



# **ISM Supply Management Professional Development Paths White Paper**

**2007**



# ISM Supply Management Professional Development Paths

## Introduction

This Supply Management Professional Development Paths document was created by Institute for Supply Management™ (ISM) to provide direction and guidance to individuals and organizations looking to build a comprehensive professional development program. Research and source documents used to determine content areas include:

- the Certified Professional in Supply Management (CPSM) specification,
- the ISM supply management assessment tool,
- CAPS Research Focus Studies,
- the ISM public seminar curriculum, and
- other ISM resources.

Our aim is to stimulate thought and provide direction from which professional development goals and objectives can be established for an individual or the entire organization. The complexity of the profession and unique needs of various constituencies will, of course, need to be considered during the development process.

## Paths Concept

Five paths set a comprehensive framework for establishing professional development programs. The five paths are labeled:

1. Supply Management Level I
2. Supply Management Level II
3. Supply Management Level III
4. Supply Management Cross Functional
5. Mid- to Senior-Level Supply Management

*Supply Management Level I* – This path is aimed at a typical entry-level supply professional.

*Supply Management Level II* – This second path covers professionals with more experience in the field and builds on Level I.

*Supply Management Level III* – The third path builds further on Level II, emphasizing an even higher level of seasoned professionals and is put in context with terms like strategic decision-making, change management and strategy development.

*Supply Management Cross Functional* – Many other job functions interact directly with, and have a need to understand, supply management concepts. This path is geared toward such professionals.

*Mid- to Senior-Level Supply Management* – The discussion of supply management professional development paths would be incomplete without a mention of mid- to senior-level professional development. Such professionals must understand supply management concepts and they are likely involved in strategy development, financial aspects of the firm, supplier relationship management and negotiations. While the mid- to senior-level development path is beyond the scope of this document, ISM offers events, programming and networking through the A. T. Kearney Center for Strategic Supply Leadership (CSSL) at ISM. More information can be found at [www.cssl.ws](http://www.cssl.ws).

Due to the specialized nature of ISM's supply management expertise, the paths described in this document are silent on such subjects as human resources, general business-related topics and the like.

## **Documents**

Three documents are a part of this product and include (1) the ISM Supply Management Content Chart, (2) an ISM Seminar Professional Development Map by Level, (3) an ISM Seminar Professional Development Document, and (4) an ISM Web-Based Learning Professional Development Opportunities.

### **ISM Supply Management Content Chart**

The chart includes 18 content areas, each with sub-content areas, including:

1. Commodity Management
2. Cost and Price Strategies
3. Ethics and Social Responsibility
4. Finance
5. General Management and Leadership
6. Global Positioning
7. Legal Concepts and Contracting
8. Logistics and Transportation
9. Manufacturing and Production
10. Materials Management and Inventory Control
11. Negotiations and Collaboration
12. Purchasing and Supply Management
13. Quality Control and Management
14. Relationship Management (Supplier and Customer)
15. Risk Management and Compliance
16. Services Purchasing
17. Strategic Supply Management
18. Technology and Innovation

Many sub-content areas are imbedded in each main content area. Additionally, many courses in each content area can also be taken through ISM's Web-based Knowledge Center in either a self-paced or instructor-led format.

### **ISM Seminar Professional Development Map by Level**

The document maps existing ISM public seminars across content areas. It includes a specific set of seminars, and the recommended order in which they should be taken (i.e., I.A., I.B., I.C., and so on) for each of the four paths.

### **ISM Seminar Professional Development Document**

The high-level description of each seminar included in this document can be used as a starting point, or foundation, for developing goals and objectives and learning objectives for each content area in each level.

### **ISM Web-Based Learning Professional Development Opportunities**

This document introduces ISM Web product capabilities. Frequently blended learning solutions to professional development programs ensure broader coverage along with price management goals.

## ISM Supply Management Content Chart

This chart has been designed to be used as a template. It will guide a deeper view and identification of subjects across content areas and levels. It follows closely material found in the ISM Assessment Tool product which was compiled from the output of (a) the Certified Purchasing Manager (C.P.M.) and Certified Professional in Supply Management (CPSM) job analysis projects, (b) CAPS Research "2004 Purchasing and Training II" Focus Study, (c) special focus groups and (d) other relevant ISM resources.

