

The PERFECT Consortium

# Project PERFECT Intellectual Output 1 White Paper

## Exploring the Purchasing and Supply Management Skills Concept



July 2016

## The PSM Education Landscape

The specific focus of this chapter is to explore the PSM education landscape to further the overall project aims in establishing the need for a pan-European HE PSM curriculum. This analysis therefore includes UG, PG and Professional courses to establish a full picture of what this landscape looks like.

The education landscape of the UK is established by a Google search using the following terms:

- Purchasing degree
- Procurement degree
- Supply Management degree
- Higher Education Purchasing course

In addition, some specific course search engines were used (specifically using procurement and purchasing as search terms):

- [www.bachelorsportal.eu](http://www.bachelorsportal.eu) (pan European and worldwide perspective). – purchasing yielded 252 results, but the majority of these are general Business programmes, or Logistics programmes with an individual purchasing module. Procurement yielded 142 results. Supply Management yielded 613 results.
- [www.hotcourses.com](http://www.hotcourses.com) (UK) – procurement yielded 48 results, which are mainly CIPS courses or individual specific modules on specific areas. Purchasing yielded 28 courses, which are mainly CIPS courses or individual specific modules on specific areas.
- [university.which.co.uk/courses](http://university.which.co.uk/courses) (UK) – purchasing yielded 2 courses. Procurement yielded 0 courses.
- [www.ucas.com](http://www.ucas.com) (UK) - purchasing yielded 5 courses (not all relevant). Procurement yielded 1 course.

Finally, to ensure that as wide a coverage as possible was undertaken, participants of the 2016 IPSERA Educator's Conference, who represent many of the leading education institutions in Europe were asked to provide information on their own courses and this resulted in the courses shown in Appendix 3.

A wide variety of courses have been listed, also covering Supply Chain Management (SCM) to show that there are points of difference between them and more focused PSM course. It is important to note that not every SCM course has been identified, but rather this is a representative sample to show

what subjects/modules have been covered. In addition, not all short courses have been included as these are not fully comparable with the UG offerings. In summary, the PSM education landscape is characterised by the following:

1. Short courses.
2. Professional courses (post-graduation, for individuals already working in the PSM field).
3. Mainly SCM course.
4. Heavy emphasis on post-graduate (PG) courses in this area.

This establishes that there is a need for an UG PSM focused curriculum that will allow organisations to get graduate employees that are ready and prepared to cope with current and future requirements of PSM rather than expending considerable resources training them accordingly as these organisations are currently hiring university graduates with other specifications than PSM and spend much time and financial means to build up the needed PSM related skills This will also ensure that students are provided with the knowledge and learning to join a purchasing department of any size of organization and in different industrial settings. This will allow PSM to remain as, and increase its role in being a key contributor to overall firm performance recognising that there is a high reliance of European industries on international suppliers.

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**IPSERA** Whilst the preceding discussion focuses largely on content, it is also important to consider the teaching methods deployed by educators in the field. Traditional, didactic, teaching methods such as lecturing still have a role to play in the education of PSM, but it is important that the field embraces more innovative techniques to engage with millennial learners and to develop an understanding of the different innovative practices involved in PSM education, a workshop was run at the Educator’s Conference at IPSERA 2016, which was tasked with identifying such novel practices, as follows:

<b>E-Learning</b>	<b>Lecture</b>	<b>Seminar</b>
Discussion online	Guest lectures	Tutorial skills training
MOOC	Make students use software	Industry classroom
Youtube videos (videos combined with lecture material/sheets; high effort)		Company cases
Webinar (boring for the lecturer as no feedback)	Software demonstrations	
Cross-discipline lecture		
Video recorded classes, video streaming		Consultancy project
	Industry project in every semester	
	Cases/presentations/papers instead of exams	
	Business games, simulations (physical or electronical)	
	Start lecture with case study (material to be provided and student preparation in advance)	Skype tutorials
		Develop strategies for different commodities

Table 1: Learning Methods

In addition to these practices, a number of other aspects emerged:

- ➔ Not all of these methods are highly “innovative”
- ➔ Methods highly dependent on student numbers
- ➔ A combination of different learning/teaching methods is important
- ➔ Culture plays an important role

These factors will be carefully considered in the later IOs of the project, specifically those that relate to the curriculum and MOOC development (IO4 and IO5).

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## Section: PSM Education Landscape Gap Analysis

Having established in chapter 11 what the current UG PSM education landscape looks like, an initial gap analysis between the Skills Maturity Model from chapter 10 and the Education landscape from chapter 11 was undertaken on a selected number of Dutch PSM courses to identify which skills were either taught or not by the relevant courses. This was done by allocating a percentage value of the content they teach (i.e. how much of a lecture is given) against each skill area. In addition, skills they may develop tacitly (i.e. that do not explicitly and specifically form part of the content of a lecture), but rather from other means such as participating in group debates or presentations were recorded. This was important to establish the full skill set that education providers are offering in their curriculum. Although some of this content information is available via documents such as module descriptors, individual course leaders were contacted and interviewed or asked to complete a spreadsheet to more accurately establish the content percentages. This initial analysis is also used to establish and test the suitability of the methodology for a full pan-European analysis that will be performed for IO4 (Development of the pan-European Curriculum), as well as providing an initial indication of potential gaps between PSM skills required and what the PSM landscape is currently providing.

An analysis has been made on the Dutch Education landscape and this has been established by course guides collected from universities. Most of these guides were online accessible, a request was sent to teachers in these courses in order to receive the guides. This request, via e-mail, asked the teachers to send their course guides of courses teaching PSM. The database included 30 universities, 103 universities of applied sciences and the NEVI.

