

OPEN COURSES IN PURCHASING

DISTANCE & DIGITAL LEARNING
2023



The European Institute of Purchasing Management

www.eipm.org



*One who lacks knowledge is constantly at the mercy of change.
Only the one who knows is able to live the change serenely...*

...or lead it!" In a world in perpetual motion, where **technologies are transforming our lifestyles and work methods at the speed of light**, the future belongs to those who know. And even so, it is clear that it is not always comfortable for everyone to refresh or complete their knowledge. The force of habit combined with the frustrating lack of time are often the main reasons for this.

Should you recognise yourself in this description, the **EIPM Open Courses programme** is made to help you to undertake rapidly and simply the indispensable updates of your professional knowledge. Certainly, the best way **to make you feel confident every day and in every circumstance** of your various missions.

This brochure exhaustively lists the **Open Courses** that should allow you to reach and or develop the required skills for Purchasing professionals who are at the beginner to the advanced levels.

The EIPM team wishes you a fruitful experience in the accomplishment of your project.



Bernard Gracia - EIPM Founder

Education,
Training & Research



Activities

Created in 1990 by international companies and the European Commission, the European Institute of Purchasing Management (EIPM) is an executive centre dedicated to Applied Research, Education, Training and Coaching in Purchasing and Supply Management.

EIPM is not a university. Our applied research activities bring new tools, new practices and leading edge content. EIPM supports continuous improvement through building on its experience with Educational Quality Frameworks (IFPSM, EFQM, AMBA) and provides valuable and engaging material to support companies' knowledge network.

Our mission is to serve our clients to deploy knowledge in Purchasing & Supply Management and contribute to sustainable value creation for the different stakeholders.

Our vision is to be the leading Institute, a reference by differentiation and the preferred Global supplier.

Research activities

- Value Creation Observatory
- EIPM Journal of Supply Excellence
- Articles for Practitioners
- Workshops & thematic webinars
- Annual Purchasing Conference

Executive Diploma in Purchasing

- Mastering the foundations of Purchasing excellence
- Business performance innovation and growth.

In-company tailor-made training

- Corporate Programmes all over the world, adapting global objectives and content to a local environment
- Customised training for both public and private sectors

Standard certification programmes for

- Newcomers
- Professional Buyers
- Category Managers
- Purchasing Managers

Organisation's maturity assessment

- Valuable benchmarking insights based on 9 criteria
- Identification of precise areas for improvement

The EIPM Open Courses catalogue

21 open courses grouped in 13 topics:

Category Strategy, Cost, Finance, Innovation, Investment Project, Leadership, Legal, Negotiation, Purchasing, Risk, Supply Chain, SRM & Sustainability.

EIPM has developed a pedagogy enabling participants to learn at their own pace. They can access e-Learning modules while being part of a cohort of participants who attend Virtual Classes led by EIPM faculty. Thanks to this pedagogy, participants complete the same learning goals as someone who joins a course delivered at EIPM over two or three days.

An open course is divided in 2 steps. For each chapter, participants study the theory via the e-Learning modules. They then attend a Virtual Class led by an EIPM faculty. In this virtual class, they discover how to apply the theory within their professional context through simulations, cases, exercises and small projects.

Each open course is accessible 15 days before the Awareness session to provide time for participants to complete the necessary e-Learning modules before the first Virtual Class. The course ends after the last virtual class but the learning platform remains accessible for 2 weeks afterwards. The overall duration varies from 3 to 8 weeks.

These EIPM Open Courses are mainly issued from the different EIPM Certifications.



The acquisition of new knowledge allows us to reach new heights and thus broaden the limits of our scopes of vision and action.

The offer, at a glance!



2023

Topics	Courses	Details in page
Category Strategy	Category Management	6
Contract	Contract & Contract Management	7
Cost	Cost Analysis	8
	Cost Management	9
Finance	Financial Risks	10
Innovation	Innovation	11
Leadership	Advanced Stakeholder Management	12
	Leadership & Change in Procurement	13
	Transformation, Leadership & Strategy	14
Negotiation	Negotiation	15
	Soft Skills for Hard Negotiations	16
Investment Project	Buying Investment Project <i>New!</i>	17
Purchasing	Fundamentals of Purchasing: Inside Purchasing	18
	Fundamentals of Purchasing: Outside Purchasing	19
	People, Process & Performance	20
	Trends & Fifth Generation Purchasing	21
Risk	Risk Management <i>New!</i>	22
Supply Chain	Decoding Supply Chains <i>New!</i>	23
SRM	Supplier Relationship Management	24
Sustainability	Decarbonising Supply Chains <i>New!</i>	25
	Sustainability <i>New!</i>	26

EIPM Open Courses

When D-Learning successfully meets social exchanges!

A balance between individual self-study sessions and collegial e-Classrooms

2 steps structuring the Open Courses:

1. Individual preparatory work: All **e-Modules & other material such as readings & videos** must be completed in **Self-study** mode BEFORE the corresponding online group class.
2. In group: **Virtual classes** that gather the complete group of Learners.

This cycle is repeated as many times as there are chapters in the course.