	CONTENT AREAS	CONTENT SUB-SECTIONS	LEVEL			
			I	II	III	Cross
1	Commodity Management	• Analyze/evaluate commodity data				
		• Participate in commodity and sourcing teams				
		• Manage commodities to maximize value				
2	Cost and Price Strategies	• Perform cost/price analysis for planned acquisitions				
		• Perform total cost analysis in evaluating potential sourcing				
		• Employ cost reduction strategies				
		• Review/analyze pricing strategies				
		• Develop standardization programs				
		• Develop strategic cost management initiatives				
		• Participate in value analysis initiatives				
3	Ethics and Social Responsibility	• Participate in organization's environmental and other programs				
		• Develop/implement supplier diversity programs				
4	Finance	• Understand financial principles and concepts				
		• Understand financial forms and instruments				
		• Apply financial concepts to purchasing and business decisions				
5	General Management and Leadership	• Develop/present business plans for sourcing initiatives				
		• Participate in change management initiatives				
		• Employ principles of conflict resolution				
		• Employ effective decision-making techniques				
		• Develop effective written and oral communication skills				
		• Employ influence and persuasion skills				
		• Demonstrate leadership skills and abilities				
		• Develop effective presentation skills				

	CONTENT AREAS	CONTENT SUB-SECTIONS	LEVEL			
			I	II	III	Cross
5	<b>General Management and Leadership (continued)</b>	• Plan professional development initiatives				
		• Participate/lead project management initiatives				
		• Employ effective team building skills				
6.	<b>Global Positioning</b>	• Develop/evaluate global sourcing strategies to achieve maximum supplier value				
		• Manage global logistical activities				
		• Understand import and export issues and terms				
7	<b>Legal Concepts and Contracting</b>	• Apply principles of purchasing law to procurement practices and decisions				
		• Administer contracts from award to completion				
		• Apply contract law when developing/negotiating contracts				
		• Prepare basic contracts and agreements				
		• Prepare advanced contracts and agreements				
		• Prepare statements of work				
		• Apply appropriate international laws based on international/country regulations				
8	<b>Logistics and Transportation</b>	• Define incoming transportation requirements				
		• Define outgoing transportation requirements				
		• Manage supply chain logistics from suppliers to customers				
		• Coordinate distribution activities to ultimate customer				
9	<b>Manufacturing and Production</b>	• TBD				
10	<b>Materials Management and Inventory Control</b>	• Apply materials management principles				
		• Develop forecasting applications and strategies				
		• Develop a materials requirements plan (XRP)				
		• Participate in develop material specifications				
		• Define material packaging requirements				
		• Coordinate/communicate with production as required				
		• Apply lean concepts to improve material efficiencies				

	CONTENT AREAS	CONTENT SUB-SECTIONS	LEVEL			
			I	II	III	Cross
10	<b>Materials Management and Inventory Control</b> <i>(continued)</i>	• Manage the receipt of goods and services				
		• Manage and organize the storage of inventory				
		• Establish/use warehousing applications as required				
		• Organize/control hazardous and regulated materials				
		• Maximize investment recovery by disposing of surplus/scrap inventory				
11	<b>Negotiations and Collaboration</b>	• Identify internal customer requirements				
		• Define roles and responsibilities				
		• Prepare/develop negotiation strategies and tactics				
		• Review global and cultural issues				
		• Lead/conduct/support negotiations				
		• Conduct follow-through, documentation, and closure in the negotiation process				
12	<b>Purchasing and Supply Management</b>	• Employ appropriate purchasing principles and concepts in procurement activities				
		• Prepare/solicit/evaluate competitive bids				
		• Evaluate supplier capabilities				
		• Evaluate/purchase capital equipment needs				
		• Conduct lease vs. buy analysis when applicable				
		• Recommend/select sources				
		• Manage/acquire MRO and services in support of organizational needs				
		• Measure/evaluate supplier performance				
		• Develop/manage supplier development programs				
		• Employ best practices, benchmarking and other improvement initiatives				
		• Participate in product make vs. buy analysis				
		• Prepare a purchasing budget				
13	<b>Quality Control and Management</b>	• Participate in continuous improvement programs				
		• Support/participate in Six Sigma or other quality initiatives				
		• Coordinate/support quality management initiatives				

	CONTENT AREAS	CONTENT SUB-SECTIONS	LEVEL			
			I	II	III	Cross
14	<b>Relationship Management</b>	• Develop effective relationships/alliances with suppliers				
		• Manage supplier relationships to maximize value received				
		• Develop internal relationships with user departments				
15	<b>Services Purchasing</b>	• Manage purchase of traditional services				
		• Manage purchase of more complex and nontraditional services				
16	<b>Risk Management and Compliance</b>	• Manage/minimize risk potential in the supply chain				
		• Understand disaster planning tools and techniques				
17	<b>Strategic Supply Management and Positioning</b>	• Participate in business planning by providing supply goals and perspectives				
		• Conduct market awareness and intelligence initiatives				
		• Manage outsourced relationships				
		• Conduct decisions to evaluate/implement outsourcing and offshoring				
		• Plan/develop supply policies and procedures				
		• Participate in product development/improvement activities				
		• Represent supply management and the organization externally				
		• Represent supply management with internal departments				
		• Conduct spend aggregation and analysis				
		• Develop/execute supply management strategies that support organizational goals				
		• Implement/use supply chain management principles				
		• Maximize value contribution by supply to the organization				
18	<b>Technology and Innovation</b>	• Seek/implement value enhancement opportunities using technology				
		• Employ web-enabled research in gathering information for decision-making				
		• Use software platforms and support (eAuctions, ERP) in supplier selection				
		• Manage intellectual property for reference and retention				

