

Supply chain training for corporate teams

Course catalog



Today, more than ever, procurement and supply chain teams face acute long-term challenges:

- **Geopolitical pressure** from climate change, COVID-19, Brexit, and more
- **Talent market pressure** to sustain strong employee engagement
- **Continuous pressure** to reduce costs across the board
- **Innovation pressure** to keep pace with new technology
- **Governance pressure** from ever changing legislation

These are compounded by complexities that affect supply chains daily such as:

- **Declining morale** from all this increasing pressure
- **Black swan events** calling for resilience and new skills
- **Global shortage** of essential materials
- **Inflationary costs** and pressure on profitability

It's no surprise that procurement and supply chain professionals at all levels are feeling the strain. With the changing demands of their roles, teams must be regularly trained and developed simply to be equipped to do their job effectively.



Continuous, personalized, digital learning

The only way to effectively assess and upskill teams at scale is through continuous, personalized, digital learning. Thanks to our **unique blend of training courses, market-leading platform, and learning science** your procurement and supply chain teams will be equipped with the skills they need to excel in their roles.

Why Skill Dynamics?

520+

**Multinational
clients**

300,000+

**Learners around
the world**

100

Countries

The result?

Our eLearning will accelerate your performance by helping you to:

- **attract** and retain talent
- **future-proof** your capabilities
- **strengthen** the impact of your L&D investment.

Our complete learning library

With over **900 pieces of supply chain and procurement content** across multiple dynamic and engaging learning formats, we're confident we have the broadest and deepest digital learning catalog in the industry.

In this document we highlight what you can find in our most in-depth content; high impact eLearning courses, webinar toolkits, and microlearnings. For detail on our other learning formats, please speak to a Skills Dynamic representative.



Current learning formats

High-impact e-learning	Practical, scenario-based learning ranging from 10 to 40 minutes. Unique to the market as our e-learning uses cognitive load theory to maximize retention and works to make complex High-impact e-learning concepts accessible.
Expert review	An expert presents a scenario with a problem to be solved. Learner types out solution and compares with expert response.
Microlearning	Short videos where an expert summarizes and refreshes key concepts learnt previously.
Skill builder	Test the learner's understanding by putting the learner in real-life scenarios and posing a set of questions.
Refresher courses	Summaries of eLearning courses taken previously – battles the forgetting curve.
Exams/assessments	Exams/assessments for each competence designed to measure the learner's skill level in that competence.
Memory jogger	Summary of eLearning courses in PDF format.
Application-based tasks and activities	'On the job' projects that ask the learner to implement what they have learned. Activities are shorter versions of this, such as speaking to a colleague or a simple task.
Ask the expert	An interactive modality resembling an FAQ, offering learners supplementary insights and detailed explanations on topics covered within the course.

Digital and analytics

Learn how to use statistical analysis, big data analytics, machine learning and the Internet of Things to create supply chain value, increase operational efficiency, generate more revenue and reduce costs.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Smart supply chains: navigating the Internet of Things	● ● ● ○	85	Gain the knowledge and skills necessary to navigate the new era of supply chain management. Through an exploration of IoT technologies and their applications in the supply chain domain, you will gain a deep understanding of the potential benefits of these technologies and how they can be leveraged to optimize supply chain operations.	✓			✓			
Learning from Amazon-proven strategies and tips	● ● ● ○	45	Get acquainted with the management philosophy, supply chain best practices and the strategic use of technology that has made Amazon a global leader in omni-channel retail. You will gain insights into how Amazon uses technology and supply chain excellence to create a great customer experience, and how you can implement these practices in your organization to gain market leadership.	✓			✓			
How to access and analyze big data for actionable insights	● ● ● ○	45	Discover the objectives of big data analytics and understand how to separate useful data from noise, how to prepare data for analysis, and how to store data.	✓			✓			
Data preparation: an essential guide	● ● ● ○	45	Deep dive into the process of converting data into wisdom. Learn how to use various sampling techniques and in which situations each technique should be used, including how to segment data, filter data, and the key parts of a data security program.	✓			✓			
From information to knowledge, descriptive analytics	● ● ● ○	55	Learn how to turn data into information your organization can use to make better decisions. Discover analytics tools used in business analysis, statistics for descriptive analytics, and how to use probability distributions.	✓	✓		✓			
From information to knowledge, diagnostic analytics	● ● ● ○	45	Learn how to use diagnostic analytics to get to the root cause of problems, including the use of correlation to diagnose the cause of organizational results and test your hypotheses using various hypothesis-testing techniques.	✓			✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to predictive analytics	● ● ● ○	60	Learn how to use regression analysis, including how to establish the significance of the relationship between variables through the calculation of a correlation coefficient. Gain an understanding of hypothesis testing and how to use statistical forecasting techniques including naive forecasting, moving average, weighted moving average and exponential smoothing to predict future demand.	✓			✓			
Predictive analytics: data mining & machine learning	● ● ● ○	30	Explore the types of machine learning, including clustering algorithms and other machine algorithms. Learn about hierarchical clustering, K-means, and where data mining and machine learning fit into the process of turning data into wisdom. Gain an understanding of supervised and unsupervised learning.	✓						
Introduction to prescriptive analytics and scenario analysis	● ● ● ○	45	Deep dive into scenario analysis to help improve your decision making.	✓			✓			
Introduction to supply chain control towers	● ● ● ○	45	Discover what a supply chain control tower is, including its principles and benefits.	✓			✓			
Supply chain control tower	● ● ● ○	65	Gain the knowledge and skills needed to navigate the complexities of supply chain control towers. Whether you are a supply chain manager, logistics professional, or a decision-maker within your organization, this topic will empower you to make informed choices that enhance your supply chain's efficiency, resilience, and overall performance.	✓	✓		✓	✓	✓	
The Internet of Things (IoT)	● ● ● ○	65	Gain the knowledge necessary to navigate the new era of supply chain and logistics. Through an exploration of IoT technologies and their applications, you will gain a deep understanding of the potential benefits of these technologies and how they can be leveraged to optimize operations.	✓	✓		✓	✓	✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Supply chain performance metrics (SCOR-DS)	● ● ● ○	65	Explore the dynamic intersection of demand and supply within the realm of supply chain management with our course on Demand and Supply Planning Metrics. This course is designed to equip you with the essential knowledge and skills needed to optimize and synchronize the intricate processes of forecasting, demand planning, and supply chain operations.	✓	✓		✓	✓	✓	
SCOR-DS for supply chain optimization	● ● ● ○	65	Discover the untapped capabilities of your supply chain with SCOR-DS (Supply Chain Operations Reference for Design and Source processes). Harness the full potential of the SCOR framework's Design and Source processes for optimal efficiency, resilience, and strategic alignment within your organization.	✓	✓		✓	✓	✓	
Big Data and business analytics	● ● ● ○	65	Unlock the power of data in driving informed business decisions with our comprehensive course on Big Data and business analytics. In this course, you will delve into the world of big data analytics, exploring cutting-edge techniques, tools, and methodologies that empower organizations to transform raw data into actionable insights.	✓	✓		✓	✓	✓	
Generative AI in Supply Chain Management (SCM)	● ● ● ○	55	This course explores the transformative impact of Generative AI in Supply Chain Management. By course end, you'll be equipped to integrate AI effectively, drive efficiency, and navigate the future of supply chains.	✓	✓		✓		✓	
AI for Supply Chain Optimization	● ● ● ○	55	This course delves into the symbiosis of artificial intelligence (AI) and supply chain management (SCM). By the course's end, you'll be equipped to navigate the complexities of modern SCM, leveraging AI to drive efficiency, resilience, and innovation.	✓	✓		✓		✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Empowering AI-driven transformations in supply chains	● ● ○ ○	55	<p>This course delves into the practical implementation of artificial intelligence (AI) within supply chain management. Covering a wide spectrum of topics, it equips participants with actionable insights and strategies to enhance supply chain efficiency and resilience.</p> <p>By the course's end, participants will be equipped to implement AI solutions effectively, driving innovation and agility in supply chain operations.</p>	✓	✓		✓		✓	

Demand planning

Gain an understanding of the methods for forecasting demand, how to measure and manage demand uncertainty, and how to consolidate and communicate demand as input for supply planning and sales/operations planning. You will become familiar with the concept of collaborative planning, forecasting and replenishment (CPFR).



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Demand forecasting - a comprehensive introduction to methods and strategies	● ● ● ●	85	Learn about the key considerations of making a forecast, including the different types of forecasting methods - both quantitative and qualitative. Learn how to make decisions to ensure your forecasts have the most impact. Gain an understanding of how different departments use forecasts to best meet the organization's needs.	✓	✓		✓			✓
Quantitative forecasting methods	● ● ● ●	325	Learn how to accurately forecast by using trends, cyclicalilty and seasonality, including how to separate patterns from noise and use quantitative forecasting methods such as the naïve, average, moving average, weighted moving average, and exponential smoothing.	✓	✓		✓		✓	✓
Qualitative forecasting methods	● ● ● ●	325	Learn how to use the inside information from experts, executives, and customers to make your forecasts more complete, including how to use qualitative forecasting methods such as the Jury of Executive Opinion, Delphi, and Salesforce composite. Gain an understanding of when to use customer surveys and test marketing to enhance forecasts. Gain insight into when personal incentives can bias forecasts and how to correct them.	✓	✓		✓		✓	✓
Measuring forecast accuracy	● ● ● ●	75	Learn how to determine the size and source of your errors through Mean Absolute Percentage Error and Forecast Bias. Discover which forecasts to measure - that is over, what time horizon, how often and at which level to measure as well as potential causes of forecast error and how to correct them.	✓			✓			✓
Improving forecast model accuracy	● ● ● ●	95	Discover how to improve your forecasting model by keeping it updated, using the right data and separating products with different patterns.	✓	✓		✓			✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Improving the forecasting process	● ● ● ○	85	Learn how to shape demand by reducing your dependence on forecasting, including how to influence organizational practices that may be the root cause of forecast inaccuracy. In addition, you will learn how to diagnose and solve problems in the process of demand forecasting. You will also learn how to use Big Data and the Internet of Things to improve forecasting accuracy.	✓	✓		✓			✓
Advanced time series methods: an in-depth overview	● ● ● ○	85	Go beyond the single-factor exponential smoothing method to account for trends, seasonality and cyclicalities further into the future. Explore advanced methods such as Holt's 2-factor method, and the Holt-Winters method in a simple, clear way, including how to use damped trends to ensure your forecasts stay accurate for longer. Full mathematical calculations and complete example calculations are provided in downloads within the topic, providing you with everything you need to apply these methods.	✓	✓		✓			✓
Visualizing data with simple linear regression	● ● ● ○	85	Learn how to improve the accuracy of forecasts by identifying factors such as advertising and calculating the impact they have on demand. Discover how to use simple linear regression to visualize and understand the relationship between supply chain data points.	✓	✓		✓			✓
Multiple regression analysis	● ● ● ○	75	Discover how to further improve the accuracy of forecasting by accounting for many different causal factors, such as advertising, discounts, and the state of the economy. Learn how to test how good your forecasting model is.	✓			✓			✓
Forecasting for new products	● ● ● ○	75	Learn about the different types of new products and how technology and market type drive the approach to get better forecasts. The techniques available include: Item Suppression, Analogous Forecasting, Assumption Based Modelling, Diffusion Models and scenario analysis techniques such as Monte Carlo Simulations. Explore how to combine several of these methods to give the best chance of success.	✓	✓		✓			✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Demand and supply planning metrics	● ● ○ ○	75	Learn strategies for improving the Agility and Asset Management Efficiency of a supply chain by understanding demand patterns, forecasting needs accurately, technology solutions and streamlining processes.	✓			✓			✓

