation of target report and working with it as well as TSC/PQA colleagues with key user function in their area.

Content
- Design and handling
- Master date and access rights
- Software introduction (structure/add new customer, products, tools/add ISIR, add documents, etc.)
- Creation of target report
- Measure report
- CAD import
- Type of Reports
- Edit drawings etc.
- Import measure data
- Inspection equipment
- Position Navigator
- ISIR-Change report
- ISIR import/export
- Reports
- VQP with imported CAD Data

Requirements
- Please bring your own laptop with you.
- For this training you need to install the Peacy Package No. 493 "Citrix ICA Web Client" on your laptop.
- Additionally you need a Citrix user for the elSIR. Please use ServUs for the application. Contact person for technical issues: Mr. Mehmet Kazanci (CP/ORG12).

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English
No. of participants
16-25
Objective
- The participant knows the function of the software IQ’s and is able to create target reports for the initial sample inspection report electronically and is able to work with it.
- The participant knows also the function of VQP / VQS.

Target Group
- PPx employees who will create target reports and will work with the software occasionally.

Content
- Design and handling
- Master date and access rights
- Software introduction (structure/add new customer, products, tools/add ISIR, add documents, etc.)
- Creation of target report
- Measure report
- CAD import
- Edit drawings etc.
- Import measure data
- Position Navigator
- ISIR-Change report
- ISIR import/export
- Reports
- VQP with imported CAD Data

Requirements
- Please bring your own laptop with you.
- For this training you need to install the Peacy Package No. 493 "Citrix ICA Web Client" on your laptop.
- Additionally you need a Citrix user for the eISIR. Please use ServUs for the application. Contact person for technical issues: Mr. Mehmet Kazanci (CP/ORG12).

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English

No. of participants
16-25
Objective
- The participant knows the function of the software IQ’s and is able to work with the initial sample inspection report electronically.
- The participant knows also the function of VQP / VQS.
- Please note: this training does NOT include the creation of target reports.

Target Group
- TSC and PQA employees.

Content
- Design and handling
- Master date and access rights
- Software introduction (structure/add new customer, products, tools/add ISIR, add documents, etc.)
- Measure report
- CAD import
- Type of Reports
- Edit drawings etc.
- Import measure data
- Inspection equipment
- Position Navigator
- ISIR-Change report
- ISIR import/export
- Reports
- VQP with imported CAD Data

Requirements
- Please bring your own laptop with you.
- For this training you need to install the Peacy Package No. 493 "Citrix ICA Web Client" on your laptop.
- Additionally you need a Citrix user for the eISIR. Please use ServUs for the application. Contact person for technical issues: Mr. Mehmet Kazanci (CP/ORG12).

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English
No. of participants
16-25
Objective
- You know the basic, relevant, legal frameworks and laws for your work area
- You know the RB-specific contracts in the areas of "series", "restarts", "quality", "logistics" and "e-Procurement"
- In addition to the legal consequences, you know the economic effects of the contracts for RB

Target Group
- Employees and leaders from the commodity and project purchasing of logistics and quality of external procurement.

Prerequisites
- Experiences in purchasing, basic knowledge of contract law, eg contract law (Web-based training)

Content
- Contract law
  - Conclusion and content of contracts, representation
  - Overview RB-contracts
  - International contracts
  - Standard Business Conditions, RB Master Agreement, Letter of Intent
  - Incoming inspection, commercial confirmation letter, change control management
  - Purchase agreement, contract for work and services, service contract
  - Liability for defects
  - Contractual duties
  - Late delivery, delay
  - Insolvency of the supplier

Remarks
- Corporate Standard Training
- China regional adapted

Duration
1 Day

Language
Chinese/English

No. of participants
16-20
Objective
- You will understand the challenges of logistics.
- You will get an overview of the main analysis methods within logistics and understand the key factors of the value stream as well as methods of its visualization.
- You obtain an overview of the current Logistics Concepts used in Source, Make and Deliver to develop an understanding of the whole system approach.
- You will have an insight in the BOSCH Logistics controlling; you get an overview of the Logistics organization at BOSCH.
- In a plant tour (half day) you experience the practical implementation of Logistics Concepts at a BOSCH plant.

Target Group
- Associates and managers from Logistics with focus on projects, IT, planning and associates from Purchasing, Manufacturing, Marketing and Sales who are involved in logistics projects.

Prerequisites
- Logistics Knowledge on Level SCA-LOG01 or higher

Content
- Tasks, challenges and organisation of logistics
- Supply Chain Management
- Procurement concepts: Supermarket, VMI, STL, Cross-Docking, e-Kanban
- Production Planning and Control concepts: MTO-MTS-MTE, Pull-Push, Tools, internal Milk Run
- Distribution concepts: customer tact, inventory management, TCD, CKD, SKD, Cross-docking, shipping concepts, external Milk Run
- Logistic Controlling at BOSCH
- Process visualization methods within Logistics (Network Planning Technique)
- Logistic organization at BOSCH
- Plant tour: with emphasis on implemented Logistics concepts

Remarks
- Corporate Standard Training

Duration
2 Days

Language
Chinese/English
No. of participants
16-20
Objective
- The basics of inventory / stocks and their classification
- Typical driver for inventory at the Bosch
- Elements of inventory management and how to apply them at BOSCH Group
- Possibilities for inventory reduction at own working place (customer / procurement planner) and working environment

Target Group
- Customer and procurement planner; associates from logistic and purchasing departments

Content
- Inventory
- Inventory management
- Inventories at BOSCH Group
- Learn functions, strategies and methods to influence inventories and how to use them

Remarks
- Corporate Standard Training

Duration
2 days

Language
Chinese/English

No. of participants
16-20
Objective
- Participants have an improved assertiveness in negotiations with suppliers
- Participants learn to argue professionally in respect of content and to act consequently and determinedly

Target Group
- Procurement planner, customer planner

Prerequisites
- Basic knowledge of inventory management methods

Content
- Come to know and observe one's own conversational behaviour
- How to build up and develop relationships with negotiating partners
- How to conduct target oriented conversations
- Correct reasoning
- To listen actively, to repeat, to summarize, to ask
- To establish reliability of suppliers
- Negotiation and conversation strategies, also on the telephone
- Hints for better communication

Remarks
- Corporate Standard Training

Duration
3 Days

Language
English

No. of participants
12-16
Objective
- Refresher and knowledge transfer for basic training SCA-LOG10
- Participants have got a better assertiveness in difficult communication situations with suppliers

Target Group
- Procurement planner, customer planner

Prerequisites
- Basic Seminar SCA-LOG10 (or comparable skills and experiences)

Content
- Conversation and negotiating in difficult situations
- Conversation and negotiating in a team (Decision making)
- Conflict management
- Negotiation strategy

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English

No. of participants
12-16
Objective

- You are in a position to communicate effectively and confidently with English-speaking suppliers and/or customers regarding questions of procurement and logistics (e.g. changing order volumes at short notice, bottlenecks etc.)
- You have confidence in dealing with customers and suppliers
- You know English logistics terminology
- You handle difficult situations in English on the phone, by email as well as face-to-face
- You appreciate intercultural differences and their immediate relevance

Target Group

- Associates from the areas of logistics and purchasing (particularly the automotive divisions) who cooperate with English-speaking partners.

Content

- Communication: Target-oriented communication on the telephone, by email and face-to-face relating to, for example:
- Give and request information (e.g. delivery dates and volume agreements etc.)
- Appreciate difficulties and propose solutions
- Be assertive while remaining polite
- Formulation of questions and use of time forms demanded by the job

Vocabulary and Terminology:

- supply-chain management
- procurement
- inventory management
- production planning
- order processing / customer planning
- material flow
- logistics und transport

Remarks

- Corporate Standard Training

Duration

2 Days

Language

English
No. of participants
12-16
Objective
- Qualify participants to do the Lean Plant Assessment

Target Group
- PUR and PUQ employees

Prerequisites
- Have knowledge of BPS100
- Several years of work experience
- Sound technical background

Content
- Lean Target Concepts Q-C-D
- Questionnaire LPA
- Simulation
- Explanation ISA and integration in SRM

Remarks
- Corporate Standard Training

Duration
2 Days

Language
Chinese/English

No. of participants
12-16
Objective
- You know organisation and structure of MAE Purchasing and the workflow of the MAE procurement process
- You know rules/regulations and applicable guidelines for MAE Purchasing
- You know principles and functionality of the tools used, partly IT based, f.e. TMEC, LOCCOS, SRM, SQL

Target Group
- Associates involved in purchasing processes for capital goods (MAE)

Prerequisites
- First purchasing experience is useful

Content
- Importance and structure of MAE purchasing
- Workflow and processes for MAE procurement (detailed examination)
- Planning and planning tools (Invest database, decentralized order management, standard specifications/target specification, STEP)
- Supplier management (supplier approval process, preferred supplier concept, monitoring, risk management)
- Purchasing controlling (TMEC, KPI's)
- Additional computer based tools within MAE Purchasing (LOCCOS, SRM)

Remarks
- Corporate Standard Training

Duration
1.5 Days

Language
Chinese/English

No. of participants
16-20
Objective
- MERLIN is the market development tool of the specialist purchasing. It covers the market development processes from delivery demand to the distribution of acquisitions to the operational SAP systems
- The participant knows the capabilities of MERLIN and is able to carry out market development with the system.

Target Group
- Commodity buyers and purchasing assistants

Requirements
- PC skills, basic knowledge of SAP, software: SAPGUI with access to the Merlin-Training System Q24

Content
Master data (material master, vendor master, release (order book), purchasing info records)
Process of from market development to financial statements
- Requirements appraisal
- Request creation and transmission (SupplyOn, BOA)
- Offer comparison sheet (offer preparation /negotiation functions)
- Acquisition processing (fixation, compression, archiving)
- Reporting functionality
- Interface in SAP operational systems

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English/Chinese

No. of participants
12-16
SCA-MER02: MERLIN for PUR Key Users

Objective

- MERLIN is the market development tool of the specialist purchasing. It covers the market development processes from delivery demand to the distribution of acquisitions to the operational SAP system
- The participant knows the capabilities of the Key-User functionalities in MERLIN and is able to carry out this special functions

Target Group

- Key-User MERLIN

Requirements

- SCA-MER01 "Merlin for PUR associates" IS MANDATORY
- PC skills, basic knowledge of SAP, software: SAPGUI with access to the MERLIN-Training System Q24

Content

- Data loading (material master, demand, comparison prices/material, basket, release (order book), purchasing info records and info conditions)
- Analysis
- Create new vendor
- Interface to plan system/SupplyOn
- Resending contracts
- Re-Importing offers (SupplyOn)
- User parameters
- Pre-check fixation
- Change of responsible purchasing group or material group

Remarks

- Corporate Standard Training

Duration

1 Day

Language

English/Chinese

No. of participants

12-16
Objective:
- This training gives you an overview about the content of the new RB-standard N2580 (REACH), "prohibition and declaration of substances", and the resulting tasks, interfaces and responsibilities.

Target Group
- Employees in the area Purchasing, DfE-Design for Environment, HSE-Health Security and Environment and REACH-coordinators from all divisions (no release for suppliers).

Content
- Basis for the N2580
- Why do we need a new N2580?
- What is new?
- What has to be done?
- Background information.

Remarks
- Corporate Standard Training
- Web-based Training

Duration
Free

Language
English

No. of Participants
Free
Objective
- You know the basic structure for the composition of negotiations
- You know necessary methods for the effective preparation, implementation and post processing of negotiations
- You know the rules for negotiations as well as the reasoning techniques
- You know a model for the analysis of the negotiating partner
- You are able to plan and accomplish negotiations purposefully with internal and external interlocutors
- You represent and enforce the interests of the Bosch Group in the negotiations (economy plans, reason-objectives, suppliers developments, strategies) appropriately
- You are motivated to prepare and conduct negotiations systematically with the obtained principles

Target Group
- Purchasing employees who are involved in negotiations.

Prerequisites
- Basic knowledge in purchasing
- Recommended is the attendance of the seminar PBT01 and PBT02

Content
- Basic structures and structures of talks / negotiations
- Preparation and planning of negotiations
- Purposeful implementation, documentation and post processing of talks / negotiations
- Rules for talks and argumentation techniques
- Talk / negotiation basics for the moderator
- Detection of strategies and tactics to use these for your own interest
- Implementation of the DISG personality profile in talks / negotiations
- The Harvard model and the possibilities of implementation

Remarks
- Corporate Standard Training

Duration
3 Days

Language
Chinese/English

No. of participants
12-16
Objective
- You know the structure for the composition of negotiations
- You know different tools for an efficient preparation, implementation and post processing of negotiations
- You know the specialties for the leading of group negotiations and the guidelines for implementation
- You know alternative methods for dealing with occurring conflicts
- You know the Harvard concept as a basis for a factual oriented conduct of negotiation
- You plan and accomplish negotiations, which are burdened with a difficult initial situation, in a target oriented way
- You represent and enforce the interests of the Bosch Group appropriately, even in unfavorable initial situations. (Monopolists, Oligopolist, single sourcing)
- You are in a stable, mental condition. You are motivated to master even difficult negotiating situations, to prepare them systematically

Target Group
- Experienced purchasing employees, who have to master challenging and difficult situations in negotiation.

Prerequisites
- Beside you have attended the basic seminar SCA-NEG01, you are familiar with the relevant business skills for the purchasing. You know the Bosch values and standards for dealing with suppliers, you conduct negotiations autonomously and you have collected at least one year of experience in your actual position as Buyer. In case you have attended the SCA-NEG01 more that 2 years ago please work on the Web-based Training "Refresher Negotiation (SCA-NEG04-WBT) beforehand. The content from SCA-NEG01 and/or SCA-NEG04-WBT (e.g. 5 phase model of negotiation, Harvard-modell, DISC-Modell, planning and preparation of negotiations) are provided and necessary for further work during this training.

Content
- Development of negotiating strategies and tactics in difficult situations
- Positive conflict management within negotiations
- Negotiating in situations of highly different positions and interests
- The factual oriented style of talks and negotiation in terms of the Harvard concept
- Efficient preparation of talks / negotiations using the SWOT analysis
- Realization and utilization of unequal interests
- The right mental attitude for the imminent situations
- Specialties in leading of group talks / negotiations
- Leading of negotiations systematically using the SAULUS method
- Check up and development of the strategies in short training sequences and role plays, based on the participants' practical experience
- Personal preparation for difficult negotiations

Remarks
- Corporate Standard Training

Duration
3 Days

Language
Chinese (English on demand)

No. of participants
12-16
Objective:
- Refreshing the basics of negotiation theory, tactics and strategy

Target Group
- Participants in SCA NEG05 Kickoff annual price negotiation

Prerequisites
- Registration in SCA NEG05 on the same day (morning or afternoon event)

Content
- Negotiation process
- Preparing for effective negotiation
- Harvard Win / Win concept
- Negotiating in groups
- Psychological tactics

Remarks
- Corporate Standard Training
- Web-based Training

Duration
Free

Language
English

No. of Participants
Up to 100
Objective
- Participants get an actual economic data and market overview, current forecast of raw material prices and currency rates.
- Description of the challenges in Purchasing und the negotiation strategy for the coming annual price negotiation.

Target Group
- All negotiation leading commodity buyer/team leader Direct and Indirect Material

Prerequisites
- Basic knowledge of negotiation theory, the Harvard WIN/WIN concept, e.g. participation negotiation training SCA-NEG01

Content
- Information about important economic data and markets
- Raw material prices and currency rates
- Negotiation 2011 with view of RB Sales
- RB Purchasing negotiation strategy with respect to the coming annual price negotiation

Remarks
- Corporate Standard Training

Duration
3 Hours

Language
English/Chinese

No. of Participants
Free
Objective

- The seminar addresses new associates and should facilitate the adjustment into a new assignment in purchasing
- The participants become acquainted with the basic principles and the meaning of Supply-Chain Management at Bosch
- The participants gain a good overview of the individual functions within the Supply Chain and their collaboration
- The function "Purchasing" is in focus, whose organisation and instruments are explained
- Participants gain the first, important basic knowledge, which will facilitate their understanding for many processes within purchasing
- Impart basic knowledge in contract law and the hands on approach of Do's and Don'ts, helps to avoid mistakes

Target Group

- New employees from the area of Supply-Chain Management: Purchasing, Logistics and Quality, as well as selected employees from areas close to Supply-Chain Management (e.g. PUR, PUQ, PUE, MAE, BVE, LOG....)

Content

- Introduction into Supply-Chain Management
- Organization of Purchasing in Bosch
- Roles and functions, tasks and collaboration
- Instruments of Purchasing
- EDV-Tools within Purchasing
- Basic law and contracts for Purchasing
- Job description and further training possibilities in Supply-Chain
- Introduction of the Supply-Chain Academy

Remarks

- Corporate Standard Training

Duration

2 Days

Language

Chinese/English

No. of participants

16-20
Objective
- The participants improve and widen their knowledge base and acquire confidence in handling fundamental strategies, procedures and instruments of Purchasing at Bosch.
- In addition to the relevant central directives and the most important contracts, the participants become acquainted with the modern instruments of Supplier Management and handling of the market. They are in the position to initiate individual approaches and tools in connection to an overall Supply-Chain perception within their area of work.

Target Group
- Employees from the area of Supply-Chain Management (PUR, PUQ, PUE, MAE, BVE, LOG, Engineering...), who already possess first work experience and basic knowledge (e.g. attended the Seminar PTB01 or already have half to one year work experience in Purchasing, Logistics, or neighboring areas of Supply-Chain).

Content
- Corporate directives and their meaning for Purchasing.
- Important contract categories and their utilization and impact on Purchasing.
- Supplier assessment and potential analysis.
- Appraisal of the economic situation and the productive efficiency of suppliers.
- Supplier Risk Management.
- Instruments of the strategic and operative handling of the Purchasing market.
- TCO Total Cost of Ownership.
- Function cost analysis (design to cost).
- Process optimization of external procurement and concept of competition (emphasis on project procurement).
- Purchasing planning and measuring of Purchasing achievement.

Remarks
- Corporate Standard Training.

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- Participants know the functions of PILUM and know how to use the system in order to do the process steps of project buying.

Target Group
- Technical Buyer,
- Assistants

Prerequisites
- Training course "SupplyOn Sourcing Manager (SCA-SUP02-NM)", please bring your own laptop with you.
- Basic knowledge of "TCO Tool" is recommended.

Content
- Project start
- Import parts list and product definition
- Cost calculation
- Handling of the market using SupplyOn
- Supplier determination
- Purchasing and Costing
- Engineering scenarios
- Task-Management scenarios
- Reports

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
16-20
Objective
- Participants receive an introduction in the fundamentals of the value based management and the
  connection to the economic planning in purchasing.

Target Group
- Associates in purchasing controlling from GB/plants; group and team leaders of purchasing and
  logistics as well as specialist and project buyers

Content
- Fundamental idea of value based management
- Value proposition and Cash-Flow-Return as control of quantity
- Concept of economic depreciation
- Overview of economic planning

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English

No. of participants
12-16
SCA-PUE01: Simultaneous Engineering for Technical Buyers

Objective
- You know the basic procedures of Simultaneous Engineering and its role within the product development process
- You master the key methods and tools in theory and practice
- You understand and accept the role of team members from other areas in the development team ("SE-Team")
- You get the technical knowledge and conditions of the methods and tools for your everyday work by working on a fictitious case study

Target Group
- Project Buyers with first experience in project buying who want to get a basic understanding of the STEP procedure.
- Experienced project buyers who want to review or expand their up to now practiced procedures.
- Associates in charge of development and production planning who want to improve the cooperation with project buyers within SE teams.