## ISM Seminar Professional Development Map By Level

Using ISM public seminars as a foundation, this document recommends a set of programs, in a specific order, for four professional development paths:

1. *Supply Management Level I* – This path is aimed at a typical entry-level supply professional.
2. *Supply Management Level II* – This second path covers professionals with more experience in the field and builds on Level I.
3. *Supply Management Level III* – The third path builds further on Level II emphasizing an even higher level of seasoned professionals and is put in context with terms like strategic decision-making, change management and strategy development.
4. *Supply Management Cross Functional* – Many other job functions interact directly with, and have a need to understand, supply management concepts. This path is geared toward such professionals.

It is likely paths will be modified depending on the background, experience and previous professional development work of each individual and depending on the unique needs of the organization.

A review of the complete seminar outlines and learning objectives provided on the ISM Web site at [www.ism.ws/education/SeminarSearch.cfm?navItemNumber=5583](http://www.ism.ws/education/SeminarSearch.cfm?navItemNumber=5583) will provide a clearer understanding of content to be covered. Due to the specialized nature of ISM's supply management expertise, the paths described in this document are silent on such subjects as human resources, general business-related topics and the like.

ISM Web-based products are also recommended for content coverage based on the needs of the individual and the organization. Courses can be delivered through ISM's Knowledge Center on the Web at [www.ism-knowledgecenter.ws/customcontent/course\\_info/course\\_offerings.htm](http://www.ism-knowledgecenter.ws/customcontent/course_info/course_offerings.htm) in a self-paced or instructor-led format.

### Programming Recommended Sequence

ISM is frequently asked to recommend a sequence of programming as a starting point for decision-making. When reviewing the following recommendations, keep in mind that the unique circumstances, job responsibility matrix of supply professionals, and the educational and professional development of staff is likely to affect programming decisions.

**Note:** The letters in the list below for each level correspond to the letters shown in the columns for each level on the chart on pages 8-10 of this document.

- I. *Supply Management Level I*
  - A. Fundamentals of Purchasing: The Building Blocks of World-Class Professionalism
  - B. ISM Knowledge Center (KC) web-based, self-study ethics course (free)
  - C. Legal Aspects of Supply Management: The Basics You Need to Succeed
  - D. Power Negotiations: Unlock Your Powers of Influence and Persuasion
  - E. Driving Down Costs through Cost-Containment Strategies
  - F. Contracting Basics: What All the Ts and Cs Mean
- II. *Supply Management Level II*
  - A. Administering Contracts: From Start to Finish
  - B. Finance for the Supply Management Professional
  - C. Leading and Managing Supply Relationships
  - D. Best Practices in Procurement
  - E. Advanced Negotiation Strategies: Advanced Concepts and Techniques for Optimizing Value through Negotiations
  - F. Applying Global Concepts to the International Marketplace
  - G. Contracting for Purchasing and Supply Management: Beyond the Basics



- III. *Supply Management Level III*
- A. Business Continuity and Contingency Planning for Supply Chain Managers
  - B. Effective Strategies: Building Purchasing Value for Your Organization
  - C. The Power of Business Planning in Supply Management
  - D. Business and Legal Considerations in a Global Environment
- IV. *Supply Management Cross Functional*
- A. Fundamentals of Purchasing: The Building Blocks of World-Class Professionalism
  - B. Power Negotiations: Unlock Your Powers of Influence and Persuasion
  - C. ISM Ethics Course (free web product)

**Note:** More specialized seminars such as commodity management, MRO, capital purchasing, services purchasing, and the like should be added throughout each level as necessary.