Inventory control

Explore strategies for maintaining the optimum amount of inventory and discover what, when and how much to order to provide an uninterrupted service at minimum cost. Learn to classify inventory, establish priorities, balance your customer service levels with inventory costs and manage your physical inventory effectively.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to inventory control	● ○ ○ ○	45	Learn about the types of inventory, the purpose of holding inventory, inventory control policies and inventory control methods. Gain an understanding of the importance of inventory control and how to establish a successful inventory control system.	✓			✓			
Inventory control for finished goods: a comprehensive guide	● ● ○ ○	45	Learn how the Order Point Method and Periodic review method work, including how to determine how much inventory to keep, when to order, and how much to order. Discover how to determine the right amount of safety stock and learn concrete actions for being able to reduce it. Learn to measure your inventory control by calculating inventory turns, and how to establish a target.	✓			✓			
Inventory control for components	● ● ○ ○	55	Learn how MRP and Just In Time (JIT) are used to control component inventory, including how MRP works and MRP inputs that include the Master Production Schedule (MPS), Bill of Materials (BOM), inventory records, and lead times. Learn how Just In Time (JIT) uses actual production to determine when and how many components to order and the fundamentals of a Kanban system.	✓	✓		✓			
Inventory classification fundamentals	● ● ○ ○	45	Learn the various methods for classifying inventory. Go into greater depth with ABC analysis and then go further using the inventory risk matrix to determine which inventory control strategy is most appropriate for each item. Learn when to build up seasonal stock, and when to hold strategic stock as part of your inventory control strategies.	✓			✓			
Physical inventory control	● ● ○ ○	45	Explore how errors in inventory records typically occur and how to prevent and mitigate them. Learn how to conduct a physical inventory audit, all the way through to finding and correcting the root cause of inventory errors. Gain an understanding of the importance of accurate inventory records and how to implement a cycle counting program, including determining priorities.	✓			✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Calculating and maintaining safety stock levels	● ● ○ ○	45	Gain an in-depth understanding of safety stock, including statistical techniques, distributions, and how to calculate your safety stock needs using the King's Method which will protect you from supply and demand uncertainty.	✓			✓			
Calculating safety stock to manage uncertainty	● ● ○ ○	55	Gain a comprehensive overview of the concept and explain why it's important for businesses to maintain an adequate level of safety stock. We'll also cover how to calculate your inventory needs and set up a reliable system for monitoring your stocks.	✓	✓		✓		✓	

Operations



Master the world of manufacturing methods and Lean and delve into the different process types and manufacturing operating models. Explore Lean Manufacturing principles, eliminating waste through 5S, Kaizen, and PDCA. Master value stream mapping for continuous improvement and standardized processes and learn how to grow your Lean Culture. Gain insight into managing constraints with Goldratt's Five Focusing Steps and Throughput Accounting for enhanced decision-making and optimized throughput.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Manufacturing methods: process types	● ○ ○ ○	115	Deep dive into the four main process types: Job shop, Batch, Repetitive and Continuous. Learn how each type works and which one is best for your production needs.	✓			✓		✓	✓
Manufacturing methods: operating models	● ○ ○ ○	125	Discover the different types of manufacturing operating models - Engineer to order, Make to order, Assemble to order and Make to stock and pipeline. Gain an understanding of the differences and characteristics of each process and which products are best suited to each process.	✓	✓		✓		✓	✓
Lean manufacturing: eliminating waste	● ● ○ ○	345	Explore the definition of Lean and the five core Lean principles. Learn how to recognize the eight different types of waste and the importance of controlling overburden and unevenness.	✓			✓		✓	✓
Lean manufacturing: the value stream	● ● ○ ○	345	Learn how to use value stream maps to identify sources of waste, including how to use value stream mapping as a tool for continuous improvement and creating standardized processes.	✓			✓		✓	✓
Lean manufacturing: continous improvement	● ● ○ ○	345	Explore Lean Manufacturing strategies such as 5S, Kaizen and PDCA. Examine how implementing a Lean Culture of Respect for People, Empowerment and Cross-training can lead to positive results, including the concept of Gemba Walks and how to apply it.	✓			✓		✓	✓
Lean culture management system	● ● ● ○	45	Learn how a Lean Culture Management System works, including the underlying process and principles.	✓			✓			
Managing constraints: the five focusing steps and how to identify constraints	● ● ● ○	80	Learn about Goldratt's Five Focusing Steps, including how to identify constraints with practical steps to improving throughput, when to perform quality checks, how to plan production, how to decide on batch sizes and why reducing set-up time is important.	✓			✓		✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
The final four steps of managing constraints in manufacturing: exploit, subordinate, elevate and repeat	● ● ● ○	30	Learn how to apply the final four steps of the managing constraints process - Exploit, Subordinate, Elevate and Repeat. Discover practical steps to improving throughput such as when to perform quality checks, how to plan production, how to decide on batch sizes and why reducing set-up time is important.	✓						
Managing constraints: the thinking process	● ● ● ○	785	Explore innovative approaches to identify and manage constraints. Examine different methods for addressing conflicting objectives as well as strategies for leveraging available resources. Gain an understanding of how shortcomings in current systems or processes can be corrected through improved business design.	✓			✓		✓	
Managing constraints: Goldratt's throughput accounting	● ● ● ○	45	Learn about the concept of common sense decision-making and how to identify key constraints that directly influence an organization's performance. Explore effective techniques for analyzing and measuring data in order to make faster and more accurate decisions.	✓			✓			
Optimizing supply chain efficiency: linking Supply Chain Control Towers (SCCT's) and Theory of Constraints (TOC)	● ● ● ○	65	Learn how to optimize supply chain efficiency by linking Supply Chain Control Towers (SCCTs) and Theory of Constraints (TOC). By combining these two approaches, you can gain a comprehensive understanding of your supply chain and make data-driven decisions to improve efficiency and reduce costs.	✓	✓		✓	✓	✓	

Order management

Delve into managing the “Order to Cash” cycle, starting from the moment you receive an order until the ordered goods are delivered, and payment is received. Learn about order promising using “Available to Promise” and “Capable to Promise” methods. Additionally, explore scheduling order fulfillment activities, which involve picking, packaging, shipping, delivery, and invoicing.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Order management overview	● ● ● ●	55	Gain an understanding of order management and the order-to-cash cycle. Learn how to manage make-to-stock products, including inventory tracking, ensuring timely order fulfillment and proper invoicing. Discover how to handle make-to-order items with special attention applied to taking orders, allocating resources for production and pricing strategies.	✓	✓		✓			
The cash-to-cash cycle	● ● ● ●	45	Gain an understanding of the procure-to-pay process, inventory conversion process and order-to-cash process. Learn how these three processes work together and what kind of impact they have on your organization's bottom line.	✓			✓			
Order processing	● ● ● ●	55	Learn about availability checks, trade offs in order processing and steps to take to ensure a successful outcome. Gain insight into different types of orders and their unique challenges.	✓	✓		✓			
Logistics scheduling	● ● ● ●	55	Gain an in-depth understanding of logistics scheduling process, from start to finish. Learn how to schedule a delivery efficiently and effectively, as well as how to create a detailed delivery document. Discover transportation needs, timing calculations and pricing strategies that can help you save time and money when it comes to your deliveries.	✓	✓		✓			
Perfect order fulfillment	● ● ● ●	125	Discover the importance of perfect order fulfillment. Explore what a perfect order looks like, how to identify orders that may cause issues with customer satisfaction, what processes should be in place to ensure perfect orders are achieved and how to assess the success of ongoing operations.	✓	✓		✓		✓	✓



People involvement

Enhance workplace safety with our comprehensive Health and Safety for Employees series. Learn to assess risks and prevent common injuries, understand employer and employee obligations, and adopt safe systems of work. Delve into workplace welfare, working at height, hazardous substances, and noise control. Elevate your team with insights into building high-performance teams, including team structure, role definition, and effective engagement strategies.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Health and safety for employees: essentials and assessing risk	● ○ ○ ○	45	Learn about causes to serious and common injuries at work, including factors that influence health and safety. Familiarize yourself with employer and employee obligations related to H&S in the workplace, along with how to properly assess risks involved in tasks.	✓			✓			
Health and safety for employees: workplace safety, manual handling and display screens	● ○ ○ ○	55	Learn how to identify, assess and control risks in the workplace. Learn the importance of adopting safe systems of work and preventive measures when using display screen equipment.	✓		✓	✓			
Health and safety for employees: workplace welfare and working at height	● ○ ○ ○	55	Discover the importance of welfare in the modern workplace. Gain an understanding of the requirements for temperature and lighting, cleanliness and bathroom facilities, first aid requirements, stress in the workplace, drugs alcohol violence and harassment, working at height risks and controls, and rules of safe ladder use.	✓		✓	✓			
Health and safety for employees: hazardous substances and noise, vibration and vehicles	● ○ ○ ○	45	Gain an in-depth understanding of managing hazardous substances, noise and vibration levels in the workplace, including what constitutes a hazardous substance, how to label it correctly, and safety data sheets. Learn about permissible noise levels and HAVS assessment for mitigating vibration exposure.	✓			✓			
High performance teams: structure	● ○ ○ ○	45	Discover what makes a good team, how to structure a team, how to define team roles and responsibilities, including team size and skill & flexibility tracking.	✓			✓			
High performance teams: engagement	● ○ ○ ○	45	Learn about communication, shop floor management, leading to getting things done and the importance of Follow up and Feedback.	✓			✓			