The second phase of the analysis involved a descriptive analysis of the database. Courses that included purchasing should be separated from the ones not including purchasing. Supply Chain Management (SCM) was covered also, to point the differences between SCM courses including and not including PSM. The final database included 23 PSM courses (7 UG, 16 G), taught at six different universities and one university of applied sciences. The NEVI offers seven full educations and seventy courses, that are taken into account as a benchmark of the Dutch HE PSM curriculum. This descriptive analysis included gathering information on the programme level, name, duration, course contents and goals, education method, evaluation criteria, and amount of ECTS.

The third phase of the analysis is mapping the courses in the Purchasing Education Content Mapping Model (PECMM) and was done via interviews with teachers at the participating institutions. The course can be mapped after explaining how the model works. It took approximately twenty minutes to complete one course to map, including explanations.

The final phase is the data analysis after mapping all courses. This data is going to be descriptively analysed in Microsoft Excel. All information gathered of the institutions in PECMM is combined in one document to compare the topics covered in each course. The NEVI data is not mapped yet, but will be used to benchmark the Dutch HE PSM education. Each mapped course is translated into quantitative descriptive data. Content analysis is done in the research phase on the institutions, because it allows the researcher to make valid inferences from the online information and to systematically evaluate at many levels. Data mapped with the PECMM is quantitatively descriptively analysed in order to find the topics covered in each course. This technique allowed to list the most frequent covered topics in courses and describes it quantitatively. Moreover, when NEVI is going to be mapped, the results will be used as a benchmark for the purchasing courses of the institutions. The final database will be descriptively compared in order to examine differences that exist between institutions and NEVI courses.

An initial analysis of Dutch PSM education provision has been completed and the initial results show that the following 5 skills areas were given the **most average hours of content**:

Skill area	Maturity Area	# courses	% of class time		
			Average	Min	Max
Commodity and Domain Specific Knowledge	Planning and Strategy	8	11,8	1,3	33,8
Category Strategy Development	Planning and Strategy	13	8,0	2,5	13,0
Forecasting and Demand Planning	Planning and Strategy	5	7,9	3,2	18,7
Global Sourcing / Supplier Acquisition	Process Organisation	10	7,5	1,9	32,3
Technology Planning	Planning and Strategy	8	7,1	1,7	16,1

Table 2: Top 5 skills areas in terms of PSM education content most covered

The analysis shows that the following 5 skills areas were **most covered in the courses**:

Skill area	Maturity Area	# courses	% of class time		
			Average	Min	Max

Category Strategy Development	Planning and Strategy	13	8,0	2,5	13,0
Corporate Social Responsibility	Process Organisation	13	6,0	0,6	16,1
Supplier Relationship Management	Process Organisation	12	4,8	0,7	15,4
Make or Buy Decisions	Planning and Strategy	11	6,2	0,8	13,5
Supplier Selection	Process Organisation	11	4,4	1,4	7,7

Table 3. Top 5 skills areas covered in PSM education

Table 2 shows that Commodity and Domain Specific Knowledge is covered on average most percentage of class time, whereas Category Strategy Development covered on average 8 percent of class time. However, table 15 shows that Category Strategy Development (#1) is covered more than Commodity and Domain Specific knowledge (#25). Thus, the amount of courses covering a specific skill does not directly say something about the amount of time being taught in a course and these aspects should be taken into account.

The following areas were **not** covered in the contents of the courses analysed:

<i>Skill area</i>	<i>Maturity Area</i>
Storage/Warehouse Management	Structural Organisation
Personnel Selection Process	Human Resources and Leadership
Employee Performance Measurement	Human Resources and Leadership
Train Staff	Human Resources and Leadership
Salesmanship (explicit training)	Human Resources and Leadership
Salesmanship (indirectly acquired)	Human Resources and Leadership

Table 4. Six skill areas in terms of PSM education that are not covered

The soft skills that are indirectly acquired are sorted on the most covered skill in a course.

<i>Soft skill</i>	<i>% of all courses teaching skill</i>
Communication Skills	62,5
Team Ability	43,8
Project Management	43,8
Personality	31,3
Cross-Cultural Awareness	31,3
Salesmanship	-

Table 5. Most indirectly acquired soft skill



The soft skills that are explicitly taught are shown in table 6, sorted by percentages of all courses.

<i>Soft skill</i>	<i>% of all courses teaching skill</i>	<i>Part of top 10 identified PSM skills</i>
Communication Skills	25,0	Yes (Interpersonal Communication Skills)
Team Ability	12,5	Yes (Problem solving)
Project Management	12,5	Yes
Personality	6,3	No
Cross-cultural Awareness	6,3	No
Salesmanship	-	No

Table 6. Most explicitly taught soft skill

This data shows that the PSM Education content analysed has a clear focus on the more processual aspects of PSM, but is lacking in Structural Organisation and particularly Human Resources & Leadership aspects. Although, Salesmanship was found as a content area in tacit content, the others were not.

The findings of the PSM maturity based skill model show top 10 skills identified. The mapped courses show that least attention is paid to soft skill development, either direct or indirect. The most explicitly taught soft skill is communication skills, being part of the top 10 in the PSM Maturity based skill model as well. Although, communication skills are explicitly taught, only 25% of all courses cover this skill. The other skills are covered 6,3% to 12,5%. Moreover, only three skills that are taught are part of the PSM Maturity based skill model, showing a gap between the skills that are identified and the skills that are covered in the courses. It is not clear yet whether there might be a difference in master and bachelor courses and the amount of teaching hours on soft skills. It might be that the low courses covering these skills are related to being a bachelor or a master course, since master courses might expect students to have a certain skill level already.

The selected skills in bottom found by the PSM maturity based skill model are: category management, international buying, supply base analysis, structure supplier relationships and process management. Table 19 shows the terms that are used in the PSM maturity based skill model in comparison to the PSM education model. Portfolio Analysis Support is covered once, whereas the other skills are covered in at least 40 percent of the courses, with a maximum of 82 percent.