	CONTENT AREAS	SEMINAR TITLE	LEVEL			
			I	II	III	Cross
1	<b>Commodity Management</b>	• <i>Commodity Teams: Leveraging Value across the Entire Organization</i>				
		• <i>Improving MRO Management</i>				
2	<b>Cost and Price Strategies</b>	• <i>Capital Equipment Purchasing: Big Risk, Big Dollars, Big Results</i>				
		• <i>Cost-Effective Supply Chain Management</i>				
		• <i>Driving Down Costs through Cost-Containment Strategies</i>	I.E.			
3	<b>Ethics and Social Responsibility</b>	• <i>How to Develop and Manage a Supplier Diversity Program</i>				
		• <i>Advanced Strategies in Supplier Diversity</i>				
		• <i>ISM Ethics Course (fee web product)</i>	I.B.			IV.C.
4	<b>Finance</b>	• <i>Finance for the Supply Management Professional</i>		II.B.		
5	<b>General Management and Leadership</b>	• <i>The Power of Business Planning in Supply Management</i>			III.C.	
6	<b>Global Positioning</b>	• <i>Applying Global Concepts to the International Marketplace</i>		II.F.		
		• <i>Business and Legal Considerations in a Global Environment</i>			III.D.	
		• <i>Globalization: Its Impact on Supply Management</i>				
		• <i>The People Side of Global Competency Skills for World-Class Supply Management</i>				
7	<b>Legal Concepts and Contracting</b>	• <i>Legal Aspects of Supply Management: The Basics You Need to Succeed</i>	I.C.			
		• <i>Contracting Basics: What All the Ts and Cs Mean</i>	I.F			

	CONTENT AREAS	SEMINAR TITLE	LEVEL			
			I	II	III	Cross
7	<b>Legal Concepts and Contracting (continued)</b>	• <i>Contracting for Purchasing and Supply Management: Beyond the Basics</i>		II.G.		
		• <i>Administering Contracts: From Start to Finish</i>		II.A.		
		• <i>Legal Considerations of Software Licensing and Other Technology-Related Agreements</i>				
		• <i>Performance-Based Statements of Work (SOWs): Maximize Supplier Performance</i>				
8	<b>Logistics and Transportation</b>	• <i>Introduction to Logistics and Transportation Operations Concepts and Practice</i>				
9	<b>Manufacturing and Production</b>	• <i>Lean Purchasing for Manufacturing</i>				
		• <i>Material Requirements Planning (MRP): Using It Effectively</i>				
10	<b>Materials Management and Inventory Control</b>	• <i>Inventory Seminar Under Development</i>				
11	<b>Negotiations and Collaboration</b>	• <i>Power Negotiations: Unlock Your Powers of Influence and Persuasion</i>	I.D.			IV.B.
		• <i>Mastering Price Negotiations</i>				
		• <i>Advanced Negotiation Strategies: Advanced Concepts and Techniques for Optimizing Value through Negotiations</i>		II.E.		
12	<b>Purchasing and Supply Management</b>	• <i>Fundamentals of Purchasing: The Building Blocks of World-Class Professionalism</i>	I.A.			IV.A.
		• <i>Supply Management: Tools, Techniques and Strategies for Success</i>				
		• <i>Developing a Framework of Excellence for Purchasing and Supply Management</i>				
		• <i>Advanced Purchasing Techniques: Getting to the Next Level</i>				
13	<b>Quality Control and Management</b>	• <i>Six Sigma: A Process Improvement Tool for Supply Management Professionals</i>				
		• <i>Quality Seminar Under Development</i>				
14	<b>Relationship Management</b>	• <i>Supplier Relationship Management for Collaboration, Impact and Business Success</i>				

	CONTENT AREAS	SEMINAR TITLE	LEVEL			
			I	II	III	Cross
15	Risk Management and Compliance	<ul style="list-style-type: none"> <li>Business Continuity and Contingency Planning for Supply Chain Managers</li> </ul>			III.A.	
16	Services Purchasing	<ul style="list-style-type: none"> <li>Achieving Peak Performance When Purchasing Services</li> <li>Strategic Services Procurement: Applying Strategic Sourcing Principles to the Procurement of Services</li> </ul>				
17	Strategic Supply Management	<ul style="list-style-type: none"> <li>Best Practices in Procurement</li> <li>Leading and Managing Supply Relationships</li> <li>Effective Strategies: Building Purchasing Value for Your Organization</li> <li>Supply Market Intelligence: Integration for Optimization</li> <li>Supply Chain Optimization: Putting It In To Practice</li> </ul>		II.D.		
				II.C.		
					III.B.	
18	Technology and Innovation	<ul style="list-style-type: none"> <li>Technology: Harnessing its Power for Efficient Supply Management</li> </ul>				

## ISM Seminar Professional Development Document

ISM seminar descriptions are included here to help those working on professional development paths gain a general understanding of the content typically included in specific content areas. A list of seminars, in a recommended order, is included in the ISM Seminar Professional Development Map by Level section (pages 8-10). Once an individual has completed the recommended set of seminars, others can be added based on the responsibilities assigned to a particular job or a particular individual.

