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### GLOBAL SUPPLY CHAIN MANAGEMENT CERTIFICATE

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**STUDENT FEEDBACK**

I enjoy the application of real life examples as we discuss and review concepts learned.

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**ALL COURSES CAN BE TAKEN INDIVIDUALLY**

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*FREE to Member Corporations*
Implementation of supply chain is expensive and risky. It requires substantial investment in the areas of finance and human capital with unknown results. Supply chain operations profoundly impact a company’s income and financial statements in various ways; purchasing, sourcing, product design, manufacturing, transportation, logistics, packaging, storage and distributions. Nevertheless, many supply chain professionals have no or little knowledge of how their work contributes to the financial and income statements. Days inventory, days in sales outstanding and days in payable profoundly affect the company’s cash flow.

The purpose of this one-day workshop is to outline how integrated supply chain tools improve the financial health of companies. Fundamentals of supply chain principles have to be firmly in place before any attempts to use expensive information technologies and supply chain tools. Key metrics that contribute to a company’s financial health will be addressed to understand the basics of financial and income flow within and between supply chain partners.

**Topic Preview:**
- Fundamentals of supply chain principles
- Common traits for top supply chain performers
- Fundamentals of income statements
- Profitability: Return on investment, return on asset, and economic profit
- Return on equity
- Flow of financial information within supply chain networks
- Days in inventory
Managing Inventories for Increased Profitability
September 22-23, 2016 | February 23-24, 2017

Inventory Management (IM) is a science primarily about specifying the shape and percentage of stocked goods. It is required at different locations within a facility or within the many locations of a supply network. IM functions to balance the need for product availability against the need for minimizing stock holding and handling costs.

Topic Preview:
- Importance of inventory as an investment
- Functions of inventory
- Sales and operations planning
- Forecasting
- Inventory stratification and analysis
- Service levels and safety stock
- Performance metrics
- Current topics affecting inventory management

Strategic Sourcing and Supplier Relationship Management
October 20-21, 2016 | March 23-24, 2017

Strategic sourcing is an institutional procurement process that continuously improves and re-evaluates the purchasing activities of a company. Supplier relationship management is the discipline of strategically planning for, and managing, all interactions with third party organizations that supply goods and/or services to an organization in order maximize the value of those interactions.

Topic Preview:
- What is strategic sourcing?
- Total cost and decision making process
- The importance of systems thinking and stability
- Global sourcing issues
- How to calculate total cost
- Supplier relationships
- Supplier collaboration
- Supplier evaluation and scorecards

STUDENT FEEDBACK
Even with ten years of experience, I continually find the courses and instructors engaging.
Transportation and Warehouse Management
November 17-18, 2016 | April 20-21, 2017

Transportation is the movement of goods from one location to another. A transportation infrastructure consists of the fixed installations necessary for transport which include roads, railways, airways, waterways, canals, pipelines, railway stations, bus stations, warehouses, trucking terminals, and refueling depots. Warehouse management involves the receipt, storage and movement of goods to intermediate storage locations or to a final customer. Warehouse and process design is also part of warehouse management.

**Topic Preview:**
- Issues related to logistics and competitive advantage
- Transportation fundamentals
- Integrated transportation decisions
- Transportation consolidation
- Transportation management systems
- What is Collaborative Transportation Management (CTM)?
- Warehousing fundamentals
- Cross docking
- Lean and warehousing

Sales and Operations Planning
*Available as an Elective*
September 16, 2016
Value: 1 elective

Sales and operations planning (S&OP) is an integrated business management process through which the Executive Leadership team continually achieves focus, alignment and synchronization among all functions of the organization. Done well, the S&OP process enables not only effective supply chain management and increased customer satisfaction, but improved achievement of all business objectives.

An effective S&OP process routinely reviews customer demand and supply resources and “re-plans” quantitatively across a rolling time horizon. The re-planning process focuses on changes from the previously agreed sales and operations plan. While the process helps the management team to understand how the company achieved its current level of performance, the primary focus is on future actions to proactively close gaps to objectives so that business goals are achieved. Companies that have an integrated business management process use the S&OP process to monitor and execute to the company’s strategies.

**Topic Preview:**
- How S&OP helps improve business performance
- How to manage forecasts
- The critical nature of S&OP and customer service
- Resource planning to meet demand requirements
- S&OP and strategic issues
- How to optimize S&OP based within organizational constraints
Negotiations

Available as an Elective
April 6-7, 2017
Value: 2 electives

Professional negotiators are often specialized, such as with unions, buyouts, peace and/or hostage situations, and can occur in business, non-profit organizations, government branches, legal proceedings, among nations and/or governments. They can also be found in personal situations such as marriage, divorce, parenting, and every day life.

