



EIPM MBA Programme 2009 - 2010

Title	Content	Contact Hours
Module 1 Business & Organisational Dynamics 19th to 23rd January 2009		
Business Game	The Business Game course allows teams of managers to experience the running of a company in a competitive environment. The key business functions are modelled in a table-top business game which simulates the structure and processes of a typical company. This module provides a reference for the MBA Programme whilst reinforcing the team culture	30
Team Dynamics	Following an brief introduction to Team Dynamics with reference to common evaluation tools, the participants will analyse Team Building experiences with behaviours observed during the MBA introductory programme and their personal work environment	20
Module 2 Business Strategy 23rd to 28th February 2009		
Business Strategy	The Business policy module is designed to give participants the framework and analytical tools to understand, analyse, formulate and implement business strategy. Strategy is the core of the management function, since it is concerned with the future of an organisation, its positioning in the market, its competitive advantage and its value proposition. It is essential for most levels of management.	50
Module 3 International Economics 23rd to 28th March 2009		
Team building week end - 21st and 22nd March 2009		
Global Economic Trends	The development of international trading communities, changing attitudes towards competition policy and the impact emerging economies are having an increasing influence over business strategy. This module provides a solid background to the following module and the Operations and Supply Chain Management themes.	20
International Economics	Money and capital markets are explored in depth, along with the various instruments and their applicability. The management of risk is an essential component, with examples drawn from relevant and prominent business cases. The specific financial tools available to the business manager are described including the common hedging practices.	30
Module 4 International Marketing 20th to 25th April 2009		
Marketing	Why do companies need a marketing function? What is its role? What challenges does it face? What is the latest thinking, and what are the most advanced tools and strategies in marketing? These are just some of the questions that will be answered during this module. This module will enable participants to acquire a solid knowledge of industrial markets, mechanisms and processes, giving them the knowledge and expertise to assess marketing strategy, to align it with company objectives and implement it, in order to ensure a competitive advantage.	50
Module 5 Finance and Cost Management 8th to 13th June 2009		
Finance and Cost Management	You will run a business simulation in order to understand the purposes and contents of the three basic financial statements: the Balance sheet, the Income Statement and Cash Flow Statement. This will enable you to appreciate ratios, highlighting risk of potential bankruptcy and the supplier's ability to expand with you. You will be faced with issues of improving gross margin, managing working capital, growing to be the preferred supplier. You will discover how to justify the capital expenditure. Then, you will be faced with the cost categories and their levers, going behind a supplier's price. Total Cost of Ownership (TCO) should bring many concepts together as you use this decision-making tool.	50
Module 6 Operations and Supply Strategy 20th to 25th July 2009		
Operations Strategy	The various forms of both manufacturing and service industries are considered as a basis for developing an integrated operations, supply chain and purchasing strategy which is aligned to the overall corporate objectives. Emphasis is placed on understanding the value chain and the opportunities for value creation through the operations functions	30

Purchasing Strategy	The various approaches and methodologies which are employed in the elaboration of a purchasing strategy are explored in depth. The traditional purchasing role is expanded to include upstream purchasing and the wider value chain management implications through supplier development programmes and leveraging reverse marketing strategies	20
Module 7 Purchasing Excellence 24th - 29th August 2009		
Managing Purchasing Operations & Upstream Purchasing	The "test" of the strategy is its implementation. This is why this module put strong emphasis on roadmaps for the implementation of strategy, the links between strategies and actions at operational level and the key enablers to successful implementation and change management issues. Supplier Relationship Management is explained with particular reference to supplier integration and performance management. The role of purchasing in new product development is key to reduce time to market, risk and cost. Purchasing can contribute by bringing the economic impact of decisions made by R&D, Marketing, or any other actor of the process. Discussion will be based on process, tools and competencies to be able to influence decisions and contribute to value creation.	50
Module 8 Operations and Supply Chain Excellence 28th September - 3rd October 2009		
Operations Management and Supply Chain	The supply chain has evolved over the past decade from a logistics centred discipline to become a strategic function which drives significant competitive advantages. The overview of the supply chain function goes beyond functional specialisation to consider the skills required to manage integrated functional processes. Participants will learn how business processes are enabled through the deployment of decision support tools and will understand the essentials of operations management and improvement. Excellent operations today are not an option but a 'given': without excellence the business will not survive. Advantages through innovation and effective marketing are eroded and lost if products or services do not satisfy customers because they are too late, poor quality or too expensive. The value chain is only as strong as the weakest link.	50
Module 9 Advanced Communication Skills 2nd to 7th November 2009		
Communication and influencing Skills & Negotiation Skills	The basics of interpersonal communication, of human behaviour in this area, this three day course forms an essential platform for developing skills. The module starts with a discussion on the operational challenges of international business and cross-cultural communication. What are the obstacles and how do we overcome them? The approach is 'hands-on' with format presentations but also simulations to give you a chance to resolve typical issues managers meet in their dealings. Following a discussion on the basic processes for effective negotiation, this module leads into the Negotiation Workshop. This will focus on cases and simulation in teams. Specific attention is paid to developments in negotiation practices.	30
Presentation Skills	The basics of interpersonal communication, of human behaviour in this area, this two-day course gives indications of how participants can communicate more effectively by developing their techniques. Some theory and understanding of key techniques is followed by a presentation skills workshop, as part of the preparation for the final project assessment process at the end of the programme.	20
Module 10 Purchasing Best Practices 7th to 11th December 2009		
Latest in purchasing	A thought leader in purchasing best practices leads a discussion on latest developments and their applicability. This interactive session is open to MBA Alumni, providing a rich forum in which new concepts may be challenged	20
Technical visit and Best Practices Workshop	A one day opportunity to visit an organisation in the vicinity of the campus and to continue the debate with the MBA Alumni on the application of Purchasing Best Practices	10
EIPM Annual Conference	The EIPM Annual Conference is a well established event, bringing together Academics, Consultants and Practitioners to discuss a theme of topical interest. Participants are able to take advantage of the many high level presentations and discussion groups associated with the event.	20
Module 11 Human Resource Management 18th to 23rd January 2010		
Human Resource	The key elements of HRM are covered here: the HR functions and responsibilities, including managing the contractual relationship between the firm and its employees, skills management and training. Several issues face HR managers today: the competition for	30