		Estimated total length of the course / Hr:Mn:		11:30
Names of Chapters	E-mod. Nber	1 Preparatory work: Self-study e-Modules	Self-study estimated duration	2 Virtual Classes fixed duration
Contract & Contract Management	3	<ul style="list-style-type: none"> • Contracts fundamentals • Overview of Legal Concepts • Overview of Contracts 	120 min.	1/2 day
Contract Life Cycle & Analysing Clauses	3	<ul style="list-style-type: none"> • Contracts Performance & Main Clauses - part 1 • Contracts Performance & Main Clauses - part 2 • Contracts Performance & Main Clauses - part 3 	140 min.	1/2 day

1 Self study e-modules = Preparatory work for the Virtual class to follow

- **e-Learning Modules.** Each of them ends with a validation test and includes a « Take away » file (summary of the content) and for some of them, a tool-box. Depending on Participants, **one e-Module length varies** from 20 min. to around 45 min. For this reason, the durations of self-study sessions are given as pure estimations only.
- **Some specific readings.** These readings are accessible via a link to a protected library (ProQuest). These readings from EIPM or from the Company permit to propose some practical & operational content.
- Some **videos** that can come from the EIPM Library or from the Company
- Some **cases, exercises...** to be also prepared for the following Virtual Class.

2 Virtual Classes (VC)

- Each VC runs after a self-learning step and concludes a chapter. **They are mandatory in a fixed planned Calendar.**
- The trainer leads & coordinates the complete cohort of 10 to 12 Participants
- VC are for validating that Participants understand the theory and learn how to implement it.

Each **Virtual Class** is built as follows:

- 1/3 is to validate that Participants totally understood theory they learnt alone online. This validation is based on peer-to-peer sessions through Q&A and games.
- 1/3 is to implement in virtual sub-groups, theory with cases, exercises, personal cases they prepared during the self-learning phase. These sub-group sessions, as well as the plenary ones, are led and coordinated by the Trainer.
- 1/3 to put all the learnings in perspective to go one step further to try to go deeper on some content. Discussions enable to understand better some elements of theory or to see how to implement those elements in the Company environment.

Content and dates of the open courses may be subject to change.

Topic: **CATEGORY STRATEGY**
Course title: CATEGORY MANAGEMENT
 1st session: 06 to 20 February 2023
 2nd session: 21 August to 04 September 2023

◆ **Aim of the course**

By the end of this course, participants will be able to create & deploy a category strategy.

◆ **Learning goals**

- Understand the strategic process to manage a portfolio of spend.
- Adopt the right organisation to manage this portfolio.
- Integrate and challenge the needs of stakeholders.
- Understand the market opportunities and trends.
- Define a strategy for each category of spend.
- Implement the defined purchasing strategies.

◆ **Target groups**

- Category Managers
- Confirmed buyers
- Strategic Buyers

◆ **Course Structure**

The **CATEGORY MANAGEMENT** course contains:

- **3 Chapters including 8 e-modules & other material** (readings, videos...).
- **3 Virtual classes.**

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		15:00
Names of Chapters	E-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Category Management	-	No preparatory work before this virtual class	-	1/2 day
Portfolio Management / Needs & Market	5	<ul style="list-style-type: none"> • Segmentation • Needs Definition - ABC / Criticality analysis • Procurement process steps • Stakeholder analysis • Market dynamics & Porter's 5 Forces 	130 min.	1/2 day
Category Strategies (Kraljic)	3	<ul style="list-style-type: none"> • Kraljic matrix - Defining a category strategy • Strategy alignment • Procurement support strategy 	130 min.	1/2 day

Topic: **CONTRACT**
Course title: CONTRACT AND CONTRACT MANAGEMENT
 1st session: 09 to 15 May 2023
 2nd session: 30 October to 06 November 2023

◆ **Aim of the course**

By the end of this course, participants will be able to understand the contractual concepts and main clauses in a standard contract.

◆ **Learning goals**

- Understand the international legal framework.
- List the necessary conditions to have a valid commercial contract.
- Recognise and use some “standard” clauses in contracts.
- Understand Contract Life Cycle management.
- Understand the key actions to consider before, during and after the deployment of Contracts.

◆ **Target groups**

This course is suitable for all Purchasing Professionals.

◆ **Course Structure**

The **CONTRACT & CONTRACT MANAGEMENT** course contains:

- **2 Chapters including 6 e-modules and other material:** readings & videos.
- **2 Virtual classes**

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		11:30
Names of Chapters	E-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Contract & Contract Management	3	<ul style="list-style-type: none"> • Contracts fundamentals • Overview of Legal Concepts • Overview of Contracts 	120 min.	1/2 day
Contract Life Cycle & Analysing Clauses	3	<ul style="list-style-type: none"> • Contracts Performance & Main Clauses - part 1 • Contracts Performance & Main Clauses - part 2 • Contracts Performance & Main Clauses - part 3 	140 min.	1/2 day

Topic: COST
Course title: COST ANALYSIS
 1st session: 24 April to 02 May 2023
 2nd session: 16 to 23 October 2023

◆ **Aim of the course**

By the end of this course, participants will be able to understand the basics of Cost analysis.

◆ **Learning goals**

- Basic knowledge to understand how suppliers calculate their costs and their selling price.
- Fundamentals of product cost structure and cost breakdown analysis.
- TCO

◆ **Target group**

Buyers at any level who wish to learn how to use cost breakdown and the TCO decision-making tool to better negotiate price reductions with suppliers.