Topic Preview:
- What is negotiation?
- Different negotiation strategies
- Negotiations tactics
- How to achieve compromise
- Negotiation styles
- Types of negotiators
- How understand non-verbal communication
- Team negotiations

Reducing and Mitigating Variability in the Supply Chain

Available as an Elective
October 7, 2016
Value: 1 elective

In this course, we examine the influence of variability throughout the supply chain, from its impact on simple processes to its effect on complex networks. We also discuss variability mitigation strategies designed to improve supply chain responsiveness and profitability, applicable for executives as well as tactical-level employees.

Topic Preview:
- Understanding the impact of variability
- Supply chain performance evaluation
- Influence of variability on supply chain performance
- Variability reduction and mitigation of supply variances
- Variability reduction strategies
- Variability buffering
- Variability pooling

STUDENT FEEDBACK
Great program for both novices and people with experience.
STUDENT FEEDBACK
This program assisted in re-learning how important my day-to-day decisions are and what areas of my company I impact. Thank you.

Project Management Certificate
August 11-12, 2016 | January 12-13, 2017

The temporary nature of projects stands in contrast with business as usual or operations, which are repetitive, permanent, or semipermanent functional activities. The management of these two systems is quite different. In this course, participants will learn to face the challenges of project management, the tools to achieve successes in all of the project goals and objectives, while concurrently adapting to the situational constraints.

Topic Preview:
Day 1
- Fundamentals of project management
- Definition and phases of a project
- Project assumptions and constraints
- Risk identification and assessment

Day 2
- Managing changes to a project
- Work breakdown structure
- Planning, communications, and resource allocation and assignment
- Project execution through closure

Lean Logistics Certificate
February 16-17, 2017

This program is based on the Toyota Production System (TPS), which organizes manufacturing and logistics including interaction with supplier and customers. Objectives will be to design out overburden and inconsistency, and to eliminate waste. Focus will also look to ensure process flexibility and improvements in waste reduction.

Topic Preview:
Day 1
- History of lean and lean defined
- Categorizing processes and fundamentals of waste
- Systems thinking and cost
- Problem identification

Day 2
- Customer collaboration
- Outbound / inbound logistics
- Pull systems concepts
- Building a lean culture
Risk Management - Distance Learning

Risk management is the identification, assessment, and prioritization of risks, followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. We will cover strategies to manage risk, discuss opportunities to for transferring the risk to another party, avoiding the risk, reduce the negative effect or probability of the risk, or accepting some or all of the potential or actual consequences of a particular risk.

Topic Preview:
- Perspectives in supply chain risk
- Supply chain risk domains and methods
- Risks related to strategic control chain
- Technology risks
- Supply chain structure and incentive alignment
- Boheedrop’s supply chain risk matrix
- Organizing for supply chain risk
- What is at the heart of supply chain risk?

Change Management – Leading Through Change
Distance Learning

Change Management is an approach to transitioning individuals, teams, and organizations to a desired future state and uses basic structures and tools to control organizational change efforts with the goal of maximizing benefits and minimizing negative impact on those affected. Globalization and the constant innovation of technology result in a constantly evolving business environment. The effect of this, is an ever-increasing need for change and therefore change management.

Topic Preview:
- The challenges of organizational change
- Individual reactions to change
- Diagnosing reactions to change
- Organizational reactions to change
- Identifying a change activity
- Using influence in change
- Using tools to manage change
- Reinforcing change and sensing systems

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SCM101: Supply Chain Management for Beginners
August 19*, 2016 | January 20*, 2017

Supply chain management (SCM) is the management of a network of interconnected businesses involved in the provision of product and service packages required by the end customers in a supply chain. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. SCM draws heavily from the areas of operations management, logistics, procurement, information technology and strives for an integrated approach. This course also brings into consideration the impact of supply chain management on performance on the firm’s financial results.

This one-day workshop is designed for those who just began their career in supply chain management areas or contemplating their career in this field. Past record indicates registrations to this workshop came from not only supply chain professionals but also fields like healthcare, compliances, lawyers, physicians, accountant, financial analysts, marketing and other related areas.

**Topic Preview:**
- Why supply chain management?
- The supply chain and financial performance
- Supply chain metrics
- Selected SCM tools; supply chain design, inventory management, logistics, supplier relationship management, simple supply chain game and others

* FREE for Member Companies.

