

*Executive Master CPSM  
for the International  
Certification*  
**ISM Certified Professional  
in Supply Management**



# ISM - CPSM, Certified Professional in Supply Management

The profession of purchasing and **supply management** is constantly evolving. While in the past professionals in this field were primarily focused on procurement and negotiation activities, today their role extends across the entire **Supply Chain**, requiring broader and more cross-functional competencies.

In this context, the **Purchasing and Supply Management** program, designed to prepare participants for the **CPSM® certification** offered by the Institute for Supply Management (ISM), was created to meet these new demands by providing a comprehensive and integrated view of the supply chain. The **CPSM®** program is **designed for managers and industry professionals** and reflects the changes brought about by globalization and the expanding skill set required of procurement professionals.

The curriculum covers key topics such as **strategic sourcing, logistics, compliance, risk management, global organizational strategy, cultural differences, and social responsibility**. It also integrates economic and financial knowledge, along with benchmarking tools based on the best practices of leading international companies. The program combines operational expertise with managerial and leadership skills to enhance performance and ensure an **effective and resilient Supply Chain**.



## Course objectives

The program aims to provide participants with the tools and skills needed to operate effectively in a modern, strategic procurement function and to contribute to value creation within their organizations.

Specifically, the objectives are to:

- Develop an **integrated and global view of the Supply Chain**;
- Acquire **advanced competencies** in sourcing, supply and inventory management, and forecasting activities;
- Strengthen **managerial and leadership skills** applied to Supply Management;
- Effectively **manage** suppliers, supply chain relationships, and commodities;
- Address **sustainability, social responsibility, compliance, and risk management issues**;
- Apply **financial and economic tools**, as well as benchmarking techniques, to improve performance;
- Contribute to **continuous improvement** and value creation across the entire supply chain.



## Detailed program

### → Module 1: Supply Management Core

#### **Sourcing**

- Assess stakeholder needs and organize into sourcing plans
- Analyze and advise on feasibility of internal customer requests
- Analyze potential sources of products or services
- Determine methods to process requirements for goods or services based on cost, timing, existing contracts and competitive bidding, as appropriate
- Conduct analyses to develop insourcing or outsourcing strategy
- Identify and implement technologies to support supply management
- Leverage spend through the identification, development and execution of sourcing strategies
- Implement strategic sourcing plans aligned with organizational and stakeholder objectives
- Prepare solicitations for competitive bids, quotations and proposals with pertinent specifications, terms and conditions
- Evaluate competitive offerings to identify the overall best offer for a product or service

#### **Category Management**

- Assess stakeholder needs and organize into sourcing plans
- Analyze and advise on feasibility of internal customer requests

#### **Negotiation**

- Prepare negotiation plan that aligns with organizational objectives
- Prepare and develop strategies and tactics for negotiations
- Lead, conduct and support negotiations with suppliers

#### **Legal and Contractual**

- Manage the preparation of contracts/purchase orders
- Award contracts to suppliers
- Administer contracts and/or purchase orders from award to completion or termination
- Perform or obtain legal review of contracts and other supply management documents
- Generate and follow supply management processes to ensure legal compliance

#### **Supplier Relationship Management**

- Develop supplier qualification plans to assure components, materials and suppliers meet specified requirements
- Develop and manage effective relationships with suppliers
- Conduct supplier performance evaluations
- Conduct regular business reviews with suppliers

- Identify opportunities and benefits for rationalizing the supply base
- Identify opportunities to drive supplier innovation
- Develop and implement supplier exit strategies
- Review supplier performance against negotiated service level agreements (SLAs)
- Resolve invoice and payment problems
- Act as a liaison between suppliers and functional areas to ensure accurate information, documentation and product flow
- Work with suppliers to identify constraints and implement value-added processes