Requirements
- Initial experience in (project) purchasing or in project work of SE-Teams and knowledge of project management. Recommend to participate in the SCA-PUI01 training before

Content
- Fundamentals of product development and Simultaneous Engineering
- Building of SE-Teams and fundamentals of project management
- Importance of preparation and quality improvement of contract specifications
- Decision-house production or external procurement
- Target-Costing by cost function analysis
- Selection measures and building of Cockpit-Chart
- Systematic preparation and successful implementation of the concept of competition
- Approach to supplier decision
- Contractual agreements with suppliers in the product development process
- Project completion and handover to the specialist buying

Remarks
- Corporate Standard Training

Duration
3 Days

Language
English
No. of participants
12-16
Objective
- You are aware of the meaning and importance of efficient BVE-purchasing at Bosch.
- You are aware of the organization and the contact persons of the CP/MAC-I organization, as well as the relevant boards and their functions (e.g. IBT, BVE control loop)
- You are aware of the organization of BVE Purchasing in the plants and in the RO's.
- You are aware of the relevant legal rules and regulations for your job, as well as the effective principles and central directives at Bosch.
- You recognize and develop jointly advantages for your daily work within the BVE procurement processes

Target Group
- All employees, who participate in the procurement process of BVE

Prerequisites
- At least one year work experience in BVE purchasing
- Also recommended is the attendance of the seminar PBT01 and PBT02.

Content
- Introduction of BVE Purchasing
- Importance and organisation of BVE purchasing
- BVE quality control
- Objectives and organisation of IBT's
- Requirements on the purchasing process of external services (e.g. through contract specifications)
- Legal questions in BVE purchasing

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English/Chinese

No. of participants
16-20
Objective
- Participants/Key user will get an overview of the IT-tool "PTI-C" (PTI Consolidation tool) and will get trained to use the tool

Target Group
- GB/Plant and Region/Country key users and coordinators for PTI without automated PTI transaction to calculate Price Index for Indirect material and services.

Content
- key topics are calculation of the index PTI, GB consolidation and Reports

Remarks
- Corporate Standard Training
- By Telcon, Interwise or Netmeeting

Duration
2 Hours

Language
English

No. of participants
15-25
Objective
- Deep dive training PTI (Price Tracking Indirect Purchasing), including
- use of the PTI Consolidation tool (PTI-C)
- interface SAP PTI transaction and PICOS to the PTI-C

Target Group
- Price Tracking Indirect (PTI) Key user and coordinators of the RB/Plants and Regions/Countries

Content
- Overview PTI
- Interface price changes and volumes from PTI-Transaction and PICOS to PTI-C
- Consolidation GB
- Reports

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English

No. of participants
10-14
Objective
- Understanding of the importance of the Quality Assurance Agreement (QAA) with suppliers
- Knowledge and use of the rules of CP-CD B1.300
- Management of change requests from suppliers

Target Group
- Purchasing & logistics associates working with the direct material supply chain

Content
- Why is a QAA needed?
- Targets of the agreement
- Basics
- Content of individual and mandatory QAA
- Application of QAA & responsibility within the purchasing organization
- Dealing with change request from suppliers

Remarks
- Corporate Standard Training
- conducted via Netmeeting/interwise

Duration
2 Hours

Language
Chinese/English

No. of participants
15-25
Objective
- You learn the fundamental quality concepts and tools, recognize the high significance of quality and also learn to focus on the prevention

Target Group
- Associates from the areas Purchasing and Supplier Quality, Logistics and Development, external Suppliers

Content
- Overview BOSCH reference procurement process
- 5S (Orderliness and cleanliness)
- Yokoten (inter-divisional exchange of knowledge)
- Supplier Requirements
- QAM (Quality Assurance Matrix)
- Problem solving (Overview)
- Supplier evaluation and Escalation
- SupplyOn Q-Portal
- Exchange of experiences and joint workshop on the attainment of a zero failures-target

Remarks
- Corporate Standard Training

Duration
1 Day

Language
Chinese/English

No. of participants
16-20
Objective
- Knowledge of intention of Supply Chain Manual (SC Manual)
- Knowledge of structure and overview about content of SC Manual
- Efficiency usage of SC Manual (navigation and search)
- help for prioritization for new associates in Supply Chain Management area
- Intensive utilization

Target Group
- New associates in Purchasing and Logistics

Content
- Knowledge of intention of Supply Chain Manual (SC Manual)
- Knowledge of structure and overview about content of SC Manual
- Efficiency usage of SC Manual (navigation and search)
- help for prioritization for new associates in Supply Chain Management area
- Intensive utilization
- Motivation for intensive utilization

Remarks
- Corporate Standard Training
- Conducted via Netmeeting/interwise

Duration
1 Hour

Language
English

No. of participants
15-25
Overview of Bosch Supplier Development Program (SDP) & Valuestream Analysis Method

Objective
- Overview of Bosch Supplier Development Program (SDP)
- Benefit of SDP becomes transparent
- Presentation of Value stream Analysis Methods
- Participants can read and interpret Value streams.

Target Group
- Associates and managers from all divisions and suppliers participating/ initiating SDP, Value Stream Projects and Supply Chain Projects.

Content
- Presentation of Bosch SDP
- Target concept "Quality Cost Delivery" (QCD) for design of lean production systems and supply chains
- Explanation of the method Value Stream Analysis and applied symbols
- Questions and discussion.

Remarks
- Corporate Standard Training

Duration
3.5 Hours

Language
English/Chinese

No. of participants
15-25
SCA-SDP01: Supplier Development Program

Objective
- The participants have basic knowledge an active participation in BOSCH Supplier Development Projects

Target Group
- Associates from all business divisions, who will actively participate in SD-Projects.

Content
- Introduction of the BOSCH Supplier Development Program
- Procedure of a Supplier Development Project
- Target concepts
- Simulation

Explanation and practical exercises on Methods and Tools:
- Rapid Plant Assessment, Lean Plant Assessment (LPA)
- Supply Chain Chart
- Way- and Cycle Time Diagram
- Value Stream Analysis and Design
- Business Process Analysis
- Calculation tools

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English

No. of participants
16-20
Objective
- The participants have basic knowledge to participate in value stream analysis and are able to read value streams.

Target Group
- Associates from all divisions (no suppliers)

Prerequisites
- Participate SCA-SDP01 or comparable knowledge.

Content
- Analysis tool: Value stream analysis tool (actual, design, plan)
- Simulation
- Results and tracking with PDCA

Remarks
- Corporate Standard Training

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- In addition to the specialist knowledge of Supplier Development the participants are prepared for the important soft facts of a Supplier Development Project
- They are able to apply their skills in internal and external affairs, supporting the personal development of colleagues as well as dealing with suppliers in projects. The participants identified room for improvement of their own potential

Target Group
- RB associates from all divisions who will train / mediate content, methods and tools of RB Supplier Development.

Prerequisites
- Participation SCA-SDP01 and SCA-SDP02 as well as active participation in at least one Supplier Development Project with suppliers.

Content
- preparation of trainings
- use of media
- learning conditions
- initial phase of seminars
- types and strategies of learners
- choreography
- activation of participants
- core messages
- dealing with questions
- dealing with critical situations
- reflection
- communication

Remarks
- Corporate Standard Training

Duration
3 Days

Language
English

No. of participants
12-16
Objective
- Supplier Relationship Management (SRM) is the Bosch global system for an integrated approach to supplier strategy management. With a comprehensive set of functionalities all major processes of the supply chain are covered for Purchasing, Quality and Logistic.
- By providing consistent worldwide harmonized supplier master, a wide range of supplier related processes are covered ranging from operational processes such as contract and certificate management or logistic complaint reporting to strategic assessments and Supplier Pyramid strategy supporting the Bosch purchasers in managing the supply chain.
- The participants know the background of the system and how to use the individual modules and use the system in their daily work

Target Group
- Purchasers, Key-Users and SRM coordinators in direct purchasing

Requirements
- Please bring your own laptop with you.

Content
- SRM Master Data (Company Structure, Material fields)
- Unified Supplier Master Data (Company Structure, Material fields)
- Data flow and interfaces (BEKIS, MCR)
- SRM as an Information Hub: How to find and maintain supplier information
- Purchase Volume reporting
- Supplier Pyramid (Basics, Reporting and data maintenance)
- Maintain and find Contracts
- Maintain and find Certificates
- Integrated Supplier Assessment (ISA)
- Automated LEB (including Logistic Assessment LOG-LEB)
- LPA Lean Plant Assessment
- LPB Supplier Potential Assessment
- SupplierPyramid registrations in SRM (eServices)

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Supplier Relationship Management (SRM) is the Bosch global system for an integrated approach to supplier strategy management. With a comprehensive set of functionalities all major processes of the supply chain are covered for Purchasing, Quality and Logistic.
- By providing consistent worldwide harmonized supplier master, a wide range of supplier related processes are covered ranging from operational processes such as Contract and Certificate Management or Logistic Complaint reporting to strategic assessments and Supplier Pyramid strategy supporting the Bosch purchasers in managing the supply chain.
- The participants know the administrative side of the system. They can act as an administrator and Key User for their department, plant or division and ensure the supply of SRM with master data and the support of their users.

Target Group
- SRM-(GB)-Coordinators and Key-Users working in direct purchasing (EZRS, HaWa) areas (e.g. PUC, PUR-C).

Prerequisite
- SCA-SRM01: SRM Training for Purchasers (EZRS, HaWa).

Content
- User- and Role Management
- Overview of Interfaces from & to SRM
- Supplier creation and update: Concept and elements of supplier master data (Plant Supplier, RB Supplier, Relationship, Hierarchy) / Suppliers via SRM LookUp: creation, relationships / Manual creation by BEKIS-Ultralight
- Purchase Volume: Automatic by PUR-MCR, how to manage error lists / Manual by excel upload
- Certificate Administration
- Material Field administration

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Supplier Relationship Management (SRM) is the Bosch global system for an integrated approach to supplier strategy management. With a comprehensive set of functionalities all major processes of the supply chain are covered for Purchasing, Quality and Logistic.
- By providing consistent worldwide harmonized supplier master, a wide range of supplier related processes are covered ranging from operational processes such as Contract and Certificate Management or Logistic Complaint reporting to strategic assessments and Supplier Pyramid strategy supporting the Bosch purchasers in managing the supply chain.
- The participants know the background of the system and use the individual modules of the system in their daily work

Target Group
- Purchasers, Key-Users and SRM coordinators in indirect purchasing (BVE, MAE)

Content
- SRM Basics: SRM Master Data (Company Structure, Material fields) / Unified Supplier Master Data (Company Structure, Material fields) / Data flow and interfaces (BEKIS, PICOS-BVE)
- SRM as an Information Hub: How to find and maintain supplier information (Summary, Contacts, Responsible, Turnover)
- Purchase Volume reporting
- Supplier Pyramid (Basics, Reporting and data maintenance)
- Maintain and find Contracts
- Maintain and find Certificates
- Supplier Assessment: create evaluate BVE-LEB assessments

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Supplier Relationship Management (SRM) is the Bosch global system for an integrated approach to supplier strategy management. With a comprehensive set of functionalities all major processes of the supply chain are covered for Purchasing, Quality and Logistic
- By providing consistent worldwide harmonized supplier master, a wide range of supplier related processes are covered ranging from operational processes such as Contract and Certificate Management or Logistic Complaint reporting to strategic assessments and Supplier Pyramid strategy supporting the Bosch purchasers in managing the supply chain
- The participants know the administrative side of the system. They can act as an administrator and Key User for their department, plant or division and can ensure the supply of SRM with master data and the support of their users

Target Group
- SRM Coordinators and Key Users working in indirect purchasing departments (BVE, MAE).

Prerequisite
- SCA-SRM03: SRM Training for BVE & MAE Purchasers (Indirect Purchasing).

Content
- User- and Role Management
- Overview of Interfaces from & to SRM
- Supplier creation and update: Concept and elements of supplier master data (Plant Supplier, RB Supplier, Relationship, Hierarchy) / Suppliers via SRM LookUp: creation, relationships / Manual creation by BEKIS-Ultralight
- Purchase Volume: Automatic by PICOS-BVE, how to manage error lists / Manual by excel upload
- Certificate Administration

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- The participant knows the SRM function BVE-LEB and is able to execute independently the process BVE-LEB.

Target Group
- Associates Indirect Purchasing (PUI), which have acquired first knowledge in dealing with BVE-LEB.

Prerequisite
- Ideally SCA-SRM03 base training SRM for PUI and MAE buyer

Content
- Before the training the associate prepares questions which appeared within the framework of the creation / processing BVE-LEB. These are discussed within the framework of the training.
- General overview and more specific details BVE-LEB:
  - Overview and basics project LEB /. annual LEB
  - Transfer of local suppliers in RB supplier (s-number) in the SRM; bundling in the material field and consolidated evaluation of the volumes about all plants
  - More specific: apply project LEB, fill in, assign requestor, close. Clarification of prepared questions of the participants.

Remarks
- Corporate Standard Training
- Conducted via Netmeeting / Interwise

Duration
2.5 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- The participants know the SRM-module and use the system in their daily work.

Target Group
- Purchasers, Key-Users and SRM coordinators in direct purchasing (EZRS, HaWa).

Content
- SRM as an Information Hub: How to find and maintain supplier information (Summary, Contacts, Responsible, Turnover)
- Supplier Pyramid (Basics, Reporting and data maintenance).

Remarks
- Corporate Standard Training
- Conducted via Netmeeting / Interwise

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- The participants get an introduction to general procedure for the objective integrated evaluation of direct material- (EZRS-) suppliers on the basis of the Integrated Supplier Assessments ISA. To make a Supplier Evaluation the classroom training SCA-LPA02 is mandatory.

Target Group
- Associates from Purchasing, Quality Management External Suppliers (PUQ) and Logistics (LOG, CLP).

Prerequisite
- Knowledge of the SRM, for example one of the training SCA-SRM01 to SCA-SRM04

Content
- Targets of the Integrated Supplier Assessments
- Evaluation procedure
- Elements: Supplier Performance Assessment (LEB), Lean Plant Assessment (LPA) and Supplier Potential Evaluation (LPB)
- Evaluations in the SRM tool
- Hints and recommendations.

Remarks
- Corporate Standard Training
- Conducted via Netmeeting / Interwise

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- The participants know the SRM-module and use the system in their daily work.

Target Group
- Purchasers, Key-Users and SRM coordinators in direct purchasing (EZRS, HaWa).

Content
- Maintain and find Contracts (Corporate Agreements, QAA (former QSL), GB/Plant-contracts)
- Maintain and find Certificates

Remarks
- Corporate Standard Training
- Via Netmeeting / Interwise

Duration
1 Hour

Language
English/Chinese

No. of participants
15-25
Objective
- The participant knows the SRM module LOG-LEB (Supplier Evaluation) and is able to evaluate independently suppliers and analyze the measurements.

Target Group
- Employees which are responsible for the logistic assessment of suppliers (ordinarily logistic divisions).

Content
- Before the training the associate prepares questions which appeared within the creation / processing LOG-LEB / LOG-PLKZ. These are discussed during the training.

Overview/Basics LOG-LEB
- Influence of the assessment on the ISA total evaluation
- input of new assessments of suppliers,
- query of existing assessments,
- possibilities of analysis,
- document administration,
- configuration of delivery,
- performance

Overview of admin-functionalities, roles.

Remarks
- Corporate Standard Training
  - Via Netmeeting / Interwise

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
SCA-SRM13: SRM-Tools LOG-PLKZ (Problem Supplier Indicator)

Objective
- The participant knows the SRM module LOG-PLKZ (Problem Supplier Indicator) and is able to enter complaints and to track complaints.

Target Group
- Employees which are responsible for handling complaints in logistics (ordinarily logistic divisions).

Content
- Before the training the associate prepares questions which appeared within the creation / processing LOG-PLKZ. These are discussed during the training.

Overview/Basics LOG-PLKZ:
- Influence of the assessment on the ISA total evaluation
- Input of new complaints, query of existing complaints, supervise 8D
- Report, special complaints reports,
- Complaint search

Overview of admin-functionalties, roles.

Remarks
- Corporate Standard Training
- Via Netmeeting / Interwise

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- This WBT gives you the basics of calculation methods, cost structure, overhead rates and SPECTRA (Supplier Process Evaluation and Cost Transparency).

Target Group
- All associates and managers working closely with Purchasing, as well as interested associates from areas close to Purchasing (e.g. R&D, Controlling, Logistics)

Prerequisites
- NT-User Inside, registration by PT

Content
- Introduction to SPECTRA
- Overhead Calculation: Fundamental structure and calculating manner
- Cost Structure Analysis: Objectives, contents and approach

Remarks
- Corporate Standard Training
- Web-based Training

Duration
1 Hour

Language
English

No. of participants
Free
Objective

- participants know basics of cost calculation methods (esp. overhead calculation) for purchased parts
- knowledge and use of the software "Perfect ProCalc" to calculate cost for defined commodity groups
- Driving licence 1 to use of the software "Perfect ProCalc" after successful training participation

Target Group

- All associates and manager Purchasing, as well as interested associates of PUR related functions (Engineering, Controlling)

Requirements

- Laptop and installation of needed software according to setup guide

Content

- Structure and methodology of Overhead calculation
- Targets, contents and approach of the cost structure analysis and SPECTRA
- Calculation logic and use of "Perfect ProCalc"

Remarks

- Corporate Standard Training

Duration

2 Days

Language

English

No. of participants

8-12
Objective
- Participants deepen their knowledge of the calculation for purchased parts with "Perfect ProCalc" with a concrete project
- Usage of "Perfect ProCalc" by one participant, to create and document the knowledge/project
- Calculate cost for specific part numbers, which are defined by the participants and identify cost saving potentials
- Participants know deeply the logic of "Perfect ProCalc" and can calculate cost independently

Target Group
- Commodity and Technical buyers, with successfully completed "Step 1" training, participants from 1 GB or Business Unit

Prerequisites
- Successful participation in the training SPECTRA Step 1 with Driving licence 1 for the access of "Perfect ProCalc"
- At least 6 months user experience with "Perfect ProCalc"

Content
- Target price calculation with "Perfect ProCalc" for defined parts/components/assemblies of different commodities
- Part specific production processes
- Analysis of cost driver and validation of the calculation, if necessary calculation of different versions to get ideas for potentials
- Cycle time calculation
- To Do and open item list

Remarks
- Corporate Standard Training

Duration
3 Days

Language
English

No. of participants
8-12
Objective
- Participants know to initiate and prepare SPECTRA projects correctly and systematically, they know to execute these projects based on targets
- Focus of the training is interactive learning and training of supplier discussions, herein successful argumentation to the supplier of reasons, targets and approach
- Use concrete and focused process data to make sure that the calculation results are correct
- Participants are able to lead successfully cost discussions with supplier, they get driving licence 2 to execute cost discussions with suppliers

Target Group
- Commodity and Technical buyers which use the approach of the structured cost calculation during discussions with suppliers

Prerequisites
- Commodity and Technical buyers which have successfully completed "Step 1" and have deep experience with "Perfect ProCalc"

Content
- Approach of SPECTRA projects with suppliers
- Targets/contents
- Results
- Responsibilities
- Concrete cases
- Check of the target price calculation
- Evaluation Quality Gate 1 and 2
- SPECTRA discussion with supplier
- Structured preparation (check list)
- Process description
- Deal with difficult situations (principles and role play)
- Supplier cost discussion based on results of Perfect ProCalc

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English
No. of participants

8-12
SCA-SUP01: SupplyOn Sourcing Manager 4.0 for Key User

Objective
- Transfer the knowledge and support implementation of the SupplyOn Sourcing Manager 4.0; Use SupplyOn Sourcing Manager as strategic and productive standard tool

Target Group
- CP, Division and Plant Key user SupplyOn

Prerequisites
- Participants as users / key users in their division, plant or region have deep knowledge about SupplyOn

Content
- Do RfQ's with attachments for different scenarios
- Comparison of quotation, define additional selection criteria
- Look for RfQ's and rework these, create different versions, complete, copy, close RfQ's
- Establish distribution lists for groups and projects
- User administration

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English

No. of participants
16-20
Objective

- Knowledge and intensive use of Sourcing Manager 100 from SupplyOn

Target Group

- Commodity buyer and Project buyer

Content

- How to create a basic request
- How to create a request with items
- How to invite registered suppliers
- How to invite colleagues
- How to evaluate bids
- How to create a complex request with cost break down sheet
- How to evaluate a complex request
- How to work as substitute
- How to work with projects
- How to work with a request (extend, copy, versioning etc)

Remarks

- Corporate Standard Training
- Conducted via Netmeeting/interwise

Duration

2 Hours

Language

English/Chinese

No. of participants

15-25
Objective
- Deeper knowledge as administrator about Sourcing Manager 100, e.g. definition and administration of user groups

Target Group
- Administrators in GB, plants and regions

Prerequisites
- Be a member of the Administrator community

Content
- How to manage individual fields
- How to manage templates
- How to manage user groups
- How to create distribution lists

Remarks
- Corporate Standard Training

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- Knowledge and practice of SupplyOn VMI tool

Target Group
- Procurement planner

Prerequisites
- Access to the SupplyOn VMI module

Content
- Work with the Inventory monitor
- Customizing Alert monitor
- Maintenance material master data

Remarks
- Corporate Standard Training
- Conducted via Netmeeting/interwise

Duration
2 Hours

Language
English/Chinese

No. of participants
15-25
Objective:
- The WBT gives an introduction of the TCO approach, to be applied for sourced components and parts. An overview will be presented about cost components and the structure of the TCO Tool.