Quality and process improvement



Enhance Supply Chain expertise through a specialized catalogue for TQM, Six Sigma, and practical problem-solving. Uncover TQM's history and its 8 essential principles. Develop skills in problem containment, root cause analysis, and effective countermeasures. Master Six Sigma's DMAIC methodology, MSA, and SPC for sustainable improvements. Utilize DOE to drive transformative changes and optimize supply chain operations.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Total Quality Management (TQM)	● ● ● ○	45	Deep dive into the concept of Total Quality Management (TQM) and gain an understanding of TQM's historical roots in post-war Japan and how it has evolved. Explore each of the 8 TQM principles necessary for a successful implementation in an organization.	✓			✓			
Practical problem solving	● ○ ○ ○	45	Learn what a problem is, how to contain a problem, how to determine the source of a problem, possible causes and ultimately the root cause. Learn how to implement a practical countermeasure to avoid any repeats and how to track the effectiveness of your problem-solving process.	✓			✓			
Six sigma: understanding quality and Failure Modes Effects Analysis (FMEA)	● ● ● ○	105	Explore the foundations of Six Sigma and concepts such as understanding quality and the Taguchi loss function. Deep dive into Failure Mode and Effects Analysis (FMEA) and learn how potential failure modes within a system can be identified, analyzed and addressed. Discover best practices for implementing FMEA, including process analysis and criticality assessment.	✓			✓		✓	✓
Six sigma: overview of the DMAIC process	● ● ● ○	115	Explore the fundamentals of Six Sigma and the DMAIC (Define, Measure, Analyze, Improve, and Control) methodology. Learn how to effectively define a problem by using different Six Sigma tools and processes. Discover how to use these tools in order to measure progress during your project. Learn how to apply principles in order to complete a successful Six Sigma project.	✓		✓	✓		✓	✓
Six sigma: understanding the measure phase of DMAIC	● ● ● ○	45	Explore measurement tools such as data collection and analysis, statistical process control and identifying process capability. Learn how to apply these tools to measure current performance levels and identify areas for improvement, as well as strategies for measuring and monitoring improvement efforts over time. Learn how data from this stage can inform decisions made during the subsequent Analyze, Improve, Control phases of DMAIC.	✓			✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Six sigma: applying the DMAIC methodology using analyze, improve, and control phases	● ● ● ● ○	105	Learn how to apply the DMAIC methodology of Define, Measure, Analyze, Improve, and Control (DMAIC) in a Six Sigma project, including how to assess processes and identify areas for improvement. Discover how to use the Analyze, Improve and Control phases of the DMAIC process to ensure improvements are measurable and sustainable over time.	✓			✓			
Six sigma: Measurement System Analysis (MSA) / Gage R&R	● ● ● ● ○	105	Deep dive into Measurement System Analysis (MSA) and Gage Repeatability & Reproducibility (Gage R&R). Develop an understanding of the procedures used in MSA/Gage R&R and how they are applied in the Six Sigma DMAIC process.	✓			✓			
Six sigma: Statistical Process Control (SPC)	● ● ● ● ○	105	Learn how to use statistical methods for monitoring and controlling processess. Explore probability distribution simulations, process capability analysis and creating control charts from scratch. Discover how to identify areas in your organization where controls can improve quality and reduce costs.	✓			✓		✓	✓
Six sigma: Design of Experiments (DOE)	● ● ● ● ○	105	Explore the conceptual, analytical and practical aspects of designing experiments. In addition, learn about the failings of traditional experimental design and the benefits of designing a Full Factorial experiment which if done correctly gives the maximum knowledge gain for the lowest cost, every time. Also, learn how to use the results of your designed experiment to create a predictive model and all without the complicated statistics.	✓			✓		✓	✓
Mastering Total Quality Management (TQM): Understanding, strategy, tools, techniques and methodologies	● ● ● ● ○	65	Dive into the core principles and practical applications of Total Quality Management (TQM). Explore key strategies for customer focus, continuous improvement, employee involvement, process management, and data-driven decision-making. Master the methodologies, tools, and techniques essential for successful TQM implementation, including quality control and assurance, the use of seven basic quality tools, Six Sigma techniques, Lean methodologies, and Quality Function Deployment (QFD).	✓	✓		✓	✓	✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Conquering problems with 8D method	● ● ● ○	65	Delve into the fundamental concepts and principles of the 8D problem-solving methodology, gaining insights into its different phases and key components. Learn to apply a range of problem-solving tools and techniques, enabling you to analyze and resolve issues effectively. Develop the skills to implement permanent corrective actions, addressing root causes and preventing problem reoccurrence.	✓	✓		✓	✓	✓	
Mastering Total Quality Management (TQM): Implementation, pitfalls, certification and trends	● ● ● ○	65	Delve into the intricacies of implementing Total Quality Management (TQM). Explore best practices, from leadership commitment and employee involvement to technology integration and data-driven decision-making. Navigate the 12-step TQM implementation strategy, addressing challenges and pitfalls through comprehensive planning, leadership involvement, and robust data management. Gain insights into future trends, including Industry 4.0, digital transformation, and sustainability integration.	✓	✓		✓	✓	✓	
Mastering Total Quality Management (TQM): Understanding, strategy, tools, techniques and methodologies	● ● ● ○	65	Dive into the core principles and practical applications of Total Quality Management (TQM). Explore key strategies for customer focus, continuous improvement, employee involvement, process management, and data-driven decision-making. Master the methodologies, tools, and techniques essential for successful TQM implementation, including quality control and assurance, the use of seven basic quality tools, Six Sigma techniques, Lean methodologies, and Quality Function Deployment (QFD).	✓	✓		✓	✓	✓	
FMEA for risk management, resilience and business continuity	● ● ● ○	65	Explore the power of Failure Mode and Effect Analysis (FMEA) in fortifying your organization's risk management, resilience, and business continuity strategies. Dive into the intricacies of the FMEA process, learning how to identify potential failure modes, assess risks, and apply FMEA to enhance various supply chain processes. Gain practical insights into using FMEA as a potent tool for identifying and mitigating supply chain risks, and discover how to integrate it seamlessly into an overarching supply chain risk management plan.	✓	✓		✓	✓	✓	

Supply planning

Learn how MRP and Master Scheduling can plan your resources (raw materials, parts, WIP, manufacturing, storage and people) to fulfill customer demand by answering what, how much and when to produce, without creating excess or obsolete inventories. Sales and Operational Planning topics will help you make profit-optimal planning decisions.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to supply chain planning	● ○ ○ ○	110	Gain an understanding of what supply chain planning is and explore the Sales & Operations Planning (S&OP) process. Gain insights into how to create a demand plan using forecasting techniques, understand capacity requirements, develop an aggregate plan and monitor performance. Also, learn how S&OP creates competitive advantage as well as strategies to improve financial reporting processes.	✓	✓		✓			✓
Sales & Operations Planning (S&OP)	● ● ○ ○	85	Explore the sales and operations planning (S&OP) process, including S&OP objectives, context, and methodology. Additionally, learn to develop effective strategies for aligning sales goals with operational performance and learn how to effectively manage monthly S&OP processes to optimize inventory levels, production schedules, resource allocation decisions, and customer service.	✓	✓		✓			
Master scheduling	● ● ○ ○	65	Deep dive into master scheduling and its goals by learning how to create a plan for short-term, mid-term, and long-term operations that meets the strategic objectives of the organization. In addition, explore accurate forecasting models, learn how to conduct capacity analysis, and demand trends and how to incorporate quality control systems into the production process.	✓			✓			
Master scheduling process: an introduction to the role of the master planner	● ● ○ ○	45	Gain an understanding of the master scheduling process and the role of the Master Planner, including capacity planning, demand forecasting, resource allocation, inventory management, production scheduling and lead time management. Also, gain a deep understanding of how all these elements interact to create an effective supply chain plan.	✓			✓			
Material Requirements Planning (MRP)	● ● ○ ○	320	Learn about the concept of Material Requirements Planning (MRP) and explore the context and objectives of MRP, the MRP process, and the role of the planner. In addition, learn how to effectively plan for materials needed in a timely manner and develop strategies on how to maintain an efficient inventory control system.	✓	✓		✓		✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Demand Driven Material Requirements Planning (DDMRP)	● ● ● ○	35	Learn how DDMRP works, what it offers, and why it is so useful. Gain knowledge on how this approach can improve inventory accuracy, reduce lead times, enhance customer service levels, and lower costs associated with maintaining excessive inventories.	✓		✓				
Understanding the fundamentals of DDMRP: how it works, benefits and challenges	● ● ● ○	30	Learn the fundamentals of DDMRP and how to apply it in your organization. Learn about the six-step implementation process from development to realization, strategies for meeting demand timing requirements, ways to anticipate risk factors in materials flow networks, techniques for forecasting demand accurately, methods for collaboration with customers or suppliers, quality assurance practices within DDMRP systems as well as best practices for getting buy-in from stakeholders and securing their support throughout the transition process.	✓						
DDMRP: strategic inventory positioning	● ● ● ○	30	Explore DDMRP (Demand Driven Material Requirements Planning) strategic inventory positioning, and learn how to use the latest methods in inventory management and control uncertainty in demand and supply. In addition, learn how to develop a strategic approach to positioning your inventory levels, while also understanding key concepts like supply buffering.	✓						
Introduction to capacity planning	● ● ● ○	65	Deep dive into the fundamentals of capacity planning, including determining capacity requirements, identifying constraints, technical capacity calculation and maximizing capacity utilization. In addition, learn how to make precise calculations for your systems' theoretical and actual capacities.	✓	✓		✓			
Creating business value with Sales & Operations Planning (S&OP)	● ● ● ○	70	Gain an understanding of the principles and strategies behind creating business value using Sales & Operations Planning (S&OP). Learn how to design, implement, and sustain an effective S&OP process, including aligning supply and demand, resolving conflicts, setting targets for inventory management, forecasting financial performance, managing risk exposure while driving profits, and building sales plans and communication models.	✓	✓	✓	✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Distribution Requirements Planning (DRP)	● ● ● ● ○	65	Deep dive into Distribution Requirement Planning (DRP), a system used to allocate inventory to distribution centres. Explore both strategic and operational planning considerations, such as the units of time to plan, aggregate versus detailed plans, and use demand data for allocation decisions. In addition, learn how DRP can be implemented in your organization for better inventory management practice.	✓	✓		✓			
Distribution Requirements Planning (DRP): types of planning	● ● ● ● ○	45	Explore the context of distribution planning, including the strategic, operational, and other types of planning. Analyze different units of time for planning purposes and explore how to plan in an aggregate or detailed manner. Also, learn about the importance of planning for short-term and long-term goals, as well as develop skills that can be used to help achieve those objectives.	✓			✓			
S&OP financial trade-offs and what-if analysis	● ● ● ● ○	55	Gain the knowledge and skills to manage risk in Sales & Operations Planning (S&OP) using decision modelling. In addition, learn how to use a what-if analysis approach to quantify potential outcomes from S&OP decisions, so that you can make data-driven decisions which optimise profits.	✓	✓		✓			
Product lifecycle management	● ● ● ● ○	55	Gain an understanding of Product Lifecycle Management (PLM), including balancing supply with demand, assessing and mitigating supply plan risk, managing supply constraints, and allocating limited resources. In addition, explore various methods to help you gain an understanding of the principles behind effective PLM strategy.	✓	✓		✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Master data, Plan For Every Part (PFEP) and engineering change	● ● ● ○	45	Deep dive into the essential concepts of Master Data, Plan For Every Part (PFEP) and Engineering Change. By learning these important elements impact the integrity of your MRP (Materials Requirement Planning), gain insight into how data control affects supply planning. See how to attain a PFEP process and understand how a simple procedure is essential to minimize master data problems.	✓			✓			

