

# SUPPLY MANAGEMENT TRAINING





Supply Chain Management Association

***As the premier Canadian association for supply chain management professionals, the Supply Chain Management Association (SCMA) is the national voice for advancing and promoting the profession. SCMA sets the standard of excellence for professional skills, knowledge and integrity, and it was the first supply chain association in the world to require that all members adhere to a Code of Ethics.***

With nearly 7,000 members working across the private and public sectors, SCMA is the principal source of supply chain training, education and professional development in the country. Through its ten Provincial and Territorial Institutes, SCMA grants the Supply Chain Management Professional (SCMP) designation, the highest achievement in the field and the mark of strategic supply chain leadership.

SCMA was formed in 2013 through the amalgamation of the Purchasing Management Association of Canada and Supply Chain and Logistics Association of Canada. With a combined history of more than 140 years, the association now embraces all aspects of strategic supply chain management, including:

- Purchasing/Procurement
- Strategic Sourcing
- Contract Management
- Materials/Inventory Management
- Logistics and Transportation

## WHAT IS SUPPLY CHAIN MANAGEMENT?

While many careers in the sector have existed for decades or more, the term 'supply chain management' is relatively new. SCMA defines supply chain management as:

**The process of strategically managing flows of goods, services, finance and knowledge, along with relationships within and among organizations, to realize greater economic value through:**

- Supporting enterprise strategic objectives.
- Contributing to the achievement of strategic competitiveness of the enterprise.
- Contributing to the enhancement of the competitive advantage of the enterprise.
- Enhancing customer satisfaction

### FIELD OF PRACTICE: THREE PILLARS

The field of practice of strategic supply chain management consists of the three pillars of management, strategy and professionalism built on top of a strong foundation of functional supply chain knowledge.

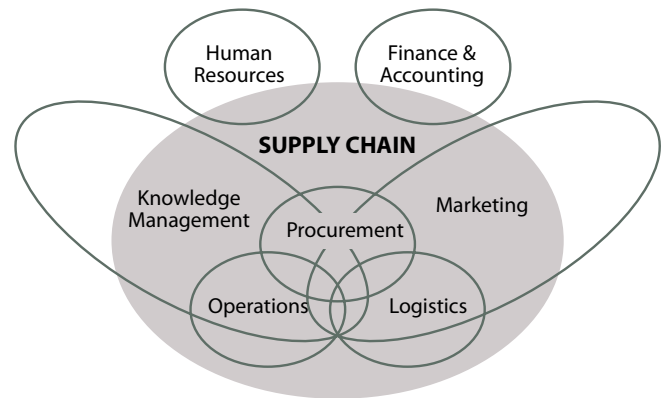
## APPLICATION AREAS

There are multiple application areas within the strategic supply chain management field of practice, including:

- Domestic and global
- Private and public sector
- Goods and services

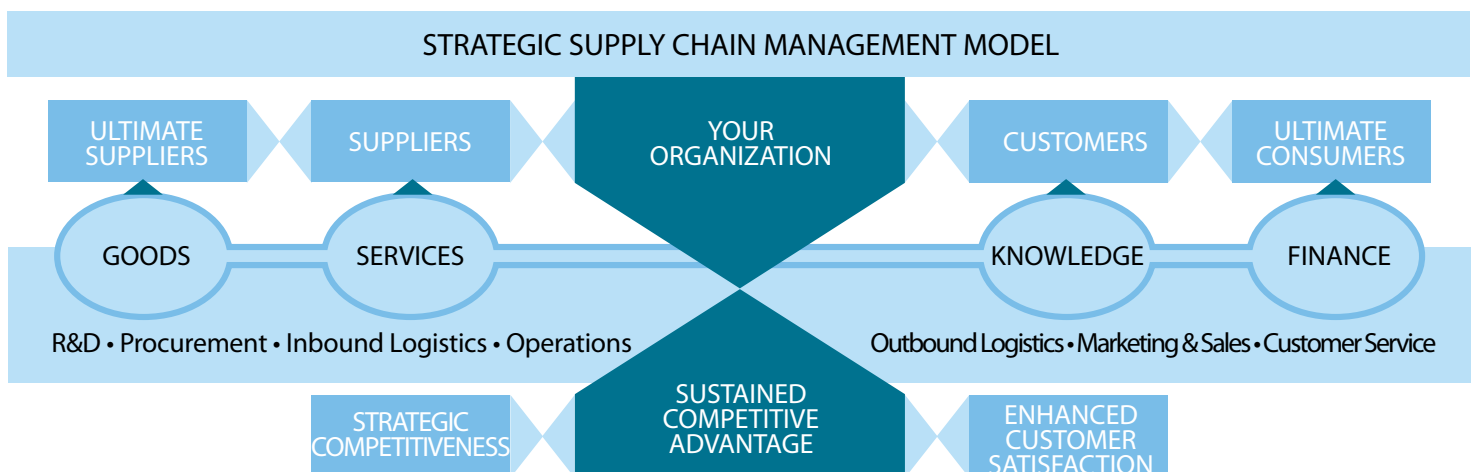
## KNOWLEDGE AREAS

The core knowledge areas of supply chain management (procurement, operations and logistics) are integrated with supporting knowledge areas (marketing, finance and accounting, human resources and knowledge management).



## THE INTEGRATED VALUE CHAIN

Today, organizations rely increasingly on effective supply chains to succeed in the global, networked economy. With relationships extending beyond traditional enterprise boundaries, organizations are managing business processes throughout an integrated value chain of multiple companies.





# SUPPLY MANAGEMENT TRAINING

Today's global market demands skilled practitioners to support the management of complex supply chains. SCMA's Supply Management Training (SMT) meets this need with a series of tactical courses and seminars designed to provide a solid skills base.

The SMT will equip early- to mid-level practitioners with the necessary skills to support supplychain functions, and the related business skills to help advance their careers. Take them individually or complete them all to earn a Diploma/Certificate\* in Supply Management.

*\*The award of a Diploma or Certificate is determined by the local provincial or territorial government of each SCMA Institute. In some jurisdictions, work experience may be required to be eligible for the Diploma/Certificate.*

Accredited by the Canadian Supply Chain Sector Council (CSCSC).



# SMT AT-A-GLANCE

**Who:**

Those seeking to improve their functional knowledge of supply management, including supervisors and first-time managers with a desire to grow their careers.

**Admission requirement:**

No education or experience prerequisites. English or French language proficiency and basic math skills are required.

**Delivery:**

Courses and seminars are delivered through SCMA's Institutes. Candidates can choose from two different options: **instructor-led** or **online delivery**. The instructor-led option is offered only in locations where numbers warrant.

**Length:**

Courses, seminars and workshops vary in length. Take them individually or complete them all to earn a Diploma/Certificate in Supply Management.

**Technical Courses:**

- SMT - Procurement
- SMT - Logistics
- SMT - Transportation
- SMT - Operations Management

**Soft Skills Development**

- SMT - Communication and Relational Skills
- SMT - Negotiation Skills
- SMT - Competitive Bidding and Contract Management

**Business Management Knowledge**

- SMT - Accounting and Finance
- SMT - Marketing
- SMT - Business Planning

*Note: Supply Management Training is distinct from the Supply Chain Management Professional designation program, although successful completion of some courses may be applied towards the SCMP designation program, if all other qualifications are met. Previous post-secondary courses taken within the previous five years may be eligible for advanced standing in the SMT program. Contact your local SCMA Institute for more information about advanced standing opportunities.*

# REGISTRATION AND EVALUATION

## REGISTRATION

Supply Management Training is delivered through the SCMA Institutes. In some cases, this is in conjunction with a post-secondary institution. Online training is also available for the four technical courses.

- No education or experience prerequisites. English or French language proficiency and basic math skills are required.
- SCMA membership not mandatory but encouraged as it does provide discounts on the cost of training as well as other benefits. Membership may be required in some provinces in order to apply for a diploma or certificate of completion.

- Select the courses, workshops or seminars that best meet your needs.
- Take one or take multiple courses, workshops or seminars.
- Instructor-led format is available for all components; online is available for courses.

*Contact your SCMA Institute for more information on course, workshop and seminar availability or to register.*

## EVALUATION

Evaluation in Supply Management Training courses and seminars is based on a variety of graded components, including quizzes, written assignments and oral presentations. Both individual and group work is incorporated.

