



# Supply Chain Management Professional Education Review

*A monthly e-Newsletter by the Department of Supply Chain  
Management and Marketing Sciences*  
**December 2009**

## ***In this month's issue***

**SCM Talent**  
*Robt. Rudzki*

***The road to success in achieving an organizational  
commitment to training and development starts with  
creating awareness:***

- ***Awareness of the current state of supply management practices at your company, compared to supply management best practices***
- ***Awareness of the opportunity possible by transforming the current state into something closer to world-class practices and capabilities***
- ***Awareness of how to create a comprehensive roadmap for transformation, of which only ONE element is professional skills development***

Bob Rudzki is a former Fortune 500 executive and Chief Procurement Officer, who now advises other companies as President of Greybeard Advisors LLC, a strategic management consulting firm. He is author of several business books including the critically acclaimed *Beat the Odds: Avoid Corporate Death*, and also the book *Straight to the Bottom Line*. Bob is a frequent public speaker at conferences and events.

## ***Upcoming Events***

January 8, 2010: CPSM Review Series for Exam 3

February 26, 2010: CPSM Bridge Review

March 26, 2010: Summit on Lean Six Sigma and Creating the Organizational Culture

The Rutgers Center for Supply Chain Management is providing customized training for a U.S. manufacturing company, a Pharma R&D sourcing group and a global package delivery company. How can we help you meet your training needs in a cost effective way?

For more information, please email us at [cscm@business.rutgers.edu](mailto:cscm@business.rutgers.edu)

## **Training – Reinvigorate, Don't Curtail!**

At the Rutgers Center for Supply Chain Management, our mission is to ensure that you have access to cost-effective, world-class professional development programs. Our local presence helps you to get the best value for your development dollar. To learn more, please contact us at [cscm@business.rutgers.edu](mailto:cscm@business.rutgers.edu).

### Supply Chain Talent A Competitive Differentiator

***“Is your supply team savvy enough to do more with less in a tough economy? Are your managers knowledgeable in all of the components of supply management? Do your staff members have the education, experience and level of certification sufficient to meet the needs of your organization? Does your supply team have the innovation and vision to make a positive impact on the bottom line?”*** These are questions posed by ISM in their CPSM marketing literature. If you answered ‘no’ to one or more of these questions, you probably have a talent gap. Attracting, developing and retaining top supply chain talent is becoming an increasingly important aspect of doing business in today’s global economy. More and more organizations are turning to their supply chain management organizations to create and drive value for both shareholders and customers. The winners in this global competition will be those companies that have the best talent.

As the global economy pulls itself from the recession, companies are beginning to shift their focus from cost cutting to growth and customer service. The time for looking backward at the economic trials of the last 12 to 18 months is over. It is a time to look forward. Budgets, while still lean, will begin to loosen, hiring for vacated positions will pick up and the need to attract, develop and retain scarce SCM talent will again become an issue for many companies. The talent gap is exacerbated by the expected retirement of the Baby Boomer generation. As reported in the November, 2009, “Supply Chain Management Review” magazine, the U.S. Labor Department forecasts by 2012, there will be a labor shortage of 10 million skilled workers in the U.S. – many in SCM functions.