Target Group
- All Purchasing and Logistics associates in GB/plants, included PUQ associates

Content
- Definition and TCO approach
- Cost elements of the TCO calculation
- Overview of the structure of the TCO Tool
- COQ template (comparison of quotations) to be used for the documentation of sourcing decisions

Remarks
- Corporate Standard Training

Duration
45 minutes

Language
English

No. of Participants
Web based training, not relevant
Objective:
- You know the TCO tool for direct material components and parts as a user
- You know the contents of the TCO tool
- You know how to login and know the registration process
- You are able to input and update data

Target Group
- All employees working in purchasing, logistics and PUQ from GB/plants

Prerequisites
- You need a laptop for this training

Content
- Parts of the cost calculation TCO
- Material - freight
- Packaging - inventory cost
- Tooling - sourcing cost
- Showing value of currency rate, freight contracts, specific cost of the plant
- Project folder and function to handle the project

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of Participants
12-16
SCA-TOM01: TOMAS for Purchasers

Objective
- The participant is able to handle all tool management scenarios within the IT-tool TOMAS and knows all relevant functions and modules.

Target Group
- EZRS Buyers.

Requirements
- Please bring your own laptop with you.

Content
- TOMAS is the information system to administrate and control production tools which are used at Bosch or are provided to the supplier.
- Basics and overview of TOMAS
- How do I get access to the application?
- How to use prepared training scenarios
- Module "Tool Management": search functions, tool scenarios
- Module "Budget planning": tool budget planning, ex- and import of budget positions
- Module "Administration": substitution, language, material master

Duration
1 Day

Language
English/Chinese

Remarks
Corporate Standard Training

No. of participants
12-16
Objective
- The participant is able to handle all tool management scenarios within the IT-tool TOMAS and knows all relevant functions and modules.

Target Group
- Key Users and IT-Coordinators EZRS.

Requirements
- Please bring your own laptop with you.

Content
- Basics and overview of TOMAS
- How do I get access to the application?
- How to use prepared training scenarios
- Module "Tool Management": search, tool scenarios
- Module "Budget planning": tool budget planning, ex- and import of budget positions
- Module "Administration": substitution, language, add associates, add purchasing groups, add roles, material master, administration of GB- and plant budget planning

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- TOMAS enables to identify tool capacity limits and determines the necessary ordering time for capacity and replacement tools, time for tool repairs can be planned to avoid delivery failures, capacity bottlenecks and error-prone production from worn out tools are actively avoided.
- The participants learn the background of the system and how to use the individual modules and can apply TOMAS in their daily work.

Target Group
- Commodity buyers managing direct material/parts with tooling.

Content
- Overview and access TOMAS (general features), training concept/method
- Module "Tool Management" with Search function and different Tool scenarios
- Module "Budget Planning", budget planning for tools, export and import of budget items
- Module "Administration", substitute, language, material master.

Remarks
- Corporate Standard Training
- Conducted via Netmeeting/Interwise

Duration
1.5 Hours

Language
English/Chinese

No. of participants
15-25
Objective
- The participant has an overview about the process of tool budget planning and the following cost tracking process.

Target Group
- PUC employees

Content
- Overview about TOMAS (general features)
- How to get access?
- Module "Tool budget planning": Presentation of the process, General functions (Search function, Column selection, Aggregation, Currencies / Exchange rates, Reports, Budget planning scenarios), Basic scenario, Indirect deliveries, Cost distribution to e.g. several plants
- Module "Tool Management": Creation of data record with focus to purchase order and invoice
- Module "V-IST tracking": Presentation of the process, V-IST scenarios, Reports

Remarks
- Corporate Standard Training

Duration
0.5 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Participants are going deeper in modified UBK Purchasing processes. These AB processes were reviewed and discussed based on Level 3 process description; questions of the participants will be answered.

Target Group
- All associates AB in UBK Purchasing

Content
- Process landscape of the AB role in UBK Purchasing
- Selected processes, review till the level 3 and 4
- Specific methods (like Awarding) and tools used

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English/Chinese

No. of participants
12-16
Objective
- The participants know the background of the system and how to use the individual modules. They can use the system in their daily work.

Target Group
- AB Buyer within UBK-purchasing in AB1-AB7

Content
- SAP-Cockpit
- Overview about SAP-Cockpit (general features)
- How to get access?
- Training concept/method
- General features: Display function, Search function, Jump / drilldown function
- Tool scenarios of following objects: Purchase requisition, Order, Scheduling agreement, Supplier, Material master, Invoice

Remarks
- Corporate Standard Training

Duration
0.2 Day

Language
English/Chinese

No. of participants
12-16
Objective
- The participants know the background of the system and how to use the individual modules. They can use the system in their daily work.

Target Group
- Assistance and AB Buyer within UBK-purchasing in AB1-AB7, who are using SAP for operational daily business.

Content
SAP-Cockpit
- Overview about SAP-Cockpit (general features)
- How to get access?
- Training concept/method
- General features: Display function, Search function, Jump / drilldown function
- Tool scenarios of following objects: Purchase requisition, Order, Scheduling agreement, Supplier, Material master, Invoice

CP-Assist
- Overview about CP-Assist (general features)
- How to get access?
- General features: Display function, Search function, Print function
- Tool scenarios

Remarks
- Corporate Standard Training

Duration
3 Hours

Language
English/Chinese

No. of participants
12-16
Objective
- Participants know how IT supports the procurement process before and after SOP using the tools Pilum-AB, SupplyOn-Sourcing and TCO.
- Participants know which data Pilum-AB receives from other tools and which data Pilum-AB transfers to other tools.
- Participants have an overview of the tools involved in the procurement process.

Target Group
- AB-Buyer and assistance within UBK-purchasing.

Prerequisites
- Please bring your own Bosch laptop (with an activated Windows) user with you.

Content
- Introduction to Pilum-AB
- User interface and navigation
- Interface to other central tools
- RfQ process steps: Forwarding RfQ-Container out of Pilum-PPU to Pilum-AB, RfQ-Process via SupplyOn-Sourcing, Cost calculation and preparation of Sourcing Meeting in TCO-Tool
- Document exchange-Prozess Steps in Pilum-AB: Exchange of documents with suppliers
- Receiving tasks from Pilum-PPU
- Document management in Pilum-AB
- Reporting in Pilum-AB

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Participants have an overview about the business planning process in UBK-purchasing organization and know the time schedule for BP2012ff.
- Participants know where input data and premises for BP come from and which impact the data has on the planning
- Participants know the IT-tool PUR-PL and can use it
- Participants are informed about the support process

Target Group
- AB Buyer

Content
- Overview about responsibilities in CP/PUC2x-organization
- Introduction in process BP2012ff: Targets of BP, Premises of BP
- Basics: Fields in PUR-PL and calculation, Ratio split in contributors, Consideration of RPP in business planning
- Handling of PUR-PL-Tool: Support process

Remarks
- Corporate Standard Training

Duration
0.25 Day

Language
English/Chinese

No. of participants
12-16
Objective
- The participants know the background of the system and are able to use the individual modules in their daily work.
- The participant has got an overview about the process of tool budget planning and the following cost tracking process.

Target Group
- AB-buyer and assistance within UBK-purchasing in AB1-AB6.

Prerequisites
- Please bring your own Bosch laptop (with an activated Windows) user with you

Content
- Overview about TOMAS (general features)
- How to get access?
- Training concept/method
- Module "Tool budget planning": Presentation of the process, General functions (Search function, Column selection, Aggregation, Currencies / Exchange rates), Budget planning (scenarios, Basic scenario, Indirect deliveries, Cost distribution to e.g. several plants)
- Module "Tool Management": Search function, Tool scenarios (direct delivery (single plant), Tool hierarchy (Main tool/sub tool))
- Module "V-IST tracking": Presentation of the process, V-IST scenarios
- Module "Upload/Download"
- Module "Reports"

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- The participants know the background of the system and how to use the individual modules in daily work.
- The participant has got an overview about the process of tool budget planning and the following cost tracking process.

Target Group
- AB-buyer and assistance within UBK-purchasing in AB1-AB6.

Content
- Overview about TOMAS (general features)
- How to get access?
- Training concept/method
- Module "Tool budget planning": Presentation of the process, General functions (Search function, Column selection, Aggregation, Currencies / Exchange rates), Budget planning scenarios (Basic scenario, Indirect deliveries, Cost distribution to e.g. several plants)
- Module "Tool Management": Search function, Tool scenarios (direct delivery (single plant), Tool hierarchy (Main tool/sub tool))
- Module "V-IST tracking": Presentation of the process, V-IST scenarios
- Module "Upload/Download"
- Module "Reports"
- Module "Administration": Create new material master, Manual maintenance of BOM, Supplier quota, Projects and categories, Maintenance of substitutes for end user

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- The participant knows how to use the MONICA modules in their daily work.
- The participant has got an overview about the capacity monitoring process.

Target Group
- AB-buyer and assistance within UBK-purchasing in AB1-AB7.

Content
- Introduction: Presentation Processes, Overview Basis Functions, Interfaces
- Language and Deputy Settings
- Create Monitoring Record: Supplier Capacity Inquiry, Import Excel, Master Data Completion, Graphic Section, Link to Tool Management (TOMAS), Report
- Module Administration: Master Data Management, create new material

Remarks
- Corporate Standard Training

Duration
0.5 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Participants are going deeper in modified UBK Purchasing processes. These PPZ processes were reviewed and discussed based on Level 3 process description; questions of the participants will be answered.

Target Group
- All associates PPZ of UBK Purchasing

Prerequisites
- Participants passed successfully the WBT “Introduction to UBK Purchasing” and participated in the role training PPZ.

Content
- Process landscape PPZ role within UBK Purchasing
- Selected processes, review processes till level 3 and 4
- Specific methods (VQS, VQP, Awarding, PPAP) and tools to be used

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English

No. of participants
12-16
Objective
- Participants know the functions of PILUM and know how to use the system in order to do the process steps of project buying.
- Participants know how IT supports the procurement process before and after SOP using the tools Pilum-AB, SupplyOn-Sourcing and TCO.
- Participants know which data Pilum-PPU receives from other tools and which data Pilum-PPU transfers to other tools.
- Participants have an overview of the tools involved in the procurement process.

Target Group
- PPU associates within UBK-purchasing.

Prerequisites
- Please bring your own Bosch laptop (with an activated Windows) user with you.

Content
- Introduction to Pilum-PPU
- User interface and navigation
- Interface to other central tools
- Pilum - process steps: project start, Import parts list and product definition, Cost calculation, Engineering scenarios, Task-Management scenarios, Document management, Reports
- Reporting in Pilum-PPU

Remarks
- Corporate Standard Training

Duration
1 Day

Language
English/Chinese

No. of participants
12-16
Objective
- Participants are going deeper in modified UBK Purchasing processes. These TSC and PQA processes were reviewed and discussed based on Level 3 process description. Questions of the participants will be answered.

Target Group
- All associates from TSC and PQA within UBK Purchasing

Prerequisites
- Participants passed successfully the WBT “Introduction to UBK Purchasing” and participated in the role training TSC/PQA

Content
- process landscape TSC/PQA role within UBK Purchasing
- selected processes, review processes till level 3 and 4
- specific methods (VQS, VQP, PPAP) and tools to be used

Remarks
- Corporate Standard Training

Duration
2 Days

Language
English

No. of participants
12-16
Objective
- The participants learn how to handle the SAP-Cockpit.
- The participants get an overview about the connected systems and objects.

Target Group
- User in TSC area

Content
SAP-Cockpit is a Tool for the TSC User
In this tool has the TSC user an overview over all SAP Systems in the UBK. He has an SSO (Single Sign On) connection to the data of the notifications from all UBK divisions and all plants.

Introduction to SAP-Cockpit
- Surface and navigation
- Interfaces to systems
  - UBK-RM Systems
  - Non RM Systems
- Process "search data in SAP-Systems"
- Creation of search queries
  - Settings in the result list
  - Export of the result list
  - Hints

Remarks
- Corporate Standard Training

Duration
1 Hour

Language
English

No. of participants
12-16
Objective
- Participant will learn how to use iq's WPM module

Target Group
- Associates within PQA and TSC

Prerequisites
- Laptop with active window user and Peacy package 493

Content
- Introduction
- Overview Work Package Management
- Module WPM
- Presentation Process
- Overall functions
- Search functions
- Create a new claim by PQA
- Edit a new claim by TSC
- Follow up log book
- Reporting options
- Own reports based on different sorting criteria

Remarks
- Corporate Standard Training

Duration
2 Hours

Language
English

No. of participants
16-25
Objective
- Participants know the logistics relevant functions of MONICA and know how to use the system in order to do the process steps.

Target Group
- Procurement planer within logistics

Content
- Introduction to MONICA with main focus usage within Logistics, user interface, navigation and the relevant interface processes
- Capacity monitoring with alert handling
- Handover procurement responsibility PUR – CLP
- Process interfaces for deviation management and UBK escalation model
- IT interfaces

Remarks
- Corporate Standard Training
- Conducted via Netmeeting / Interwise

Duration
0.25 Day

Language
English

No. of participants
15-25
Objective
- The participants are able to read, to make plausible and to improve value streams prior to SOP

Target Group
- Associates from all divisions (no suppliers)

Prerequisites
- Participate SCA-SDP01, SCA-SDP02 training or comparable knowledge

Content
- Applicating Analysis tool value stream analysis (actual, design, plan) in Procurement Process
- Value Stream design prior to SOP
- Exercise
- Results and tracking with PDCA

Remarks
- Corporate Standard Training

Duration
1 Day

Language
Chinese/English

No. of participants
12-16
Leadership

BPS-Leadership Training
BPSL-STP01: STeP-UP_Roles as Leader

Objective
- This training will introduce a RBW standardized development program for team leaders and supervisors (RB Standards) and enable team leaders and supervisors to “lead in a BPS plant”.

Target Group
- Experienced and future shop floor leaders in production and functions closest to production.

Content
- Know and understand the House of Orientation;
- Look at the roles, tasks and leadership skills which are expected of leaders;
- Understand RB principles combining these with your own leadership work;
- Look specifically at the participant’s own leadership behavior.

Duration
1 Day

Language
Chinese

No. of participants
16-20
Objective
- This training will introduce a RBW standardized development program for team leaders and supervisors (RB Standards) and enable team leaders and supervisors to “lead in a BPS plant”.

Target Group
- Experienced and future shop floor leaders in production and functions closest to production.

Content
- Recognize the potential;
- How to motivate your staff and give targeted feedback;
- How to manage critical discussions;
- Ensure your staffs are trained in a targeted way.

Remarks
- Corporate standard training
- Mandatory training

Duration
2 Days

Language
Chinese

No. of participants
16-20
Objective
- This training will introduce a RBW standardized development program for team leaders and supervisors (RB Standards) and enable team leaders and supervisors to “lead in a BPS plant”.

Target Group
- Experienced and future shop floor leaders in production and functions closest to production.

Content
- Know and understand the significance of a systematic approach to problem solving;
- Have a command of systematic problem solving techniques;
- Apply the problem solving sheet in the group;
- Know their tasks and responsibilities in the problem solving process.

Remarks
- Corporate standard training
- Mandatory training

Duration
2 Days

Language
Chinese

No. of participants
16-20
BPSL-STPO4: SteP-Up_Pull & Levelling (P&L)

Objective
To know and understand:
- the basic principles, effectiveness and influence of consumption control and leveling
- the importance of Standards for consumption control and leveling
- learn to identify and evaluate the deviations in consumption control and leveling, as well as the response to it
- the construction of Kanban system and Kanban as improvement and management tool
- their roles and responsibilities in the system of consumption control and leveling
- motivation and conviction to implement consumption control and leveling

Target Group
- Supervisors

Content
- Introduce the theoretical principles regarding consumption control and leveling with the help of a simulation game and the group work
- Introduce the Kanban formula
- Practice the knowledge in a selected practical example on site
- Active involvement of the manager of the supervisor
- Introduce the role and responsibility with respect to consumption and levelling control
- Plant internal roll out of the training through transfer work

Prerequisites
- BPS100 or BPS Basics and SteP-UP WAS

Duration
2 Days

Language
Chinese/English

No. of participants
8-10
Objective
- Associates are aware of the importance and the necessity of standards
- Associates are motivated and persuaded to work to standards
- Associates immediately escalate the matter to a superior if they are unable to comply with the standards
- Associates are involved in the development and optimization of standards
- Associates know and understand the need for process confirmation and process analysis
- Associates understand why measures need to be prioritized

Target Group
- Operators

Content
As part of the model workshop, several game rounds are conducted (assembly of LEGO cars) which alternate with led discussions about
- Key problems
- Prioritization and impact of improvement measures
- Standards
- Key Figures
- Role and Responsibility of Associates, etc.

Duration
5 hours

Language
Chinese/English

No. of participants
8
Objective
- Recording and closely analyzing current value streams
- Developing and optimizing flow of associates, materials, and information by implementing suitable standards
- Deriving and describing target conditions
- Managing the daily improvement process
- Enabling the lower levels of management (mentor / mentee)

Target Group
- Supervisors

Content
- Introduction in value stream design, observations on shopfloor;
- Process analysis of machine and worker cycle time;
- Process confirmation, reaction to deviations; Role play (supervisor / team leader / associate);
- Calculation of customer tact time (TT), Verification of max. OEE-losses;
- Derivation and description of target conditions;
- Visualization of target conditions on the shopfloor;
- Analysis of daily work, time for improvement activities

Prerequisites
- BPS 100 or BPS Basics

Duration
3 Days

Language
Chinese/English

No. of participants
6
Objective
- Managing the daily improvement process by ensuring compliance with standards
- Identification of main problems Systematic and goal oriented response to deviations
- Leading discussions in critical situations, motivating and convincing associates to work according to standards

Target Group
- Teamleaders

Content
- What is a standard?
- Observing standards and deviations
- Process confirmation; Role play (team leader / associate)
- Calculation of customer tact time (TT)
- Process analysis
- Calculation of target cycle time (TCT)
- Quick identification to major problems in the line
- Analysis of daily work, time for improvement activities

Prerequisites
- BPS 100 or BPS Basics

Duration
3 Days

Language
Chinese/English

No. of participants
6
Leadership Instruments
LI-GC01:  Group Coaching - How to become a trustful coach

Objective
Supports the managers in...
- exploring the differences between acting as manager and acting as coach
- reviewing key areas of acting as manager (e.g. to address good & poor performance)
- reflecting the role of a coach in regard of letting team members grow and develop
- practicing coaching tools and techniques (e.g. variety of questioning techniques)
- applying the tools as coach in individual and in group coaching sessions
- using coaching tools as motivational techniques

Target Group
- Managers with at least 2 years experience in people management who finished LEAD program and have at least 5 own direct reports

Content
- Preparation task
- Individual presentation
- Reflecting team
- Role plays
- Intense individual feedback
- Guided self-coaching
- Work with sparring partner
- Plenum exercise
- Individual development plans
- Report on implementation

Remark
- The training will be delivered in 2 parts: Part 1 (2 days) and Part 2 (1 day, about 1 month after Part 1). The price includes the both parts. If participants cancel the originally assigned Part 2 and attend another Part 2, they will be charged in addition with CNY 3000.