### **Courses:**

include a final examination consisting of true/false, multiple choice and short-answer questions.

### **Seminars:**

include a final assignment, exam or presentation.

### **Passing Grade:**

In order to successfully complete a Supply Management Training course or seminar, a passing grade of 60% is required.

Individuals who successfully complete all the Supply Management Training courses and workshops may be eligible to apply for a Diploma/Certificate in Supply Management. Pre-requisites may vary depending on local legislation – please check with your local Institute for details.

A person in profile, wearing glasses, is looking at a digital display. The display shows various financial charts and graphs, including a line graph with a sharp dip and a bar chart. The background is a dark blue color with a grid pattern. The text 'TECHNICAL COURSES' is overlaid on a dark grey rectangular box on the left side of the image.

# TECHNICAL COURSES

# SMT - PROCUREMENT

## **Supply Management is the process of managing flows of goods, services, knowledge and resulting finances into the organization.**

The goal of this course is to have candidates appreciate the procurement process and how it fits into Supply Management. The procurement process extends well beyond the boundaries of the procurement department. For instance, senior management may be heavily involved in selecting supply partners. Similarly, design departments will be heavily involved in selecting key technologies, which will have major implications in selecting suppliers. However, in most organizations the procurement department plays an integral role in all major procurement activities, in either a lead, or supporting role.

This course introduces the tactical aspects of procurement. It intends to provide information and techniques to allow junior to intermediate procurement staff to work more effectively. For those not currently working in a procurement role, the course may prepare you for a move to such a role, or allow you to work more effectively with procurement staff.

### ***Learning objectives:***

- Describe the historical developments of Procurement and how it fits within an overall Supply Chain.
- Define Supply Chain Management, Value-Chain, Purchasing.
- Define types of Tender processes and explain their uses.
- Understand the Integration of Procurement with enterprise objectives.
- Explain best practices for sourcing, selecting and evaluating suppliers.
- Explain contract formation, the competitive bidding laws of Canada and ethics.
- Apply negotiation tactics and techniques appropriately.
- Appreciate the use of calculations for the total cost of ownership, the break-even point, cost management and the learning curve.
- Understand the need for quality from suppliers.





# SMT - TRANSPORTATION

**Participants will learn the advantages and limitations of the four main modes of transportation: road, rail, air and water, as well as intermodal transportation and pipelines.**

Topics covered include the role of freight forwarders, brokers and integrated transportation companies. This course will introduce participants to transportation documentation and allow them to experience basic load planning. Participants will gain an overview of contracts, insurance, customs clearance and letters of credit. The fundamentals of Incoterms 2010 and their impact on buyer-seller responsibility for transportation will also be examined.

***Learning objectives:***

- Describe how transportation contributes to a well-managed supply chain.
- Describe the key attributes of road, rail, water, air and intermodal transportation.
- Demonstrate the basics of load and route planning.
- Demonstrate an understanding of weight and volume calculations as they impact cargo rate calculations.
- Describe key aspects of special and dangerous goods transportation.
- Describe the attributes of proper cargo insurance.
- Describe the impact of cargo security, especially on cross-border freight.
- Demonstrate an understanding of how Uniform Commercial Code (UCC) and Incoterms 2010 impact and define the transportation department's responsibilities.

# SMT - LOGISTICS

**Integrated logistics is focused on ensuring that your customer needs are satisfied through effective management of processes and activities, from the sourcing of materials and services, through the conversion/production phases, then finally to the customer through a distribution network.**

The goal of this course is to have candidates appreciate the big picture of integrated logistics and recognize that through its evolution, significant value and competitive advantage have been realized by those organizations that expend efforts in their logistics activities.

***Learning objectives:***

- Describe a supply chain.
- Describe the importance of the integration of logistics.
- Describe the importance of Forecasting.
- Describe the importance of Inventory Management.
- Describe the logistics planning process.
- Describe the role of Transportation and Warehousing in SCM.
- Describe how technology can support integrated logistics processes.
- Assess the potential impact of supply chain initiatives or shortcomings.