Business Analytics
November 4, 2016 | April 28, 2017

Business Analytics is the art of analyzing business data for decision making. In the context of supply chain management (SCM), business analytics is about combining supply chain related data and solve specific SCM problems. An example of such problem is finalizing a location of a new distribution center by analyzing the variables - city population, cost of living, proximity to suppliers, customers, ports, and airports.

The course will provide a foundation for analytical concepts, techniques, and tools required for supply chain decision making. The participants of this course will learn the basic concepts of analytics and acquire necessary skills for developing business dashboards. Participants will get hands on exposure on business analytics software and create visualizations to solve specific SCM problems.

**Topic Preview:**
- Importance of analytics in supply chain management
- Key database and statistical concepts related to analytics
- Developing supply chain metrics
- Business dashboard design
- Supply chain based decision making with current analytics tools
Great instructors throughout that engage the students in discussion, case studies and group projects.

Global Trade Management - Compliance  
February 9-10, 2017

International trade is the exchange of capital, goods, and services across international borders or territories. In most countries, such trade represents a significant share of gross domestic product (GDP). While international trade has been present throughout much of history (see Silk Road, Amber Road), the economic, social, and political importance has increased. Industrialization, advanced transportation, globalization, multinational corporations, and outsourcing are all having a major impact on the international trade system.

**Topic Preview:**
- An overview of trade compliance
- Key FCPA and other compliance regulations
- Compliance and security strategies
- Key U.S. agencies that control exports
- INCO terms and recent changes
- Export compliance
- Import compliance
- Resources for compliance assistance and information

Global Trade Legal Environment  
March 16, 2017

International trade law includes the appropriate rules and customs for handling trade between countries. However, it is also used in legal writings as trade between private sectors, which is not right. This branch of law is now an independent field of study as most governments has become part of the world trade, as members of the World Trade Organization (WTO). Since the transaction between private sectors of different countries is an important part of the WTO activities, this latter branch of law is now a very important part of the academic works and is under study in many universities across the world.

**Topic Preview:**
- Why trade is important
- The difference between international and domestic transactions
- Customs law
- Valuing imported merchandise
- Country of origin issues
- Export controls and their purpose
- The nature of the product and export controls
- Disclosure and trade remedies
Global Supply Chain Security  
March 17, 2017

Supply chain security refers to efforts to enhance the security of the supply chain, the transport and logistics system for the world’s cargo. It combines traditional practices of supply chain management with the security requirements driven by threats such as terrorism, piracy, and theft. Guaranteeing acceptable conditions in a global supply chain can be a complex challenge. As part of their efforts to demonstrate ethical practices, many large companies and global brands are integrating codes of conduct and guidelines into their corporate cultures and management systems. Through these, corporations are making demands on their suppliers (facilities, farms, subcontracted services such as cleaning, canteen, security etc.) and verifying, through social audits, that they are complying with the required standard.

**Topic Preview:**
- Risk and rewards of global security participation
- The role of the World Trade Organization and US regulation
- Key global security programs
- Organizational preparedness
- Domestic and foreign site validation
- Security practices and compliance
- Importance of senior management endorsement
- Best practices for program certification

Risk Management  
April 10, 2017

Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. Risks can come from uncertainty in financial markets, project failures (at any phase in design, development, production, or sustainment life-cycles), legal liabilities, credit risk, accidents, natural causes and disasters. The strategies to manage risk typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential or actual consequences of a particular risk.

**Topic Preview:**
- Perspectives in supply chain risk
- Supply chain risk domains and methods
- Risks related to strategic control chain
- Technology risks
- Supply chain structure and incentive alignment
- Bohedrop’s supply chain risk matrix
- Organizing for supply chain risk
- What is at the heart of supply chain risk?

Supply Chain Trade Operations  
May 4-5, 2017

Explore the variety of regulations, procedures, financial tools, and documents that are necessary to successfully trade goods from one region of the globe to another. Frequent guest speakers will share their experience and advice in conducting business globally, with an emphasis on the challenges faced within emerging markets. With improvements in transportation and communication, international business grew rapidly after the beginning of the 20th century. International business includes all commercial transactions (that take place between two or more regions, countries and nations beyond their political boundary. Such international diversification is tied with firm performance and innovation.

**Topic Preview:**
- Strategic or not?
- Components of global operations
- The global trade process
- Developing the scope of global trade operations
- Organizational alignment
- Managing global trade
- Global trade and compliance and the performance continuum
- Global trade policy