◆ **Course Structure**

The **COST ANALYSIS** course contains:

- **2 Chapter including 3 e-modules & other material:** readings & videos
- **2 Virtual classes**

The self-study e-modules must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		10:00
Names of Chapters	E-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Costs analysis	3	<ul style="list-style-type: none"> • Cost & Savings • Basic Cost Breakdown • Total Cost of Ownership (TCO) 	60	1/2 day
Fixed costs vs Variable costs, Cost breakdown and TCO	-	<ul style="list-style-type: none"> • Readings & videos • Preparatory work 	100 min.	1/2 day

Topic: COST
Course title: COST MANAGEMENT
 1st session: 27 February to 06 March 2023
 2nd session: 11 to 18 september 2023

◆ **Aim of the course**

By the end of this course, participants will be able to act as internal entrepreneurs to reduce and avoid costs and risks, and to improve the value obtained for a certain cost.

◆ **Learning goals**

- Understand cost drivers and their impact on product / service costs.
- Understand functional specifications and differentiations from technical specifications.
- Understand principles for Value analysis and its application to Dfx (design for X) optimisation workshops.
- Create product or service should cost supporting suppliers' cost breakdown analysis.
- Apply methodology to develop structured TCO models with key parameters and cost drivers.

◆ **Target group**

- Category managers
- Confirmed buyers
- Strategic buyers

◆ **Course Structure**

The **COST MANAGEMENT** course contains:

- **2 Chapters including 8 e-modules & other material:** readings & videos.
- **2 Virtual classes.**

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		12:00
Names of Chapters	E-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Cost Management introduction	2	<ul style="list-style-type: none"> • Functional Analysis • Value Analysis 	60 mn.	1/2 day
Cost Breakdown, TCO & KPIs	6	<ul style="list-style-type: none"> • Total Cost of Ownership (TCO) • Cost breakdown analysis • Advanced cost breakdown • Target costing & Concept of value • Costing methods & Design to Cost • Key Performance Indicators (KPIs) 	240 min.	1/2 day

Topic: FINANCE
 Course title: FINANCIAL RISKS
 1st session: 22 to 30 May 2023
 2nd session: 13 to 20 November 2023

◆ Aim of the course

By the end of this course, participants will be able to understand the basics of Finance and Financial statements.

◆ Learning goals

- Know the objective, content and presentation of the 3 main statements incl. in the financial reporting.
- Calculate ratios and ask questions to obtain a picture of the financial health of a supplier.
- Assess the consequences of some procurement decisions on the suppliers’ financial health: risk assessment.

◆ Target group

Buyers, Lead Buyers and Commodity Managers, who need to evaluate the financial health of their suppliers or develop strategies to improve the financial performance of their own companies.

◆ Course Structure

The FINANCIAL RISKS course contains:

- 2 Chapters including 4 e-modules and other material: readings & videos.
- 3 Virtual Classes

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		13:30
Names of Chapters	E-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Financial Risks via simulation game - 1/2	2	<ul style="list-style-type: none"> • Financial Analysis and Reporting • Understanding Financial Statements 	40 mn.	1/2 day
Financial Risks via simulation game - 2/2	-	No preparatory work before this virtual class	-	1/2 day
Purchasing & Finance & Supplier Ratios	2	<ul style="list-style-type: none"> • Understanding financial ratios • Understanding cash flows + video	120 min.	1/2 day

Topic: **INNOVATION**
 Course title: **INNOVATION**
 1st session: 13 March to 30 May 2023
 2nd session: 25 September to 20 November 2023

◆ **Aim of the course**

By the end of this course, participants will be able to adopt different practices that enable to innovate with suppliers.

◆ **Learning goals**

- Understand how purchasing can contribute to innovation.
- Identify the unmet needs of the business.
- Find opportunities within the ecosystem.
- Involve suppliers in the innovation projects.
- Measure value creation.

◆ **Target group**

Category managers, Project buyers, R&D managers, internal entrepreneurs

◆ **Course Structure**

The **INNOVATION** course contains:

- **2 Chapter including 8 e-modules**, a diversity of educational materials such as articles and videos
- **2 Virtual classes**
- 1 case study preparation

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		15:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Innovation introduction	1	• Innovation: Definition + reading	50 mn.	1/2 day
Innovation challenge Case study preparation & presentation	7	• Innovation: Process • Innovation: Maturity ladders • Innovation: Business value drivers • Innovation: Needs & pain points • Innovation: Business ecosystem - Part 1 • Innovation: Business ecosystem - Part 2 • Innovation: Measuring performance & readings + Case study preparation	110 min. 360 mn	1/2 day

Topic: LEADERSHIP
 Course title: **ADVANCED STAKEHOLDER MANAGEMENT**
 1st session: 05 to 19 June 2023
 2nd session: 27 November to 11 December 2023

◆ **Aim of the course**

By the end of this course, participants will be able to target specific stakeholders to be approached, to engage with them, and to influence their thinking.

◆ **Learning goals**

- Detect and prioritise strategic stakeholders.
- Identify the right moment to influence stakeholders.
- Understand their way of thinking to influence them more.
- Become able to change their way of thinking.