Duration
2+1 Days

Language
English

No. of Participants
8-10
Objective
- Implement and practice the coaching tools from the training “How to become a trustful coach?”
- Present (if participants want to) an individual issue/challenge/problem in a group coaching session and get new insights by being coached from the colleagues
- Learn from and with each other by exploring in depth real life Bosch cases which participants feel are most relevant to them (direct and indirect learning)

Target Group
- Managers who have finished the training “How to become a trustful coach”

Content
- Review and practice coaching skills/tools from the training “How to become a trustful coach”, based on really cases from business or life.

Duration
1 Day

Language
English

No. of Participants
6-8
Management Development
Objective
- ADP-MES is a development tool for MDP members targeting SL1, which helps participants to receive company-wide standardized high quality development feedback, and enable them to be better suited placements for SL1 positions.
- The objective of TtT for ADP-MES is to enable HR managers or HR partners to facilitate ADP-MES sessions, as well as to deliver trainings to new observers.

Target Group
- HR manager and HR partner

Content
- Procedure of ADP-MES
- Role as observers and role players
- Observation criteria (based on Bosch-competency model)
- Observation exercises

Duration
1 Day

Language
English

No. of Participants
8
Objective

The focal points of this Seminar are leadership competence and your individual leadership style within a male-dominated organization. This Seminar focuses on the specific qualities women bring to leadership positions. It also examines questions such as the following: "What is a suitable leadership style for me personally?" "What are the relevant factors when managing men?" "What are typical communication traps in this respect?"

You will hone your leadership profile, thereby expanding your own leadership competence, especially in challenging situations involving communication with male and female associates. You will therefore develop specific strategies for handling situations you encounter in your everyday work.

- You will examine the different expectations and needs of male and female associates, and how they are communicated.
- You will reflect and hone your own leadership profile. You will recognize your qualities and potential as a female executive within a male-dominated organization.
- You will continue to develop your own leadership style by including the gender aspect and will learn how to make effective use of your leadership competence even during difficult situations.
- You will increase your self-confidence and self-image in leadership responsibility.
- You will come to appreciate your emotional intelligence and will become aware of how you can make good use of this in your everyday work.

Target Group

- Female associates at SL1 or potential SL1

Contents

- Leadership competence of women and men, and its importance in company success
- Becoming aware of the cultural differences in the communication and leadership behavior of women and men, and learning how to deal with these differences
- Reflecting on your role as a female executive in a more conscious manner
- Reflecting leadership actions by women in a male-dominated organization, and formulating and making positive use of typical female strengths in everyday leadership work
- Dealing with specific situations and topics from your own everyday leadership work and developing alternative actions and attitudes

Duration

2 Days

Language

English
No. of Participants
12-18
Objective

- What's the secret to career success? Performance? Image? Relationships and contacts? Many of the decisions taken in companies are not just made based on facts alone. According to a study, career advancement largely depends on whether you know the right person in a company. You can have an influence on how these decisions are made. Being overly reserved and cautious - a danger especially for women - is just as inappropriate as boasting and an exaggerated opinion of yourself. Instead of hoping that your performance will somehow be noticed, you should now actively do something to "market" yourself. Self-praise is no longer undesirable - at least not when you do it correctly.
- Self-marketing has nothing to with being a "big mouth". Self-promotion means that you are aware of your own strengths and abilities, and that you are also purposefully working to make them noticeable.
You will work on your skill set and learn through numerous practical exercises how you can project yourself in a professional and genuine manner, i.e. how you can ultimately achieve more success in your future career.

Target Group

- Female associates at SL1 or potential SL1

Contents

- Performance must be marketed just as effectively as a consumer good: Supplementing good performance with good self-promotion
- Analyzing strengths and weaknesses: How you define your personal strengths and goals
- Determining your self-marketing strategy: Limiting Target Group, focusing on goal
- Developing your own marketing image: Positioning yourself; Using platforms
- Overall appearance: Cultivating a general impression and forming networks
- Your own style
- Exercises in everyday situations
- Self-marketing as a continuous improvement process

Duration

2 Days

Language

English

No. of Participants

12-18
Leadership Development Program (LeaD)

Objective
- LeaD is a worldwide management development curriculum established by Bosch. It is focused on providing leaders a foundation of skills to ensure high quality leadership throughout the organization. Each seminar was developed using the Bosch Values and Guidelines for leadership.

Target Group
- Non-exempt and SL1 employees on the managerial path, in particular for members of the Manager Development Plan (MDP)

Remark
- It's required to finish LeaD within 18 months.
- It's highly recommended to stay in the same group in all the modules to warrant effectiveness and also to keep the network.
- It's required to attend First Managerial Role as the 1st module and Leading CIP as the last module.
- The courses in LeaD program can also be offered separately to Non-MDP associates.
Objective
- You think of Guidelines for Leadership, the House of Orientation and the Bosch Values not just as slogans
- You have thought about how to contribute to a change in culture within your business unit
- You know the challenges of creating and changing the corporate and leadership culture at Bosch
- You are aware of your role as a manager and your own behavior in changing situations and with changing employees.

Content
- What does corporate and leadership culture stand for at Robert Bosch GmbH today?
- What are the major values for the company?
- Creating awareness of different management models
- Practicing: role plays to create awareness of one's role as a manager
- Defining your own personal management principles
- Chances and challenges of your new position
- Peer Consultation using your own experience with management
- Feedback by peers
- Chance of talking to an LD

Duration
3 Days

Language
English/Chinese

No. of Participants
18-25
Objective
- You think of the Performance Review Discussion (MAG) as an extensive management instrument to be used year round. You know how to use it in order to reach a high level of quality in performance.
- You know how to describe aims in a SMART way. For you the Performance Review Discussion is a chance to define aims together with your employee as well as a suitable way of giving them an open feedback also with critical issues.
- You are informed about the tools of individual development. You know how to apply the Individual Development Discussion (MEG), thus supporting your employee in their further development.

Content
- Basics and framework of the Performance Review Discussion
- Elements of the Performance Review Discussion
- Target setting and defining steps
- Performance Appraisal
- Individual Development Discussion
- Practical exercises in small groups referring to the above issues

Duration
2 Days

Language
English/Chinese

No. of Participants
18-25
Objective
- You will gain required knowledge on HR policies and social tasks, as well as requirements made of you as a new manager. You will know your role in data security management

Content
- HR policy and employee development
- Data security

Duration
1 Day

Language
English/Chinese

No. of Participants
18-25
MD-LEAD0-COM: LeaD_Communication

Objective
- You handle your contacts and relationships in a professional way based on a clear understanding of your own role
- You communicate in a constructive and clear way
- You are able to listen to others and to address critical issues in an appropriate manner
- You can handle different types of people as well as the various needs of your employees
- You are aware of being a role model while communicating with your employees

Content
- Basics and core competencies of communication
- Active listening: understanding what the other person thinks and how she/he feels
- Meta-communication: reflecting on cooperation
- Methods of defining your aims for yourself when being in a difficult situation as a leader
- Conflict solving discussions: addressing critical issues in a constructive way
- Differentiating between four aspects of personality - respond to four aspects of employee needs
- Working on your own questions regarding your role as a leader
- Getting some practice with role plays

Duration
2 Days

Language
English/Chinese

No. of Participants
18-25
Objective

- Considering the cost involved in recruiting, the importance of selecting the right applicant becomes clear. The major source of information is still the personal interview
- You are familiar with the recruiting procedure including required criteria thus being perfectly prepared for the interview
- Using the interview technique makes your interview a success, allowing you to select the applicant most suitable for the vacant job

Content

- Recruiting procedure
- Required criteria
- Questioning technique
- Behavior triangle: situation, action, result
- System of behavior assessment
- Interview role plays with "real" applicants
- Feedback on your interviews from the trainer and other participants

Duration

2 Days

Language

English/Chinese

No. of Participants

18-25
Objective
- You will understand the various aspects of conflicts. Interpret the weakness and strengths of each style and use this information to leverage your style. Know how to resolve conflicts in various work situations in an effective way.

Content
- Group discussion about various aspects of conflicts
- Possible outcomes in a conflict
- Thomas Kilmann conflict mode instrument
- Five conflict handling modes
- Interpreting your conflict handling mode
- Strengths and weaknesses
- Ways to tap the strengths and minimize the weaknesses
- Ways to increase or decrease conflict
- Management of difference
- Tools for navigating through potential conflicts
- Conflict Resolution Model

Duration
2 Days

Language
English/Chinese

No. of Participants
18-25
MD-LEAD0-PM: LeaD_Project Management

Objective
- You will understand the skills, role and responsibilities of a project team leader and will know the critical project phases and their key contents. You will be able to construct work breakdown structure and project plan. You will understand the importance of prioritization and balancing resources. You will know how to monitor and control project and experience challenges and know-how of PM through simulation.

Content
- Project characteristics
- Management of project
- Project scope and objectives
- Project organization
- Project kick-off & establishing a project team
- Project planning and controlling
- Project closure

Duration
3 Days

Language
English/Chinese

No. of Participants
18-25
Objective
- Knowing the CIP process in 4 steps
- Knowing leading tools and methods to continuous improvement with your team through exercises.
- Getting motivations to continuous improvement for your working area
- Reflecting successful leading behaviors in the CIP process

Content
As a leader how can you get satisfaction and efficiency in your team? In this module you'll experience how to improve daily work with your team, in order to keep the processes running and not stopped by unsolved problems.
CIP (Continuous Improvement Process) = Guided Process of Continuous Improvement in All Areas with Associate Involvement for Goal Achievement. Based on this definition each aspect will be explained in detail and you will get an overview of:
- Leading instruments
- Improvement process in 4 steps and
- Improvement methods
- Problem solving process
- VSDiA (Value Stream Design in Indirect Areas)
- Successful leading behaviors in CIP

Duration
1 Day

Language
English/Chinese

No. of Participants
18-25
Objective
- Offering a future-oriented framework for standardized qualification
- Dealing with topics relevant to RB
- Providing lasting support for managers' development, with their future management needs in mind
- Supporting goal-oriented, systematic learning, fosters networking, and provides the tools by which to apply acquired knowledge

Target Group
- Executives between SL2-SL3, as well as SL1 managers in Asia Pacific, who have not participated in a standardized qualification such as MDP for more than 2 years.

Content
- Global Leadership
- Strategy Development
- Change Management
- Cooperation and Conflict Management

Duration
5.5 Days

Language
English

No. of Participants
25-35
Manager Development Program (MDP1)

Objective
- Strengthen your leadership strength
- Strengthen your social competence, your cooperation and communication skills, especially your intercultural competence
- Gather information about important corporate goals (information)
- Position yourself within the company (identification)
- Think globally and act locally (integration and internationalization)

Target Group
- Members of the SL1-Manager Development Plan targeting SL2

Remark
- Corporate standard training
- The training consists of two modules. The booking is firm for both modules, and the price includes Module I and Module II. If participants cancel the originally assigned Module 2 and attend another Module 2, they will be charged in addition with Euro 900 + meeting package.
**MD-MDP101: MDP1_Module I - Personality and Leadership**

**Content**
- Get to know your own personality with the help of the MBTI personality test
- Sharpening of your self-perception and perception of others
- Discussion of leadership models and role models
- Perception of personality influences upon managerial behavior, motivation, communication and cooperation in teams

**Duration**
3 Days

**Language**
English

**No. of Participants**
12

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**MD-MDP102: MDP1_Module II - Culture and Leadership**

**Content**
- Reflection of the Coaching Pair Process (between module 1 and module 2)
- Get to know cultural dimensions and models - Team Culture, Country's Culture, Organizational Culture
- Sensitization to your own culture and foreign cultures: Get to know and benefit from strengths of different cultures
- Analysis of your own cultural behavior with a view towards leadership in an intercultural context

**Duration**
3 Days

**Language**
English

**No. of Participants**
12
MD-MES: Management Evaluation and Development Seminar (MES)

Objective
- The encouragement of excellent managers represents a central factor of success for our company. A major contribution for our success achieved with the SL1-MES, a development instrument for the preparation of members of the SL1-MDP for duties and responsibilities of the middle management. To ensure a successful seminar it is essential that leading Bosch managers and HR members support the SL1-MES as observers.

Target Group
- MDP1 members targeted SL2

Content
- Based upon different exercises: feedback concerning strengths and development needs through Bosch-managers and self-reflection
- Feedback for supporting a reconciliation of own professional targets and impulse for development needs
- Transfer of perception into daily work
- Preparation for employee development discussion (MEG)

Remark
- MES is not a mandatory seminar. It is a development center, not an assessment center.
- In the following cases BTC will not invite the associate again to MES. He/she has to apply for the course again:
  - No-show without any advance notice.
  - Cancellation after confirmation.
  - Reject invitation twice.

Duration
2 Days

Language
English

No. of Participants
8
Specialist Education and Development Program (SPEED)

**Target Group**
- Mandatory program for associates in the Manager Development Plan (MDP) on the specialist career path with the target position SL1
- Additionally, specialists already at the SL1 level may participate with supervisor approval
- Present SL1 executives who take up a specialist job are highly recommended to participate in SPEED

**Remark**
- SPEED is a mandatory program for associates in the manager development plan (MDP) on the specialist career path. Participation is documented within the MDP status report. Associates can only advance to the MDP with target position SL2 once they have completed the SPEED program.
- Career change: Present specialists who take an SL1 position as group leader are obliged to attend the LeaD program. Present SL1 executives who take up a specialist job are highly recommended to participate in SPEED.
- Structure: The seminars "My role as a knowledge manager" (SPEED01) and "Convincing communication" (SPEED02) are organized by BTC-CN. Booking is for both modules, and the price includes Module I and Module II. If participants cancel the originally assigned Module 2 and attend another Module 2, they will be charged in addition with CNY 14000.
- The SPEED_My Presentation / Specialist Training is to be given on-site. Contact person is the local HR. It should be completed one year after taking part in SPEED01 and SPEED02.
MD-SPEED01: SPEED_Part 1 - My Role as a Knowledge Manager

Objective
- The role of a knowledge manager at the Bosch Group is clear, the opportunities and challenges for the co-creation of the role are clearly known
- The participant's contribution to the success of the Bosch Group is highlighted through reflection on the business
- The Bosch corporate culture (meaning of the Bosch values, BeQIK with the focus on quality) is examined
- Communicational skills are enhanced, individual effectiveness is clearly improved

Content
- From the administrator to the knowledge manager - what is the difference? Awareness for the role as a specialist - Definition, creation, implementation of roles - Bosch competency model
- Knowledge, knowledge transfer, complexity
- Bosch values and corporate culture
- Scope of the specialist
- Hands-on practice in the specialist's field - Roleplay milestone meeting - Short presentation about the work situation
- Further development of participants' effectiveness - Levels and tools of effectiveness - Selling yourself, perceived image - How can I increase support/awareness of my topic?
- Stakeholder analysis
- Case study, peer consultation
- Building supportive partnerships
- Decision-making processes, micro-politics

Duration
3 Days

Language
English/Chinese

No. of Participants
12-16
Objective
- Theoretical communication and conflict management basics can be applied
- As a specialist, you can create contacts and confidently build relationships based on clear comprehension of the roles
- The ability to provide target audience relevant communication is put into practice
- Interpersonal interactions and social competence are strengthened and enhanced. Individual goals and opinions are represented in a professional context

Content
- Theoretical basics and practical dimensions of communication, such as e.g. factual level, emotional level and context
- Arguing and persuading - without using hierarchical power
- Communicating with Target Groups
- Nonverbal communication, active listening
- Dealing with conflicts
- Viewing conflicts as an opportunity
- Models of escalation/de-escalation in conflict situations
- Reflection on and development of individual resolution styles
- Constructively mediating conflict and feedback sessions
- Limits of conflict resolution
- Preparation of the presentation

Duration
3 Days

Language
English/Chinese

No. of Participants
12-16
Objective
- Using SPEED in practice
- Casting associates in the role of experts and enabling them to transfer knowledge beyond the confines of their own areas.

Content
- Giving a presentation at own site. Feedback is given by a partner of the participant’s own choice who takes part in the event. This may be a SPEED or Manager Development Plan colleague who gives the presenter feedback via a questionnaire.
- Alternatively, participants can conduct specialist training at the site. Associates take on the role of an in-house specialist. They can deal with existing training topics or develop new ones. Participants receive feedback, as with a presentation, from a partner of their choice who participates in the training.

Remark
- The presentation lasts at least 90 minutes.
- Contact is the relevant HR department

No. of Participants
12-16
Junior Manager Development Program (JMDP)

Objective
- Provide project management career development associates targeted to G9 with systemic training program to enhance their development.
- Give project managers the opportunity to develop deeper insight into their own communication and leadership style then lead the project team more effectively.
- Ensure project managers understand the direction of the company and set up a standard Bosch mindset.
- Establish common project management language among all project managers

Target Group
- Those targeted to Grade 9 in project management career path

Remarks
- Region specific training
Objective
- To give overview of Bosch China business and a deeper understanding of Bosch value and leader’s model role in living Bosch value. To be familiar with Bosch leadership guideline, develop self-perception of one’s strength and potential area in leadership. To get overview of Bosch HR strategy and HR tools.

Content
- Bosch China history and current business updates
- Bosch value & my understanding of these value
- Discussion on how to promote and inspire value-based behavior in team
- Bosch leadership guideline, self-reflection on each guideline, my action to improve my leadership skills
- Bosch HR strategy and HR tools

Duration
2 Days

Language
Chinese (English on demand)

No. of participants
16-20
MD-JMDP02: JMDP_Get started as a New Leader

Objective
- Quickly and effectively achieve results in their new role as a leader
- Focus their time and efforts on high-priority tasks
- Effectively lead their team to contribute to the organization's business strategies
- Achieve results through others by building strong relationships with team members

Content
- Transition from individual contributor to leader
- Management tool to help new leader identify what they need to know in order to focus their team's efforts on the right priorities
- Explore how to handle a confidentiality situation
- Bring out the best in team members' skills.
- Ways to handle feedback
- How to apply the accelerators in situations involving changing relationships, especially when managing former peers
- Delegating for Results
- Coaching for Success
- Building an Environment of Trust

Duration
2 Days

Language
Chinese (English on demand)

No. of participants
16-20
Objective
- Help leaders focus teams on key results and outputs
- Help leaders build energy and momentum toward achieving goals

Content
Building Team Pride and Purpose
- Provide a context for collaboration
- Review the team's goals
- Highlight team strengths and accomplishments
- Generate ideas for meeting goals
- Agree on strategies to move forward
- Provide ongoing support
- Developing Team Agility
- Focusing Team Effort
- Learning Just-In-Time
- Stay informed

Duration
2 Days

Language
Chinese (English on demand)

No. of participants
16-20
Objective
- Develop a practical understanding of Bosch’s Value Based Management (WOS).
- Experience business decision making processes and the direct consequences of your decisions on operating profits and more importantly, on a company’s valuation.