Transportation



Learn how to select the optimal transportation modes, companies and logistics service providers while using electronic data technologies for reliable, error-proof logistics. Become proficient with Incoterms 2020 and the concept of sustainable logistics, and learn how to track supply chain performance and why doing so is important.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Transportation carriers	● ○ ○ ○	95	Explore the various aspects of transportation carriers and how they are used in shipping goods, including different modes of transport, such as trucking, rail and air cargo, as well as intermodal and multimodal options for transporting goods over long distances. Also, learn about freight containers, packaging materials and other considerations for successful international shipping.	✓			✓		✓	✓
Logistics service providers	● ○ ○ ○	105	Explore the four types of logistics service providers (1PL, 2PL, 3PL, and 4PL), and learn how each type can be used to effectively manage supply chains. Additionally, learn about 1st party logistics (1PL), which is simply the organization's transportation infrastructure; 2nd party logistics (2PL), outsourced warehousing services; 3rd party logistics (3PL) services such as freight forwarding, transport organizations and customs brokers handling international shipments; and finally 4th party logistics (4PL) providing a comprehensive suite of integrated supply chain solutions.	✓	✓		✓		✓	✓
Documents for domestic transportation	● ● ○ ○	110	Gain an understanding of the documents used in domestic transportation and gain information on the function of a bill of lading and the different types available, including other related documents such as waybills, manifests, delivery instructions, commonly used in such operations.	✓			✓		✓	✓
North America import-export documents	● ● ○ ○	155	Gain an understanding of international import and export documents used in North America, including information on preparing bills of lading and waybills, invoices, certifications, declarations, and letters of credit. In addition, learn the fundamentals of each document format along with the regulatory requirements for completing them correctly.	✓	✓		✓		✓	✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
EU import-export documents	● ● ● ○	105	Learn how to prepare and manage EU import-export documents. In addition, gain an understanding of the importance of these documents from the perspective of international trade, including European international bills of lading, waybills and invoices, certifications, declarations and letters of credit will be covered in detail.	✓	✓		✓		✓	✓
Logistics technologies: point of sale barcodes	● ● ● ○	105	Learn about point-of-sale bar codes, Bar codes in production lots and inventory management, and Logistics bar codes, including UPC and E-A-N bar codes, 128 bar codes, ASN and SSCC. With RFID, learn how the technology works, its types, advantages and problems.	✓	✓		✓		✓	✓
Logistics technologies: electronic data interchange	● ● ● ○	95	Deep dive into the complexities of Electronic Data Interchange (EDI), including terminology, and skills required, and guides how to implement EDI or change and upgrade current systems.	✓			✓		✓	✓
Network design principles	● ● ● ○	135	Explore principles of network design as they relate to multi-echelon supply chain modeling by learning how to make trade-offs when designing a network, and how to build an optimal distribution network. In addition, discover various advanced topics related to the field such as optimization techniques, demand forecasting and facility location models.	✓	✓	✓	✓		✓	✓
Network design principles: network optimization	● ● ● ○	95	Gain an understanding of the principles of network optimization and analyze how different supply chains interact. Learn about modelling multi-echelon supply chains, trade-offs in network design, and building an optimal distribution network. Also, explore how to develop models that demonstrate the interrelationships between inventory levels at stock points within a logistics system as well as optimize their networks for performance with minimal cost.	✓			✓		✓	✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Reverse logistics	● ● ● ○	95	Deep dive into reverse logistics and its importance in the food and pharma industry by exploring both the fundamentals of planning and executing transportation as well as best practices for optimal efficiency. In addition, learn how to identify issues with current transportation methods and develop strategies that improve overall operations.	✓			✓		✓	✓
Logistics metrics	● ● ● ○	115	Explore the purpose of logistics metrics, the SCOR metrics framework, and how to measure supply chain reliability, responsiveness, and cost. In addition, learn how to apply the learning through a real scenario in which the company is performing well on current metrics, but profits are still falling due in part to logistical issues.	✓	✓	✓	✓		✓	✓
Warranties and customer care	● ● ● ○	105	Discover how to determine which types of warranties (e.g. financial compensation vs. repair) are appropriate in which situations and explore how warranties can be used to gain competitive advantage, details the warranty management process and provides warranty management metrics.	✓	✓		✓		✓	✓
Cold chain management	● ● ● ○	115	Learn what cold chain is as well as its importance and where it is used. Explore methods of despatching cold chain products and also methods for the receipt of cold chain products, including best practice procedures for cold chains.	✓	✓		✓		✓	✓
Blockchain - preventing counterfeiting	● ● ● ○	95	Gain an understanding of blockchain technology and how it can be used to prevent counterfeiting. Explore why this is the most secure form of supply chain management available and learn about the different components of blockchain, such as encryption and hash functions, that make it so secure.	✓			✓		✓	✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to Bill of Lading (BOL)	● ○ ○ ○ ○	45	Discover the essential functions of a Bill of Lading as a legal contract between shipper and carrier. Examine how it outlines shipment details, encompassing the shipper, consignee, carrier, commodity, origin, destination, and terms of carriage. Learn how the Bill of Lading serves as both a receipt for goods and a document of title.	✓	✓		✓		✓	
Cargo Insurance: protecting your shipments		55	Explore the significance of cargo insurance in safeguarding goods during transportation. Gain insight into its vital role for businesses engaged in international shipping. Delve into the diverse range of cargo insurance policies, each presenting unique terms and conditions.	✓	✓		✓		✓	

Warehousing



Discover the best practices in warehouse operations, including receiving, put away, order picking, packaging and shipping. Gain an understanding of lean warehousing and eliminate waste in the warehouse, as well as fire safety and the handling of dangerous goods.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to warehousing	● ○ ○ ○	105	Explore the concept of warehousing and its importance in business operations, including different types of warehouses, why we need warehouses and how warehousing can affect profits. Also, learn practical skills such as storage techniques, inventory control management and material handling processes for effective warehouse operation.	✓	✓	✓	✓		✓	
Warehouse safety	● ○ ○ ○	55	Learn to identify all the important health and safety risks in warehouses, and how to prevent them, including health and safety on docks, forklifts, conveyors, storage, ergonomics, recharging stations, chemical spills, and accident prevention. It is based on OSHA (Occupational Safety and Health Administration in the United States) standards and EU-OSHA (the EU equivalent).	✓	✓		✓			
Warehouse operations	● ● ○ ○	75	Discover the skills you need to have to run a successful warehouse operation, including receiving, putaway, order picking, packing, loading and shipping. In addition, learn how to manage inventory levels and optimize your workflow for maximum efficiency.	✓	✓		✓			
The importance of warehouse operations	● ○ ○ ○	55	Discover the importance of warehouse operations and how seemingly small errors in this domain can significantly impact customer satisfaction, business growth and profitability. In addition, learn about inventory management, order fulfilment processes, shipping accuracy, and safety protocols for handling delicate items.	✓	✓		✓			
Sustainable logistics	● ● ○ ○	315	Learn what sustainable logistics means as well as what a carbon footprint is and what areas are affected by sustainable logistics. In addition, explore the benefits of sustainable logistics as well as how to make improvements through sustainable logistics.	✓			✓		✓	✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Warehouse design	● ● ● ○	105	Explore the key principles of designing an efficient warehouse and learn how to determine the size of your warehouse should be, how to determine where to locate your warehouse, planning the layout of a warehouse and how to use warehouse space.	✓	✓		✓			✓
Lean warehousing: eliminating waste	● ● ● ○	325	Learn how to organize the warehouse optimally and reduce any waste of resources or time. In addition, learn strategies for organizing items according to their purpose and importance so that they can be easily located when needed, as well as ways to streamline processes such as inventory tracking.	✓	✓		✓		✓	✓
Lean Warehousing: Value Stream Mapping and Standardization	● ● ● ○	325	Gain valuable insights into how to boost efficiency in warehouse operations. Learn the benefits of value-creating receiving and putaway, and review best practices around the use of a receiving checklist. Explore tradeoffs between various options when it comes to handling incoming goods, including how innovation can boost productivity while still adhering to standardised operation processes.	✓	✓		✓		✓	✓
Lean warehousing: visibility, continuous improvement and lean culture	● ● ● ○	325	Explore Lean Warehousing and its impact on operations excellence, including the basics of lean principles, focusing specifically on areas related to visibility, continuous improvement and developing a lean culture. Also, learn about the methods used for efficient warehousing and gain insight into managing resources effectively in your warehouse setting.	✓	✓		✓		✓	✓

Management and strategy

Learn to use the SCOR framework to understand and design a high-performing supply chain. Explore the supply chain strategies that companies must use to gain competitive advantage in different business environments as well as strategies for reducing supply chain risk and preventing the bullwhip effect.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to the Supply Chain Operations Reference (SCOR) model	● ○ ○ ○	55	Deep dive into the Supply Chain Operations Reference (SCOR) model and explore what SCOR is and how it can be applied in practice to improve your organization's supply chain practices, including customer service, supply chain management, order fulfilment, and inventory management.	✓	✓		✓			
Supply chain dynamics: defining the bullwhip effect	● ● ○ ○	105	Deep dive into the causes and effects of the Bullwhip Effect in Supply Chain Dynamics. In addition, gain a deeper understanding of how the bullwhip effect can cause higher costs and lost revenue in your supply chain, including what movements, delays and amplifications exist within the system, why they happen and how to recognize them in your own supply chain.	✓	✓		✓		✓	✓
Supply chain dynamics: causes of the bullwhip effect	● ● ● ○	100	Explore the economics of demand uncertainty and how it drives supply chain dynamics. Learn about various causes that lead to a bullwhip effect such as order batching, price fluctuations and customer behavior.	✓		✓	✓		✓	✓
Supply chain dynamics: preventing the bullwhip effect	● ● ● ○	120	Explore the concrete steps that your organization needs to follow to eliminate the Bullwhip effect. Take the lead within your supply chain to eliminate stockouts and get inventory under control.	✓	✓	✓	✓		✓	✓
Supply chain strategy: key capabilities	● ● ○ ○	55	Gain an understanding of the supply chain strategy and the key capabilities needed to develop a competitive business plan. Learn about different types of strategic toolkits as well as supply chain capabilities that optimize performance, such as supplier relationship management, logistics & transportation optimization, inventory and tracking systems, and product development for global markets.	✓	✓		✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Supply chain strategy: key decisions	● ● ● ○	295	Learn the key decisions related to supply chain strategy. In addition, learn how to determine whether to make or buy a product or component, what type of supplier relationships you need, and which operating model is best for each product. Also, explore network design strategies, reverse logistics opportunities, and planning intricacies that can be used for strategic advantage.	✓	✓		✓		✓	✓
Vision, mission and strategy	● ● ● ○	50	Explore the differences between a Vision and Mission, how strategy contributes to achieving them, and how to create an effective strategy. In addition, learn how to define each term in their own words; recognize the importance of understanding what each is individually and collectively; determine which aspects influence the others; explain the different types of strategies available for implementation; describe the process by which they can develop an appropriate one that leads directly towards success; discuss potential advantages and disadvantages associated with using specific approaches.	✓		✓	✓			
Design for supply chain	● ● ● ○	55	Gain an understanding of designing products to reduce supply chain risks and transportation costs. In addition, deep dive into product design, inventory management strategies, selecting vendors and suppliers, communication methods, and data analysis techniques. Learn how to assess your current operations and develop plans for achieving strategic objectives such as reducing operational costs or increasing efficiency.	✓	✓		✓			
Hoshin Kanri: turning strategy into action	● ● ● ○	45	Discover Hoshin Kanri, a method of strategic planning which has been successfully used by organizations in Japan and around the world. Learn how to engage your workforce in the process, so they understand and believe in your organization's direction, as well as provide practical advice for creating an effective action plan that focuses on results.	✓			✓			