PSM Maturity based skill model	Skill Area	Maturity Area
Category Management	Category Strategy Development	Planning and Strategy

International Buying	Global Sourcing / Supplier Acquisition	Process Organisation
Supply Base Analysis	Portfolio Analysis Support	Controlling
Structure Supplier Relationships	Category Strategy Development	Planning and Strategy
Process Management	Process Management	Structural Organisation

Table 7. Terms PSM Maturity based skill model and Dutch PSM education analysis

The initial PSM education content analysis show that the Dutch PSM education focus on the Process Organisation of PSM, but lacks in Structural Organisation and even more in Human Resources and Leadership. The PSM maturity based skills model shows that there is a greater focus on the soft(er) or non-technical skills over those more traditionally associated with PSM. However, the PSM education analysis shows the opposite: the hard(er) skills are more taught than the soft(er) skills.

One of the key aims of the PSM profession undertaken over the last 20 years is to assert the importance of PSM within the organisational context and this analysis suggests that the current educational provision is not adequately preparing graduating students with the skills they need to further these goals and become more entrepreneurial, creative business leaders. Whilst not underestimating the importance and necessity of technical PSM skills, the development of particularly IO4 (the pan-European PSM curriculum), IO5 (Skills assessment tool) and IO6 (PSM MOOC) will need to ensure that this broader skill set is adequately represented.

## Appendix – European education landscape

Institution	Country	Programme	Level	Content	Course aims or Learning Outcomes
Robert Gordon University (Aberdeen)	UK	Purchasing & Supply Chain Management	MSC	Stage 1 Purchasing Principles and Law Finance for Managers The Economics of Business Managing People Stage 2 Operations Management Supply Chain Management Strategic Purchasing Research Methods Stage 3 Dissertation in Purchasing and Supply Chain Management	This course is suitable for professionals who wish to develop knowledge, understanding and business management skills in the fields of Purchasing and Supply Chain Management. It is accredited by The Chartered Institute of Purchasing and Supply (CIPS) and provides a more specialist focus in line with CIPS. The core subject areas develop transferable management skills enabling organisational and contextual linkage with the specialist areas of Procurement and The Supply Chain. The specialist subject areas aim to develop an understanding and application of the concepts and frameworks which could be taken back into the workplace. The dissertation stage enables in-depth research to be undertaken investigating organisations' challenges in this field.
Salford University	UK	Procurement, Logistics and Supply Chain Management	MSC	Semester 1 Operations & Information Management Strategic International Business Management Semester 2 Project Risk & Procurement Global Supply Chain Management Semester 3 Business Innovation Project	This course is informed by the very latest academic research and provides you with an in-depth understanding of procurement, warehousing, stores management, transportation and shipping, inventory planning and contract management. You will review these topics in a supply chain context and benefit from a programme fully accredited by the Chartered Institute of Purchasing and Supply (CIPS). Full membership is available to you on graduation.
Aston University	UK	Logistics with Purchasing Management	BSC	Year 1 Research Skills (EC113A) Enhancing Employment Skills (EAS1ES) Introduction to Logistics (LT1301) Company and Contract Law (LT1305) Principles of Economics (LT1307) Literature Review Project (LT1312) Transport Fundamentals (LT1314) Facilities Design and Management (LT1315) Air Transport (LT1319) Principles of Financial Accounting (BF1101) Introduction to Business Management (SE1500) Year 2 Inventory Control (LT2102) Operations and Process Management (LT2316) Project Management (LT2306) Road Transport (LT2317) Modelling Simulation and Optimisation (LT2318)	Purchasing has an overwhelming impact on the bottom line of any organization. It generally accounts for over half of an organisations spend and has a direct impact on the two forces that drive the bottom line: sales and costs. In a world-class organisation therefore it is essential that Purchasing becomes a core competency of the firm, finding and developing suppliers and bringing in highly valued expertise. The course includes a thorough grounding in all the key subjects one would expect in a Logistics or Operations Management degree. In addition specialist modules cover the strategic, operation and practical techniques used to select, develop, contractually engage and monitor suppliers. The application of technology, management of supply risk, methods of costing and acquisition, importance of corporate social responsibility and many more important topics are studied within the context of maximising supply chain functionality, performance and ultimately value.

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				<p>International Logistics and Purchasing (LT2319)          Maritime Transport (LT2311)          Database Management (LT2312)          Rail Transport (LT2315)          Services Marketing (LT2320)          Purchasing, Principles and Process (LT2321)          Final Year          Final Year Project (EC310A)          Leadership and Human Resource Management (LT3306)          International Trade Law and Policy (LT3315)          Developing the Purchasing and Supply Functions (LT3105)          Technology Applications in Supply Chains (LT3321)          Strategic Financial Management (LT3322)          Supply Chain and Procurement Strategy (LT3104)          Management of Strategic Contracts and Suppliers (LT3106)          Contemporary Issues in Supply Chains (LT3320)</p>	
University of Westminster	UK	Purchasing & Supply Chain Management	MSC	<p>Core Modules          Purchasing Management          Logistics and the External Environment          Sustainable Supply and Procurement          Research Methods and Project Preparation          Financial Analysis for Managers          Business Process Integration with SAP          Retail Supply Chain Management          Supply Chain Management Project          Option modules          Project Management          International Aspects of Business Law</p>	The course addresses the strategic role of purchasing and supply chain management. It also examines the impact of changes in the regulatory and policy environment, and the effect of new technologies and techniques on current and future problems within the supply chain. The course will develop your knowledge of best practice in this field, and enhance your understanding of the importance of business process and activity integration.
VIA University College (Herning)	Denmark	Purchasing Management Fashion	BA		The programme qualifies you to work with purchasing in an independent manner through research and development. You will be able to make an estimate of the financial and logistic parts of a company in the fashion and lifestyle sector and to handle both the internal and external negotiations. You will acquire a profound knowledge of commercial and financial theories and learn how to put the business concept and strategy of a company into practice in an international market.
University of Greenwich	UK	Business Purchasing & Supply Chain Management	BA	<p>YEAR 1: Personal and Professional Development 1; Introduction to Business Processes; Business Planning and Development – Quantitative Methods 1; Introduction to Economics for Business; Organisation Behaviour 1: Managing the Performance of Individuals. Optional Erasmus Exchange Programme. YEAR 2: Personal and Professional</p>	Every organisation procures materials and resources, so procurement and purchasing skills are much sought after by employers. This specialist Business programme gives a well-rounded approach to business management and allows students to specialise in the purchasing and supply chain management functions of business, including retail, service, manufacturing, fashion.