◆ **Target group**

- Category managers
- Strategic buyers
- Senior buyers
- Key Supplier Managers
- Purchasing directors

◆ **Course Structure**

The **ADVANCED STAKEHOLDER MANAGEMENT** course contains:

- **2 Chapters including 6 e-modules**
- **2 Virtual classes**

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		9:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Managing stakeholder within the organisation	-	No preparatory work before this virtual class	-	1/2 day
Understanding the breadth and depth of people's needs	6	<ul style="list-style-type: none"> • Emotional Intelligence (1) • Emotional Intelligence (2) • Emotional Intelligence (3) • Emotional Intelligence (4) • Emotional Intelligence (5) • Emotional Intelligence (6) 	120 min.	1/2 day

Topic: LEADERSHIP
Course title: LEADERSHIP & CHANGE IN PROCUREMENT
 1st session: 26 June to 03 July 2023
 2nd session: 15 to 22 January 2024

◆ **Aim of the course**

By the end of this course, participants will be able to take the lead in transforming Procurement thinking & mindset, and contribute to make it more strategic to the company.

◆ **Learning goals**

- Understand the dimensions of Procurement transformation
- Identify the levers of organisational change
- Make Procurement more resilient and adaptive

◆ **Target group**

- Category managers
- Strategic buyers
- Senior buyers
- Key Supplier Managers
- Purchasing directors

◆ **Course Structure**

The **LEADERSHIP & CHANGE IN PROCUREMENT** course contains:

- **2 Chapters including preparatory work & videos to be watched before the related virtual classes**
- **2 Virtual classes**

Self-study e-modules must be completed BEFORE attending the related the Virtual Classes.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		10:30
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Procurement leadership	-	No preparatory work before this virtual class	-	1/2 day
The transformation leadership		<ul style="list-style-type: none"> • Diagnosing the level of maturity of your organisation • 8 videos 	200 min.	1/2 day

Topic: LEADERSHIP

Course title: TRANSFORMATION, LEADERSHIP & STRATEGY

Session date: On demand - Please contact Ms Natalia Savitcaia:

natalia.savitcaia@eipm.org

◆ **Aim of the course**

A good leader doesn't need to have authority, he or she is the authority. This course aims at understanding the schemes of personal leadership underpinning the transformation of Procurement, and the strategies. It focuses on the personal legacy of the Procurement, the necessary traits to develop one's own charisma in Purchasing, and their application to Procurement.

◆ **Learning goals**

- Define your quest and the field of your personal leadership
- Understand the organisational setting necessary to the development of leadership
- Create the relational frame and dynamics to ensure leadership
- Capture the personal traits for the development

◆ **Target group**

- Purchasing team managers, Transformation leaders, Purchasing executives
- Interfaces between Purchasing and the key stakeholders.

◆ **Course Structure**

The **TRANSFORMATION LEADERSHIP & STRATEGY** course contains **5 Chapters including reading and other material** (readings, videos...) and **5 Virtual classes**. **For each chapter, pre-readings must be completed BEFORE attending the related Virtual Class**. Below is the detailed programme, as this and the dates are subject to change.

Estimated total length of the course Hr:Mn: **25:00**

Names of Chapters	Self-Learning & Reading		Duration	
	Nber		Self-study	Virtual Classes
Intercultural Management	Pre-readings	<ul style="list-style-type: none">• The Darwinian evolution of Procurement• Procurement ambidexterity• Purchasing in a VUCA world• Procurement contribution to strategic resilience	90 min.	1/2 day
Making Procurement a learning organisation	Pre-readings	<ul style="list-style-type: none">• Social and experiential learning in Procurement• Transformational learning• Learning myopia	90 min.	1/2 day
Strategising Procurement	Pre-readings	<ul style="list-style-type: none">• The vision and mission of Procurement• 10 schools of thought applied to Procurement• The alignment of category strategies on function and company strategy	90 min.	1/2 day
Your leadership quest and your operating arena	Pre-readings	<ul style="list-style-type: none">• Define your intended legacy as a leader• Define your stance and create your own personal brand• Demarcate your battlefield• Create your followers	90 min.	1/2 day
Developing leadership capabilities	Pre-readings + MBTI Survey	<ul style="list-style-type: none">• Profiles to lead, to manage transformation and disruption (incl. debriefing of the MBTI survey results)• Abilities and facets of leadership competence• Navigate your Procurement career	90 min.	1/2 day

Topic: **NEGOTIATION**
 Course title: **NEGOTIATION**
 1st session: 05 to 19 June 2023
 2nd session: 27 November to 11 December 2023

◆ **Aim of the course**

By the end of this course, participants will be able to master how they communicate when negotiating.

◆ **Learning goals**

- Define negotiation objectives, including different options.
- Develop negotiation scenarios.
- Build alternative solutions (BATNA) to avoid deadlock situations.
- Organise their negotiation plan, considering their company constraints, the supplier's expectations and the market situation.
- Deliver the highest results possible, while maintaining long term relationships with suppliers.

◆ **Target group**

Buyers at any level who wish to learn how to use cost breakdown and the TCO decision-making tool to better negotiate price reductions with suppliers.