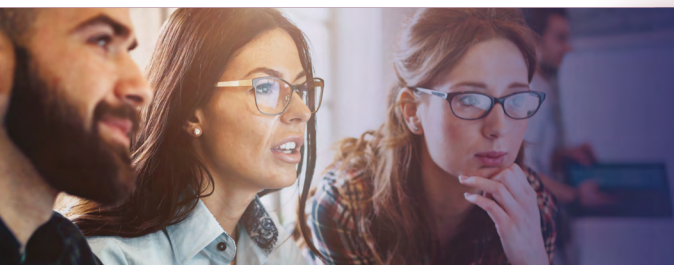
Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
How to collaborate with procurement	● ● ● ○	30	Learn how to effectively collaborate with procurement professionals. Gain of understanding of what an RFP process is and why it's important, as well as the different steps involve. Additionally, explore the roles of both buyer and budget holder throughout this process.	✓						
Activity Based Costing	● ● ● ● ○	115	Learn how to calculate accurate costs using the activity-based costing method. This method allocates costs such as cost pools, drivers, and overheads when considering the selling price of an item.	✓	✓		✓		✓	✓
Intellectual Property (IP) Law for Supply Chain	● ● ● ● ○	115	Gain an understanding of what is meant by intellectual property as well as in-depth descriptions of the four intellectual property types trademarks, copyright patents and design rights.	✓			✓		✓	✓
Global Trade Compliance	● ● ● ● ○	95	Gain an understanding of when an export license is required, as well as the procedures and checks that must be followed in order to comply with these laws. In addition, deep dive into the documentation, classification criteria, import/export compliance requirements, record keeping, and penalties. With this knowledge, gain insight into common pitfalls to avoid when navigating global trade issues allowing you to confidently conduct business internationally within legal boundaries.	✓			✓		✓	✓
Climate Essentials: understanding and mitigating climate change	● ● ● ● ○	55	Explore climate change, identifying its causes and impacts. Examine the latest climate change science and policy. Investigate the role of businesses in addressing climate change.	✓	✓		✓		✓	
Introduction to the Corporate Sustainability Reporting Directive (CSRD)	● ● ● ● ○	55	Examine the major implications for supply chain professionals of the Corporate Sustainability Reporting Directive (CSRD). Discover how to integrate sustainability principles into procurement and supply practices. Navigate the reporting requirements and engage suppliers to enhance sustainability. Master driving organizational compliance and sustainable procurement in alignment with evolving regulations.	✓	✓		✓		✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Developing a sustainable procurement strategy	● ● ● ○	55	Discover how to develop a Sustainable Procurement Strategy. Learn to integrate environmental, social, and governance (ESG) considerations into procurement processes, engage with suppliers for sustainable sourcing, and leverage data-driven insights to drive positive environmental and social impacts throughout the supply chain.	✓	✓		✓		✓	
Sustainable supply chains: future-proofing your business	● ○ ○ ○	55	Discover sustainable supply chain management, delving into its principles. Examine the challenges of implementing sustainable supply chains and explore their benefits.	✓	✓		✓		✓	
Assessing and selecting sustainable suppliers	● ● ● ○	55	Learn techniques and processes for assessing supplier sustainability performance, developing criteria for selection, and developing supplier relationships that align with environmental objectives, ensuring a resilient and ethical supply chain.	✓	✓		✓		✓	
Circular economy	● ● ● ○	55	Gain an understanding of the concept of the circular economy and its application in the supply chain. Explore the principles of the circular economy. Learn how to design circular products and implement circular economy practices through procurement processes.	✓	✓		✓		✓	
Circular canvas	● ● ● ○	55	The Circular Economy revolves around three core principles of designing out waste and pollution by rethinking product design; keeping products and materials in use for longer by extending product lifecycles and promoting reuse; regenerating natural systems by restoring ecosystems and nurturing biodiversity.	✓	✓		✓		✓	
Developing sustainable products	● ● ● ○	55	Learn how to collaborate with suppliers to create more sustainable products. Conduct lifecycle assessments, implement ecological design principles, and establish supplier “sustainable design” criteria.	✓	✓		✓		✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to the Corporate Sustainability Due Diligence Directive (CSDDD)	● ● ● ● ○	55	Equip yourself with the knowledge and skills to comply with global sustainability policies, develop effective compliance strategies, and understand the impact of legislation on business operations. Ensure your organization integrates sustainability into its practices seamlessly.	✓	✓		✓		✓	
Contracting for sustainability	● ● ● ● ○	55	Learn how to improve your contracts with suppliers and use them to drive sustainability improvement. Explore strategic approaches to embed sustainability criteria into supplier contracts, negotiate key sustainability terms, and leverage supplier relationships to enhance your company's sustainability performance.	✓	✓		✓		✓	

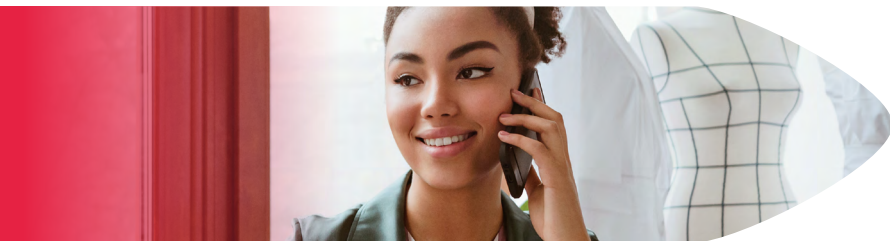


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Today, more than ever, procurement and supply chain teams face acute long-term challenges:

- **Geopolitical pressure** from climate change, COVID-19, Brexit, and more
- **Talent market pressure** to sustain strong employee engagement
- **Continuous pressure** to reduce costs across the board
- **Innovation pressure** to keep pace with new technology
- **Governance pressure** from ever changing legislation

These are compounded by complexities that affect supply chains daily such as:

- **Declining morale** from all this increasing pressure
- **Black swan events** calling for resilience and new skills
- **Global shortage** of essential materials
- **Inflationary costs** and pressure on profitability

It's no surprise that procurement and supply chain professionals at all levels are feeling the strain. With the changing demands of their roles, teams must be regularly trained and developed simply to be equipped to do their job effectively.



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clients**

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The result?

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- **future-proof** your capabilities
- **strengthen** the impact of your L&D investment.



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In this document we highlight what you can find in our most in-depth content; high impact eLearning courses, webinar toolkits, and microlearnings. For detail on our other learning formats, please speak to a Skills Dynamic representative.



Current learning formats

High-impact e-learning	Practical, scenario-based learning ranging from 10 to 40 minutes. Unique to the market as our e-learning uses cognitive load theory to maximize retention and works to make complex High-impact e-learning concepts accessible.
Expert review	An expert presents a scenario with a problem to be solved. Learner types out solution and compares with expert response.
Microlearning	Short videos where an expert summarizes and refreshes key concepts learnt previously.
Skill builder	Test the learner's understanding by putting the learner in real-life scenarios and posing a set of questions.
Refresher courses	Summaries of eLearning courses taken previously – battles the forgetting curve.
Exams/assessments	Exams/assessments for each competence designed to measure the learner's skill level in that competence.
Memory jogger	Summary of eLearning courses in PDF format.
Application-based tasks and activities	'On the job' projects that ask the learner to implement what they have learned. Activities are shorter versions of this, such as speaking to a colleague or a simple task.
Ask the expert	An interactive modality resembling an FAQ, offering learners supplementary insights and detailed explanations on topics covered within the course.

Sourcing

Gain an understanding of the end-to-end RFI and RFP processes, including your role in assessing business needs and challenging specifications. Explore how to conduct a market analysis, define stakeholder requirements and create and run tenders leading to selection and award. Learn how to create effective eSourcing events and eAuctions.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Needs assessment: the first step in the sourcing process	● ● ● ○	75	Explore needs assessment and make-or-buy analysis, as well as how to develop specifications.	✓			✓			
A comprehensive guide to the procurement process	● ● ● ○	45	Gain a comprehensive knowledge of the key elements of sourcing processes. Learn about the steps involved in sourcing, and how it relates to operational procurement.	✓			✓			
Basic contract negotiation	● ● ● ○	30	Discover the basics of contract negotiation and how to make sure that your deal is fair for both parties involved.	✓						
Risk management: understanding and applying contingency planning in sourcing processes	● ● ● ○	295	Discover how to use contingency planning in your sourcing processes. Learn about the importance of risk management, the different types of risks that can arise, and how to develop a plan for mitigating these risks.	✓	✓		✓		✓	
Supplier selection: analyzing competitor data, researching potential suppliers and awarding business	● ● ● ○	45	Learn how to properly run a Request for Proposal (RFP) process, facilitating the awarding of business with the best quality, service and total cost. Explore other techniques such as analyzing competitor data, researching potential suppliers and carrying out interviews with potential candidates.	✓			✓			
Supplier relationship analysis: positioning, defining and managing your suppliers	● ● ● ○	55	Gain an understanding of the supplier preferences table and how it can be used for market and portfolio analysis. In addition, learn how to position your suppliers, define supplier relationships, and manage them effectively.	✓	✓		✓			
A comprehensive guide to portfolio analysis	● ● ● ○	65	Explore the supplier and buyer positioning steps of the portfolio analysis. Learn to apply the Kraljic matrix and use it to strategically position purchased goods and services.	✓	✓		✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
How to conduct a market analysis for sourcing suppliers	● ● ● ○	55	Explore the process of conducting a market analysis and sourcing potential suppliers. Learn how to assess the market, search for potential suppliers, and use an RFI (Request for Information) to find the right supplier.	✓	✓		✓			
The role and value of professional procurement	● ● ● ○	45	Discover the added value of procurement professionals, what a value chain is, and how it can be used to optimize your organization's performance.	✓			✓			
Stakeholder management: mapping, influencing and change management	● ● ● ○	30	Gain an understanding of the skills you need to have in order to manage stakeholders effectively. Learn how to map out your stakeholders and understand their interests, influences, power levels and other factors that can affect team working. You'll also gain insights into techniques for influencing stakeholders through communication strategies, negotiation techniques and dealing with resistance.	✓						
How to apply emotional intelligence in stakeholder management	● ● ● ○	105	Explore the concept of Emotional Intelligence and how it can be used for effective stakeholder management. Learn about the skills and strategies needed to build better connections with stakeholders, as well as how to leverage emotional intelligence for success in business.	✓			✓		✓	
Reactive resilience: how to make your organisation more responsive in a crisis	● ● ● ○	30	Gain an understanding of the concept of Reactive Resilience and learn how it can help your organisation respond quickly and effectively when faced with disruption.	✓						
Proactive resilience: learn strategies to reduce supply disruptions	● ● ● ○	33	Learn strategies to reduce supply disruptions and build proactive resilience. Explore the importance of understanding in detail what types of risks can disrupt your supply chain, and how to have plans prepared to deal effectively with a wide range of different disruptions.	✓		✓				