### COMMODITY MANAGEMENT

#### *Commodity Teams: Leveraging Value across the Entire Organization*

Commodity teams are a leading-edge approach to optimizing supply management's organizational contribution. They provide a unique opportunity to enhance and leverage value across an entire organization. This advanced seminar covers how to organize and use commodity teams with a value focus. It will equip participants with effective team-building and participation skills as well as ways to effectively measure and report value delivered.

#### *Improving MRO Management*

This program provides a broadened view of MRO management with proven strategies to cut costs, eliminate waste and streamline processes. Open the door to successful sourcing by improving forecasts and supplier response time, trimming transaction costs and enhancing communication management.

### COST/PRICE STRATEGIES

#### *Capital Equipment Purchasing: Big Risk, Big Dollars, Big Results*

Is your capital spend eating away at your budget? Effectively purchase high-dollar capital equipment while minimizing risk and maximizing profits. Achieve organizational objectives by enhancing the capital expenditures process and determining when to use lease-versus-buy alternatives.

#### *Cost-Effective Supply Chain Management*

Interested in learning the strategies to optimize a lean supply chain? Then this seminar is for you. Expect a unique, hands-on educational program that explores all aspects of lean supply chain management. Includes interactive exercises demonstrating how purchasing and operations professionals can slash waste from a global supply chain.

Are you looking for effective techniques to manage costs and improve profit margins? This seminar will help you understand the components of cost analysis, cost management and price analysis. Drive costs down using proven analysis strategies.

#### *Driving Down Costs through Cost-Containment Strategies*

Are you looking for effective techniques to manage costs and improve profit margins? This seminar helps you understand the components of cost analysis, cost management and price analysis. Drive costs down using proven analysis strategies. )

### ETHICS AND SOCIAL RESPONSIBILITY

#### *Advanced Strategies in Supplier Diversity*

Learn from world-class supplier diversity program and supply chain experts how to advance supplier diversity at your organization to the next level and achieve quantum results. Attendees will learn best practices and advanced strategies to manage supplier diversity within the context of complex and global supply chains.

#### *How to Develop and Manage a Supplier Diversity Program*

Learn from world-class supplier diversity program experts with real-world experience. Attendees will discover how to develop, manage and grow a minority and women supplier program that contributes to organizational objectives and supports organizational strategies

## **FINANCE**

### *Finance for the Supply Management Professional*

Every supply professional should understand the proven set of decision making tools and financial techniques and then use this knowledge to communicate supply management's decisions and contributions to the organization. Professionals must be comfortable with the ability to effectively evaluate suppliers' financial status and to apply modern financial practices.

## **GENERAL MANAGEMENT AND LEADERSHIP**

### *The Power of Business Planning in Supply Management*

This comprehensive, real-world workshop is designed to give you the tools, strategies and practical insights you need to build a strong business case for your supply initiatives

## **GLOBAL POSITIONING**

### *Applying Global Concepts to the International Marketplace*

What do you need to know to develop a global relationship management program? From legal regulations, to freight and currency management, to cultural and political differences, walk away from this seminar with a wealth of knowledge to help you achieve a successful international operation.

### *Business and Legal Considerations in a Global Environment*

How does your organization compare with industry best practices? Learn from world-class organizations that have set the standards and find out how you can enhance your overall value and performance.

### *Globalization: Its Impact on Supply Management*

Globalization demands that supply professionals more effectively manage a key aspect of supply management — avoiding disruptions to the continuity of supply. Discover how to reduce risk and enhance your organization's success in the global marketplace. Learn how to cope with today's challenges as well as what you should be doing now to take advantage of future global sourcing trends.

### *The People Side of Global Competency Skills for World-Class Supply Management*

This program starts by seeking clarity around the knowledge, skills and personal qualities required today of a globally-competent purchasing or supply professional. In a world where cultural and team competences are a given in any workplace, this seminar offers a hands-on opportunity for participants to hone their knowledge, skills and capabilities for global effectiveness while examining what it takes to succeed. Technological excellence may get you in the door, but it is excellence in people skills that move you up and put you in a class apart.

### *Import/Export Seminar Under Development*

## **LEGAL CONCEPTS AND CONTRACTING**

### *Administering Contracts: From Start to Finish*

The objective of every organization is that the contracting process results in a fair and reasonable price for a high quality, on time deliverable of the goods, equipment or services required. With the ever-increasing quantity of outsourcing by organizations, the application of best practices in contract administration after the award has emerged as an essential competency needed by all employees involved in the contracting process. This seminar is designed to take the participant through the many steps of contract administration from the time the award is made through acceptance and final payment. Those attending will have a better chance of ensuring that the contract close out is at the end of a very successful project.