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				<p>Development 2; Project Management; Creativity and Decision Making – Quantitative 2; Purchasing and Distribution; Operations Management: Processes and Value Chains. Further course information is available on our website. Optional Sandwich Year (Work Placement). FINAL YEAR: Advanced Project Management; Managing Strategy; Sustainable Business Development; International Purchasing and Supply Chain Management; One option from: Consultancy Project; Thematic Independent Study. Further course information is available on our website.</p>	<p>In this programme, students will be equipped with knowledge on the functions of purchasing and supply chain management and comprehend their impact in the overall efficient management of a business. These functions will be studied within the context of the changing global environment and taking into account the societal requirements for sustainable management and reduced carbon footprint from business operations. The programme is accredited by the Chartered Institute of Purchasing and Supply (CIPS), the leading professional body in the field of purchasing and supply chain management. Students completing the programme gain partial exemption from the CIPS, giving them accelerated entry into this professional body (subject to approval).</p>
<p>Plymouth University (run through Supply Solutions)</p>	<p>UK</p>	<p>International Supply Chain &amp; Procurement Management</p>	<p>BSC</p>	<p>Level 5 Core units          Managing Supply Markets Price &amp; Cost – 20 credits          Managing Procurement – 20 credits          This unit is tailored and offered as ‘Managing Procurement in the Public Sector’ – 20 credits, for Public Sector Organisations          Level 5 options          Buying Assets &amp; Outsourcing Services          Category Management &amp; E-Commerce in Supply Chain Management          Negotiation Theory &amp; Practice          Procurement in Project Based Environments          Sustainability In the Supply Chain          Contracting in the Public Sector          Logistics Systems &amp; Techniques          Marketing &amp; the Supply Chain Function          Work Based Project &amp; Dissertation          Risk Management In the Supply Chain          Warehouse Management &amp; Inventory Control          Level 6 core          Research Skills for International Business          Managing &amp; Leading the Supply Chain Function          Work Based Project &amp; Dissertation          Level 6 Option          International Supply Chain Management          International Logistics Management          Finance for Supply Chain Managers          International Shipping          Legal Aspects of Contracting          Strategic Relationship Management          Ports &amp; Inter-Modalism          Advanced Negotiation Techniques          Strategic Management &amp; Governance</p>	

				Strategic Management of the Procurement Function Strategic Management of the Procurement Function in the Public Sector	
Wayne State University (in Cooperation with AIAG)	USA	Auto Industry Certificate in Purchasing and Supply Chain Management	Non-degree certificate program	Intro/ SCM Strategy in the Vehicle Industry Globalization and Vehicle SCM SCM Finance ERP and Decision Support Tools Forecasting and Demand Planning In the Vehicle Industry Negotiation and Purchasing Legal Buyer/Seller Relations and Innovation Procurement Strategy Supplier Development and Risk Management Manufacturing/Scheduling/Capacity In the Vehicle Industry Plant Tour Six Sigma and Quality Management and First Half Wrap-Up Company Project Global SCM and Logistics Strategy In the Vehicle Industry Global Sourcing and Total Enterprise Cost Global Customs/Security Management Warehousing/Sequencing/ Cross-Dock/Pooling Strategy and Operations Supplier/Sequencing Center Tour Inventory Management Strategy Materials Management/Beer Game Transportation Mgt, 3PL's, Packaging Returnables, and Safety/Legal Component Transportation Management Finished Vehicle Transportation	
Irish Institute of Purchasing & Materials Management	Ireland	Part Time Degree in Procurement	QQI Accredited	Fundamentals of Accounting Economics Business Organisation and Information Technology Marketing and Business Communications Principles of Procurement Purchasing and the Commercial Environment Statistics and Quantitative Methods (15 credits) Fundamentals of Management (10 credits) Introduction to Supply Chain (10 credits) Storage and Distribution (15 credits) Commercial Relationships (10 credits) Financial Management (10 credit) Operational Supply Management (10 credit) Business Law (10 credit) Operations Management (15 credit)	