Content
- Principles of value-oriented company management
- Development of corporate strategic and operative planning via simulation
- Introduction to the income statement and balance sheet and their inter-dependencies
- Calculation of the management variable ‘value contribution’
- Recognition of the relevant factors that influence the value contribution in practice

Duration
2 Days

Language
Chinese (English on demand)

No. of participants
16-20
Objective
- Know the Bosch Performance Review Process
- How to set goal
- Conduct performance assessment with subordinates
- Support employee development

Content
- Cycle of performance management
- How to set SMART goal
- Performance tracking
- Employee development
- Assess performance

No. of participants
16-20
Junior Manager Development Program for Project manager (JMDP_PM)

Objective
- Provide project management career development associates targeted to G9 with systemic training program to enhance their development.
- Give project managers the opportunity to develop deeper insight into their own communication and leadership style then lead the project team more effectively.
- Ensure project managers understand the direction of the company and set up a standard Bosch mindset.
- Establish common project management language among all project managers

Target Group
- Those targeted to Grade 9 in project management career path

Remarks
- Region specific training
Objective
- To give overview of Bosch China business and a deeper understanding of Bosch value and leader’s model role in living Bosch value. To be familiar with Bosch leadership guideline, develop self-perception of one’s strength and potential area in leadership. To get overview of Bosch HR strategy and HR tools.

Content
- Bosch China history and current business updates
- Bosch value & my understanding of these value
- Discussion on how to promote and inspire value-based behavior in team
- Bosch leadership guideline, self-reflection on each guideline, my action to improve my leadership skills
- Bosch HR strategy and HR tools

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- Develop a practical understanding of Bosch’s Value Based Management (WOS).
- Experience business decision making processes and the direct consequences of your decisions on operating profits and more importantly, on a company’s valuation.

Content
- Principles of value-oriented company management
- Development of corporate strategic and operative planning via simulation
- Introduction to the income statement and balance sheet and their inter-dependencies
- Calculation of the management variable ‘value contribution’
- Recognition of the relevant factors that influence the value contribution in practice

Duration
2 Days

Language
Chinese (English on demand)

No. of participants
16-20
MD-JMDP06:  JMDP_PM - Communication in Project Teams

Objective
- The participants experience the effectiveness of a team and can understandingly handle project specific situations within the project team. The participants reflect on difficulties in current projects and evaluate them. The importance of social competence and its influence on projects became apparent. The participants learn to develop a better understanding of the different individuals and cultures in the project team and how to deal with them.
- The participants take a potential for development concerning their own appearance with them.

Content
- Assembling and analyzing project groups and teams
- Getting to know one another in projects: from crowd to group
- Phases of team development: from group to team
- Virtual and cross-cultural project teams
- Formal and informal roles in project teams
- Motivating the project team
- Recognizing and analyzing conflicts in the project team

Duration
3 Days

Language
Chinese (English on demand)

No. of participants
16-20
Objective
- You learn how to establish your leadership position in a project team
- You learn how to lead without disciplinary authority
- You reflect upon your own attitude towards leadership and identify possible obstacles for being an effective project leader
- You have a clear understanding of your role and function as project manager
- You are able to use the 7 management tools in daily (project) business

Content
- The Bosch value and the effects on management
- Organizational culture: Line vs. project
- Principles for establishing leadership
- Understanding my role as project leader (tasks & authorities)
- Management style: situative leadership
- 7 tools in team management

Duration
2 day

Language
Chinese (English on demand)

No. of participants
16-20
Objective
- This project simulation intends to replicate the processes of a customer application project within Bosch

Content
- Project simulation for product development (sample phases)
- Typical RB project procedures
- Project methods and organization
- Reflection upon and evaluation of difficulties in running projects

Duration
3 Days

Language
Chinese (English on demand)

No. of participants
16-20
Training Program for CNTP (China Management Trainee Program)

Objective
- The training will provide management trainees with the fundamental skills needed to manage and lead direct reports and teams effectively. Give them the opportunity to develop deeper insight into themselves and their own management style, ensure them to understand the direction of the company and related industry.

Target Group
- Members of China Management Trainee Program (CNTP)
Objective
- To give overview of Bosch China business and a deeper understanding of Bosch value and leader’s model role in living Bosch value. To be familiar with Bosch leadership guideline, develop self-perception of one’s strength and potential area in leadership. To get overview of Bosch HR strategy and HR tools.

Content
- Bosch China history and current business updates
- Bosch value & my understanding of these value
- Discussion on how to promote and inspire value-based behavior in team
- Bosch leadership guideline, self-reflection on each guideline, my action to improve my leadership skills
- Bosch HR strategy and HR tools

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
MD-CNTP02: CNTP_Get started as a New Leader

Objective
- Quickly and effectively achieve results in their new role as a leader
- Focus their time and efforts on high-priority tasks
- Effectively lead their team to contribute to the organization's business strategies
- Achieve results through others by building strong relationships with team members

Content
- Transition from individual contributor to leader
- Management tool to help new leader identify what they need to know in order to focus their team's efforts on the right priorities
- Explore how to handle a confidentiality situation
- Bring out the best in team members' skills.
- Ways to handle feedback
- How to apply the accelerators in situations involving changing relationships, especially when managing former peers
- Delegating for Results
- Coaching for Success
- Building an Environment of Trust

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
MD-CNTP03: CNTP_Accelerate Team Productivity

Objective
- Help leaders focus teams on key results and outputs
- Help leaders build energy and momentum toward achieving goals

Content
Building Team Pride and Purpose
- Provide a context for collaboration
- Review the team's goals
- Highlight team strengths and accomplishments
- Generate ideas for meeting goals
- Agree on strategies to move forward
- Provide ongoing support

Developing Team Agility
- Focusing Team Effort
- Learning Just-In-Time
- Stay informed

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- Develop a practical understanding of Bosch’s Value Based Management (WOS).
- Experience business decision making processes and the direct consequences of your decisions on operating profits and more importantly, on a company’s valuation.

Content
- Principles of value-oriented company management
- Development of corporate strategic and operative planning via simulation
- Introduction to the income statement and balance sheet and their inter-dependencies
- Calculation of the management variable ‘value contribution’
- Recognition of the relevant factors that influence the value contribution in practice

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Methodological
BPS-Methods and Processes
**Objective**

The training allows the participants to understand:
- Focus: improvement process focuses on the biggest problems
- Goal orientation: improvements only with clearly derived goal for Bosch with the involvement of associates
- Structure: improvements are a guided process where the procedure is geared towards and clearly derived from targets
- Continuous: the improvement process is a continuous process
- Clarity: Standards, clarity and transparency are the decisive requirements for continuous improvement
- Speed: fast implementation through focusing on core problems

**Target Group**
- Manufacturing planning engineer, group leader, department leader, shop floor manager, BPS coordinator, BPS project leader and project members of all areas

**Content**
- What is BPS?
- General conditions
- Balancing
- Standardized work
- Material supplier
- Value stream mapping
- Consumption control
- Value stream design
- Clarity
- Continuous improvement

**Duration**
3 Days

**Language**
Chinese/English

**No. of participants**
18-22
Objective
- Understanding of the theory and practical application for bottleneck detection using different bottleneck detection approaches.
- Applicable both for mass production and low volume high variation production.
- Includes considerations for complex systems and manual workplaces.
- Introduction to capacity improvement approaches

Target Group
- Production planner / managers in manufacturing, TEF, MOE, QMM, of all GB

Content
- What is a bottleneck?
- When is a bottleneck relevant, what types of bottlenecks are there?
- Bottleneck detection in stable systems (Simulation and Theory)
- Bottleneck detection in dynamic systems (Simulation and Theory)
- Considerations for manual workplaces
- Considerations for complex systems
- Next steps for capacity improvements
- Optional shop floor visit

Prerequisites
- BPS 100 Training or BPS Basics recommended

Duration
1 Day

Language
Chinese/English

No. of participants
10-14
Objective and Content
- Knowledge of the value stream (VSM, VSD) as a device for management
- Knowledge of the significance of standards (especially with the decoupling)
- Ability to take reasonable steps in order to systematically enhance the value streams
- Knowledge of the interactions in the improvable system
- Knowledge of the current RB KANBAN formula
- Ability to construct circuits of consumption control (with 1-circuit levelling)
- Knowledge of one's role and responsibility at the coordination and improvement processes of stock

Target Group
- Directors and Managers

Prerequisites
- BPS 100 or BPS Basics

Duration
3 Days

Language
Chinese/English

No. of participants
10-15
BPSM-LP: Leading in a BPS Plant (Planner)

Objectives
- Planners understand and close the missing link between manager and shop floor leaders
- Focus on understanding: how to derive target conditions on process level e.g. supermarket, levelling board, change over standard, etc.)
- Roles & responsibilities for target conditions and standards definition of monitoring and improvement KPI on process level
- Further in-depth knowledge available through specific trainings like: “Lean logistics basic”, “Lean line design” . . .

Target Group
- Logistic / production / manufacturing planner, industrial engineer

Content
- Role and responsibility of the planner in the value stream
- Target condition and standard; process confirmation
- Exercises: analysis of planned and unplanned customer demand fluctuation
- Decoupling in the information flow – levelling
- Deduction and description of target conditions

Prerequisites
- BPS 100 or BPS Basics

Duration
3 Days

Language
Chinese/English

No. of participants
10-12
BPSM-LLB: Lean Logistics Basics

Objective
- The training allows for the participants to become familiar with the intention, functionality and elements of pull systems and levelling.
- The connecting links to the planning and controlling of holistic lean value streams are shown.
- The depth of training is increased through simulations and case studies.

Target Group
- All associates dealing with Pull Systems and Leveling, e.g. finished goods and raw materials/components planners, BPS coordinators, Logistics Engineers, Shop floor associate, also associates from sales, TEF, purchasing.

Content
- Functionality and elements of Pull Systems and Leveling;
- Implementation guidelines;
- Additional elements: Simulation and case studies to deepen understanding of subject

Prerequisites
- BPS100 or BPS Basics

Duration
3 Days

Language
Chinese/English

No. of participants
12-16
Objective
- Not only the flexible communication of the methods necessary for planning a production line that is both waste free and flexible, but also certain organizational basic conditions in order to ensure the continuous improvement process are the focus of this training program. These basic conditions will be worked out during the training and the understanding will be deepened through case studies.

Target Group
- Manufacturing Planner; Industrial Engineer; Logistics Planner; First line leader (Team leader, Supervisor); BPS Coordinator; PGL-Experts; BPS-Project groups for topic Lean Line Design

Content
- Waste in production lines
- development of a lean line
- analysis of an existing production line
- design of a waste-free working sequence
- layout design with focus on worker flow
- optimized workplace design (e.g. ergonomics, guideline, best practice)
- standards in production lines

Prerequisites
- BPS100 or BPS Basics, BPS-PGL

Duration
3 Days

Language
Chinese/English

No. of participants
12-16
BPSM-MTM1: MTM-1

Objective
- Understanding workplace design and methods development in production
- Standard time determination with MTM and usage of time data
- Ergonomic basics for workplace design

Target Group
- Industrial Engineer, Manufacturing Planner, first line leader (team leader, Supervisor), Logistics Planner

Content
- MTM-Basic Motions
- Working methods development and comparison
- Ergonomic basics for workplace design
- Components of standard time
- Investment evaluation
- Examination for MTM-1 Certificate

Duration
10 Days

Language
Chinese/English

No. of participants
10-14
BPSM-MTMB: MTM Introductory Course

Objective
- Concepts for workplace design and methods development in production
- Principles of MTM and usage of time data
- Ergonomic basics for workplace design

Target Group
- Managers regarding IE, Manufacturing, Production and logistics; Team leaders, Supervisors

Content
- Time standards
- MTM-system
- Working methods development and comparison
- Ergonomic basics for workplace design

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- Understanding of time determination with MTM-UAS method

Target Group
- Industrial Engineer, Manufacturing Planner, first line leader (team leader, Supervisor), Logistics Planner

Content
- UAS-Basic operations
- Exercises
- MTM-UAS internal agreement
- Supplementary rules
- Examination for UAS Certificate

Prerequisites
- MTM-1 Certificate

Duration
3 Days

Language
Chinese/English

No. of participants
10-14
BPSM-PGB: Planning Guideline Basics

Objective
- You know and understand motivation, goals and requirements for the application of the BPS-Planning Guideline (PGL).
- You know the workshop concept, the interference of the workshop elements and you are able to estimate date and preconditions for a reasonable execution of the workshops.

Target Group
- Members of BPS Planning Guideline projects; Future Experts for BPS Planning Guideline

Content
- Basic knowledge about Planning Guideline (Motivation for application of PGL; Targets; Range of application; Target Group; Requirements to the participants);
- Workshop concept (Content; Precondition; Participants; Execution of workshops);
- Maturity of planning;
- Evaluation of the planning (maturity in reviews regarding product development)

Prerequisites
- BPS100 or BPS Basics

Duration
1 Day

Language
Chinese/English

No. of participants
12-20
Information Processing / Technology
IT-DSP01: Basic Training for New DSP

Objective
The risks of information systems must be minimized through organizational process, technical measures and compliance with regulations. These measures protect information against misuse, loss or falsification. DSP (Data Security Partner) assumes operative responsibility for the department with regard to all ISP (Information Security and Privacy) issues in the department. This training should enable DSPs to learn skills as follows:
- You will know what's your main tasks/targets.
- You will know which topic you need to train in the department
- You will experience how to check the department data authorization with the tool LstSecWin.
- You will know what the Bosch Data Security Class is and how to assign security class to different data.
- You will know what the ISP concept is and how to maintain it according to C/ISP’s request.

Target Group
- New Data Security Partner

Prerequisites
Participation in or comparable knowledge of
- ISP web based training in English: https://inside-ws.bosch.com/FIRSTspiritWeb/permlink/wcms_corpfunc_-_C_ISP_WebBasedTraining-EN
- ISP web based training in Chinese: \sghsrv04\ybcn\1_Public\RBCN\EC\DSO\ISP_WBT_CN

Contents
- DSP appointment letter and task
- What topics are needed by DSP to train in the department
- Security Class in BOSCH
- ISP concept maintenance

Remarks
- Corporate Standard Training
- Mandatory

Duration
0.5 Day

Language
Chinese/English

No. of Participants
16-20
Objective

DSP has gained the experience on how to maintain the ISP concept in the department. But they still need the continuous knowledge on data classification, access control, key information assets protection and new ISP policy. This training should help experienced DSPs learn as follows:

- You will know what is updated in C/ISP policy.
- You will know the audit general information and experience how to do Basic part self check independently.
- You will know data classification, authorization rule and how to create Department Data Concept in a better way.
- You will know how to define the key information assets and how to implement the effective protection measures.

Target Group

- Experienced Data Security Partner

Prerequisites

- Participation in or comparable knowledge of DSP [basic]

Contents

- C/ISP policy updates
- ISP audit general information Security Class in BOSCH
- How to do self check of B part by yourself
- Data classification and authorization
- Key information assets protection

Remarks

- Corporate Standard Training
- Mandatory

Duration

0.5 Day

Language

Chinese/English

No. of Participants

16-20
Objective
- By the end of this training, you will have learned the skills in order to be able to execute all procedural steps required in BGN.

Target Group
- WCMS super editor: Bosch associates who work with web client only
- WCMS editor: any associate who works with web client regardless of their position in the company (fixed-term, student).

Content
- The BGN organization, roles, rights and tasks
- Introduction to portal and WCMS system
- Page creation & release procedure
- Publishing a page
- Insertion of content and style elements
- Store concept

Classroom requirements:
- 1 PC per participant and 1 PC for the trainer
- 1 video projector
- 1 flip chart
- 1 printer and paper: 50 sheets per participant (if handouts aren't provided and sent in advance)
- WCMS training systems provided by CI
- PCs with access to the Bosch corporate network / BGN are necessary!

Duration
6 hours

Language
Chinese/English

No. of Participants
16-20
Objectives
- Become familiar with IT common used solutions of Bosch.

Target Group
- IT users who worked in Bosch for more than 6 months.
- It is strongly recommended for all IT users to participate the training.

Content
- Portal
  - Portal and its support workflow
  - Basic functions of Portal, like inside.project room, inside.BGN, inside.search, inside.doc view
  - Brief introduction of Portal integrated functions: wiki, inside.forum, WorkOn
- Advanced IT security
  - Bosch Encryption introduction
  - Bosch antivirus solution/workflow;
  - Best practise of avoiding virus infection
  - Internet security
- Conferencing tool (WebEX)
- Email Archive
  - Email archive introduction
  - Offline synchronization
  - Search archived emails
  - Set deputy
- Outlook hot functions
  - Customize your Outlook View
  - SPAM mail and Junk mail
  - Organize your mails
  - Personal Folder
  - Mailbox attachment
  - Outlook Rules

Duration
1 Day

Language
Chinese/English

No. of Participants
16-20
IT-CI02: IT knowledge - Traveler Package

Objectives
- Get to know various ways of remote network connection to BCN (Bosch Corporate Network)
- Be familiar with Bosch security related IT tool and best practice during business trip.

Target Group
- IT users who travels frequently
- CoRASon/RASVPN users

Content
- Various ways of remote network connection to Bosch
  - CoRASon (Corporate remote access solution)
  - Cisco RASVPN client and its configuration
  - Wireless configuration at Hotspot/Home/Bosch campus
  - 3G network connection
  - PIM (Mobile personal information management)
  - Basic trouble shooting know how
- IT security advanced training
  - Bosch Encryption introduction
  - Laptop hard disk encryption
  - Bosch antivirus solution/workflow
  - Best practice of avoiding virus infection
  - USB security
  - Internet security
- Bosch VoIP soft phone (Bosch communicator)
  - Introduction of UCS (Bosch VoIP solution)
  - Usage of Bosch communicator
  - Least cost usage of Bosch communicator

Duration
1 Day

Language
Chinese/English

No. of Participants
16-20
IT-CI03: IT knowledge · Select Functions of Excel

Objectives
- Be familiar with Microsoft Excel useful skills
- Learn to create Microsoft Excel Chart
- Be able to use the basic Functions of Excel
- Be able to create Pivot table and Pivot chart

Target Group
- All IT Users.

Content
- Input Skills
  - Auto fill in Excel
  - Cursor focus settings
  - How to set wrap text in cells
  - Fast input skills
- Edit Skills
  - How to select data area and sheet quickly
  - The use of "Paste Special"
  - How to draw a Header of a table
- Operate Skills
  - Conditional formatting
  - Use of the data validation
  - Freeze Panes
  - Group and outline
  - How to use “Text to columns” and how to combine
  - Excel sort
  - Filter and Advanced filter
- How to configure Excel chart
- Formula and Function introduction
- Pivot table and Pivot chart

Duration
1 Day

Language
Chinese/English

No. of Participants
16-20
IM- IMT:  Innovation Moderators Training

Objective

After successfully participating in this training, you will be able to:

- Consult sponsors and facilitate innovation workshops professionally by using tools and methods for creative thinking, idea generation and evaluating new ideas.
- Support groups to develop innovative and workable solutions to difficult challenges in the fields of innovative product development, process innovation and new business model development.

Target Group

- Employees of all areas and CIP-coordinators/moderators with concrete assignment from their supervisor or RGB to moderate innovation workshops after the training

Precondition

- Experience in the Bosch Group > 2 years
- Highly developed communication skills, fluent written and oral command of English
- Experience in innovation endeavors and first experience in moderation (e.g. product engineers/ marketing)

OR

- First experience in innovation endeavors and profound experience in moderation (e.g. CIP coordinators/moderators)
- Enthusiasm for innovation and creativity
- Be aware: There will be a short telephone interview with each participant before the training to assure future role and expectations are clear. RBCN/CIP and the trainer reserve the right to reject nominees if not fitting to the participant's profile.