◆ **Course Structure**

The **NEGOTIATION** course contains:

- **3 Chapters including 9 e-modules**
- **3 Virtual Classes.**

The self-study e-modules must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		15:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Negotiation	4	<ul style="list-style-type: none"> • Value Exchange in Negotiation • Offensive / Defensive Negotiations • Negotiation communication: Settings • Negotiation communication: Communication process 	80 min.	1/2 day
Negotiation Value Exchange, Role-play & Conduct	4	<ul style="list-style-type: none"> • Backing Negotiations with a BATNA • Negotiation communication: Concluding • Negotiation communication: What is body language? • Negotiation communication: Deciphering body language + Readings	145 min.	1/2 day
Negotiation communication	1	<ul style="list-style-type: none"> • 3 Basic Types of Arguments 	20 mn.	1/2 day

Topic: **NEGOTIATION**
 Course title: **SOFT SKILLS FOR HARD NEGOTIATIONS**
 1st session: 17 April to 02 May 2023
 2nd session: 09 to 23 October 2023

◆ **Aim of the course**

By the end of this course, participants will be able to create value in difficult negotiations, adopt the relevant tactics, and adapt their behaviour.

◆ **Learning goals**

- Convert a purchasing strategy in negotiation points.
- Exchange value and create value gains for both negotiating parties.
- Build a tactic.
- Customise the behaviour to the intended tactic.

◆ **Target group**

All Professionals involved in complex negotiations.

◆ **Course Structure**

The **SOFT SKILLS FOR HARD NEGOTIATIONS** course contains:

- **3 Chapters including 10 e-modules**
- **3 Virtual Classes.**

The self-study e-modules must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		15:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Negotiation role play	-	No preparatory work before this virtual class	-	1/2 day
Negotiation Value Exchange & role-play	7	<ul style="list-style-type: none"> • Value Exchange in Negotiation • Conceding & Obtaining value • Offensive / Defensive Negotiations • Building Tactics 1: Offensiveness in Negotiations • Building Tactics 2: Time & Team Management in Negotiations • Building Tactics 3: Behaviours in Negotiation • Create your Negotiation Arguments 	160 min.	1/2 day
Tactics & Behaviours & role-play	3	<ul style="list-style-type: none"> • Behaviours in Negotiation (1) • Behaviours in Negotiation (2) • Behaviours in Negotiation (3) 	60 mn.	1/2 day

Topic: **INVESTMENT PROJECT**
 Course title: **BUYING INVESTMENT PROJECT**
 1st session: 08 to 28 March 2023
 2nd session: 10 July to 12 September 2023

◆ **Aim of the course**

Provide participants with the key aspects of managing CapEx projects, stakeholder management in CapEx, planning and implementation.

◆ **Learning goals**

- Understand CapEx project phases
- Understand Roles and Responsibilities
- Justifying CapEx projects
- Involvement of Procurement in CapEx projects

◆ **Target group**

- CapEx buyers and project buyers
- All Purchasing professionals (Buyers, Category Managers,...) who support CapEx buyers & Project buyers
- Any Professional (Internal Business Partners) wanting to understand Purchasing and their actions with relation to CapEx management.

◆ **Course Structure**

The **BUYING INVESTMENT PROJECT** course contains:

- **2 Chapters including 5 e-modules and other material (readings, videos...)**
- **3 Virtual classes.**

For each Chapter, self-study e-modules must be completed **BEFORE** attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		13:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
CapEx management	-	No preparatory work before this virtual class	-	1/2 day
Early involvement in Projects, Project phases	3	<ul style="list-style-type: none"> • Strategy alignment • Project management • Functional analysis 	90 min.	1/2 day
Justification of CapEx projects, Implementation and Learnings	2	<ul style="list-style-type: none"> • Total Cost of Ownership (TCO) • Risk Analysis 	40 mn.	1/2 day

Topic: PURCHASING
 Course title: FUNDAMENTALS OF PURCHASING: INSIDE PURCHASING
 1st session: 13 February to 06 March 2023
 2nd session: 21 August to 11 September 2023

◆ Aim of the course

By the end of this course, participants will be able to understand the “raison d’être” of Purchasing and delineate its main processes.

◆ Learning goals

- Understand the added value of Procurement.
- Understand the role of a Buyer in the Procurement process.
- Structure communication with stakeholders and translate needs into measurable objectives.
- Write the functional specifications of the product / service being procured.

◆ Target group

- Purchasing Professionals looking to acquire a broader perspective on Purchasing.
- Strategic Buyers.
- Newcomers to the profession.
- Any Professional (Internal Business Partners) wanting to understand Purchasing and the relation with Suppliers.

◆ Course Structure

The **INSIDE PURCHASING** course contains **2 Chapters including 5 e-modules & other material** (readings, videos...) **and 4 Virtual classes**.

For each Chapter, self-study e-modules must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		21:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Value Added & Organisation	3	<ul style="list-style-type: none"> • The rise of Procurement • Procurement process steps • Procurement organisation 	60 min.	1/2 day
The evolution of Purchasing & Purchasing Process	-	- Readings	140 min.	1/2 day
Stakeholders	2	<ul style="list-style-type: none"> • Communicating with Stakeholders • Functional Analysis 	45 min.	1/2 day
Functional Analysis	-	- Videos & readings	120 mn.	1/2 day

Topic: PURCHASING
 Course title: **FUNDAMENTALS OF PURCHASING: OUTSIDE PURCHASING**
 1st session: 13 March to 17 April 2023
 2nd session: 18 September to 09 October 2023

◆ **Aim of the course**

By the end of this course, participants will be able to understand the market trends and what's happening around them.