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				Logistics Management (15 credit) Business Policy Advanced Supply Management Strategic Procurement Research Assignment Project All 15 credits.	
University of Strathclyde	UK	Supply Chain & Procurement Management	MSC	Core Strategic Supply Chain Management Supply Chain Operations Enterprise Resource Planning Postgraduate Individual Project Management of Total Quality & Continuous Improvement Product Costing & Financial Management Advanced Project Management Business Operations & Supply Chain Strategy Case Studies in Supply Chain Management Specialism Organisational Buying Behaviour Strategic Procurement Management Various elective classes	You'll gain an in-depth understanding of strategic, tactical and operational issues relating to the management of supply chains. You'll be equipped with state-of-the-art concepts, methods, techniques and tools to contribute towards the competitiveness of industrial and commercial organisations worldwide. The course comprises compulsory modules and specialist modules as well as a Masters dissertation. The specialisation allows you to choose an area of interest, Operations Management, Logistics Management or Procurement Management. You will choose this at registration.
Kaplan University (Augusta)	USA	Business Administration – Procurement Focus	BSC	Additional modules in: Management of Information Systems Operations Management Quality Management Financial Statement Analysis	Careers in management are available in nearly every industry, offering diverse opportunities for job applicants with the right knowledge, skills, and credentials. If you are ready to advance your career in management, earning a degree in business administration at Kaplan University may prepare you with knowledge and skills relevant to today's competitive business environment.*
London Corporate Training Ltd	UK		Short courses	Advanced Procurement, Contract Management and Effective Negotiation IOSCM  Procurement and Managing Suppliers IOSCM	
Chartered Institute of Purchasing & Supply (CIPS)	UK (International)		Level 4 (Diploma in Procurement & Supply)	Contexts of procurement and supply Business needs in procurement and supply Sourcing in procurement and supply Negotiating and contracting in procurement and supply Managing contracts and relationships in procurement and supply	The Diploma addresses planning and forecasting for future demand, forward planning for contract development, negotiating volumes, margins and standards, creating and controlling specifications, and contract management. It also covers the supply market and chain, negotiating with suppliers, conflict resolution and performance review
Chartered Institute of Purchasing & Supply (CIPS)	UK (International)		Level 5 (Advanced Diploma in Procurement & Supply)	COMPULSORY UNITS Management in procurement and supply Managing risks in supply chains Improving the competitiveness of supply chains OPTIONAL UNITS Category management in procurement and supply Sustainability in supply chains Operations management in supply chains	The Advanced diploma focuses on cost reduction and added value of purchases and supplies, improving timescales and stock control, management and innovation in the procurement and supply process, and developing legal and risk management expertise.

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Chartered Institute of Purchasing & Supply (CIPS)	UK (International)		Level 6 (Professional Diploma in Procurement & Supply)	<p>COMPULSORY UNITS Leadership in procurement and supply Corporate and business strategy Strategic supply chain management</p> <p>OPTIONAL UNITS Supply chain diligence Programme and project management Legal aspects in procurement and supply (UK)</p>	The Professional diploma focuses on giving you the strategic acumen to align functional, organisational and supply chain strategies, and to devise and implement change management. The course develops your skills in areas including leadership of stakeholders, the procurement function, teams and relationship management, and project and financial management.
Institute of Supply Chain Management (IOSCM)	UK		Short courses	<p>Purchasing Management: Roles of management in purchasing/Purchasing legislation/Supplier relationships/Effective negotiation</p> <p>Supply Chain: Management and control/Physical and information flows/Barriers to effective operations/Supply chain planning/Technology in supply chain</p> <p>Inventory: Inventory management/fixed period and fixed quantity models/minimising stock levels/impact of inventory on the supply chain/stock performance systems</p>	The Level qualification is intended for students with extensive experience working at a management level within the supply chain sector and looking to progress to a senior management role. The course allows students to develop management skills and sector specific knowledge to support career development and operational efficiency.
CP Training			Short courses	Strategic Procurement Skills	
RIPA International			Short courses	<p>A modern approach to procurement: A strategic perspective</p> <p>The complete procurement cycle</p>	
University of South Wales	UK	Strategic Procurement Management	MSC	<p>Stage One Purchasing Principles &amp; Management (20 credits)* Compare and contrast the strategic links between procurement, purchasing and the notion of supply chain management, this module is aimed at developing your ability to effectively and ethically manage supply as a holistic process.</p> <p>Strategic Operations Management (20 credits)* Develop your ability and skills in strategic operational management tools and techniques with an appreciation of operational processes, planning and control systems.</p> <p>Sustainable Supply Chain Management (20 credits)* Explore the strategic need, role and value for logistics, purchasing and supply chain research within organisations in order to achieve sustainable supply chain networks in the future.</p> <p>Stage 2</p>	<p>If you want a career in procurement management, this specialist masters programme offers high-level strategic teaching in all areas of this growing field. In an increasingly competitive environment, purchasing and supply chain managers need to develop and demonstrate a variety of key competencies. Graduates from this Masters course have the specialist knowledge to co-ordinate and adapt their purchasing and supply chain activities, and respond to the dynamic needs of a modern business. This course is accredited by the sector's professional body – the Chartered Institute of Purchasing and Supply (CIPS). Upon successful completion, you will gain the MCIPS (with three years' work experience)*. The University has a long and distinguished history of research, training and education in procurement and supply chain management and is one of the largest CIPS Centres of Excellence in the UK. Working in partnership with procurement professionals, the University has established its very own Procurement Best Practice Academy to identify, develop and disseminate best practice in procurement</p>