Content

- Bosch Innovation cycle and principles of systematic creativity and idea generation
- Thinking tools and methods for supporting innovation endeavors
- Learn how to clarify a challenge, systematically generating ideas, smart selection and first evaluation and elaboration of ideas
- Practice facilitations of each participant with feedback and debriefing by the trainer

Duration

5 Days (9:00-18:00)

Language

English

No. of Participants

8-12
**IM-ILT: Innovation Leader Training**

**Objective**
- How to create an innovation friendly and creative environment and atmosphere for your team.
- Gain insights in how to display leadership behavior that supports your team in being more innovative.
- Learn creative thinking and idea generation tools to develop innovative and workable solutions to important challenges together with your team.
- Participate in a self-assessment tool and learn how to apply your learnings also on your team.

**Target Group**
- Leaders (team leaders or above) from all functions and departments interested in being more innovative and supporting their teams to increase their innovative strength.
- Being present in the training the whole 2 days from 9.00 - 18.00

**Precondition**
- Enthusiasm for innovation and creativity
- Be aware: This training does not enable you to facilitate innovation workshops. If you wish, then kindly attend the 5 days Innovation Moderator Training.

**Content**
- Principles of systematic creativity and idea generation, thinking tools and methods for supporting innovation endeavors
- Realize your key role as leader in enabling your team to be innovative
- Learn about your own preferences of solving problems creatively and how different preferences affect your team via using the self-assessment tool foursight
- Experience and practice the innovation cycle for real challenges from the participants

**Duration**
2 Days (9:00-18:00)

**Language**
English / Chinese

**No. of Participants**
8-12
Labor Organization
LO-IPPE: Increase Personal Productivity and Effectiveness

Objective
- Improve their time management by identifying working importance and priority
- Achieve higher efficiency by applying good work habits

Target Group
- Employees who want to increase their effectiveness by applying time management skill

Content
- Recognize time management philosophy by self analysis and sharing
- Set priority and importance rate for your working tasks
- Management for daily work
- Management for long time goal
- Summary and make action plan

Remarks
- Region specific training

Duration
1 Day

Language
Chinese

No. of Participants
16-20
Objective
- Identify when and how to organize a meeting
- Save meeting time by preparation
- Keep meeting moving forward efficiently
- Use moderation techniques for efficient meeting flow and satisfying results

Target Group
- Employees who want to improve their meeting effectiveness and get to know the basic knowledge about meeting arrangements.

Content
- Characteristics of good and bad meeting style
- Recognize when a meeting is needed to avoid unproductive meetings
- Meeting types and methods for different purposes
- Meeting Preparation
- Meeting facilitator skills, group dynamics, leading discussions
- Wrapping up the meeting and accelerate meeting result

Remarks
- Region specific training

Duration
1 Day

Language
Chinese/English

No. of Participants
16-20
Moderation & Presentation Technique
MOD-BMS: Basic Moderation Training

Objective
- You will be able to prepare and lead guided discussions and workshops
- You will be able to help groups to work together in order to develop approaches and target-oriented solutions

Target Group
- All employees involved in moderating and facilitating meetings and workshops.

Content
- Roles and responsibilities of a facilitator
- Clarification of the assignment with the contracting party in order to guarantee an effective agreement and workshop agenda
- Preparing and planning a workshop also including the creation of a structure for the moderation
- Contents of a workshop (introduction, processing, achievement of results, conclusion) with corresponding moderation techniques (e.g. brainstorming, call-up question, action plan, statement, prioritization etc.)
- Example structures of frequently requested workshops
- Professional visualization of moderation materials
- How to handle unexpected events in the moderation of a workshop

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
Objective
- The training will help you work on group dynamic elements or how to soften out minor conflicts, learn complicated variations of moderation methods.
- Enhance your moderation skills and method tool box

Target Group
- Experienced moderators

Content
- Warm up & Opening (e.g. Sophia, Appreciate Inquiry)
- Problem request (e.g. Systematic Positioning)
- Idea generation (e.g. Mind mapping, 6-3-5, Associate Word, Provoking Method)
- Team building (e.g. Collages, Scene Play)
- Problem analysis (e.g. Stakeholder Analysis)
- Feedback methods

Remarks
- The participants should have attended Basic Moderation Skills Training and moderated several workshops.

Duration
2 Days

Language
Chinese/English

No. of participants
16-20
MOD-MDT-T: TtT for Management Dialogue and Transition Workshop

Objective
- Learn the general framework and important influencing variable in MD and TW
- Exercises for handling difficult and unexpected situations in MD and TW
- Be enabled to facilitate Management Dialogue and Transition Workshop for managers

Target Group
- Experienced moderators

Content
TtT for TW
- Introduction of Transition Workshop concept
- Preparation for the workshop
- Workshop agenda
- Registration and welcome
- Warm up: Appreciate Inquiry
- Group work: “What are we proud of, strong, should retain ...”
- Group work: “What are we weak in, improvements, changes we need...”
- Introduction of manager
- Hot chair session

TtT for MD
- Introduction of Management Dialogue concept
- Preparation for the workshop
- Workshop agenda
- Registration and welcome
- Johari Window
- Questionnaire of staff members
- Transfer of manager’s self assessment
- Dialogue between manager and staff members

Remarks
- The participants should have attended Basic Moderation Skills Training and moderated several workshops.

Duration
2 Days

Language
Chinese/English
No. of participants
12-16
Objective
- The training will help you learn how to express your ideas with readiness, confidence and impact, and acquire professional skills to influence audiences and control situations.

Target Group
- Those, for who need to present proposals and report work on various business occasions

Content
- Understand the three basic elements
- Organize your content
- Make preparation
- Use visual aids
- Interact with your audience

Remarks
- Region specific training

Duration
2 Days

Language
Chinese

No. of Participants
12-16
Objective
- Participants will gain confidence, ability to express their ideas more logically, and improve abilities to communicate in English. They will learn significant presentation knowledge in this course.

Target Group
- Employees who want to improve their overall English presentation skills

Content
- Logically Presenting: learn a 6-point structure to gain confidence in one minute and present ideas
- Preparation: learn how to guess the audience’s needs and guide them in a direction
- Before Presenting: gain confidence and control over your emotions
- Keeping the Audience’s Attention: learn multiple strategies to attract, hold, and turn the audience on your control
- Conclusion: make phenomenal endings that capitalize your performance
- Strategies for dealing with Questions: learn how to anticipate and enjoy questions
- PPT tricks and tips
- Persuasive Strategies: stand, hand, brand – gain an extra 65% of subliminal persuasion
- ERP Strategies: Empathize, Reflect, and Personalize to gain audience attention and buy-in
- Final Presentation

Remarks
- Region specific training

Duration
2 Days

Language
English

No. of Participants
12-16
Objective
- After completion of the course, participants will be able to master the practical skills and get ready to do training; have accurate & vivid way to explain; design interactive teaching methods; establish confidence and do adequate arrangements.

Target Group
- Potential internal trainer

Content
- Know corporate training and skills: the value of corporate training, the characteristics of adult learning, core practical skills of training
- Clear explanation: ways to explain- focused / vivid/ thinking, linking transition skills convergence, design Trainer Manual
- Variety of interactive: interactive features, selection of interaction and opening of the ice-breaking design, interactive guide techniques
- Confident appearance : psychological adjustment, confident performance
- Training arrangements: training administrative arrangements, meeting room layout, equipment selection and preparation

Remarks
- Region specific training

Duration
2 Days

Language
Chinese

No. of Participants
10-12
Objective
- Understand the evaluation model of corporate training concerning the effectiveness; Design ideas of training content, reactions to the theory into practical experience; Master depth feedback skills to achieve the return of the theory to application.

Target Group
- Experienced internal trainers (design training course)

Content
- Corporate Training Rules: types & rules of training, 4 levels model of training effectiveness evaluation, skills of training design and feedback
- Design course: design concept – practice to theory, course structure, share good cases of design, tools of course design
- Prepare training PPT: PPT design rules-clear/ beautiful/ vivid
- Interaction: interaction and features, design interaction for application, tools of training process
- Feedback: the value of feedback, guiding principles of feedback, 4F guiding feedback mode

Remarks
- Region specific training

Duration
2 Days

Language
Chinese

No. of Participants
10-12
MOD-PIA: PIA Workshop Moderator Qualification

Objective
- PIA stands for Project Initiation and Acceleration and is an effective hands-on workshop concept for supporting project starts.

Objective of the “Qualification for PIA-Workshop Facilitator” is to:
- Getting to know PIA concept and it’s benefit
- Getting to know phases of a PIA workshop
- Participants can practice PIA activities and methods
- Getting to know the toolkit for PIA facilitators
- Customization of PIA and implementation in division/region

Target Group
- Future PIA Facilitators
  - (i.e. Experienced Moderators, Project Manager, Project Leader, or Experienced project member)

Content
- PIA workshop at Bosch (background, objectives and benefits, basics)
- Role and responsibilities of the PIA Facilitators
- PIA content, workshop flow and different method
- Phases and activities in preparation and execution of a PIA workshop
- Variations for PIA workshops, success factors and pitfalls

Remarks
- Corporate standard training

No. of Participants
12-16
Organizational Development
OD-MQVC31: Virtual International Teams - experiences, challenges and success factors in leading virtual teams

Objective
- To be made aware of the particular challenges of virtual international teams
- To receive guidance on how to create effective communication via electronic media
- To become familiar with the Bosch collaboration and conferencing tools
- To understand how cultural differences can affect virtual international communication and cooperation
- To develop strategies on how to deal with these differences
- To receive ideas on how to create a strong team in a virtual context
- To become familiar with the particularities of long-distance leadership
- To become aware of the tools necessary for virtual leadership

Target Group
- Managers and associates cooperating across borders and working in virtual teams

Prerequisites
- Successful participation in the web-based training entitled "Global cooperation competence".

WBT Platform Link

Contents

Content:
The training is split into 5 modules:

Module 1: Web-based training: "GCC-Global Cooperation Competence" - approx. 4 H
WBT Platform Link (see also "prerequisite"
- To become familiar with the basis of successful global cooperation.

Module 2: Virtual training: "Bosch Conferencing Tools" - approx. 2 H
- To learn about the Bosch IT conferencing tools.

Module 3: Virtual training: "Fundamentals of virtual leadership" - approx. 4 H
- To experience the limitations of virtual team work through a virtual training session with a trainer.
- To reflect the experiences of the WBT-Global Cooperation Competence.
- To have the opportunity to moderate virtually.

Module 4: Virtual training: "Bosch Collaboration Tools" - approx. 4 H
- To learn about the Bosch IT collaboration tools.
- To discuss use-cases for each individual tool.

Module 5: Classroom training: "Success factors of virtual work" - 1.5 days
- Reflecting on the experiences of module 1-4.
- Adequate use of electronic media - advantages and disadvantages of media.
- Life cycle of a virtual team and necessary steps (i.e. how to start cooperation).
- Communication strategies: routine communication and meetings.
- Case studies from the intercultural virtual field.
- Strategies for trust building and team identity.
- Tools for virtual leadership.
- Peer consulting: cases from participant's virtual teams.
- Success factors of virtual leadership.

Remarks
- Corporate Standard Training

Duration
TBD

Language
English

No. of Participants
16-20
Process Consultancy

Objective
- To enhance the skills of working with people in different situations, requiring extra knowledge of how people behave and act
- Knowing about own position as moderator/coordinator, acquiring skills & methods to bring about change in people
- Motivate and support faster and more effective change processes in the organization
- Developing own personality regarding stability in difficult group situations

Target Group
- CIP- & BPS-coordinators and persons working often with interdisciplinary groups of staff in workshops and problem solving activities
- Experienced moderators with a high degree of workshops activities
- Managers who want to develop their competence to manage and facilitate groups

Remark
- The training consists of two modules. The booking is firm for both modules, and the price includes Module I and Module II. If participants cancel the originally assigned Module 2 and attend another Module 2, they will be charged in addition with CNY 10000 + meeting package.

OD-PC01:  Process Consultancy_Module I

Content
- Roles and responsibilities of the facilitator
- Group dynamics
- Methods for guiding groups and building teams
- Feedback and feedback methods

Duration:
5 Days

Language
English

No. of Participants
14-18

OD-PC02:  Process Consultancy_Module II
Content
- Group psychology
- Personal development strategies
- Change process knowledge
- Methods for guiding groups and building teams

Duration
5 Days

Language
English

No. of Participants
14-18
Process Management
PcM-VSDiA010: Training to Become a VSDiA Expert (Value Stream Design in Indirect Areas)

Objective
- Knowing about the performance characteristics and working materials of the VSDiA method.
- Being familiar with the core elements of the Swimlane Diagram, Lean Ten and Phase Structure through practical exercises.
- Be enabled to facilitate a VSDiA workshop

Target Group
- Associates from indirect areas, who will instruct and guide teams in practical business process optimization using VSDiA.
- Moderation experience is prerequisite.

Content
- VSDiA concept main features and advantages of the method
- Lean & 7 Wastes
- Theoretical information and practical exercises illustrating the Swimlane Diagram
- Lean Ten and Phase Structure
- Discussion of critical success factors for facilitating VSDiA workshops.

Remarks
- Corporate standard training
- The participants should have attended Basic Moderation Skills Training and moderated several workshops.

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
Objective
- Knowing about performance characteristics and working materials of the VSDiA method
- Internalizing the core elements: the Swimlane Diagram, Lean Ten and Phase Structure, through group work.

Target Group
- Managers in indirect areas, who want to understand VSDiA for business process optimization and to have it applied in their area of responsibility.

Content
- Main features and advantages of the VSDiA method
- Lean 10 & 7 Wastes
- Theoretical information and practical exercises illustrating the Swimlane Diagram

Remark
- Corporate standard training

Duration
1 Day

Language
Chinese/English

No. of Participants
16-20
Product Engineering
PE-PE001: Leadership by Content in Product Engineering

Objective
- You are aware of the procedures and most relevant methods within the product development process at Bosch
- You know about when and where within the product development process Content driven working and Leadership by Content are necessary and you know how the procedures and methods can be purposefully applied.

Target Group
- Managers in development (head of department, division manager, executive management; project managers: equivalent levels)

Content
Product Engineering (PE) is the core of the Bosch Product Engineering System (BES) and describes relevant procedures and methods for the product development.
- Requirements Engineering
- Models and cause-effect relations
- Design of Experiments
- Reliability
- Quality Function Deployment (QFD)
- FMEA and DRBFM

By means of demonstrative examples in the group works the essential elements of product engineering become perceptible. PE001 focuses on Content driven working and Leadership by content.

Remarks
- Divisional standard training

Duration
1 Day

Language
English

No. of Participants
16-20
Objective
- You are aware of the procedures and most relevant methods within the product development process at Bosch
- You know about when and where Content driven working and Leadership by Content within the product development process are necessary.
- You can purposefully apply the procedures and methods.

Target Group
- Group leaders and team leaders in development and project managers at equivalent levels

Content
Product Engineering (PE) is the core of the Bosch Product Engineering System (BES) and describes relevant procedures and methods for the product development.
- Requirements Engineering
- Quality Function Deployment (QFD)
- Models and cause-effect relations
- Design of Experiments
- Reliability
- Statistical methods
- Focus point matrix
- FMEA and DRBFM

By means of demonstrative examples in the group works the essential elements of product engineering become perceptible. PE002 focuses on implementing Content driven working and Leadership by content palpably.

Remarks
- Divisional standard training

Duration
2 Days

Language
English

No. of Participants
16-20
Objective
- The participant has imbibed the idea of preventive quality assurance and he has comprehended the three principles GD3. He has a grasp of robust design for his product and knows how to gain it. He plays a creative part in DRBFM circles. He has understood that he can help his project team by doing his development job with the appropriate depth. He can use the DRBFM work sheet.

Target Group
- Interdisciplinary project teams from development, inclusive representatives from the divisional management as well as a DRBFM expert who is going to further assist the project.

Content
DRBFM (Design Review Based on Failure Mode) is a creative method accompanying development that is aiming at designing high quality products. By means of the own real project the method and its application is trained practically.

DRBFM Theory
- Robust Design
- DRBFM at Bosch
- The principles GD3

DRBFM Practice
- Mindset
- Procedure
- DRBFM functions analysis in facts and figures
- The DRBFM-worksheet
- Fault analysis
- Root cause analysis (5x Why)
- Preparation and Procedure of a Design Review
- Requirements for project team und management

Remarks
- Corporate standard training
- The participants of the training will be agreed by project manager DRBFM-Expert and trainer

Duration
3 Days

Language
English
No. of Participants
16-20
**Objective**

- Develop DRBFM expert-candidates from at least level 2 to level 4
- Deep knowledge about DRBFM method, having performed DRBFM several times personally.
- Skill and will to educate and support further DRBFM-engineers and DRBFM-experts.
- Ability to support quality and sustainability of DRBFM.

**Target Group**

- DRBFM-expert-candidates will be chosen by divisional DRBFM Champions
- The DRBFM-expert-candidates should develop their DRBFM competence from at least level 2 to level 4
- Tasks of a DRBFM expert (level 4)
  - Support of the projects by using the broad engineering experience and the DRBFM background
  - Leading of technical reviews
  - Review the maturity of the DRBFM-practice within PEP
  - Reports to the responsible engineering leader
  - Recommendation of release/stop of a design or design phase
  - Use of the technical and DRBFM knowledge by applying DRBFM in an integrated and comprehensible way usable as a proof of product quality.
  - Training of engineers in the division in DRBFM
  - Training of DRBFM expert-candidates
  - Grading of engineers regarding DRBFM-experience (Grading of L2/L3)

**Content**

- Expert candidates have to present the status of their DRBFM work using the DRBFM preparation sheets and the worksheet. It is not important just to fill in the worksheet, the content with facts and figures and the way of thinking are important. Every expert candidate has to bring the samples and drawings of his project (5 different topics). Design Review of expert candidate with other expert candidates. Experts also give their input. Expert candidates discuss about experiences and problems doing DRBFM as well as possible improvements. Expert candidates show the realization of the inputs of the other expert candidates and experts of the last meetings. Training of evaluation of DRBFM worksheet maturity level as well as training of evaluation of DRBFM expert levels.

**Remarks**

- Corporate standard training
- DRBFM001 Basic Training or a similar training
- Well-founded engineering background with several years of experience in engineering.
- High technical competence and the ability to grasp and express the relevant items of a design.
- Ability to lead a team and to spread the mindset.
- Open minded and flexible in thinking, trusted by team.
- Possibility to apply DRBFM knowledge at least for the upcoming 3 years.

**Duration**
6 Days

**Language**
English

**No. of Participants**
16-20
PE-TQ025: Quality Function Deployment

Objective
- The participant will be in the position to understand QFD and, along with the help from others, to integrate development methods within the product development process.
- After this seminar the participant can deploy QFD within a product development project with the support of a QFD moderator.
- Future QFD moderators gain a methodical background on QFD through this course.
- Managers and decision makers aid training, correctly assessing the potential, needs and limits of this methodology and so guaranteeing successful implementation.

Target Group
- Project managers, quality managers, product managers, as well as development engineers, who are involved in the product development process with requirements management.
- The seminar is for future QFD moderators, just as much as for managers, who would like to deploy QFD in the development of their department.

Content
- Brief background information about QFD, QFD and Design for Six Sigma, the integration of QFD within the product development process.
- Realization of the customer needs and "Going to Gamba", translation of the customer needs in "Critical to Quality" (CTQ) - functional requirements, "Voice of Customer Table 1 and 2", acquaintance with requisite accounts.
- Prioritization of customer needs using surveys, paired comparisons, analytical hierarchy, QFD 0, prioritization by repeated targeted customer segments.
- QFD House of Quality.
- VOC and CTQ Benchmarking, marketing opportunity analysis, new Lanchester strategy.
- Interpretation of the QFD interaction matrix (Roof matrix), utilization of the matrix, interpretation matrix for TRIZ.
- CTQ risk analysis (engineering bottleneck analysis).
- QFD design matrix (functional requirements against design elements).
- Target cost analysis and value analysis with QFD.
- Introduction into Axiomatic design.
- Utilization of the QFD design matrix for DOE (Design Of Experiments).
- CTQ scorecard: interfaces of QFD for transfer functions and robust design.
- Mapping of requirements on the sub-system -connection to system technology.
- Planning and implementation of QFD, success criteria and requirements, planning of workshops and activities.