# SMT - OPERATIONS MANAGEMENT

**Operations Management is the transformation of goods or services from one state to another to add value for a customer.**

This course will cover the basic and essential aspects of this field of study at the tactical level. A calculator will be required for some of the lessons.

***Learning objectives:***

- Explain Operations Management responsibilities in the corporation and within their respective value/ supply chains.
- Describe quality and outline the various quality management programs.
- Understand how operations management strategies are linked with goods and service processes within facilities to achieve a competitive advantage.
- Comprehend the importance of a forecast, its process and understand how the forecast results are managed within the corporation by varying inventory levels, amending the APS, MPS and MRP and scheduling issues for both goods and services.
- Identify the principles of lean systems and the advantages of using technology to apply these concepts to production systems or service operations.

# SOFT SKILL WORKSHOP

## ***SMT - Communication & Relational Skills***

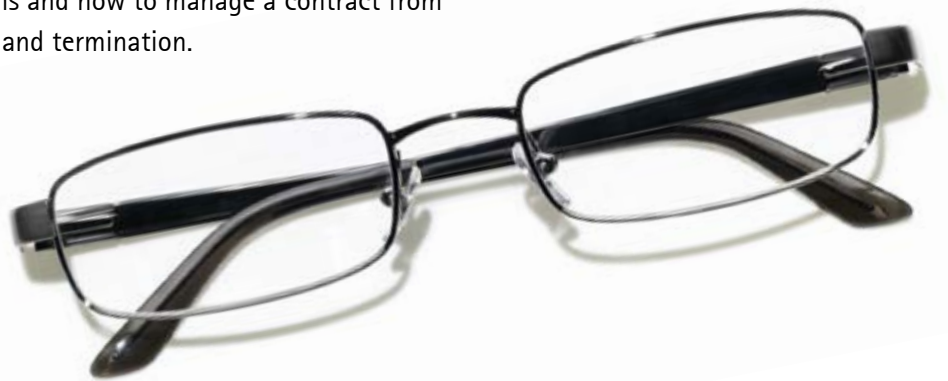
Essential to the successful supply chain professional are the competencies of listening skills, spoken and written communication, persuasiveness and the ability to explain complex issues up and down the organization and around the supply chain. Another critical ability is building effective inter-organizational supply chain relationships. This Workshop covers how to create and deliver strong presentations and how to be professional in your spoken communications by looking at steak, sizzle and style. Non-verbal communication such as appearance and body language are also explored. The Workshop offers guidance on producing clear, concise and compelling reports and written communication, and examines do's and don'ts in electronic communication today.

## ***SMT - Negotiation Skills***

Negotiation skills are an essential competency for any manager, and especially those responsible for supply chain management. This Workshop provides you with a roadmap for leading or participating in successful negotiations. You will focus on the entire negotiation process, and learn the activities and techniques to be used from the preparation stage to the actual face-to-face negotiations. It covers understanding the other negotiator, responding to power imbalances, as well as looking beyond the deal to building longer-term relationships. Interactive activities, including negotiation simulations and role-playing exercises, feature prominently and allow opportunities to fine-tune your own negotiating skills.

## ***SMT - Competitive Bidding and Contract Management***

Competitive bidding and contract management, if not handled properly, can lead to serious legal and financial consequences for any organization. This Workshop seeks to equip you with the tools required to turn this into a competitive advantage for your enterprise. The Workshop looks at the conditions for successful competitive bidding and the elements of the bidding process, including RFPs and RFQs. Electronic tendering is also addressed. The Workshop moves on to examine types of contracts and contract law. Candidates also gain an understanding of writing contract terms and how to manage a contract from performance review to dispute resolution and termination.



# BUSINESS MANAGEMENT KNOWLEDGE SEMINARS

## SMT - ACCOUNTING AND FINANCE

### **This seminar provides a comprehensive overview of how finance impacts supply management.**

Basic terminology used in finance and accounting is defined. Participants learn how to read financial statements and understand how decisions are taken. They will be introduced to using key ratios to interpret financial information. The principles of accounting and budgeting will be presented. Participants will gain an understanding of how supply management practitioners make a business case for an investment and evaluate investment opportunities.