				<p>Commercial Relationships (20 credits)* Gain a critical understanding of the contribution of strategic accounting information to decision making in business. You'll be introduced to major-themes underlying trading law with commercial and consumer contracts.</p> <p>Advanced Procurement (20 credits) Examine the strategic internal and external relationships required to manage procurement and purchasing and supply, and the new and innovative cutting-edge procurement and purchasing principles and philosophies.</p> <p>Research Methods (20 credits) Develop your understanding and research skills in a management and/or professional development context; critically reviewing a range of research methodologies and methods of providing management information for decision making.</p> <p>Stage 3 Dissertation in Purchasing, Logistics, Supply Chain (60 credits)</p>	and supply chain management. This informs our teaching, so you will benefit from a course that embodies the latest industry thinking.
University of Birmingham	UK	Strategy & Procurement Management	MBA	<p>Semester 1 Core modules: <a href="#">Accounting for Managers</a> <a href="#">Finance for Managers (MBA)</a> <a href="#">Human Resource Management</a> <a href="#">Marketing Concepts and Practice</a> <a href="#">Strategic Analysis of Business</a> <a href="#">Operations Management</a></p> <p>Semester 2 Core modules: <a href="#">Developing Leadership Practice</a> <a href="#">Global Business Development</a> <a href="#">Strategic Purchasing and Supply Chain Management</a></p> <p>Choose <u>ONE</u> optional module from the list below: <a href="#">Ethical Finance and Sustainability</a> <a href="#">International Cooperative Strategy</a> <a href="#">Business Communication</a> <a href="#">Corporate Governance</a> <a href="#">Entrepreneurial Finance</a> <a href="#">Ethics in Global Business</a> <a href="#">Global Marketing Leadership</a> <a href="#">Implementing Strategies and Managing Change</a> <a href="#">Infrastructure and Project Finance</a> <a href="#">International Banking: Regulation and Supervision</a> <a href="#">International Business</a> <a href="#">International Business Experience</a> <a href="#">International Business Finance</a> <a href="#">The Effective Director</a></p>	The programme offers a range of specialist professionally oriented modules designed for managers with procurement responsibilities across a range of sectors and industries. It provides an opportunity for those involved in procurement to develop their general management knowledge and skills, and to gain access to leading-edge thinking and research in procurement and supply management. Those teaching the specialist components of this programme have had substantial practical and consultancy experience of the modern procurement function in a range of manufacturing, service and public sector organisations.

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				Students must also take one of the following: <a href="#">Dissertation Type A: Management Challenge</a> <a href="#">Dissertation Type B</a>	
ECP (Paris)	France	Purchasing Master	Masters	Besides teaching the basics of purchasing, the course will also include specialised subjects such as: innovation and technology monitoring the analysis of the product's life cycle managing business and industrial projects involving purchasing in the creation of products and the supply chain global sourcing and logistics the development of suppliers strategic alliances risk management financial engineering supply chain management	The Advanced Master aims at training science and technology graduates, engineering graduates or students with an engineering degree or a Science degree (at least bachelor of engineering, preferably graduated from Masters programs) in the use of the most advanced techniques in purchasing and familiarise them with an industrial, technological and international environment. This Advanced Master has been created in response to requests from numerous purchasing managements which needed a purchasing program training very high-level buyers.
Rome	Italy	Public Procurement Management	International Masters	Course List 1 Negotiation and Team Building 2 Economics of Procurement 3 Legal Background 4 Organization and Strategy 5 Economic Analysis of the Market 6 Contract Complaints and Disputes 7 Quality Management and Green Procurement 8 Integrity and Anticorruption in Public Procurement 9 Strategic Procurement 10 Law and Economics of PPP 11 IFI's Procurement Procedures 12 E-Procurement	The qualification programme is a full-time, advanced level, one-year postgraduate Master programme with classroom lectures running from March to July in Rome, Italy, followed by distance-learning and a mandatory professional internship in a company or institution, which can be in Italy, in the student's home country or elsewhere. The programme is characterised by its interdisciplinary content and it is meant to attract purchasers with relevant experience in procurement as well as students interested in preparing for a career in procurement, whether in state or local government, publicly-owned enterprises or multilateral international organisations. Classes are all taught in English, therefore language proficiency is required to successfully attend the courses and to actively participate in all the learning activities.
AFUM (Akademie für Unternehmensmanagement)	Germany	Procurement Management	MSC	Need a translation of the modules  International Procurement Management Logistics and Supply Chain Operations Management Warehousing and Inventory Management	Generelles Ziel dieses MSc-Studiums ist es, Supply Chain Management modellieren, analysieren und bewerten zu lernen sowie das Verstehen von Beschaffungspraktiken, -taktiken, -strategien und deren elektronische Variante (E-Procurement). Die Entwicklung von Fähigkeiten zum effektiven Warehousing und Stores Management sowie das Verstehen von IT-Prozessen im Beschaffungsumfeld runden die Themengebiete des Studiengangs ab. Durch die fundierte Ausbildung auf Managementniveau sind Sie in der Lage, Procurement-Geschäftseinheiten auf Grundlage ökonomischer Ziele zu führen.
SKEMA Business School	France	Supply Chain Management	MSC	SEMESTER 1 Mandatory courses, 22 credits	The MSc in Supply Chain Management and Purchasing (SCMP) provides a unique opportunity for acquiring a specialist