Remarks
- Corporate standard training.

253
Duration
2 Days
Language
English
No. of Participants
16-20
Project Management
Objectives

- Participants know the two manager career paths at Bosch: Line and project.
- They get a 'map' for Project Management at Bosch.
- They get to know the success factors for project work.
- They become aware how the line organisation provides the environment and conditions for project work.
- They learn how to support project managers in their tasks.
- They learn which demands they can make on project managers and criteria to evaluate their performance.

Target Group

- Prospective and less experienced line managers.

Contents

- The line as sponsor for projects.
- The relationship of steering work both in lines and in projects
- Potential strengths and weaknesses of today’s project management in the own organisational unit.
- Overview project management as field of knowledge
- Project management and divisional strategy
- Characteristics of project organisation
- Project Management Office (Tasks, authorization, responsibility)
- Process of clarifying statement of work and contract (Project Charter)
- Supporting projects: professional project start
- Project planning and project monitoring
- Requirements and change request management
- Risk management
- Overview regulations for project management at Bosch
- Qualification programs and their Target Groups (RK PMQ, PMF, PME)
- Project manager career path at Bosch

Remark

The qualification concept PME is provided in two alternative modules:
- Project Management for Executives - Essentials (PME_E)
- Project Management for Executives – Insight (PME_I)

The modules comprise the same contents but are different in duration and presentation. The one-day module PME_E presents the new Bosch Project Management standard in an intense presentation session for very experienced line managers. In the three-days module PME_I, prospective and less experienced line managers work with detailed presentation, exercises and group work on their tasks in the project organisation.
Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
Objectives

- Participants know the two manager career paths at Bosch: Line and project.
- They get a 'map' for Project Management at Bosch.
- They get to know the success factors for project work.
- They become aware how the line organisation provides the environment and conditions for project work.
- They learn how to support project managers in their tasks.
- They learn which demands they can make on project managers and criteria to evaluate their performance.

Target Group

Experienced line managers

Contents

- The line as sponsor for projects.
- The relationship of steering work both in lines and in projects
- Potential strengths and weaknesses of today’s project management in the own organisational unit.
- Overview project management as field of knowledge
- Project management and divisional strategy
- Characteristics of project organisation
- Project Management Office (Tasks, authorization, responsibility)
- Process of clarifying statement of work and contract (Project Charter)
- Supporting projects: professional project start
- Project planning and project monitoring
- Requirements and change request management
- Risk management
- Overview regulations for project management at Bosch
- Qualification programs and their Target Groups (RK PMQ, PMF, PME)
- Project manager career path at Bosch

Remark

The qualification concept PME is provided in two alternative modules:

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The modules comprise the same contents but are different in duration and presentation. The one-day module PME_E presents the new Bosch Project Management standard in an intense presentation session for very experienced line managers. In the three-days module PME_I, prospective and less experienced line managers work with detailed presentation, exercises and group work on their tasks in the project organisation.
Duration
1 day

Language
Chinese/English

No. of Participants
16-20
Objective
- Participants learn the fundamentals of project management for getting project work started in their own organization.
- They get an overall picture of basic methods, procedures and concepts of project management.
- They know how to use project management methods successfully.
- They are able to develop a solution concept out of a contract, and then a plan for realization out of this concept.
- They are able to plan work packages, assign responsibilities and implement them.

Target Group
- Associates working in projects, presently or soon, as well as subproject managers and project managers

Content
- Objectives and demands of project management
- Project and project management life cycle
- Elements of the project organisation
- The project management tool system (generic)
- Project definition
- Project planning
- Project work execution
- Overview PMBOK® Guide as a project management landscape
- Transfer: My learning plan

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
Objective
- Participants understand the interdependencies between project scope, time, cost, quality and risk.
- They know how projects are managed within the organization and can link internal services to the project environment (administrative and functional support).
- They know how to use good practices in their day-to-day activities.
- They learn to translate knowledge areas and selected processes of PMBOK® Guide into their project.

Target Group
- Associates working in projects, presently or soon, as well as subproject managers and project managers

Content
- PMBOK® Guide: Application of the project management processes
- Project organization and project committees
- Project communication management
- Development of the project management plan
- Project quality management
- Project risk management
- Project execution
- Project closure
- Transfer: My learning plan

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
Objective
- You learn how to establish your leadership position in a project team
- You learn how to lead without disciplinary authority
- You reflect upon your own attitude towards leadership and identify possible obstacles for being an effective project leader
- You have a clear understanding of your role and function as project manager
- You are able to use the 7 management tools in daily (project) business

Target Group
- Project manager of small or middle sized projects, who already work in projects or will work in projects in the future

Content
- The Bosch value and the effects on management
- Organizational culture: Line vs. project
- Principles for establishing leadership
- Understanding my role as project leader (tasks & authorities)
- Management style: situative leadership
- Tool 1: manage expectations
- Tool 2: acquire project team members: skill-matrix
- Tool 3: delegation of work packages
- Tool 4: motivation of project team members
- Tool 5: checking of results
- Tool 6: giving praise, feedback or criticism sensitive
- Tool 7: performance appraisal of project team members
- Transfer: My Learning Plan

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
Objective
- The participants experience the effectiveness of a team and can understandingly handle project specific situations within the project team.
- The participants reflect on difficulties in current projects and evaluate them. The importance of social competence and its influence on projects became apparent.
- The participants learn to develop a better understanding of the different individuals and cultures in the project team and how to deal with them.
- The participants take a potential for development concerning their own appearance with them.

Target Group
- Collaborators, who already work in projects or will work in projects in the future, as well as project manager

Content
- Assembling and analyzing project groups and teams
- Getting to know one another in projects: from crowd to group
- Phases of team development: from group to team
- Virtual and cross-cultural project teams
- Communication in project teams
- Formal and informal roles in project teams
- Motivating the project team
- Recognizing and analyzing conflicts in the project team
- Transfer: My Learning Plan

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
Objective
- This program leads to the Bosch certificate Certified Project Manager, awarded for achieving the PMP® (PMI® credential) and the Bosch exam. Within the learning context, RK PMQ candidates reach a common understanding of Bosch project management based on the global project management standard of the “Project Management Institute” (PMI®). Participating in learning modules together with other candidates from diverse divisions and functions, self study and project experience contribute to a learning success which is reviewed in final examinations.

- Target Group
- Prospective and designated project managers who have been working with projects for at least three years.

Content
- Put focus on management of a single project
- Integrate in each modules learning about methods, organization, leadership and cooperation
- Incorporate learning Bosch project management and the global PMI® standard.
- PMBOK® Guide (knowledge within the professional of project management)
- Leadership skills of the project manager
- Cooperation in interdisciplinary and intercultural project organizations
- Project controlling, quality and risk management for single projects

Remarks
- Corporate standard training

Duration
11 Days

Language
English

No. of Participants
10-12
PM-STPM: Self Management in Project Management

Objective

- Learn to manage time and schedules to be more efficient
- Learn to prioritise to reduce stress from overloaded duties and responsibilities
- Feel energized with passion through self-motivation
- Build strong will-power to tackle “mission-impossible” tasks
- Experience the real solid change in self-confidence, and gain hand-on project management skills through a 100-day self-management follow-up program.

Target Group

- Employees involving in projects or routine business process

Course Brief

If you find your work-life balance is just like a seesaw game, then this training is in time and right for you!

This exciting course helps you learn the fundamentals of self-management and become the master of your work-life balance by using the techniques of project management. It brings to you the methods, skills, and strategies that can effectively direct your own activities toward the achievement of objectives. It includes goal setting, decision-making, focusing, planning, scheduling, task tracking, self-evaluation, self-intervention, and self-development.

Manage yourself right so that you can manage your projects at work even better.

Remarks

- 100-day follows up project.

Duration

2 Days

Language

Chinese/English

No. of Participants

20-25
Language Competence
Objective:
The GlobalEnglish Corporate Learning Service™ supports the development of effective communication in English, and enables employees to:
- Study at their own pace, at home or work, whenever you want
- Develop business English communication skills through all areas including Listening, Reading, Writing and Speaking.
- Practice relevant business situations such as conference calls, delivering presentations, conducting negotiations, communicating with colleagues, participating in meetings, reading and responding to email and serving customers.
- Increase awareness of more than 40 cultures’ specific business etiquette and customs.
- Immediately increase productivity through access to performance support features.

Target Group:
- GlobalEnglish is available to all Bosch employees whose job responsibilities require them to communicate in English. There's no prerequisite as it is applicable to all English proficiency levels from beginner to advance.

Initial and Ongoing Assessment Targets Learning
- Initial placement test
- Individual study plan
- Course progress tests

Structured Learning to Improve Overall Proficiency
- 11 courses with 1000+ hours of instruction at beginner, intermediate, and advanced levels, with strong emphasis on business situations and all language skills: Speaking, Listening, Reading, Writing, Grammar, Vocabulary, and Pronunciation
- Business Skills Courses simulate realistic business situations such as telephoning, negotiations, meetings, and business socializing
- Virtual classes with native teacher available once a week
- Mobile Learning Network provides podcasts for “on the go” learning
- Skills Center:
  - Pronunciation Center: Improve pronunciation and speak more naturally by focusing on the production and recognition of the basic sounds of English.
  - Vocabulary Center: Create and manage personalized word lists.
  - Writing Center: Access customizable email templates and tips for effective business writing.
  - Accents and Dialects: help users recognize and understand worldwide accents and dialects

Remarks
Region specific training

Duration
1 Year

No. of Participants
Free
Social

Assistant and Secretariat
AS-AT01: Assistant Training I

Objective
- This training is designed to align you with the Bosch administration culture and build your problem solving skills for a variety of workplace situations. You will understand how to apply Bosch document templates and get a deeper insight on organizing your daily tasks efficiently, plan trips considerately and communicate proactively to become a better partner to your boss.

Target Group
- Junior assistants and job starters without specific assistant experience who should have worked in Bosch at least 6 months.

Content
- Fundamentals of an Outstanding Bosch Assistant
- Using Bosch Communication Guidelines & Formats
- Internal and External Communication
- Building a Trust Relationship with Managers from Different Cultures
- Setting Priorities during Working time and Workplace Management
- Travel Management

Remarks
- Region specific training

Duration
2 Days

Language
English

No. of Participants
16-20
Objective
- The training is directed at experienced assistants who wish to enhance their critical thinking. Through a variety of case studies and challenges each participant will realize how to further improve their communication and balance between business needs and personal needs of bosses, colleagues and other business partners. You will get to know how to communicate and deal with change situations and changing superiors, how to make and present professional PPTs for a variety of topics, and how to plan for a large corporate event.

Target Group
- Assistants who have at least 3 years of assistant working experience.

Content
- The Senior Assistants’ Role in Bosch.
- Business Success Oriented Communication
- Multitasking, Logistics and Deadlines
- Supporting New Supervisors in Change Situations
- Organizing Large Events and VIP Meetings

Remarks
- Region specific training

Duration
2 Days

Language
English

No. of Participants
16-20
Intercultural Development
IC-BGC01: Bridging Cultures – Basic Intercultural Training for Chinese Colleagues

Objective
- Understand basics of cultural differences in East and West
- Deepen your awareness of cultural influences and their impact on working styles and behavior
- Be able to recognize, analyze and learn from intercultural experiences and enhance your intercultural skill
- Find out about expectations of foreign managers and get practical tips & tools how to meet them
- Learn how to communicate, convince and impress your foreign boss or colleagues from abroad
- Raise your perception of how to deal with difficult situations and misunderstandings in a cross-cultural working context

Target Group
- Local, Chinese employees from all areas, who work with foreign team members or managers; in direct or virtual contact with non-Chinese clients, suppliers, etc in China or abroad; interested in deepening their cultural awareness and skills.

Content
- Influence of historical, sociological and philosophical factors on cultural value systems and daily (working) behaviour
- Key aspects of intercultural communication and the challenges of virtual communication
- Leadership styles, decision making and problem solving in East and West
- Expectations of a western manager and how to convince and impress your foreign boss and colleagues
- Feedback, praise and criticism in a multinational working environment
- Business etiquette in an intercultural context

Remarks
- Region specific training

Duration
2 Days

Language
English

No. of Participants
12-18
IC-BGC02:  Intercultural training for Expatriates

Objective
- China today and its cultural diversity
- Gain insights into Chinese culture from a historical, sociological, philosophical viewpoint and its influence on thinking, communication and behavior patterns
- Learn how to decode different cultural behaviors that previously left us puzzled and frustrated
- How to build trust and better relationships with Chinese, increasing loyalty and long-term partnerships with internal and external customers or suppliers
- How to take on your leadership role without losing respect from neither headquarters nor your Chinese team members
- How to increase and ensure motivation, initiative and support from your local team

Target Group
- Expatriates and foreigners with local contract from all countries and areas working in China (3-12 months after arrival)

Content
- “Being a good laoban” - Leadership styles in the West and China
- Communication styles in East and West
- Interpretation of verbal and non-verbal signals
- Different learning and teaching styles, their influence on planning, decision making and problem solving approaches etc and how to work with it in a multinational team
- Delegating tasks successfully
- Building up trust and developing relationships with your Chinese team and colleagues

Remarks
- Region specific training

Duration
2 Days

Language
English

No. of Participants
12-18
Technology
Auditor Qualification
AQ-AIM330: Bosch Auditors Update Seminar

Objective
- The training supplies a comprehensive overview of current developments in the automotive standards VDA6.3 for process audits.
- The workshop deals with the consequences which the changes to VDA 6.3 have upon the auditing process.

Target Group
- Qualified process auditors

Prerequisites
- Qualification as Bosch Process- or System Auditor

Content
- Changes in process audit according to VDA 6.3 and effects on the external/ internal audit
- The process audit's range of application
- Auditor qualification
- The audit process
- Potential analysis for suppliers
- Changes in evaluation methods
- The new questionnaire
- Evaluation forms and overview sheets
- Best practices, lessons learned
- Practical examples
- Supplier self assessment
- Knowledge database for technical audit topics

Remarks
- Corporate standard training
- Participants should have knowledge of ISO9001: 2008 and VDA 6.3 1st edition 1998
- Participants should have qualification as Bosch Process- or System Auditor

Duration
1 Day

Language
Chinese/English
No. of Participants
16-20
Objective
- The training provides participants with the basics of Quality Management.
- You possess the technical knowledge necessary to structure, successfully implement and further develop a Quality Management system within your organization.
- You deal with the basics of the ISO9000 standards and the interpretation thereof. You acquire further knowledge regarding the implementation of the regulation requirements specific to the automotive industry.
- You are acquainted with the strengths of process orientated Quality Management systems and can apply this process orientated way of thinking to your own procedures and work processes.

Target Group
- Associates and management personnel from all divisions, who would like to know the basics of Quality Management Systems. Also aimed at future Process and System Auditors.

Content
- Quality Management System
- Fundamental terms of quality management
- Structure and interpretation of ISO9001 and the automotive standard ISO/TS16949
- Branch specific standards: VDA volumes, APQP, PPAP, FMEA, SPC, MSA
- Examples of practical implementation

Remarks
- Corporate standard training
- Mandatory

Duration
2 Days

Language
English/Chinese

No. of participants
16-20
Objective
- You have the basic qualifications to perform a quality system or a process audit according to CDQ 0704, either internally or externally.
- Planning, preparation and performance of process audits based on VDA 6.3 and ISO 19011
- Know the importance of communication techniques in discussions and interviews during audits.
- You are familiar with the specific VDA 6.3 evaluation schemes for the evaluation of processes

Target Group
- Employees and management personnel from all divisions, who will conduct process audits internally at Bosch and at suppliers.

Prerequisites
- Obligatory participation in Seminar AIM500

Content
- The Process audit's range of application
- Auditor qualification
- The audit process
- Supplier self assessment
- Potential analysis for suppliers
- Changes in evaluation methods
- The automotive-specific process approach (turtle, etc.).
- The VDA 6.3 questionnaire and requirements
- Evaluation forms and overview sheets
- Best practices, Lessons learned
- Knowledge management for technical audit topics
- Constitution of Audit teams
- Planning, preparation and execution of audits according to VDA 6.3
- Communication techniques and Interviews
- Audit questionnaire / audit checklist according to CDQ0704.
- Bosch-Specifics - Practical examples
- Audit role plays
- Follow up actions for the verification of corrective actions

Remarks
- Corporate standard training
- Bosch System Auditor has to pass through successfully AIM500 and 502, qualified Bosch Process Auditor AIM500 and 501.
- Finish AIM500 first
Duration
3 Days

Language
English/Chinese

No. of participants
16-20
AQ-AIM502: Qualification of Bosch System Auditors (1st and 2nd party)

Objective
- You have the basic qualifications to perform a quality system audit according to CDQ 0704, either internally or externally at the supplier.
- Based on ISO 19011 “Guidelines for quality and/or environmental management systems auditing” you learn how to plan, prepare and perform System audits.
- You know the importance of communication techniques in discussions, interviews and audits on site.
- You get the basics for preparing, planning and performing a system audit according to CDQ 0704, either internally or at the supplier.

Target Group
- Associates and management personnel from all divisions, who would like to perform QM-System Audits Bosch, either internally or at the supplier.

Prerequisites
- Obligatory participation in Seminar AIM500.

Content
- Audits - planning and preparation.
- Importance of audits and goals, terms, definitions The acquisition of information in the audit process (ISO 19011).
- Constitution of Audit teams.
- Planning, preparation and execution of audits.
- The automotive-specific process approach (turtle, etc.).
- Use of the Robert Bosch system audit basic checklist.
- Communication techniques and Interviews.
- Audit questionnaire / audit checklist according to CDQ0704.
- Bosch-Specifics - Practical examples
- Audit role plays.
- Evaluation methods and maturity ranking.
- Presentation of the audit results.
- Writing the audit report.
- Follow up actions for the verification of corrective actions.

Remarks
- Corporate standard training.
- Bosch System Auditor has to pass through successfully AIM500 and 502, qualified Bosch Process Auditor AIM500 and 501.
- Finish QM_AIM500.
Duration
3 Days

Language
English/Chinese

No. of participants
16-20
Quality Management
QM-PS001: Systematic Problem Solving for Managers

Objective
- You know and understand the importance of a systematic procedure for problem solving
- As a manager you understand the requirements for problem solving.
- You know how problem solving is interacting with CIP.
- You know your responsibility in problem solving.
- You are able to install the needed organizational conditions
- You have a clear picture how to implement the topic problem solving.

Target Group
- Managers who want to solve problems more efficiently

Content
- Problem solving at Bosch Methodology and problem solving sheet for indirect areas.
- Role and attitude of managers in Problem Solving
- Systematic problem solving: Case studies using the problem solving sheet.
- Overview of the procedure for product problems.