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Proactive resilience: predicting and preparing	● ● ● ○	30	Learn how to assess risk, identify potential threats and problems, create strategies for mitigating risks before they occur, and develop the tools needed to respond quickly when challenges do arise. Additionally, explore how technology can be used to anticipate future disruptions and empower proactive responses.	✓						
Proactive resilience: the resilience cycle	● ● ● ○	35	Explore the four key steps of the Proactive Resilience Cycle: Predict, Prepare, Respond and Review. Discover how to integrate continuous learning into your resilience strategies and become better prepared to face and overcome disruptions. Gain an understanding of how to identify your vulnerabilities and strengthen your capabilities both strategically and tactically.	✓		✓				
Business continuity planning: strategies for developing resilience and minimizing disruptions	● ● ● ○	30	Gain an understanding of strategies associated with business continuity planning. Learn about its strategic importance, how to identify potential risks, and the steps necessary for creating successful plans. In addition, explore the benefits that can be achieved through proper implementation of a well-structured business continuity plan.	✓						
Business continuity planning: organization and governance	● ● ● ○	20	Learn how to create a Business Continuity Policy, and explain what should be included. In addition, get a detailed guidance on the Performance Management and Organization & Governance steps, including detailed performance measures such as MTPD (Maximum Tolerable Period of Disruption) and RTO (Recovery Time Objective), along with broader measures such as Soundness, Residual Risk, and Value on Investment.	✓						
Strategies to manage supply risk through local sourcing	● ● ● ○	35	Explore local sourcing and the potential risks involved. Learn about best practices for managing supply risk, including how to identify and mitigate supplier risk, assess financial stability of suppliers, develop strategies for diversifying supplies, evaluate different types of contractual agreements, and manage quality assurance processes.	✓		✓				

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Strategies to manage supply risk through global sourcing	● ● ● ○	30	Explore strategies to effectively manage risks involved in global sourcing, including understanding risk, identifying and assessing potential risks associated with global sourcing, the importance of having a good supply chain network, leveraging supplier relationships, and investing in technologies that enable better visibility into your supply chain operations. Learn how to create contingency plans and build an effective governance structure around your global procurement strategy.	✓						
Managing supply risk: balancing global and local	● ● ● ○	30	This topic is designed to provide you an in-depth exploration of managing global and local supply risk. You will gain a better understanding of the complexities involved in balancing supply risks across multiple countries and regions. You will learn best practices for identifying and mitigating sources of supply risk so that they can be managed more effectively.	✓						
How to reduce exchange rate risk: treasury hedging and natural hedging strategies	● ● ● ○	35	Learn the basics of exchange rate movements, treasury hedging and natural hedging strategies. Explore how to contract for exchange rates and include them in RFPs.	✓			✓			
Improving supply resilience	● ● ● ○	65	Explore the complexities of proactive and reactive supply resilience, exploring strategies to recover rapidly from disruptions and prevent them before they occur. Delve into the three crucial dimensions of supply resilience - Disruption, Vulnerabilities, and Capabilities.	✓	✓		✓	✓	✓	

Negotiation

Explore how to plan and prepare negotiation meetings, set objectives and conduct negotiations using cognitive biases, game theory and Neuro-Linguistic Programming (NLP). Achieve additional savings and discover how to establish win-win supplier relationships through effective negotiation.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Fundamental principles of negotiation: win-win and win-lose negotiations	● ● ● ○	295	Explore the difference between win-win and win-lose negotiations, as well as how to balance the 5 R's. In addition, discover your own preferred negotiating style with an included questionnaire.	✓		✓	✓		✓	✓
How to prepare for negotiations: critical issues, targets & suppliers	● ● ● ○	285	Explore how to prepare for a successful negotiation by learning about critical issues, setting stretching targets, determining walk-away positions, and developing issues to trade and suppliers to shortlist. Also, learn about ZOPA and BATNA, enabling you to be fully prepared for any negotiation.	✓	✓	✓			✓	
Negotiating tactics: opening a negotiation & creating a positive climate	● ● ● ○	30	Discover tactics used for opening a negotiation and creating a positive climate. Explore why it is important to have a positive negotiation climate, how to understand the supplier's offer, listening skills, standard vocabulary, taking a position and summarizing your conversation.	✓						
The art of negotiating: how to bargain effectively and get the best deals	● ● ● ○	280	Explore the art of bargaining and negotiation by learning how to ask the right questions, read body language, make concessions and use tactics such as low ball/high ball and what-ifs.	✓	✓				✓	
How to close a negotiation - identifying closing signals and finalizing deals	● ● ● ○	30	Deep dive into the end of the negotiation process and discover how to spot closing signals. Learn when it's time to stop bargaining, handle last-minute objections, finalize the deal, and communicate with internal customers.	✓						
Top 6 negotiation tips & what to avoid – strategies for buyers	● ● ● ○	60	Learn about the top six negotiation tips you should remember and pitfalls you should avoid, including strategies for success so you can be sure to get the best deal possible.	✓					✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Fundamentals of negotiation: understanding the basics	● ● ● ○	210	Take your negotiation skills to the next level by exploring walkaway points and critical issues. No matter whether you are a beginner or an experienced negotiator, gain knowledge to help you be more successful in negotiations.	✓			✓			
Game theory 101: learn how to use game theory for negotiations	● ● ● ● ○	125	Gain an understanding of the basics of game theory, and discover how to view a negotiation from the supplier's perspective. In addition, learn how to design the game to get the result that you want, predict supplier behavior, make your negotiation approach credible, and deliver an effective outcome.	✓	✓		✓		✓	✓
NLP for stakeholder influence: analyze and improve yourself	● ● ● ● ○	125	Gain knowledge on how to influence stakeholders or suppliers by harnessing the power of Neuro-Linguistic Programming (NLP). Explore how to resolve conflicts by helping you choose how you respond rather than react. Also, learn the principles of NLP that can help guide your negotiations so that both parties emerge from them feeling satisfied and confident about their choice.	✓	✓		✓		✓	✓
Using NLP to engage with stakeholders	● ● ● ● ○	110	Explore how to use Neuro-Linguistic Programming (NLP) techniques to engage and influence others. Learn how to build rapport with stakeholders, as well as four habits for improving confidence, tenacity, and productivity.	✓	✓		✓		✓	✓
Dealing with biases in negotiations - understand how bias can influence negotiations and how to deal with it	● ● ● ● ○	95	Gain an understanding of the importance of dealing with biases in negotiations. Learn how bias can impact negotiations both positively and negatively, including how cognitive biases affect negotiation results, and how to turn this to your advantage.	✓	✓		✓		✓	✓
Managing negotiation biases: how to identify biases and use them to your advantage	● ● ● ● ○	105	In this topic, you will explore how to manage biases in negotiations. You will learn to identify different types of bias, recognise them in you own teams, and how to use external biases to your advantage where appropriate.	✓	✓		✓		✓	✓

Legal and regulatory



Learn the elements of a legally binding contract, how to use legal terms and conditions, manage legal disputes and apply key clauses such as Intellectual Property Rights (IPR). This knowledge is applicable to all legal jurisdictions and includes topics on important international legislation such as 2020 Incoterms and GDPR.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction of legal aspects in procurement	● ● ● ● ○	135	Deep dive into the legal aspects of procurement. Learn about contracts, how to seek legal advice and power of attorney. Gain a better understanding of the importance of contract law in procurement and how it can help you make informed decisions.	✓			✓		✓	
Understanding your legal rights as a buyer: statutory rights explained	● ● ● ● ○	45	Learn statutory rights such as late delivery, missing payment terms, incorrect or defective goods, and title of ownership. Plus discover remedies in case of breach of warranty so that you can be informed about your legal obligations.	✓			✓			
Understanding the basic principles of contracts: what you need to know	● ● ● ● ○	55	Deep dive into the core aspects of a contract, the invitation to treat and counter offer, the validity of oral contracts, the battle of forms and how these can be avoided, framework agreements and e-Contracts.	✓	✓		✓			
Legal contract basics: learn the common clauses to negotiate	● ● ● ● ○	30	Explore the different contractual terms and conditions such as liabilities, warranties, intellectual property (IP) and contract termination.	✓						
Understanding the need for contract templates and agreements	● ● ● ● ○	95	Explore why it's important to use contract templates and agreements and consider Master Contracts compared to service, goods and software contracts, including Non Disclosure Agreements (NDAs) and Letters of Intent (LOI) and when and how to use them.	✓			✓		✓	✓
Essential clauses to limit your company's exposure	● ● ● ● ○	295	Explore the essential clauses that can help protect your organization. Learn about exclusions, automatic indexation, silent extensions, delivery and incoterms, exit clauses and their effect on a supplier, and how to properly terminate contracts.	✓	✓	✓	✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Competition law: principles, applications, and best practices	● ● ● ○	45	Gain an understanding of global antitrust principles, including when competition law may apply and how to avoid violating it. Learn the fundamentals of this important area of law so that you can make informed decisions in your organization dealings.	✓			✓			
Competition law in practice: regulations	● ● ● ○	45	This topic provides you with an understanding of the principles, regulations and applications surrounding Competition Law. You will be introduced to global standards for competition law and understand when they may apply.	✓			✓			
Dispute resolution explained - alternatives to legal proceedings	● ● ● ○	80	Learn about the importance of exit clauses and alternative dispute resolution methods such as mediation, conciliation and arbitration. Discover how these can help you save money while protecting your buyer rights.	✓	✓					✓
Termination of a contract: strategies, clauses and remedies	● ● ● ○	45	Discover strategies and clauses to help you end a contract due to poor supplier performance. Learn the different methods of termination such as frustration, mutual agreement, or breach of contract. Also gain an understanding of remedial clauses, liquidated damages, penalty clauses and equitable damages.	✓			✓			
Tools and strategies for implementing GDPR in your business	● ● ● ○	30	In this topic, learn about the six lawful reasons for using personal data, the seven principles of GDPR, your responsibility to protect data, the eight rights of individuals under GDPR and how to effectively implement these regulations.	✓						
A comprehensive guide to Incoterms 2010: definitions, applications and risk transfer	● ● ● ○	45	Learn everything you need to know about Incoterms 2010 by exploring the different definitions in Incoterms 2010, and when and how to apply them to shipping and transfer of risk and title.	✓			✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Incoterms 2020 explained: what you need to know for procurement negotiations	● ● ● ○	30	Discover why Incoterms 2020 are important for your organization, and how to select the best Incoterm for your goods.	✓						

Finance



Explore how to read a supplier's balance sheet and profit and loss statement. Learn how to assess the performance of your own organization and suppliers' stability through financial terms such as EBITDA / working capital and ratios including ROTA and ROE.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Understanding the income statement: a comprehensive guide	● ● ○ ○	285	Learn how to interpret an income statement, and explore how you can use this skill to improve your procurement effectiveness.	✓			✓		✓	
Understanding the balance sheet: insights into financial stability	● ○ ○ ○	295	This topic will give you an overview of the balance sheet and provide insights into how assets contribute to financial stability.	✓	✓		✓		✓	
The liabilities and shareholders' equity section of the balance sheet	● ○ ○ ○	45	Gain an understanding of the important aspects of the Balance Sheet analysis, including how liabilities and equity affect stability.	✓			✓			
Introduction to the cash flow statement: structure and implications for procurement	● ● ○ ○	75	Explore cash flow statement, its structure and how procurement's actions can affect it.	✓			✓			✓
Introduction to the cash flow statement: investing and financing activities	● ● ○ ○	45	Gain an understanding of the cash flow statement, including investing and financing activities. Discover how to use this to gain insights into your suppliers and improve your procurement effectiveness.	✓			✓			
Financial ratios explained: gross margin, profit from operations, rota and more	● ● ○ ○	350	Gain an understanding of key financial ratios such as gross margin, profit from operations and ROTA, including how to calculate the current and acid test ratios.	✓	✓	✓	✓		✓	

Cost management

Discover how to manage costs strategically, using tools and techniques such as Total Cost of Ownership, Value Analysis, Value Engineering, Cost Modelling, Cost Estimation and “Should Cost.”