#### **Cost and Price Management**

- Develop cost management program strategies for purchases
- Perform cost/benefit analyses
- Conduct spend analysis to determine strategies for specific categories
- Track and validate cost savings and cost avoidance
- Financial Analysis
- Prepare and/or administer a supply management department budget
- Develop financing strategies for purchases
- Verify that sufficient reporting exists

#### → *Module 2: Supply Management Integration*

- Supply Chain Strategy
- Develop and/or implement a material or service standardization program
- Implement requirements planning to align supply management activities with organizational strategy
- Implement operations planning, scheduling and inventory control processes to ensure optimum use of resources
- Structure the supply chain in support of the organization's business strategy
- Sales and Operations Planning
- Demand Planning
- Incorporate the use of sales, inventory and capacity forecasts in the planning of materials production to better meet strategic objectives and goals
- Conduct demand planning
- Sales and Operations Planning
- Forecasting
- Analyze and report on market conditions, benchmarks and industry trends to internal stakeholders
- Develop supply forecasts in light of economic and technological trends
- Plan and communicate sourcing and supply strategies based on forecasted data
- Manage forecasted data with suppliers
- Calculate and report forecast accuracy
- Sales and Operations Planning
- Product and Service Development
- Participate in new product or service development in support of marketing efforts

- Participate in product-service ramp-up and/or ramp-down strategies and implementation
- Create systems and process improvements to help the organization meet sales goals
- Quality Management
- Develop and/or administer a supplier quality certification program
- Develop measurements for quality improvement
- Implement continuous improvement processes within the supply chain

→ *Module 3: Leadership and Transformation in Supply Management*

**Strategy Development**

- Participate in organization-wide objective setting
- Participate in organization-wide budgeting
- Develop, implement, revise and support business plans and operating policies and procedures
- Participate in company mergers, acquisitions and/or divestitures

**Stakeholder Engagement**

- Develop and evaluate supply management relationships with internal departments
- Lead or participate in cross-functional and/or multifunctional teams
- Disseminate information and promote training related to supply management policies and procedures
- Market the value of strategic sourcing and sourcing strategies and initiatives to management and internal stakeholders
- Represent supply management in meetings with corporations, government agencies, professional associations and/or other organizations

**People Development and Coaching**

- Evaluate the supply management organizational structure and modify as necessary in order to achieve the optimal structure
- Conduct role design evaluation and potential job redesign requirements
- Develop criteria for evaluating the overall supply management department performance
- Hire, develop, retain, promote and/or dismiss supply management personnel
- Conduct and/or authorize job training for the professional development of the staff
- Evaluate supply management employee performance
- Supervise and lead supply management employees
- Create and manage a succession plan

**Systems Capability and Technology**

- Incorporate the use of technology-driven processes to analyze data and make more informed business decisions
- Conduct ongoing research of the market, current competition, company imperatives, recent trends and emerging capabilities that will provide competitive advantage

### **Risk and Compliance**

- Implement a risk management program
- Develop risk mitigation plans that align with organizational risk tolerance
- Implement a claims management program
- Implement and maintain a system of data retention
- Manage the storage and disposal of hazardous and/or regulated materials
- Develop tools and processes to measure, report and improve compliance with supply management
  - policies and regulations
- Analyze and resolve issues raised in supply management audit reports
- Assess, manage and monitor the risk of doing business with third parties and their subcontractors
- Investigate and/or verify fraudulent or non-compliant employee purchases

### **Corporate Social Responsibility and Ethics**

- Develop and implement a code of business conduct for the supply management function
- Develop and/or implement a supplier diversity program
- Establish and monitor programs for sustainability and environmental responsibility
- Implement, monitor, and promote organizational and supply chain health and safety policies and procedures
- Establish and monitor social responsibility programs including corporate citizenship and community outreach
- Implement policies to prevent discrimination and harassment



## Who the course is for

- Purchasing Directors
- Purchasing and Procurement Managers
- Category/Commodity Managers
- Procurement Managers
- Strategic Sourcing Managers
- Project Sourcing Managers
- Category/Commodity Buyers
- Buyers

This program is designed for professionals working in **purchasing, procurement, sourcing, and supply chain management** who wish to acquire a comprehensive set of skills and knowledge to proactively and effectively address the challenges of globalization in Supply Management.