Remarks
- Corporate standard training

Duration
1 Day

Language
English

No. of Participants
12-15
QM-PS002: Systematic Problem Solving with 8D Logic

Objective
- Participants understand the PS principles, general PS procedure and special procedure for product problems focusing on D2 and D4.
- Interaction of PS and PE
- Novelty of PS according to the usual problem solving approaches
- Practical application of PS within the 8D process
- Content work on all 8 steps (D1…D8)
- Ability to distinguish between good and weak 8D’s

Target Group
- PS experts
- Associates of engineering, production, quality management, purchasing etc. who are working intensively with PS

Prerequisites
- 8D WBT (Web-Based Training)
- Basic knowledge on 8D method

Content
- Module 1 – Mind Set and general methodology
  - Problem solving at Bosch
  - Systematic problem solving
  - Exercise on problem solving work
- Module 2 – 8D method and process
  - Steps of an 8D(D1…D8)
  - Practical work on actual problem
  - Evaluation of 8D report
  - Test

Remarks
- Corporate standard training

Duration
2 Days

Language
English

No. of participants
8-16
QM-PS100: Problem Solving according to Kepner Tragoe

Objective
- Built the systematic thinking processes with which participants can be consciously aware while solving problems and making decisions
- Established a common language for team communication and coordination in order to resolve the working issues;
- Separated facts from assumptions when facing work issues and reduced the time spent on issues of low priority;
- Minimized the risk of guessing causes from pure instinct and the behavior of trial & error; maximized the use of thinking processes to identify corrective actions;
- Improved personal questioning skills and understood how to utilize questions in gathering, sorting, organizing, analyzing with their knowledge and experience.

Target group
- Associates who needs to solve sophisticated problems and make valuable decision for the organization.

Pre-requisites
- Problem solving Process (TQ122)

Content
- Situation Analysis: Learn and apply proven process for managing complex issues by separating them into workable pieces and setting priority;
- Problem Analysis: Learn a step-by-step process for identifying, analyzing, and resolving any problem efficiently and cost-effectively;
- Decision Analysis: Learn to make the best decision even when the choice between alternatives is unclear;
- Potential Problem (Opportunity) Analysis: Learn to apply a unique process to anticipate potential problems before they occur and maximize potential opportunities before they occur and maximize potential opportunities before the competition does.

Remarks
- Corporate standard training
- Finish Problem Solving with 8D (TQ122) first

Duration
3 Days

Language
English/Chinese
No. of participants
16-20
Objective
- You are capable of completing small problem solving or improvement projects according to the Six Sigma method on your own; you are familiar with the Six Sigma method and can apply the basic methods on your own.

Target group
- Technical staff from quality management, manufacturing engineering, production and service departments, with the desire to add to their knowledge on problem solving techniques.
- Project nomination and implementation is a precondition to participate this course.

Contents
- What is Six Sigma?
- Introduction to Lean and Seven Wastes
- Define Phase: Project Definition & Waste Management, Teamwork, Understanding Change, and Voice of the Customer
- The Role of Statistics in Process Improvement
- Making Sense Out of Data Using Graphical & Measurement Tools
- Measurement Systems Analysis
- Sampling Distributions and Confidence Intervals
- Drawing Conclusions When Comparing Data Sets
- Process Control and Process Capability
- Implementing TPM, 5S, and Visual Control Techniques
- JIT and Kanbans
- Quick-Changeovers and Error Proofing
- Action Workouts
- Introduction to Regression Analysis and Modeling
- The Control Phase (Realizing and Holding the Gains)
- References, Glossary of Terms, and Course Evaluation Forms
- Examination
- Coaching on project

Remarks
- Corporate standard training
- Knowledge of fundamentals of statistics is preferable.

Duration
10 Days

Language
Chinese/English
No. of Participants
16-20
Objective
- You know the cost-effective relevance of quality and you know how quality is ranked in the Bosch business strategy
- You know the claims and structure of the Bosch quality management system and how it is implemented
- You have got an overview about selected quality methods and their impact

Target Group
- Newly appointed employees with technical responsibilities, please also see QM00x target group description

Prerequisites
- Working at Bosch less than one year

Content
- Quality-connotation and customer requests
- Status of quality within the Bosch strategy and Bosch core competencies
- Quality management, international industry standards and their implementation within Bosch
- Activities of divisional quality departments
- Fundamental techniques concerning quality
- Application and impact of selected methods within the product engineering process
- Specialties of software-related quality

Remarks
- Corporate standard training
- Mandatory
- Refer to local training schedule

Duration
2 Days

Language
Chinese

No. of Participants
16-20
QM-QM002: Quality Management at Bosch – Non-technical Employee

Objective
- You know the cost-effective relevance of quality and you know how quality is ranked in the Bosch business strategy
- You know the claims and structure of the Bosch quality management system and how it is implemented.
- You have got an overview about procedures relevant to quality.

Target Group
- Newly appointed employees with non-technical responsibilities, please also see QM00x target group description

Prerequisites
- Working at Bosch less than one year

Content
- Quality-connotation and customer requests
- Status of quality within the Bosch strategy
- Quality management, international industry standards and their implementation within Bosch
- Activities of divisional quality departments
- Fundamental techniques concerning quality

Remarks
- Corporate standard training
- Mandatory
- Refer to local training schedule

Duration
1 Day

Language
Chinese

No. of Participants
16-20
Objective
- You have an overview of the content and development of QM001 und QM002.
- You know how you can activate and teach your participants, and know which instruments and methods to use, so that the greatest possible learning success is reached.
- You are aware of possibilities, which create a positive atmosphere within the seminar.
- You learn how you, as trainer, can be effective in a constructive and interactive exchange with your participants.

Target Group
- Employees from QM-areas, who are employed as trainers in the introduction seminars QM001 and QM002.

Prerequisites
- Please see TrainerProfile

Content
- Clarification of content-based questions concerning QM00x
- Examples in group work and practice sequences for QM00x training
- Fundamentals of the growth education
- Activating teaching
- Your own role as trainer
- Motivating training introduction
- Mix of methods
- Supervision possibilities of the trainers in training
- Communication in the training process
- Handling of disruptions and resistance

Remarks
- Corporate standard training

Duration
2.5 Days

Language
Chinese/English

No. of Participants
12-15
QM-TQ002: Basics of Technical Statistics

Objective
- You understand the importance of technical statistics for product quality and service.
- You are aware of the principles concerning quality data recording.
- You can calculate mean values and standard deviations of samples using a calculator.
- You can evaluate readings both graphically and mathematically.
- You are familiar with the sampling plans employed by RB.

Target Group
- Employees are in technical and commercial fields.

Content
- Basic concepts
- Definitions
- Graphic evaluation of series of measurements
- Data collection and visualization of measured values
- Significance of the normal distribution
- Characteristics of other distributions
- Reliability of statistical predications
- Statistical predications by means of operation characteristic curves
- Sampling, sampling plans and RB sampling plans
- Practical examples of use

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese

No. of Participants
16-20
QM-TQ003: Evaluation of Measurement Series

Objective
- You carry out statistical analyses of series of measurements.
- You apply significance tests to mean values and standard deviations
- You can perform regression analyses
- You can determine confidence intervals.
- You can distinguish between random and systematic measurement errors

Target Group
- Technical staff

Prerequisite
- Basics of Technical Statistics ("TQ002")

Content
- Probability distributions and their statistical parameters
- Mathematical distributions
- Sampling parameters
- Direct and indirect inference
- Hypotheses and significance tests
- Outlier test
- Comparing two series of measurements
- Confidence intervals for normal distribution in a probability grid
- Linear regression
- Correlation

Remarks
- Corporate standard training
- Finish TQ002 first

Duration
2 Days

Language
Chinese

No. of Participants
16-20
QM-TQ006: Statistical Process Control

Objective
- You can outline the importance of statistical process control as a quality engineering tool.
- You can correctly maintain, evaluate and assess control charts for variable and attributive characteristics for process and quality control and take appropriate action.

Target Group
- Employees in quality management, manufacturing engineering, production, technical functions, and production engineers planning new SPC sites.

Prerequisites
- Essential: Understanding of technical statistics, e.g. from attending TQ002, or equivalent knowledge.

Content
- Basics of statistical process control
- Determination of capability indices
- Determination and mode of operation of control limits
- Control charts for variable characteristics, mean values and variations, and for attributive characteristics
- Practical use of control charts, evaluation and taking action
- Possible applications and SPC case studies

Remarks
- Essential: Understanding of technical statistics, e.g. from attending "TQ002", or equivalent knowledge.

Duration
2 Days

Language
Chinese

No. of Participants
16-20
QM-TQ011: FMEA Basic Training

Objective
- Upon completion of this course, you should be able to explain the FMEA method and apply it to projects within your respective work scope.
- Additionally, you will have learned the rules for creative and co-operative teamwork and be able to apply them.

Target Group
- Associates from the following departments: development, design, testing, production planning, production, purchasing, sales and quality management.

Content
- Basics FMEA methodology
- Objectives, benefits and expenditure of the method
- FMEA types
- Application areas
- Organization and computer support
- FMEA Introduction
- FMEA process; planning and preparation
- Analysis of potential failures and causes
- Risk assessment
- Improvement actions and their assessment
- Examples, exercises

Remarks
- Corporate standard training
- Mandatory

Duration
2 Days

Language
Chinese/English

No. of Participants
10-15
Objective
- You will learn the basic functions of the software IQ-RM V6.0 for FMEA creation and documentation

Target Group
- Personnel from the Development, Design, Testing, Production Planning, Manufacturing, Purchasing, Sales and Quality Assurance departments who act as moderators for FMEA projects and work with the tool.

Prerequisites
- Attendance at the FMEA Basic seminar TQ011

Content
- Workstation Settings
- Document Settings
- Personal Desktop
- The 5 FMEA steps in the tool (structure, function and failure net, action analysis, optimization)
- Documentation and analysis
- Languages and translation
- Variants
- Search functions, Reports
- The knowledge acquired from the lecture-style teaching is developed and refined during individual and group exercises.

Remarks
- Corporate standard training
- Mandatory
- Attendance at the FMEA Basic seminar TQ011 first

Duration
2 Days

Language
Chinese/English

No. of Participants
10-15
QM-TQ013: FMEA Moderator Training

Objective
- systematically plan and conduct the FMEA and confidently apply the phases of the FMEA method.
- efficiently moderate FMEA-Teams and lead them methodically.
- analyze and present FMEA results

Target Group
- Persons who aim for the professional qualification "FMEA Moderator"

Prerequisites
- Seminars TQ011, TQ012 and MM001 (moderation techniques)
- Experience in FMEA teams

Content
- The role of the FMEA moderator
- Planning and preparation of FMEA
- Application of FMEA and potential for tightening
- Moderation exercises with feedback
- FMEA analysis and presentation
- Additional information relating to visualization, questioning techniques and conflict management

Remarks
- Corporate standard training
- Attendance at the FMEA Basic seminar TQ011 and TQ012 first, have experience from participation in FMEA projects.

Duration
2 Days

Language
Chinese/English

No. of Participants
10-15
QM-TQ017: Measurement Uncertainty

Objective
- You are aware of the issue “measurement uncertainty”.
- You develop an understanding of how to determine measurement uncertainties and how to deal with.
- You can apply the procedure to your own test assembly and systematically perform a measurement uncertainty study.

Target Group
- Production engineers, employees of TEF and QM, employees responsible for acquiring measuring and test equipment as well as developers concerned with the capability of measurement and test processes and measurement uncertainty.

Prerequisites
- Well founded knowledge of measuring techniques, basic understanding of technical statistics, e.g. from TQ002, as well as good mathematical skills and knowledge of how to operate your calculator.

Content
- Definition of measurement uncertainty
- Requirements of standards
- Scope of measurement uncertainty versus scope of measurement process capability
- Taking measurements, influence quantities
- Correction, significance and comparison of results obtained with and without correction illustrated by means of an evaluation example
- Measurement uncertainty, differences between alternative methods
- Relation to measurement techniques in the production area
- Relation to customer requirements
- Determination of the components of measurement uncertainty according to methods A and B. Practical examples for the application of methods A and B.
- Systematic approach when performing a measurement uncertainty study
- Rounding rules, estimating decimal places
- Discussion and questions from participants

Remarks
- Corporate standard training

Duration
1 Day

Language
No. of Participants
16-20
QM-TQ038: Capability of Measurement and Test Processes

Objective
- You are able to verify the capability of measurement processes by selecting and applying appropriate procedures.
- You are aware of all procedures described in the Bosch booklet 10.
- You understand the scope of application of the different procedures and their limits.
- You can identify the root causes for incapable measurement processes and decide on approval.

Target Group
- Employees of quality management and production preparation departments.

Prerequisites
- Basic understanding of technical statistics, e.g. from "TQ002"

Content
- Definitions and normative requirements
- Resolution of a displaying device
- Measurement uncertainty of measurement standards
- Procedure 1 – systematic measurement error and repeatability
- Procedure 2 – repeatability and reproducibility
- Procedure 3 – for measuring systems without operator influence
- Procedure 4 – linearity
- Procedure 5 – stability
- Procedures 6 and 7 – test processes for discrete characteristics
- Risk analysis and decision on approval
- Root causes for incapable measuring systems

Remarks
- Basic understanding of technical statistics, e.g. from “TQ002”.
- Corporate standard training

Duration
1 Day

Language
Chinese

No. of Participants
16-20
QM-TQ039: Machine and Process Capability

Objective
- You can plan and evaluate machine capability studies.
- You can determine process capabilities.

Target Group
- Production engineers, employees of TEF and quality management departments.

Prerequisites
- Basic understanding of technical statistics, e.g. from "TQ002"

Content
- Machine capability study:
  - Inspection characteristics, constraints and samples
  - Evaluation and assessment of regularities
  - Stability study and limits of stability for mean values and standard deviations
  - Calculating Cm and Cmk (normal distribution)
- Process capability study:
  - Samples, calculating Cp and Cpk (normal distribution)
  - Processes with systematics that cannot be eliminated
  - Processes without trends
  - Processes with trends which cannot be eliminated
- Exercises and case studies from practice
- Examples of statistical evaluation with qs-STAT

Remarks
- Corporate standard training

Duration
1 Day

Language
Chinese

No. of Participants
16-20
QM-TQ055: Engineering Changes Process at Bosch

Objective
- You are aware of the importance of a systematic and standardized approach to Engineering Changes for Bosch and your work.
- You know the five phases of the engineering change process and what is crucial within each phase.
- You know the different roles in the engineering change process and their corresponding tasks and competencies.
- You use the engineering change form sheet as a checklist within the engineering change process and fill it in a manner that it can be a profound basis for decisions and that the engineering change content is traceable.

Target Group
- Associates from the following departments: development, production, sales, purchasing, and quality management who are involved in engineering changes.

Content
- The benefit of the engineering change process for Bosch and for yourself.
- Overview of the engineering change process, based on CDQ0404, CDQ0405.
- The roles in the engineering change process, their tasks and competencies.
- The five phases of the engineering change process and what is crucial within each phase (group work/role play by means of case studies).

Remarks
- Corporate standard training.

Duration
1 Day

Language
Chinese/English

No. of Participants
16-20
QM-TQ056: Engineering Changes for Bosch managers

Objective
- You are aware of the benefits of the Engineering Change Process

Target Group
- Managers who are involved in engineering changes

Content
- Overview of the Engineering Change Process, based on CDQ0404, CDQ0405
- The phases of the Engineering Change Process
- The roles within the Engineering Change Process
- Managers tasks within the process
- Discussion

Remarks
- Corporate standard training

Duration
0.5 Day

Language
Chinese/English

No. of Participants
16-20
QM-TQ122: Problem Solving with 8D

Objective
- You are aware of the importance of a systematic procedure in problem solving.
- You are able to solve problems concerning deviations in a structured and profound way.
- You know the problem solving process and the interaction of the tools and methods to sustainably improve the product and process quality.

Target Group
- Customer responsible persons, associates in development, production and quality assurance functions that are directly or indirectly affected by complaints.

Content
- Problem Solving at Bosch: Methodology and Problem-Solving-Sheet for indirect areas.
- 8-D method and 8D report.
- Containment actions
- Definition of effective corrective actions.
- Preventive actions against the recurrence of the same and similar failures
- Lessons Learned
- Systematic problem solving: cas studies using the problem solving sheet.
- Overview of the procedure for product problems.

Remarks
- Corporate standard training

Duration
2 Days

Language
Chinese/English

No. of Participants
16-20
QM-TQ071: Fault Tree Analysis – Basic Seminar

Objective
- Familiarize you with the FTA method and ability to explain it on the basis of in-depth knowledge.
- Ability to make an active and constructive contribution to the creation of an FTA.
- Ability to systematically apply the FTA method to a specimen project from the relevant field of work.

Target Group
- Associates from the following departments: development, design, testing, production planning, production, purchasing, sales and quality management.

Prerequisites
- To be effective in applying FTA it is helpful to have a basic knowledge concerning the topic reliability (TQ007, ZUV001) and the related method FMEA (TQ011).
- After attending the seminar the collaboration in a FTA-team should follow.

Content
- Basic description of aim, benefit and possibilities of FTA
- Elements of a FTA
- Planning and preparing a FTA
- Structure of a FTA (Creation of the fault tree)
- Calculation of a FTA (quantitative analysis)
- Examples and exercises

Remarks
- Corporate standard training

Duration
2 Days

Language
English

No. of Participants
16-20
QM-TQ072: Fault Tree Analysis – Tool Fault Tree +

Objective
- You know the phases of construction a fault tree using the FaultTree+ software tool.
- You know the structure and important operating elements of the FaultTree+ software tool and are able to apply it for constructing and documenting the FTA

Target Group

Prerequisites
- The basics of the fault-tree analysis method (TQ071), FTA project experience, PC Windows knowledge

Content
- The training deals with the FaultTree+ tool.
- The construction and evaluation of a fault tree project is conveyed to the participants step by step using the tool.
- The important operating elements are presented and explained.
- The knowledge acquired from the lecture-style teaching is developed and refined during individual and group exercises.

Remarks
- Corporate standard training

Duration
2 Days

Language
English

No. of Participants
16-20
QM-TQ009: Design of Experiments

Objective
- You know the basics of experimental design.
- You can design experiments and apply an experiment-planning software.
- You know the basics and methods for the systematic evaluation of experimental design data.
- You can evaluate experimental design data and create experiment reports using the appropriate software.

Target group
- Development engineers, engineers in quality development with an interface to suppliers, production engineers, test engineers

Prerequisites
- Basic statistics (e.g. TQ002) knowledge.

Contents
Basics for the design of experiments
- the black box process model for statistical experimental design
- Experiment space conception and experimental design types
- Functional approach and error model
- Approach for optimization with multiple variables
- Examples (possibly from the participant's themselves)

Practical design of experiments
- Systems analysis for defining variables, factors and their set areas
- Experimental designs with constraints, special models etc.
- Application of experimental design software (e.g. cornerstone)
- Complete creation of experimental designs with example projects

Basics of evaluating experimental design data (regression)
- Steps for regression analyses
- Reasons for the steps
- Limits for the evaluation of historic data
- Overview on special approaches (Robustness, Taguchi, Shainin)

Remarks

308
- Corporate standard training

**Duration**
3 Days

**Language**
English

**No. of Participants**
16-20
QM-ISO26262: Basic Qualification for Functional Safety (ISO 26262)

Objective
- You get basic information on ISO 26262.
- Based on your qualification as an auditor (ISO/TS 16949,...) you get an additional qualification to conduct Functional Safety audits according to the ISO26262.
  You know the basics of the ISO26262 standard and the Bosch interpretation of requirements of the standard important for audits.
- You are familiar with the important questions for evaluating Functional Safety in an organization or a project.
- As an auditor you are able to perform a Functional Safety audit.

Target group
- Associates and managers from all areas, especially from development and quality management, who need information on Functional Safety (ISO 26262).
- In addition, auditors who conduct FS audits Bosch internally and at suppliers.

Prerequisites
- None except for auditors.
- For auditors a qualification and experience as an approved/certified auditor EOQ, IRCA, CMMI Lead Appraiser/Team Leader, Automotive SPICE Principal/Competent Assessor etc.
- WBT on product liability.

Contents
- Structure and basic content of the ISO26262
- Bosch interpretation of the ISO26262
- Functional Safety Audits and Assessments
- Exercises

Duration
3 Days

Language
Chinese/English

No. of Participants
16-20