Management	assessment and training. Several issues face HR managers today: the competition for scarce talent, recruitment strategies, remuneration policies and packages, employee motivation. There is also a significant risk element in terms of contractual obligations, in an increasingly international environment.	
Organisational Behaviour and Leadership	Coping with change is a permanent challenge for managers and an imperative for organisations, requiring a sound understanding of organisational behaviour and strong leadership qualities. In the past, change was incremental, so that managers could use slow-to-react and tactical management systems. Such systems are inadequate for today's dynamic and rapidly changing environment. Either we learn to manage change or we have to find another life. Organisation and individuals need systems and skills in order to manage change.	20
Module 12 The Enterprise in Society 1st to 6th March 2010		
Corporate Governance	This new module responds to the growing need for awareness of the fundamentals of Corporate Governance and the consequences of inappropriate or poorly monitored processes.	20
Global Social Responsibility	This is currently an area of growing interest and concern, as many companies create their own CSR positions and appoint their own managers. This module looks in detail at the concept, risk and activities surrounding corporate social responsibility (CSR). It also considers the development of SRI, socially responsible investment, as some funds now focus exclusively on companies that have a proven track record in terms of CSR.	30
Module 13 Risk Management 12th to 17th April 2010		
Risk Management: Operations	The management of risk has become a critical issue in many industries, touching on business continuity, sustainability and linking across to Corporate Governance requirements. Purchasing professionals have traditionally practiced some form of risk assessment and mitigation process aimed at minimising the impact of supply failure. This discussion broadens the scope of Risk Management across the value chain and considers not only "predictable" risk categories but also the appropriate response to catastrophic events.	30
Risk Management: Contractual	The subject of risk continues with the aspects of risk management as it related to contract law and compliance; The issues in drawing up contracts and identifying contract risk and how to avoid it. The question of patents, their cost and value, the question of IP (intellectual property) and the growing sector of piracy and counterfeit goods. More generally there are important issues for purchasing professionals with regard to partnerships, particularly with suppliers. Mergers and acquisitions, the risk attached to company reorganisations...these are also considered.	20
Module 14 Fundamentals of IT and Project Management 17th to 22nd May 2010		
IT for purchasing	One of the challenges for business today is to move the organisation towards an information technology centred structure. The need for information and not "reporting" is the foundation stone of a modern organisational structure and this requires modern systems. Electronic Commerce has changed the way business is done. Because it plays a major role in implementing these solutions, the purchasing function must thoroughly understand and manage not only the solutions available on the market and the technical issues to do with products and suppliers, but, most important of all, the issues of implementation and acceptance.	30
Project Management	Purchasing and Supply Managers have three complementary responsibilities; establishing a purchasing strategy, managing purchasing operations and striving for excellence. Excellence requires a blend of continuous and breakthrough improvements, the latter delivered through reengineering projects. This module explores the various approaches to Project Management, explains standard and proven practices and highlights the ingredients that contribute to a successful implementation.	20
Module 15 Project Presentation and Graduation 21st to 25th June 2010		
Self awareness/Leadership	As a conclusion to the MBA programme, participants will learn how to leverage their newly acquired skills through a better understanding of themselves and by exploiting their hidden potential.	20
Project presentations	The MBA Project presentation is the opportunity for the participant to defend the written project report in the presence of internal and external examiners. The MBA Project should demonstrate a high level of understanding of the principles which have been taught through the programme and their relevance to the specific business issues described. The project is expected to have been conducted following a rigorous academic research methodology and will be judged on structure, content and presentation delivery.	-

Graduation	The Executive MBA Graduation Ceremony follows directly on the adjudication of the MBA Projects for those participants who have succeeded in both the course assessments and the MBA Project.	-
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