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		nt & Purchasing	<p>Supply Chain Strategy and SCOR model, 3 credits</p> <p>Introduction to Purchasing &amp; Risk Management, 3 credits</p> <p>Pre-requisites of Procurement and Purchasing, 3 credits</p> <p>Advanced Sourcing, 4 credits</p> <p>Practice of MS Project, 3 credits</p> <p>Fundamentals of Procurement &amp; Purchasing, 3 credits</p> <p>PRINCE2, 3 credits</p> <p>Transversal courses, 4 credits</p> <p>Globalisation, 3 credits</p> <p>Personal &amp; Professional Development, 1 credit</p> <p>Elective courses – 2 courses to be chosen among: (4 credits)</p> <p>Supplier Relationship Management, 2 credits</p> <p>Research Methods &amp; Critical Thinking, 2 credits</p> <p>Managerial &amp; Communication Skills, 2 credits</p> <p>TOTAL Semester 1: 32 credits</p> <p><b>SEMESTER 2</b></p> <p>Mandatory courses, 23 credits</p> <p>Fundamentals of Production Planning, 4 credits</p> <p>Transportation &amp; International Logistics, 3 credits</p> <p>Supply Chain Information Technology and Tools (SAP), 4 credits</p> <p>Lean Manufacturing, 4 credits</p> <p>Supply Chain Audit, 4 credits</p> <p>Purchasing Negotiation, 4 credits</p> <p>Elective courses – 2 courses to be chosen among: (4 credits)</p> <p>SCOR, 2 credits</p> <p>Human Resource Management in the Supply Chain, 2 credits</p> <p>Finance in the Value Chain, 2 credits</p> <p>Advanced Managerial &amp; Communication Skills, 2 credits</p> <p>Transversal courses, 3 credits</p> <p>Personal and Professional Development, 1 credit</p> <p>Strategy, 2 credits</p> <p>TOTAL Semester 2: 30 credits</p> <p>Dissertation, 30 credits</p> <p>90 credits in total for the year</p>	<p>qualification in the area of supply chain management, combined with a specialized one in project management.</p> <p>This MSc programme is designed for specialize professionals, mid-career managers and graduates seeking specialized training in the complementary fields of purchasing, supply chain management and project management at managerial level.</p>
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EIPM	France	EMBA	Specialising in Procurement	Details not available on the website	Details not available on the website
EIPM	France	MSC	Strategic Sourcing & Supply Chain	Details not available on the website	Details not available on the website
Lappeenranta University of Technology (Lappeenranta)	Finland	Supply Management (MSM)	MSC	<p>The Master's Programme in Supply Management is a two-year programme.</p> <p>Core studies (48 ECTS credits) include courses on strategic supply management, global sourcing and sub-contracting, relationship management and supply chain improvement.</p> <p>Specialisation studies (42 ECTS credits) include courses on topics such as external resource management and project courses.</p> <p>Minor studies (minimum 24 ECTS credits), include courses on either international marketing, knowledge and innovation management, sustainability, or business analytics.</p> <p>Academic skills, 6 ECTS credits.</p> <p>Language studies, 6 ECTS credits.</p> <p>The Master's thesis and seminar, 30 ECTS credits, is a part of specialisation studies. The thesis is an advanced research project, which requires approximately six months of full-time work.</p>	<p>After completing the Master's programme you will</p> <ul style="list-style-type: none"> <li>understand the strategic role of supply management and purchasing in global business and value creation</li> <li>know the main theories of managing supply, suppliers and value networks</li> <li>apply relevant methods and skills to manage logistical business processes and supplier relationships</li> <li>utilise strong analytical skills and apply tools required for professional practices</li> <li>recognise the risks and challenges of a global supply network</li> <li>be able to follow the principles of responsible business and maintain high business ethics</li> </ul>
LOGY	Finland	Purchasing and supply management	Further training to every one; International Federation of Purchasing & Supply Management: Certified Purchaser -	<ul style="list-style-type: none"> <li>-Basic course: Purchasing</li> <li>-Financial control of purchasing</li> <li>-Bidding practices</li> <li>-Measurements and monitoring of purchasing</li> <li>-Contracts and legal issues</li> <li>- Management and development of purchasing function</li> <li>-Category management</li> <li>-Supplier management</li> <li>-Course fee</li> </ul>	To understand how purchasing function can create competitive advantage to the organization.

			degree		
University of Twente	NL	Business Administration: Purchasing and Supply Management	Master	Purchasing Management Healthcare Purchasing Purchasing Strategy and Systems Stochastic Models in Production and Logistics Global Sourcing and Organization Supply-Chain Management and Innovation Public Procurement B2B Marketing Sourcing Game	
AERCE (Asociación Española de Profesionales de Compras)	Spain	UNIVERSITY MASTER IN PROCUREMENT, UNIVERSITY MASTER IN PUBLIC & ADMINIST. PROCUREMENT	Master	78 modules: Public procurement (PP) Statistical aspects of PP Expediente PP ? Follow up PP Organisation models PP IT systems PP European directives Negotiation in English Coaching Time management Conflict solving Work development Business intelligence Economics & procurement International contracts Contract financing Cost vs. price Foreign trade financials Knowledge management International negotiation Communication New skills in procurement Team management Leadership Intermediation Electronic sourcing Contracts International contracts International purchasing Labour risks Outsourcing, BPO Forecasting KPI management Procurement of services Procurement of marketing Market analysis EFQM (European Foundation for Quality Management) model International logistics Electronic trade Lean Six Sigma Procurement Leadership Strategic management Category management Supplier relationship management Financials & procurement Performance Category management case analysis	Adapted to the different procurement profiles QUALITY FLEXIBILITY ADAPTED TO THE NEEDS OF THE COMPANIES AND THE STUDENTS The experience and knowlegde needed to become an expert in procurement Developing knowledge and skills for the future C.P.O.s Assuring the knowledge in procurement in administrations Offering those professionals the knowledge, tools and process to get the excellence in their work The most flexible university training experience worldwide Assuring the excellence and quality deployment in procurement