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to strategic cost management for buyers	● ● ● ●	60	Learn key strategies to reduce costs through procurement and cost management. In addition, learn the difference between price and cost, as well as various cost management methodologies such as cost modelling, Total Cost of Ownership (TCO) analysis and value analysis. Also, explore category-specific approaches to managing costs.	✓			✓			
Estimating costs with a cost breakdown model	● ● ● ●	315	Learn how to use cost breakdown models and supplier-specific cost models to estimate costs. Discover how to create a cost breakdown and gain insight into the various components that make up your total costs.	✓	✓	✓	✓		✓	
Cost estimation and should cost: industry modeling and negotiation strategies	● ● ● ●	100	Learn how to use cost estimation and should cost industry modelling strategies, including how to work with industry averages and use „should cost” as a starting point for negotiation.	✓	✓		✓			✓
Using Total Cost of Ownership (TCO) to analyze, select and develop suppliers	● ● ● ●	545	Learn the definition and positioning of Total Cost of Ownership (TCO) analysis. Also, explore how to use TCO for supplier selection and evaluation by taking an in-depth look at developing and using a TCO analysis for successful supplier management.	✓	✓		✓		✓	
Value analysis and engineering: analyzing and engineering for best value	● ● ● ●	355	Discover the principles of value analysis and engineering and gain an understanding of its key components. Learn about value analysis and cost matrices, the process for performing a teardown, and how to analyze and engineer for the best value.	✓	✓		✓		✓	✓
Strategic cost management: optimizing financial efficiency	● ● ● ●	65	Learn to define strategic cost management and its significance within an organization. By breaking down product or service costs into key elements, explore the process steps for strategic cost management in a procurement program. Additionally, identify the necessary support and resources required to achieve successful strategic cost management. Throughout the topic, you'll collect, analyze, and apply cost data principles to create accurate cost breakdowns and evaluate opportunities for savings and added value.	✓	✓		✓	✓	✓	

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Tools for cost optimization: TCO, NPV and ROI	● ● ● ● ○	65	Learn to make cost-effective decisions, optimize procurement processes, and evaluate projects for their financial viability. Gain a competitive edge in the procurement field by mastering the tools and techniques for cost optimization, TCO, NPV, and ROI.	✓	✓		✓	✓	✓	

Operational procurement

Learn to implement the Purchase-to-Pay (P2P) cycle practically.

Drive compliance targets by reducing maverick buying and transactional costs. Explore procurement techniques like guided buying through catalogues, e-procurement, VMI, and purchase cards.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
The key principles of operational Procurement	● ○ ○ ○	45	Deep dive into the process of operational procurement and explore the definitions and the roles of buyers, stakeholders, and three-way match processes. Additionally, explore how these principles can help increase compliance, improve efficiency and reduce maverick buying.	✓			✓			
Introduction to Procure-to-Pay (P2P): creating requisitions and managing stock	● ● ○ ○	95	Learn how to manage requisition creation and the three flows of requisition creation by discovering the use of MRP systems in operational procurement and implications for managing stock.	✓	✓		✓			✓
The Procure-to-Pay process: from requisition to payment	● ● ○ ○	55	Gain an understanding of the skills you need to successfully manage purchase and payment transactions. Deep dive into creating purchase orders, managing requisitions, selecting the most appropriate path for a transaction (automatic/semi-automatic/manual), identifying opportunities for rapid sourcing and measuring success. Discover up-to-date techniques that help you support your organization's operational procurement process.	✓	✓		✓			
Operational procurement tools: Vendor Managed Inventory (VMI), eProcurement and more	● ● ○ ○	605	Discover the fundamental tools used for managing operational procurement, including Vendor Managed Inventory (VMI), eProcurement, eCatalogues, Consortium purchases, Business Process Outsourcing (BPO), Blanket Purchase Orders (PO's) and Portfolio analysis. Learn how to use each tool and when is the best time to utilize them.	✓			✓		✓	✓
Harness the power of eProcurement for success	● ● ● ○	305	Learn how e-procurement works, its advantages and disadvantages, and how to use e-catalogues to improve compliance and efficiency.	✓	✓		✓			



Contract and supplier management

Learn how to measure and improve supplier performance, supplier development, auditing compliance, risk management and supplier resilience. Deep dive into the administration of contracts through storage, expiry and renewal.

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Mastering contract management: internal customers and supplier performance management	● ○ ○ ○	70	Explore how to work with internal customers, manage supplier performance and conduct self-assessment. In addition, learn the key principles of contract management and discover how to ensure contracts are executed as agreed.	✓	✓		✓			
The governance of contract management: positioning and service delivery strategies	● ● ○ ○	45	Deep dive into the three pillars of contract management: supplier relationship management, performance management and contract administration. Learn how to position yourself for successful service delivery strategies in your organization by understanding these key principles.	✓			✓			
The governance of contract management: relationship management, administration and assessments	● ● ○ ○	45	Explore the governance of contract management, with particular emphasis on relationship management, administration and assessment. Also, learn how to assess the appropriate level of contract management.	✓			✓			
Contract management in practice	● ● ○ ○	45	Take a look at the relationship between internal customers and their contracts by focusing on understanding key principles of contract management, as well as strategies for managing relationships effectively.	✓			✓			
Supplier development in practice	● ● ○ ○	130	Explore supplier development in practice by learning what Supplier Development is, and why it's important, which suppliers to develop, and how to use the PDCA cycle for successful implementation.	✓	✓	✓	✓		✓	✓
Service Level Agreements (SLA's): components, evaluation and guidelines	● ● ● ○	335	Gain an understanding of Service Level Agreements (SLA's) in contracts and their role in managing supplier performance. In addition, learn how to develop supplier SLA's, and use them to improve supplier performance.	✓	✓		✓		✓	

Topic	Level	Minutes	Description	Course	Skill builder	Microlarning	Memory jogger	Ask the expert	Workplace assessment	Exam
Quality management for procurement	● ● ● ○	90	Learn the 7 principles of quality management, ISO and quality standards, procurement's role in quality, Corrective Action and Preventive Action (CAPA) as well as the costs of quality failure.	✓	✓	✓	✓			
Supplier performance management	● ○ ○ ○	995	Deep dive into the concept of SMART supplier performance measurement. Explore how to establish meaningful KPIs, availability, quality and delivery metrics, and capture meaningful data in order to help you improve your supplier performance management.	✓		✓				✓
Supplier enabled innovation	● ● ● ○	5	Explore the processes and techniques needed for supplier-enabled innovation by learning when it's best to use innovation instead of leverage and how to seek out potential suppliers who can provide this value.			✓				
Contract lifecycle management	● ● ● ○	65	Learn to manage contracts throughout their entire lifecycle. Explore the critical phases of contract management, from initiation and negotiation to execution, monitoring, and closure, ensuring optimal outcomes and compliance in every contractual relationship.	✓	✓		✓	✓	✓	

Category management

Explore how to set up a cross-functional team to manage a category. Learn how to conduct a spend analysis, manage cost-saving programs alongside stakeholders, and use influencing and project skills to manage the category. Discover the steps and toolkits to develop and implement a business-appropriate category strategy.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to spend analysis	● ○ ○ ○	395	Learn how to carry out spend analysis and how it can help you identify opportunities for savings and other benefits.	✓	✓		✓		✓	✓
Category management: getting started	● ○ ○ ○	115	Discover the difference between sourcing and category management. In addition, learn about program governance and the five key principles of category management.	✓			✓		✓	✓
The category management process: the initiation phase	● ● ○ ○	105	Explore the essential steps of category management, including executive sponsorship, scoping the category, defining the project charter, gaining first insight and securing quick wins.	✓			✓		✓	✓
The category management process: the analysis phase	● ● ○ ○	385	Gain an understanding of the analysis phase of category management, including internal data gathering, supply chain mapping, mastering supply market competitiveness using Porter's 5 forces, and PESTLE analysis to determine potential sources of leverage.	✓	✓		✓		✓	✓
The category management process: the strategy development phase	● ● ○ ○	405	Gain an understanding of Category Strategy Development, including SWOT analysis, generating ideas and the creation of the Category Strategy. Also, gain insight into how to create an effective category strategy and understand the importance of SWOT analysis for successful implementation.	✓	✓		✓		✓	✓
The category management process: the strategy implementation phase	● ● ○ ○	155	Deep dive into the strategy implementation phase of the Category Management Process, covering key concepts such as the change curve, scoping, detailed implementation planning and award criteria. In addition, develop skills to increase your effectiveness in Category Management and provide strategies for successful implementation.	✓	✓		✓		✓	✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
The category management process: the continuous improvement phase	● ● ● ○	375	Gain an understanding of the continuous improvement phase, and how it can be used to drive supplier and process improvement. Explore the role of the category manager, Six Sigma and DMAIC, PDCA cycle, and lessons learned in order to embed continuous improvement into your category management processes.	✓	✓		✓		✓	✓
Selling procurement as a business partner: how to establish and deliver results	● ● ● ○	75	Discover how to establish and deliver results as a business partner, including different ways of selling the benefits of procurement services, and ensuring that the benefits delivered are identified clearly.	✓			✓			✓
Selling procurement as a business partner: questioning skills and alignment	● ● ● ○	75	Learn valuable questioning techniques, gain alignment with your senior internal clients, and uncover the information necessary for successful business partnering.	✓			✓			✓
Selling procurement as a business partner: exploring options and developing solutions	● ● ● ○	75	Explore options and develop solutions for meeting your client's changing needs by learning how to gain commitment to an action plan and understand how to extend the relationship beyond the pursuit of a single task.	✓			✓			✓
Introduction to procurement business partnering	● ● ● ○	65	Explore the critical concept of business partnering and its significance in today's dynamic business landscape. Within the context of procurement, discover the application, benefits, and essential skills needed to thrive as a Procurement Business Partner. Uncover the typical responsibilities, roles, and key steps in the Procurement Business Partnering Process.	✓	✓		✓	✓	✓	