### *Contracting Basics: What All the Ts and Cs Mean*

Contract development is a core supply management function. Because supply management professionals must ensure that contracts protect the interests of their organizations, the ability to understand contract clauses is a key skill. Through lecture and practice, this seminar addresses many of the standard terms found in most contracts as well as the impact of electronic purchasing. You will participate in detailed discussions of key terminology and clauses that you will be able to use when

forming agreements with your suppliers. Extensive examples of contract language are provided. You are encouraged to bring your own contracts, clauses, and/or purchase orders for a hands-on review session. For additional courses in ISM's Legal and Contracting series, see also *Purchasing and the Law: The Basics You Need to Succeed*, *Contract Writing for Purchasing and Supply Management: Beyond the Basics*, *Legal Considerations of Software Licensing and Other Technology-Related Agreements*, and *Performance-Based Statements of Work (SOWs): Maximize Supplier Performance*.

#### *Contracting for Purchasing and Supply Management: Beyond the Basics*

When writing contracts, one size does not fit all. Supply management professionals often face specific situations that require customized contracts. This seminar will enhance your foundation of contract knowledge and enable you to construct more effective agreements in a variety of situations. This course includes numerous contracts, clauses and their uses. Emphasis is placed on variation in clauses to accommodate specific situations and needs. Certain key contracting situations are included, such as services, software, construction and electronic commerce. The course also addresses contracts from a global perspective and deals with international considerations.

#### *Legal Considerations of Software Licensing and Other Technology-Related Agreements*

Gain an understanding of the legalities that affect technology and e-commerce purchasing. Review the key components of a contract and requirements for complex buys. Protect intellectual property, analyze and draft various types of technology-related contracts and explore statements of work for electronic projects and contracts.

#### *Performance-Based Statements of Work (SOWs): Maximize Supplier Performance*

This application-based course provides both strategic and practical insight into the preparation of effective performance-based statements of work (SOWs) that result in successful contracts. This highly interactive program discusses specific tools and techniques and explores typical mistakes. Gain hands-on experience in writing effective performance-based specifications using actual case studies. Case debriefings and recapping lessons learned as well as Q&A sessions provide a platform to address matters specific to developing performance-based SOWs for your organization.

#### *Legal Aspects of Supply Management: The Basics You Need to Succeed*

Why do supply management professionals need to know about the law? Legal considerations are critically important to any professional who conducts business. Leave this seminar knowing your rights, responsibilities and obligations so you can protect yourself and your organization. Understanding the law will enable you to avoid misunderstandings and develop productive relationships.

## **LOGISTICS AND TRANSPORTATION**

#### *Introduction to Logistics and Transportation Operations Concepts and Practice*

This program is an overview of logistics and transportation concepts and their roles in creating overall supply chain value. Examples of effective supply chains and influential leaders will be highlighted. Discover tools and technologies to enable superior domestic and global logistics and transportation operations. Learn how to avoid common pitfalls in supply chain relationships and achieve true collaboration.

## **MANUFACTURING AND PRODUCTION**

#### *Lean Purchasing for Manufacturing*

Your organization has made significant improvements in your manufacturing operations using lean techniques. You are now ready to expand your lean processes into the supply base, or perhaps you have begun working on Lean with your suppliers, and it is not coming together. This program can bring the profitable benefits of Lean to your organization. Learn how to identify, measure and compress cost drivers; reduce lead times and improve supplier quality with new and proven sourcing practices that generate significantly better results. Contribute to making your organization more competitive with a cost-effective process that improves profit margins.

### *Material Requirements Planning (MRP): Using It Effectively*

As the driving force in a manufacturing environment, Material Requirements Planning (MRP) can be both a blessing and a curse. Attend this seminar and find out how you can make MRP work for you. Discover how to use MRP outputs to manage the material flow process, in both stable and unstable environments. Improvements in inventory levels, delivery performance, quality and customer satisfaction are achievable – even in the worst environments.

## **MATERIALS MANAGEMENT AND INVENTORY CONTROL**

*Inventory Control seminar under development*

## **NEGOTIATIONS AND COLLABORATION**

### *Mastering Price Negotiations*

Attend this seminar and acquire the essential skills you need to negotiate price in a global environment. Stay ahead of global competition and gain the benefits of securing effective price agreements with your suppliers. You will engage in a structured dialogue, case analysis and Internet research and explore the elements of a rigorous, systematic process that will help you achieve your price negotiation goals.

### *Power Negotiations: Unlock Your Powers of Influence and Persuasion*

Becoming an effective negotiator begins with understanding the negotiation process and how to conduct a successful negotiation. Learn a step-by-step process for preparing, planning and conducting a successful negotiation. In addition to exercises and real-world examples, this seminar provides an opportunity to practice what you've learned through developing a negotiation strategy and conducting an actual negotiation. A group debriefing following the negotiation clarifies learning points.