The training path is intended for individuals who aim to **create value** for their organizations through the **optimization of processes** and **relationships connecting supply chain partners**, thereby enhancing the **efficiency, integration, and competitiveness** of the entire Supply Chain.



## Requirements

A good knowledge of the English language is required to attend the course, as the training materials and the final exams are in **English**. The course requires a minimum number of **6 participants**.



## Training path

The program consists of **3 modules**, delivered over 6 classroom training days plus 6 live webinar sessions of 3 hours each, spanning a period of 9 months.

### The program includes:

- A training phase delivered by certified instructors;
- An individual study phase supported remotely by the instructor;
- A highly interactive learning experience, enriched by the exchange of professional experiences, enabling participants to expand their knowledge and address challenges encountered within their organizations;
- Mock examinations simulating the final certification exams, followed by a review and discussion of the results.



## Instructors

The program is delivered by **certified instructors** with extensive teaching and professional experience in sourcing and operations within world-class international organizations. Their **many years of industry experience** enable them to share **real-world insights** and **successful case studies** with participants, enriching the learning experience, encouraging discussion, and accelerating professional development.



## Training locations

**Switzerland:** Basel.

**Italy:** Milano.



## Exams and Certification

To obtain the **CPSM® (Certified Professional in Supply Management) certification**, candidates must successfully pass three examinations, covering the following modules:

- Exam 1: Supply Management Core
- Exam 2: Supply Management Integration
- Exam 3: Leadership and Transformation in Supply Management

The examinations **must be completed within 12 months** and are administered at authorized testing centers in a computer-based format.

Upon successful completion of the entire program and passing all three examinations, participants will be awarded the **CPSM® Certification**, which is globally recognized as a benchmark credential for Supply Management professionals.

### Eligibility Requirements for **CPSM® Certification**.

Candidates must meet one of the following requirements:

- A university degree and a minimum of 3 years of professional experience in the field;
- or
- A minimum of 5 years of professional experience in the field.



## Registration fees

Fees are listed on the following websites:

Trainings in SWITZERLAND: [www.advanceschool.ch](http://www.advanceschool.ch)

Trainings in ITALY: [www.advanceschool.org](http://www.advanceschool.org)



## In-house trainings

**In-House** delivery mode is typically used when a client requests a **training course for a specific group of employees**. Advance delivers In-House courses either on-site or via Live Webinar throughout Switzerland and internationally through its team of instructors.

The In-House courses offered by the school can be either from the standard catalog or **customized according to the client's specific needs and objectives**. An experienced consultant from our team will conduct a detailed needs analysis and then develop a tailored training program.



## How to register

To register please fill the **Enrolment Form**



### COMPANY

ADVANCE is a leading training and consulting company with offices in Switzerland and Italy, collaborating with top Managers, Directors, and Management Consultants operating worldwide.

Advance is ASCM Premier ELITE Partner, delivering APICS-certified courses that set the global standard for supply chain excellence.

### MISSION

To develop excellent skills in Operations Management and contribute to the success of its partners, both companies and professionals. To achieve this, ADVANCE relies exclusively on accredited training programs and instructors with proven teaching and professional experience.

### ABOUT ISM

As the oldest, largest, and most influential Supply Management association in the world, the Institute for Supply Management (ISM) is dedicated to advancing the profession and serving as the global leader in Supply Management.

ISM fulfills its mission through education, research, the development of standards of excellence, and the dissemination of industry knowledge, including the renowned ISM Report On Business, a widely recognized monthly report on business conditions and economic trends. The ISM membership community includes more than 45,000 professionals across 75 countries. ISM Supply Management professionals are responsible for the procurement of billions of dollars' worth of products and services each year.



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