### ***Learning objectives:***

Upon completion of this seminar candidates should be able to:

- Describe the content that is found in the major sections of each of the financial statements.
- Assemble appropriate accounts to create a simple Income Statement and Balance Sheet for a business.
- Use examples to illustrate the concept of liquidity and be able to describe the relationship of the Cash Flow Statement to the other three statements.
- Relate financial, investing and operating decisions to financial statements.
- Have a general understanding of the accounting process.
- Use basic accounting terms correctly.
- Trace the flow of accounting information from the Income Statement through the Statement of Retained Earnings and into the Balance Sheet.



# SMT - BUSINESS PLANNING

## **Every department has a critical role to play in delivering on an organization's strategy.**

This seminar provides an overview of strategic planning in an organization and the basic elements of a strategic analysis (SWOT). The Porter 5-forces model for analyzing the competitive environment will be introduced. Topics covered include critical success factors, strategic maps and company positioning, and strategic models (low-cost, differentiation, niche). Participants will discuss how to develop a strategic plan in a supply management role and the linkages between the strategic plan and a budget.

## ***Learning objectives:***

Upon completion of this seminar candidates should be able to:

- Define strategy.
- List and describe the role of strategy relative to the organizational hierarchy and alignment through the hierarchy.
- Discuss two models used to describe business level strategy.
- List and describe the steps within strategy formulation including situational analysis tools such as SWOT and Porter's 5.
- Identify the critical success factors of the implementation plan including financial budgeting.
- Describe supply management's role within the strategic process.

# SMT - MARKETING



## **Participants will learn the role and purpose of marketing with a special emphasis on how marketing drives supply management.**

The differences between marketing and sales, marketing products and services, as well as B2B and B2C marketing will be addressed. Market research, understanding your competition, market segmentation and market selection are key topics covered. Among the other subjects discussed is the marketing mix: the "4 Ps" of product, pricing, place and promotion. Strategies for market leaders and market followers will also be outlined.

### ***Learning objectives:***

Upon completion of this seminar candidates should be able to:

- Understand the role and importance of marketing in a business organization.
- Identify opportunities and challenges for an organization in the business environment.
- Identify potential markets for a business's offering.
- Understand how the marketing mix is applied to target market segments.
- Create and present an abbreviated marketing plan.

# ADVANCED STANDING AND EXEMPTION BETWEEN THE SMT AND THE SCMP PROGRAM

Those who complete all the Supply Management Training courses and seminars, and also qualify for entry into the Supply Chain Management Professional Designation program may be exempted from repeating the three soft skill workshops previously noted as well as specific modules, if they first complete the following three Advanced Standing and Exemption courses:

## ***Principles of Financial Management***

Supply chain practitioners must understand the language of finance if they want to have a leadership role in the boardroom. Making appropriate decisions in supply chain requires understanding how to improve the company's cash-to-cash cycle, knowing the impact of cash flow vs. profitability, and determining the impact of supply chain decisions on earnings. This on-line self-study course helps students recognize and understand various financial statements and key elements of financial management. Focus is on understanding the strategic profit model and calculating Return on Assets (ROA) and Return on Equity (ROE). Students will perform probability calculations, using frequency distribution, standard deviation and variation metrics.

## ***Supply Chain Operations Workflow***

From writing tests in school to competing in sporting events, keeping score helps us understand the best performers, and those who could use tips to improve. Benchmarking ourselves against others helps us to determine what changes we need to make to improve our performance. This on-line self-study course helps students understand cycle time and its impact on inventory, and provides tools to help improve project and time management skills. Students will also review the 5 steps of the Theory of Constraints and the Supply Chain Operations Reference (SCOR) model, which focuses on five areas of the supply chain – plan, source, make, deliver and return. Students will review the SCOR model and learn to apply metrics to benchmark their company's performance against others in their industry.

## ***Case Study Report Writing***

Critical to a well-written report is both a consistent format (style) and logical content (substance). When writing a report, there must be a cohesive and connecting thread between thoughts. This on-line self-study course introduces students to the case study method, where students are asked to analyze data, develop alternatives and defend a series of recommendations. It is the keystone of the SCMP designation program's approach to learning. Each case provides the student with an opportunity to be the decision-maker, analyzing the business issue presented, making judgments and determining a course of action.

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