◆ **Learning goals**

- Get information from the market and do a thorough market analysis.
- Understand new relationships with suppliers.
- Implement an objective, transparent supplier selection process..
- Segment Portfolio and define priorities.
- Understand the different levers to implement in a Supplier Strategy.

◆ **Target group**

- Purchasing Professionals looking to acquire a broader perspective on Purchasing.
- Strategic buyers.
- Newcomers to the profession.
- Any Professional (Internal Business Partners) wanting to understand Purchasing and the relation with suppliers.

◆ **Course Structure**

The **OUTSIDE PURCHASING** course contains **4 Chapters including 6 e-modules and other material** (readings, videos...) **and 4 Virtual classes.**

For each Chapter, self study e-modules must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		21:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes duration
Suppliers	4	<ul style="list-style-type: none"> • Supply and demand • Information sources in Procurement • What is SRM? (Level 1) • Understanding your SRM partner + Readings	200 min.	1/2 day
Getting information on the markets, New relations with Suppliers	-	- Readings	100 min.	1/2 day
Strategy	2	<ul style="list-style-type: none"> • Procurement levers • Suppliers propection & selection 	40 min.	1/2 day
The right levers to execute a strategy	--	- Video & reading	60 min.	1/2 day

Topic: PURCHASING

Course title: PEOPLE, PROCESS & PERFORMANCE

Session date: On demand - Please contact Ms Natalia Savitcaia:

natalia.savitcaia@eipm.org

◆ **Aim of the course**

By the end of this course, participants will be able to strengthen their purchasing organisation by excelling at people management, process improvement and performance management.

◆ **Learning goals**

- Create a 3-year roadmap to develop the performance of your team
- Develop a people management plan
- Assess, review and improve key processes
- Master performance measurement and reviews

◆ **Target group**

All Purchasing Managers or aspiring managers who want to have more impact on their organisation.

◆ **Course Structure**

The **PEOPLE PROCESS & PERFORMANCE** course contains:

- **2 Chapters, including readings and courses content material.**
- **2 virtual classes.**

For each Chapter, specific reading must be completed **BEFORE** attending the related virtual class.

Participant will get a copy of the book "Fifth Generation Purchasing" prior to the class session.

Below is the detailed programme, as this and the dates are subject to change.

Names of Chapters	Self-Learning & Reading		Duration	
	Nber	Names	Self-study	Virtual Classes
People & Process	4	<ul style="list-style-type: none">• People management process• Shaping a culture through ritual and stories• The foundation of process management• Developing process maturity	240 min.	1/2 day
Performance	3	<ul style="list-style-type: none">• Measuring performance• Balanced scorecard• Conducting effective reviews	90 min.	1/2 day

Total length of the course: Hr:Mn 12:30

Topic: PURCHASING

Course title: **TRENDS & FIFTH GENERATION PURCHASING**

Session date: On demand - Please contact Ms Natalia Savitcaia:

natalia.savitcaia@eipm.org

◆ **Aim of the course**

By the end of this course, participants will understand EIPM's vision on purchasing and how to use multiple work modes favouring in-sync work with the business and markets.

◆ **Learning goals**

- Understand how to anticipate and accelerate concurrently
- Understand how to jointly explore and exploit opportunities
- Develop ability to work using different modes
- Master tactical buying, consolidation, alliance and partnership, agile advisor, competence centre and exploratory modes

◆ **Target group**

All Purchasing Managers or aspiring managers who want to have more impact on their organisation.

◆ **Course Structure**

The **TRENDS & FIFTH GENERATION PURCHASING** course contains:

- **3 Chapters including 7 readings**
- **3 Virtual classes**

For each Chapter, specific reading must be completed BEFORE attending the related virtual class.

Participant will get a copy of the book "Fifth Generation Purchasing" prior to the class session.

Below is the detailed programme, as this and the dates are subject to change.

Names of Chapters	Self-Learning & Reading		Duration	
	Nber	Names	Self-study	Virtual Classes
Fifth Generation Tactical buying and Consolidation mode	3	<ul style="list-style-type: none">• Fifth Generation• Tactical buying• Consolidation	180 min.	1/2 day
Fifth Generation Agile advisor and Competence centre mode	2	<ul style="list-style-type: none">• Agile advisor• Competence centre mode	180 min.	1/2 day
Fifth Generation Collaboration & Alliances and Exploratory mode	2	<ul style="list-style-type: none">• Collaboration and alliances• Exploratory mode	180 min.	1/2 day

Total length of the course: Hr:Mn 19:30

Topic: RISK
Course title: RISK MANAGEMENT
 1st session: 17 to 31 January 2023
 2nd session: 16 to 30 May 2023

◆ **Aim of the course**

By the end of this course, participants will be able to understand the contribution of Procurement to reduce risks.

◆ **Learning goals**

- Identify risks coming from the supply chain
- Integrate external risks in smart category strategies
- Evaluate the risk level
- Reduce the exposition to risks.