### *Advanced Negotiation Strategies: Advanced Concepts and Techniques for Optimizing Value through Negotiations*

Supply professionals must aggressively identify and capitalize on opportunities to be able to meet executive management's rising expectations. Strong people-to-people skills and the ability to effectively negotiate are crucial requirements. This program starts with essential negotiation elements then builds rapidly to advanced strategies that will change the way you approach negotiations. Throughout, the major focus is on optimizing value through organizational supply chains.

## **PURCHASING AND SUPPLY MANAGEMENT**

### *Fundamentals of Purchasing: The Building Blocks of World-Class Professionalism*

This program begins with the key concepts underlying a world-class purchasing and supply organization and moves through leading-edge issues, including e-commerce. Through a variety of interactive methods, participants will discover innovative techniques and effective tools to become a valuable asset to their organizations.

### *Advanced Purchasing Techniques: Getting to the Next Level*

Take supply management to the next level by learning advanced techniques for optimizing your supplier base. Enhance your negotiating skills and improve the supplier selection process for a stronger purchasing-supplier interface. Leave with an understanding of how costs impact profits.

### *Developing a Framework of Excellence for Purchasing and Supply Management*

This one-of-a-kind seminar incorporates best practices in purchasing policy, contracts and supplier management. This course is highly interactive, using best-practices textbooks, case studies, videos, simulated negotiations, and team-building and conflict management strategies, enabling participants to create and implement a framework of excellence when they return to the office.

### *Supply Management: Tools, Techniques and Strategies for Success*

Your contribution does make a difference. Get the tools you need to maximize supply's contribution to the top line and bottom-line of your organization. Learn the tactics, strategies, tools and techniques that link decisions in various functional areas and impact overall organizational performance.

## **QUALITY CONTROL AND MANAGEMENT**

### *Six Sigma: A Process Improvement Tool for Supply Management Professionals*

Each purchasing and supply professional needs to be acutely aware of the impact of Six Sigma on suppliers and customers. This seminar covers the steps organizations go through to begin the journey of implementing an effective Six Sigma program using breakthrough strategies. Learn how to use data-driven, Six Sigma concepts to enhance the value of the supply chain and impact the bottom-line of your organization.

## **RELATIONSHIP MANAGEMENT**

### *Supplier Relationship Management for Collaboration, Impact and Business Success*

Continuous improvement in all aspects of the supply chain is necessary to remain competitive in today's global economy. The traditional adversarial relationship and transactional focus of buyers and suppliers cannot meet this demand for continuous improvement in lead-time, quality and overall supplier performance. As a result, significant changes are occurring in the philosophies and approaches that define the relationship between purchasers and sellers in world-class organizations. Simply put, Supplier Relationship Management (SRM) provides an organizational focus on communicating and collaborating with suppliers on the many steps of the Supply Management process. This focus reduces the lead-time and total cost of acquisition, transportation and possession of goods and services for the benefit of both the buyer and seller and, as a result, provides a competitive advantage and improved profits.

## **RISK MANAGEMENT AND COMPLIANCE**

### *Business Continuity and Contingency Planning for Supply Chain Managers*

What will your organization do when a disaster strikes? Are you prepared? Attend this seminar and learn how to evaluate your current business operation and how you can be better prepared to protect your assets and maintain operations before, during and after a major disaster.

## **SERVICES PURCHASING**

### *Achieving Peak Performance When Purchasing Services*

Successful service contracts require a unique blend of art and science. Achieve peak performance with your ability to develop comprehensive statements of work, find the right service providers and contain costs. Implement contract programs for traditional and non-traditional services and measure supplier performance against pre-established criteria.

### *Strategic Services Procurement: Applying Strategic Sourcing Principles to the Procurement of Services*

This seminar provides a fresh look at the strategic nature of the supply function and its opportunity for expanded involvement in the area of service procurement. The accelerating growth of services as a component of total spend underscores the need for the supply function's strategic role in this area. This seminar provides insights into current trends and opportunities for supply's involvement in service procurement, the application of strategic sourcing methods and technologies to the service spend and service supply base, tools and techniques for writing effective Statements of Work and managing contracts, and participant analysis and discussion of case studies specific to service spend not traditionally sourced through the purchasing function.

This seminar provides insights into current trends and opportunities for supply's involvement in service procurement. Explore the application of strategic sourcing methods and technologies to the service spend and service supply base. Learn tools and techniques for writing effective Statements of Work and managing contracts. Participate in analysis and discussion of case studies specific to service spend not traditionally sourced through the purchasing function.