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				<p>Travel management Value analysis Foreign trade Logistics management Spend analysis Global sourcing Quality &amp; procurement E-procurement Negotiation Risk management Continuous improvement Corporate social responsibility Norms CWA ? Procurement compliance Ethics in procurement Intermodal Incoterms 2010 ERP &amp; procurement Procurement function Planning Supplier evaluation Relationship management Procurement at different industries Contract management Stuck management Case analysis Process improvement MS project Electronic billing Excel for procurement Procurement IT tools</p>	
<p>HS Niederrhein (developed with BME)</p>	<p>Germany</p>	<p>Strategisches Beschaffungsmanagement</p>	<p>MBA</p>	<p>Ganzheitliches Beschaffungsmanagement Ziele und Basisstrategien Organisation in der Beschaffung Personalführung Vertragsmanagement Special: Englisch für Beschaffungsmanager Materialgruppenmanagement Lieferantenmanagement Supply Chain Management Innovations- und Qualitätsmanagement Global Sourcing Special: Kaminabende mit Diskussionsfokus Kostenmanagement Beschaffungscontrolling Personalführung Verhandlungs- und Konfliktmanagement Trends in der Beschaffung Special: Exkursion zum BME-Symposium Einkauf und Logistik Möglichkeit zur internationalen Exkursion</p>	<p>Fachliche, strategische und führungsorientierte Weiterbildung Ausgewogener Mix aus Fachwissen und praktischer Umsetzung Top-Dozenten aus Wissenschaft und Praxis Parallel zum Beruf International anerkannter akademischer Abschluss (MBA) Neue Berufs- und Führungsperspektiven Hoher Praxisbezug durch Simulationen, Fallstudien und Firmenbesichtigungen sowie auf Wunsch durch ergebnisorientierte Bearbeitung von Projekten aus dem eigenen Unternehmen Der Erfahrungsaustausch mit den Kommilitonen ermöglicht einen Einblick in andere Unternehmen Neues, aktuelles Wissen kann bereits während des Studiums in das Unternehmen eingebracht werden und zu besseren Arbeitsergebnissen führen Kleine Jahrgangsgrößen, individuelle Sprechstunden, Kaminabende sowie Prüfungsvorbereitungskurse garantieren eine persönliche Betreuung Neun von zehn Abschlussarbeiten werden in Kooperation mit Partnern aus der Wirtschaft erstellt Die Chance auf neue Verantwortungsbereiche und</p>

					<p>anspruchsvollere Tätigkeitsfelder erhöht den persönlichen Ehrgeiz des Mitarbeiters – die Motivation und die emotionale Bindung an das Unternehmen steigen</p> <p>Qualifizierter Nachwuchs aus den eigenen Reihen lässt Einarbeitungszeiten sowie kostspielige und zeitraubende Auswahlverfahren entfallen</p> <p>Die enge Zusammenarbeit mit dem BME sowie eine mögliche Exkursion zum 51. Symposium Einkauf und Logistik öffnen die Tür zum Netzwerk des BME</p>
TH Ingolstadt	Germany	Beschaffungsmanagement	MBA	<p>Angewandte methodische und organisatorische Aspekte des Beschaffungsmanagements</p> <p>Angewandte Prozesse und Instrumente des Beschaffungsmanagements</p> <p>Studiengangspezifische Methodenkompetenz</p> <p>Selbst- und Sozialkompetenz am Arbeitsplatz, laterale Führung und Steuerung externer Partner</p> <p>Operatives Management</p> <p>Strategisches Management</p> <p>Internationales Supply Chain Management</p> <p>Strategisches Beschaffungsmanagement</p> <p>Leadership</p> <p>Beschaffungscontrolling und Cost Engineering</p> <p>Veränderungs-/Prozessmanagement</p> <p>Qualitäts- und Innovationsmanagement</p> <p>Internationales Projekt im Ausland</p>	
FH Hof	Germany	Einkauf und Logistik/Supply Chain Management	M.A.	<p>Einführung, Supply Strategie und Beschaffungsmarktstrategien</p> <p>Lieferantenmanagement und Beziehungsmanagement</p> <p>Make or Buy</p> <p>Ausschreibungen und Auktionen (inklusive e-Sourcing)</p> <p>C-Teile-Management</p> <p>E-Katalogeinkauf / Dienstleistungseinkauf</p> <p>SCM-Materialflüsse / Global Sourcing</p> <p>Entwicklungspartnerschaften (advanced purchasing)</p> <p>Qualitätsmanagement in der Supply Chain</p> <p>Balanced Scorecard und Einkaufscontrolling</p> <p>Rechtliche Aspekte in der Supply Chain</p> <p>Re-Engineering in der Supply Chain</p> <p>Strategien der Logistik</p> <p>Optimierung von logistischen Prozessen</p> <p>Informationstechnik in der Logistik</p> <p>Transportstrategien</p>	<p>Dieser Masterstudiengang ist eine praxisorientierte, berufsbegleitende Weiterbildung für erfahrene Fach- und Führungskräfte aus dem Aufgabenfeld der Supply Chain</p> <p>operative und strategische Einkäufer</p> <p>operative und strategische Logistiker</p> <p>erfahrene Mitarbeiter aus weiteren Aufgabenfeldern der Supply Chain, insbesondere Qualitätsmanagement, Auftragsabwicklung und Disposition</p> <p>Führungsnachwuchskräfte in den Bereichen Einkauf und Logistik</p> <p>Potenzialträger.</p>

				Umschlags- und Kommissionierstrategien Lager- und Bestandsstrategien Planung und Modellierung von Logistikprozessen Wertschöpfungsmanagement Logistik-Controlling Outsourcing und Dienstleistermanagement Ersatzteillogistik Logistikrecht	
Milano, Nantes	Italy France	Supply Chain and Purchasing Management	Master		<p>Development of fundamental skills, tools, and techniques required for supply chain and purchasing professionals.</p> <p>Exposure to international perspectives on supply chain and purchasing management by spending at least a semester in both France and Italy and by learning from the international faculty at each school.</p> <p>Exposure to supply chain and purchasing management practices in leading industries, especially those focusing on core supply chain and purchasing issues including manufacturing, transport, and logistics.</p>
BMÖ Akademie, Middlesex University /KMU-Akademie Linz	Austria	Business Administration + Strategic Purchasing & Supply Chain Management	MBA	<p>Management [Fernlehre] Volkswirtschaftslehre/Allgemeine Betriebswirtschaftslehre Organisation und Management Finanzmanagement Personalmanagement Wirtschaftsrecht Marketing</p> <p>Strategic Purchasing &amp; Supply Chain Management [Präsenzmodule] Strategisches Supply Chain Management Strategisches Einkaufs- und Lieferantenmanagement &amp; Sourcing Managementkompetenz Rechtliche Grundlagen für Einkauf und SCM Controlling im Einkauf Operations &amp; Logistics IT- und Informationsmanagement in Einkauf und SCM</p>	