

General Management Program (GMP) with Purchasing Courses

Module I

Leading People

The course is designed to clarify and deepen your understanding of how people behave in organisations and of how you might increase your effectiveness in managing and working with others. We will cover several core topics within the broader framework of understanding people, their relationships to each other and within teams. Using case studies and exercises, this course will create a fast paced, interactive environment in which to learn about concepts and about oneself. The course will end with a briefing on Human Resource Management. The main goal of this day is to improve your effectiveness in using some of the professional tools for influencing people's performance and to gain skill at the process of evaluating, developing and coaching subordinates.

Customers and Markets

The course explores the tools of marketing management for understanding market of opportunities in different markets. It deals also with outlining the way of dealing with different types of customers across different markets. Specific topics covered include taking the customer perspective, analysis of the enterprise/marketing in the national and international context, segmentation, targeting and positioning across markets, marketing mix management (product, communication, price and distribution), as well as preparing, implementing and controlling marketing plans.

Measuring Organizational Performance

For both decision-making and communication purposes, managers need to understand how to measure and manage the performance of their organisations. The course provides a broad overview of the concepts and techniques available to examine organisation performance from multiple perspectives. This includes the perspective of shareholders as the topics of financial reporting and creating shareholder value are discussed as well. This also includes understanding Discounted Cash Flow analysis to support strategic decision-making to meet the organisation's objectives. Various concepts in cost measurement and management are discussed to provide tools for improving performance. Finally, integrated performance measurement techniques such as the Balanced Scorecard are examined.

Developing Competitive Advantage

This course starts by framing the essence of strategic processes in a company: from defining the business and making key choices about the assumptions underlying further strategizing, defining the strategic identity of the company, using tools of strategic analysis, to strategy formulation and implementation. Participants will, in particular, look at business models supporting growth and long term competitiveness. In doing that various points of view dominating strategic thinking in the last decades will be examined. Then the attention will be paid to effects of globalization on strategies and looked at what issues companies face in their international expansion. Finally, participants will tackle a complex case of a successful company exposed to major set of challenges, which will help them put strategy in holistic perspective.

Module II

Supply Chain Optimization Management

Learning objectives

- Turn supply chain management into a competitive advantage
- Create value for all actors across the chain
- Use the relevant strategy to manage all type of flows
- Achieving global efficiency by improving the supply chain from suppliers to customers.

Purchasing Management: Strategies & Organisations

Learning objectives

- Align the purchasing strategies to business strategies,
- Align the purchasing organization with business organization and constraints
- Help their team to define appropriate category strategy
- Manage the complex interaction between internal customers, purchasing teams and suppliers
- Define relevant objectives

- Control the delivery of results according to the plan.

Purchasing Management: Skills & Performance Indicators

Learning objectives

- Create a 3 year roadmap to develop the performance of their purchasing units.
- Build a one page strategy that supports effective communication to stakeholders
- Develop and implement a human resource plan to attract, retain and develop people.
- Review and develop the performance of people reporting to them
- Design and use performance measures
- Lead effective performance review
- Assess and improve processes.

Developing Communication Skills

Effective and efficient communication is vital for good managing. People communicate in many different ways and on many different levels. In management communication it is of even greater importance, that the messages we convey are clear and understood by every member of the audience we address. Therefore we tend to enhance oral communication by using different additional ways of communication, mostly visual. In the course on Developing Communication Skills, we will look at the process of constructing efficient visual support using few of most common tools and also at the process of delivering the presentation. The course is designed as a workshop, involving participant's individual as well as group action.

Leading Change

The main objective of this course is to develop a new understanding of change phenomena and their links with the context, content and process of change. Participants will start from the need to understand the drivers of change in order to formulate viable vision and business model. Then they will learn how middle managers can influence the change processes and serve as "interpreters" of strategy for their subordinates. They will also discuss barriers to successful implementation of change, as well as role of culture in achieving the desired outcomes. Towards the end of the course the issue of purpose and responsibility in leading complex processes of strategic change will be revisited, as well as the critical role of the change leader. We shall end the course by discussing concrete change related issues which the participants will bring up as most relevant for them.

The Project

The GMP Project is a key component of the IEDC GMP – it contributes significantly to the learning process of the participant while simultaneously providing the sponsoring organization with a significant, meaningful and tangible output. Specifically, the GMP Project:

- Provides participants the opportunity to **apply** the GMP principles, tools, frameworks and methodologies to the **practical** challenges their organizations are facing,
- Secures the support of academic and practitioner mentors to address complex managerial challenges and provides guidance on how to present solutions to management & leadership teams,
- Creates an environment for peer group inputs to individual challenges, bolstering the emphasis on teamwork which is a constant feature of GMP.