## **STRATEGIC SUPPLY MANAGEMENT**

### *Best Practices in Procurement*

How does your organization compare with industry best practices? Learn from world-class organizations that have set the standards and find out how you can enhance your overall value and performance.



#### *Leading and Managing Supply Relationships*

Manage this critical link in your supply chain and take buying to the next level. Learn about strategy, performance, evaluation and standards. Find out how to coach suppliers and leverage relationships for mutually successful results. This seminar will provide you with tools and skills for use in supplier selection, management and performance improvement.

#### *Effective Strategies: Building Purchasing Value for Your Organization*

As an introduction to finance, you will explore proven decision-making tools and financial techniques and learn how to use them to communicate the contributions made by purchasing and supply management. Apply modern financial practices to the purchasing or supply management process and effectively evaluate your suppliers.

#### *Supply Market Intelligence: Integration for Optimization*

In this highly interactive working session, participants go through the steps of conducting a market research analysis. Each participant should arrive at the program with background information on a single category of product or service to use as the basis for interactive hands-on research during the seminar. Participants should also bring a wireless laptop computer that will be used to review current market portals and information for data collection and analysis during the session.

#### *Supply Chain Optimization: Putting It In To Practice*

This seminar provides a high-level, macro perspective on what it takes to make supply chains operate well with an eye on the organization's profit/loss status. Learn how to structure the flow of information and materials from your suppliers to your customers from a strategic perspective. Gain an understanding of where the costs and problem areas reside, what alternatives are available and what it takes to put them into place. Identify key stakeholders and how to elicit their cooperation. Most importantly, learn how to measure the benefits to your organization. Using two business simulations, you will have the opportunity to work within multi-link supply chains in which you can try out your ideas and see how they work in practice. Success is measured by the resulting profit or loss.

### **TECHNOLOGY AND INNOVATION**

#### *Technology: Harnessing its Power for Efficient Supply Management*

This forum focuses on the utilization of technology within an effective supply management program. Through a focus on efficient transaction cycles, e-commerce technologies, electronic payment options and continuous improvement methodologies, this program explores how yesterday's purchasing manager has transitioned into today's supply chain professional. Real-world supply management perspectives including best-in-class programs are presented. Participants also have the opportunity to share experiences and network, providing ample opportunity to learn how other organizations are advancing through the efficient use of technology. The material in this course is continually updated to remain on the cutting edge of evolving technology.

## ISM Web-Based Learning Professional Development Opportunities

### Introduction

Along with face-to-face educational opportunities, ISM provides significant online education options. Web-delivered programming can be used to reinforce face-to-face seminar learning. It can also be used in a stand-alone fashion to help make professional development more cost-effective and reach a broader audience.

The ISM Web-based Knowledge Center (KC) is designed for you and your organization. It gives the learner access to a comprehensive curriculum that addresses all areas of the supply chain and many areas of business practice.

ISM recently enhanced the Knowledge Center with an all-new learning environment. Classes have been expanded to include offerings that now include Accenture's Supply Chain Academy (SCA) and MindEdge courses.

### Web Course Alternatives

ISM offers several cost-effective program types, including:

- Individual, self-paced courses in many topic areas
- Group-based instructor-led online courses
- Bundled programs for concentrated learning in a specific supply area
- Blended learning programs incorporating multiple delivery formats in specific supply areas
- Customized programming to meet targeted organizational goals

### Content Areas Covered

Career Development	Negotiations
Cost/Price Strategies	Physical Resource Management
Finance and Economics	Product Development
General Business and Management	Qualification/Certification
General Management and Leadership	Quality
Globalization/International	Services Purchasing
Government	Social Responsibility
Human Resources	Sourcing Strategies
Legal	Supplier Relationships
Logistics/Transportation	Supply Chain Management: Concepts & Processes
Manufacturing	Supply Chain Management: Planning

### ISM Web Portal

ISM web-based training applications are housed in the ISM Knowledge Center. ISM has the technological capabilities to build customized portals to access your ISM courseware. There is a fee for this service. A standard ISM portal includes:

- Collaborative work with both organizations' technical groups to design linkages
- Direct link from your supply management intranet to customized portal listing courses organization has purchased
- Detailed instructions on accessing and navigating courses
- Hosting of the Portal and all course content
- Course registration and access privileges
- On-demand status reports on each employee's progress in each purchased course when a Portal has been developed
- Access to bulletin boards, chat rooms, supply management glossary, and extensive reference articles

### Conclusion

ISM has online programming that can be used in a stand-alone fashion in support of a supply professional's professional development needs. Web programming can also be integrated into a more complex development program for the firm. Finally, content can be customized based on the needs of each individual customer.