◆ **Target group**

- Category managers
- Strategic buyers
- Senior buyers
- Key Supplier Managers
- Risk managers

◆ **Course Structure**

The **RISKS MANAGEMENT** course contains:

- **2 Chapters including 4 e-modules**
- **2 Virtual classes.**

For each Chapter, self-study e-modules must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		10:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Building a Risk Matrix	2	<ul style="list-style-type: none"> • Risk Analysis • Sustainability and Risks 	80 min.	1/2 day
Mitigate risks and Communicate on risks	2	<ul style="list-style-type: none"> • Total Cost of Ownership (TCO) • Communicating with stakeholders 	80 min.	1/2 day

Topic: **SUPPLY CHAIN**
 Course title: **DECODING SUPPLY CHAINS**
 1st session: 07 March to 03 May 2023
 2nd session: 04 September to 03 October 2023

◆ **Aim of the course**

Provide participants with the basics of Supply Chain management.

◆ **Learning goals**

- Understand an integrated Supply Chain & optimization techniques
- Understand segmentation of the Supply Chain
- Get familiar with Demand dynamics and managing demand
- Redesign existing supply chains to use fewer assets (Lean management)
- Understand some new and emergent trends

◆ **Target group**

- All Purchasing professionals (Buyers, Category Managers,...) who want to understand Supply Chain management basics
- Beginners in Supply Chain

◆ **Course Structure**

The **DECODING SUPPLY CHAINS** course contains:

- 4 chapters including **2 e-modules** as preparatory work
- **4 virtual classes**

For each Chapter, self-study e-modules must be completed **BEFORE** attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study duration
Estimated total length of the course / Hr:Mn: 15:00	2	<ul style="list-style-type: none"> • Introduction to Supply Chain • Supply Chain Optimisation 	40 min.
Names of Chapters	Virtual classes' content		Duration
Supply Chain management and flows	<ul style="list-style-type: none"> • Introduction to SCM, Mapping of the flows in SCM, Business Model Canvas and SC Integration 		1/2 day
Segmenting a Supply chain	<ul style="list-style-type: none"> • Operations and impact on SC, Segmentation a Supply Chain, CASE STUDY 		1/2 day
Demand dynamics and Redesigning SC	<ul style="list-style-type: none"> • Demand dynamics and the Bull-whip effect, Mini Case-Study, the global supply chain 		1/2 day
Trends in Supply chain	<ul style="list-style-type: none"> • Sustainability, New and Emerging Trends. 		1/2 day

Topic: SRM
Course title: SUPPLIER RELATIONSHIP MANAGEMENT
 1st session: 09 to 22 May 2023
 2nd session: 30 October to 13 November 2023

◆ **Aim of the course**

By the end of this course, participants will be able to understand the good reasons to opt for an ‘SRM’ approach, what to analyse, and how to implement it.

◆ **Learning goals**

- Identify the reasons to work in an SRM mode.
- Identify the Key suppliers.
- Put oneself in the supplier’s shoes and understand their interest in collaborating with us.
- Structure the relationship.
- Understand the function of Key Supplier Manager.

◆ **Target group**

- Category managers
- Strategic buyers
- Senior buyers
- Key Supplier Managers
- Purchasing directors

◆ **Course Structure**

The **SUPPLIER RELATIONSHIP MANAGEMENT** course contains:

2 Chapters including 7 e-modules and **2 Virtual classes**.

For each Chapter, self-study e-modules & other material must be completed **BEFORE** attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		9:30
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Introduction to SRM	-	No preparatory work before this virtual class	-	1/2 day
Why SRM?	7	<ul style="list-style-type: none"> • What is SRM? Level 2 • Selecting SRM partners • Understanding your SRM partner • KPIs for SRM - level 1 • KPIs for SRM - level 2 • Managing Key Suppliers - level 2 • Introduction to Managing Key Suppliers 	140 min.	1/2 day

Topic: **SUSTAINABILITY**
Course title: DECARBONISING SUPPLY CHAINS
 1st session: 01 to 21 February 2023
 2nd session: 09 to 23 October 2023

◆ **Aim of the course**

Provide participants with knowledge and tools required to decarbonise their supply chains. The aim is to go beyond understanding the stakes and the measurement challenge and to explore practical solutions that can be applied with external partners.

◆ **Learning goals**

- Understand the challenge and solutions associated with decarbonising supply chains
- Integrate decarbonisation levers in purchasing activities and in broader company strategies
- Develop and implement decarbonisation strategies with suppliers and the external ecosystem.

◆ **Target group**

- All Purchasing professionals
- Any Professional (Internal Business Partners) wanting to understand Purchasing and their actions with relation to decarbonising supply chain.

◆ **Course Structure**

The **DECARBONISING SUPPLY CHAIN** course contains:

- **2 Chapters including 2 e-modules and 2 reading material**
- **2 Virtual classes.**

For each chapter, pre-readings must be completed BEFORE attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

			Estimated total length of the course Hr:Mn: 9:00	
Names of Chapters	Self-study & Reading material		Duration	
	Nber	Names	Self-study	Virtual Classes
Decarbonising supply chains: stakes, measurement and integration in purchasing activities	2	<ul style="list-style-type: none"> • Sustainability & the Procurement process • Readings on supply chain decarbonisation 	60 min.	1/2 day
Advanced strategies and levers for decarbonising supply chains	2	<ul style="list-style-type: none"> • Circular Economy • Industry specific reading 	60 min.	1/2 day

Topic: SUSTAINABILITY
Course title: SUSTAINABILITY
 1st session: 10 to 24 January 2023
 2nd session: 10 to 23 May 2023

◆ **Aim of the course**

Provide participants with knowledge and tools required to support Sustainability actions within their company. This spans risk management, innovation and value contribution.