Strategy

Gain an understanding of the importance of procurement and how to sell value to stakeholders. Explore how to create a vision for a procurement team and how to deliver sustainable value through a departmental strategy. Additionally, delve into strategic procurement topics such as supplier diversity, sustainability and outsourcing.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Understanding the link between vision, mission and strategy - learn to align your activities	● ○ ○ ○	75	Explore the definitions of vision, mission, strategy and objectives as well as how they are linked. In addition, learn why it is important to align your activities with the organization's strategy.	✓			✓		✓	
Implementing a sustainable supply chain strategy: a step-by-step guide	● ● ○ ○	335	Deep dive into the step-by-step guide for implementing a sustainable supply chain strategy. Learn how to ensure your business meets the highest ethical standards, including reducing environmental impact, respecting human rights and labor standards, and ensuring health and safety.	✓	✓	✓	✓		✓	
Implementing a sustainable supply chain strategy: practical supplier evaluation	● ● ○ ○	55	Learn how to conduct supplier evaluations, use questionnaires and site visits, and when to make use of third-party audits. Additionally, discover how you can help suppliers improve while limiting risk for yourself by exploring examples of successful strategies in action.	✓	✓		✓			
Unlocking profit potential with procurement centre of excellence metrics	● ● ● ○	45	Explore the key metrics used in a Procurement Centre of Excellence, including Total External Spend, Spend Within Procurement Scope, Spend Under Management and Pareto analysis. Learn how to establish a procurement competency framework for unlocking maximum profit potential.	✓			✓			
Measuring cost avoidance and value beyond cost reduction	● ● ● ○	45	Learn about best practices for measuring value beyond cost reduction, reporting it to senior management, and ensuring only credible value contributions are reported.	✓			✓			
Business case analytics - exploring the data	● ● ● ○	45	Learn about Net Present Value (NPV), Decision Trees & Scenarios, Discount Rates and Monte Carlo Simulations. Also learn how to present your business case with confidence.	✓			✓			
Business case analytics - exploring the data	● ● ● ○	45	Learn about Net Present Value (NPV), Decision Trees & Scenarios, Discount Rates and Monte Carlo Simulations. Also learn how to present your business case with confidence.	✓			✓			

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Measuring procurement's return on investment	● ● ● ● ○	45	Learn how to measure Procurement's Return On Investment (RoI), and explore a framework for further investment in procurement. In addition, discover the metrics for reviewing procurement performance.	✓			✓			
How to work effectively with dominant suppliers	● ● ● ● ○	45	Learn how to work effectively with dominant suppliers, including how to work with the business team, open up strategic options, and prepare for negotiations.	✓			✓			
Measuring savings: how to identify and measure savings and align them with to achieve business objectives	● ● ● ● ○	45	Learn about the challenges associated with measuring savings, including ,hard' savings, adverse incentives buyers face, how to incentivize buyers to meet business objectives and how to measure improvements in the total cost of ownership (TCO) even when the price has increased.	✓			✓			
Supplier diversity: setting up and operating a successful program	● ● ● ● ○	45	Gain an understanding of the key aspects of creating, managing, and monitoring a supplier diversity program. Explore the legislation, laws and policies relevant to diversity programs as well as how to set up and operate one.	✓			✓			
12 ways to improve value management in procurement	● ● ● ● ○	335	Deep dive into the twelve effective strategies that can help you get more out of your spending.	✓	✓	✓	✓		✓	
12 strategies to maximize utility and cost in procurement	● ● ● ● ○	325	Continue exploring the twelve effective strategies that can help you get more out of your spending. This time, focus on the two factors that influence value: utility and cost.	✓	✓		✓		✓	
Supplier Relationship Management (SRM): fundamentals	● ● ● ● ○	155	Discover the fundamentals of Supplier Relationship Management. In addition, learn about the process for conducting SRM, supplier identification, supplier segmentation, and how to identify strategic suppliers.	✓	✓		✓		✓	✓

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Supplier Relationship Management (SRM): analysis, preference and matrix techniques	● ● ● ●	125	Master the analysis, preference and matrix techniques needed for successful supplier relationships. Learn about relationship analysis, portfolio analysis, supplier preference analysis, the combined relationship matrix and evaluation and lessons learned review.	✓	✓		✓		✓	✓
Preventing corporate fraud: warning signs and actions to take	● ● ● ●	75	Explore what corporate fraud is, why people commit it, warning signs to look out for and actions that all employees can take to help prevent it. Learn how to protect your company from fraudulent activities and make sure everyone stays honest.	✓			✓		✓	
Operational Supplier Relationship Management (SRM)	● ● ● ●	65	Learn about Operational Supplier Relationship Management (SRM) and how to identify and implement the most effective relationships with each operational supplier, in order to deliver the best overall strategic and operational value for the buying organization.	✓	✓		✓	✓	✓	
Strategic Supplier Relationship Management (SRM)	● ● ● ●	65	In this course you will learn about Supplier Relationship Management (SRM) and how to identify and implement the most effective relationships with each strategic supplier, in order to deliver the best overall strategic value for the buying organization.	✓	✓		✓	✓	✓	
Implementing Supplier Relationship Management (SRM): leverage suppliers	● ● ● ●	45	Master the essentials of Supplier Relationship Management (SRM) with a focus on leverage suppliers in our concise course. Understand the critical role of SRM in maximizing value from your suppliers and how it differs from traditional procurement techniques by delivering benefits beyond cost reductions. Learn to identify leverage suppliers through SRM segmentation and develop effective strategies to enhance value from these key partners. Ideal for procurement professionals looking to optimize relationships and drive greater value from leverage suppliers.	✓	✓		✓		✓	



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Introduction to project management: understand the basics and benefits of managing projects	● ○ ○ ○	55	Gain an understanding of what project management is, why it is important and the principles behind it. Learn about the different processes involved in successful project management and the benefits they provide.	✓	✓		✓			
Developing a winning business case: how to analyze and present cost/benefit analysis	● ● ● ○	45	Gain an understanding of the cost/benefit analysis and learn how to analyze and present it. In addition, learn what a business case is, its contents, and how to conduct a cost-benefit analysis in order to make your project successful.	✓			✓			
Introduction to project time planning: the basics of project management explained	● ● ● ○	85	Learn about estimating time, breaking down the work, and identifying dependencies. In addition, gain an understanding of how to conduct a critical path analysis and how it is used. Also, learn how to plan the resources, including resource levelling. See how all of these aspects come together in the project time plan.	✓	✓		✓		✓	
How to implement effective project controls	● ● ● ○	110	Learn how to implement change management and its effect on time, cost-benefit and quality, as well as guidelines for problem escalation and tolerances. Also, explore how to conduct a successful project handover.	✓	✓		✓		✓	✓
How to master project risk management - tips and techniques for successful risk mitigation	● ● ● ○	295	Discover tips and techniques for successful risk mitigation, including how to take advantage of upside risks, while improving your overall risk management process.	✓	✓		✓		✓	
How to manage and influence project stakeholders for successful projects	● ● ● ○	290	Explore the different roles of a project team and how to motivate them. Also, learn strategies for managing and influencing stakeholders in order to ensure successful projects.	✓		✓	✓			
How to create process maps and flow charts: a step by step guide	● ● ● ○	45	Deep dive into how to create process maps and flow charts using standard symbols and swim lanes, including process map templates, best practices in process mapping.	✓			✓			

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Mastering presentation skills	● ○ ○ ○ ○	85	Learn the principles of developing an effective presentation by discovering how to craft presentations that will effectively communicate with senior executives and build strong relationships.	✓			✓			

Digital procurement

Delve into big data analytics and apply modern automation and digital technology practically. Explore process improvement within procurement and offer guidance to stakeholder departments seeking process efficiencies. Embrace RPA/AI and Blockchain as part of the exploration.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
An introduction to preparing data for analysis: sampling, segmenting and security	● ● ● ○	45	Explore the techniques and strategies used in preparing data for analysis, including sampling, segmenting and filtering data, and learn how to keep your data secure. in addition, learn about when and why each technique should be used when working with big data to produce actionable insights.	✓			✓			
Unlocking the power of Big Data analytics	● ● ● ○	45	Gain an understanding of big data analytics and how to use it for your benefit. Learn about separating useful data from noise, preparing data for analysis, and storing data in order to make the most out of big data analytics.	✓			✓			
Descriptive analytics: making smarter decisions with Big Data	● ● ● ○	45	Explore the essentials of descriptive analytics and how to use big data to make smarter decisions. Learn about analytics tools, statistics for descriptive analytics, and probability distributions.	✓			✓			
Diagnostic analytics: correlation analysis and hypothesis testing	● ● ● ○	45	Discover the key concepts of correlation analysis, correlation coefficients, hypothesis testing and p-values. In addition, learn how two sample t-tests are a way to diagnose business conditions.	✓			✓			
Predictive analytics: regression analysis and statistical demand forecasting	● ● ● ○	30	Explore how to use past data to predict future activity, including regression analysis, statistical demand forecasting, moving averages and smoothing techniques.	✓						
Predictive analytics: data mining and machine learning	● ● ● ○	30	Gain an understanding of data mining and machine learning. Explore the different types of machine learning, supervised and unsupervised learning, clustering algorithms as well as other machine algorithms including hierarchical clustering (including K-means clustering).	✓						

Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Blockchain explained: how it works and its real world applications	● ● ● ●	45	Deep dive into blockchain technology, its underlying principles and applications. Learn the basics of how it works, why it is important and how to apply it in real-world situations. Explore the background of blockchain, how blockchain works, cryptocurrencies, and various applications for blockchain.	✓			✓			
The Internet of Things (IoT): exploring its benefits and potential	● ● ● ●	45	Explore what IoT is and discuss its benefits and potential. Discover how key concepts such as how IoT works and considerations for developing an IoT system.	✓			✓			
Artificial intelligence for procurement	● ● ● ●	45	Gain an understanding of Artificial Intelligence (AI) in procurement, including key principles such as how AI works, machine learning, natural language processing and applications of AI. Additionally, explore how to apply AI tools in procurement strategies, harnessing the power of AI in supply chain management and unlocking efficiency with artificial intelligence solutions for purchasing.	✓			✓			
How to use Robotic Process Automation (RPA) in the workplace	● ● ● ●	45	Learn how to use Robotics Process Automation (RPA) in the workplace. In addition, get an understanding of when it should be used, how it can help free up resources for higher-value activities, and more.	✓			✓			
Additive technologies: a guide to the revolutionizing power of 3D printing	● ● ● ●	45	Explore the basics of 3D printing and how it works compared to subtractive manufacturing. Discover its advantages and uses in modern supply chains.	✓			✓			
Guided buying explained: benefits, strategies and workflows	● ● ● ●	45	Gain an understanding of Guided Buying workflows and how they can benefit business operations. In addition, explore the strategies necessary to get started, as well as the ways in which Guided Buying increases user experience, reduces administration, increases compliance and increases spend under management.	✓			✓			

Buying and merchandizing

Explore the buyer's role and discover how to address global sourcing and supplier audits beyond the retail sector. Gain an appreciation of third-party manufacturing location and reputational/exchange rate risks, as well as build profitable product ranges.



Topic	Level	Minutes	Description	Course	Skill builder	Mircorlearning	Memory jogger	Ask the expert	Workplace assessment	Exam
Exploring buying functions: product lifecycle strategies for success	● ● ● ○	45	Explore the stages of a product's lifecycle, how to recognize each stage, and tactics for extending lifecycles and transitioning to new products in the decline phase.	✓			✓			
Secrets to effective new product development: how buyers play a key role	● ● ● ○	285	Learn the secrets to effective NPD and how buyers can play a key role. Explore topics such as stage gates, cross-department working on product design and development, and planning with suppliers for successful launches.	✓			✓		✓	
Retail metrics explained: key performance indicators in the retail industry	● ● ● ○	45	Discover the key performance indicators in the retail industry, including product and departmental sales metrics such as margin/mark-up, inventory & supply chain metrics such as stock-turn and GMROI, and customer behavior metrics.	✓			✓			
Retail metrics explained: identify key cost drivers & reduce costs	● ● ● ○	45	Explore the largest costs that drive a retail organization and provide tactics on how to reduce them, including space and inventory policies so you can identify key cost drivers and learn how to reduce costs in your organization.	✓			✓			



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