◆ **Learning goals**

- Understand basics of Sustainability, Triple Bottomline and ESG in corporations
- How can procurement add value
- How to communicate with Stakeholders with relation to Sustainability actions

◆ **Target group**

- All Purchasing professionals
- Any Professional (Internal Business Partners) wanting to understand Purchasing and their actions with relation to Sustainability.

◆ **Course Structure**

The **SUSTAINABILITY** course contains:

- **1 Chapters including 5 e-modules** and other material (readings, videos...)
- **1 Virtual class.**

For each Chapter, self-study e-modules must be completed **BEFORE** attending the related Virtual Class.

Below is the detailed programme, as this and the dates are subject to change.

		Estimated total length of the course / Hr:Mn:		10:00
Names of Chapters	e-mod. Nber	Preparatory work: Self-study e-Modules	Self-study estimated duration	Virtual Classes fixed duration
Foundation of Sustainability	3	<ul style="list-style-type: none"> • Sustainability (introduction) • Sustainability and Risks • Sustainability and the Procurement process 	90 min.	1/2 day
Advanced practice for Sustainability	2	<ul style="list-style-type: none"> • Beyond Compliance with Sustainability • Circular Economy 	90 min.	1/2 day

Who will train and coach you?

*For Legal, Cost, Finance
& Purchasing matters*



Manish Shanbhag - Professor
& Programme Manager

HEC School of Management, PARIS, FRANCE
MBA, Strategy Track RASHTRIYA VIDYALAYA College of Engineering
Bachelor of Engineering

Manish defined and managed sourcing methodologies for governance of the Rolling Stock Sites (14 sites) of Alstom Transport. He managed all sourcing tools impacting a sourcing community of more than 500 people.

He was the Sourcing Project Manager in Alstom, and pioneered the organisation and execution of online Auctions for various commodities successfully trained in 6 sigma Black-belt processes. He executed an RFQ project (green belt project) to increase the Hit Rate conversion (from RFQs to Business Orders) from 9% to 25%.

He designed and deployed world-wide eSourcing tools like eRFQ, Supplier Risk Management and Supplier Document Repository and implemented KPIs to monitor their deployment and compliance. He led the project to manage Alstom Grid Sourcing Actions (Benefit Book) from Conceptualisation, Design, Development and Deployment. .

He trained in Cost breakdown methodology, purchasing strategies, supplier risk analysis and SOC purchase.

Economy and Management (HEC)

Post-graduation in Human Sciences, Dramatic Art

François works as a consultant and teacher for Supply Management strategy and behaviours. He specialises in Procurement Techniques and strategy, in the enabling behaviours necessary in Procurement, and in. with particular interest in market analysis, category strategies, Procurement Strategy, SRM, and value management. In addition to this, he trains and coaches teams on Stakeholder management, and in the Soft Skills underlying Procurement excellence, with particular interest in Procurement Leadership. Part of his teaching and consulting activities is focused on the training programmes EIPM is running worldwide. The list of clients he has been working with varies from Energy, Automotive, Oil and Gas, Chemicals, Pharmaceutical, Telecommunications to Banking, Insurance, and public Procurement. industry, Electrics, and includes BULL, MINISTRY OF HEALTH in France and in Brazil,...

The list of clients he works with includes FERRARI, ENEL, THALES, EON, VALLOUREC, SANOFI, LVMH, SIEMENS PGI, VODAFONE, LEGRAND, NSN, NOKIA, FRIESLAND FOOD, BAYER, MICHELIN PSA, SABIC, SAFRAN, BOMBARDIER, SCHLUMBERGER, SAINT-GOBAIN...

*For Strategy, Negotiation,
Leadership & Purchasing matters*



François Dousset - Professor &
Programmes Manager

*For Leadership, Strategy, Change,
& Transformation matters*



Dr Hervé Legenvre - Professor &
Director Value Creation Observatory

PhD in Economic Science, Paris South France University.
Master in Economics of Innovation and Industrial Organization,
Paris North University – France

Hervé started his career as a consultant for RENAULT Consulting. He worked with a diversity of clients from the industrial sector such as RENAULT, VALÉO or ALLIED SIGNAL on projects related to lean production systems, new product development and strategy implementation.

He joined EFQM as Director. Hervé has overseen the development of the most recent version of the EFQM Model, a framework used by more than 30000 organisations to assess their performance and develop their strategy. He has facilitated benchmarking projects and conducted numerous assessments. As a Director, he oversaw two business units in charge of recognition activities (including the EFQM Excellence Award) and training programmes. Hervé has overseen or contributed to projects with companies such as EDF, GRUNDFOS, Robert Bosch or Unilever and organisations such as the United Nations, The European Investment Bank or the European Defense Agency.

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For any question you may have or any assistance you may need at any step of the registration process, please contact us.

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EIPM Contact

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Promoting Procurement by recognition

by François Dousset

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at 10:00 am
&
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Creativity in Procurement: What's in it for the company at large?

by François Dousset

Supplier diversity

by Manish Shanbhag

May

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25th at 10:00 am
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June 8th

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by Hervé Legenvre

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Contact: Ms Natalia Savitcaia:

natalia.savitcaia@eipm.org



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