## How do we close this gap?

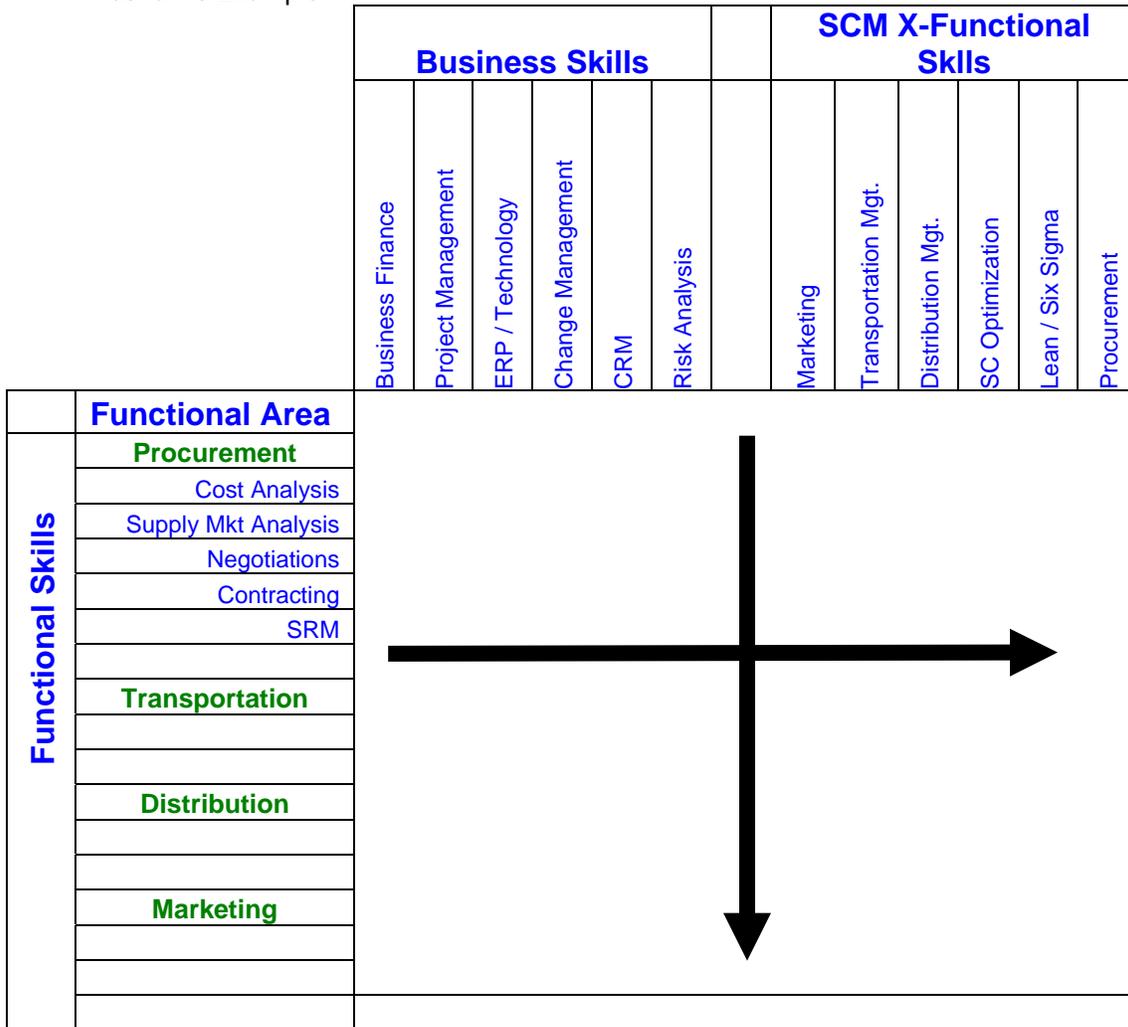
All aspects of supply management begin through alignment with corporate strategy. SCM talent development is no exception. Is the company focused on growth, domestic or global? Is the strategy highly dependent upon innovation and creativity? Does the company succeed through being the best service provider? Is the company striving to be the low cost producer in its industry? By answering these questions, we begin to shape the current and future requirements for the company's supply chain professionals.

The next step is to evaluate the current portfolio of competencies. What skill sets and knowledge are embedded in the organization today? Are the associates with the appropriate skills organizationally aligned to the business strategy? What are the talent gaps?

In order to evaluate the talent gaps, we need to think as broadly as possible about the skills and competencies needed in the global marketplace. Typically, most SCM associates possess expertise, composed of both experience and education, in one aspect of the supply chain such as operations, marketing, logistics, distribution, transportation, or procurement. A proper balance between education and experience is needed for success in supply management. In many leading organizations, the requirements for entry-level positions in supply management include a bachelor's degree from a regionally accredited institution, typically in business administration, technical, legal or other related area. On the other hand, employees with college degrees who do not increase the depth and breadth of their supply management experience fail to produce the results needed. While the depth of expertise is critical, strategic supply managers also need the breadth of knowledge that can only come from understanding the entire end-to-end supply chain.

For example, procurement professionals not only need to have a deep understanding of the processes, tools and techniques for sourcing, they need to understand topics such as: transportation, inventory management, customer fulfillment, financial management, risk analysis; if they are to add value to today's global companies. Likewise, transportation managers need to understand the concepts of supplier and customer relationship management, sourcing and risk analysis to fulfill their contribution to the company. Siloed capabilities for supply chain professionals are no longer adequate. As the following illustration demonstrates, competency analysis must include the functional skill requirements in combination with general business skills and SCM cross-functional knowledge.

Illustrative Example



### How Rutgers Business School Can Help

As a leading U.S. business school, the Rutgers Business School’s Supply Chain Management and Marketing Sciences Department (SCMMS) is well-positioned to assist companies with all talent development needs. Stanley Fawcett from Brigham Young University recently updated the “State of Supply Chain Management Education,” a comprehensive study of the relevance of existing supply chain education sources. Two hundred SCM practioners responded to the survey. Their ranking of the importance of criteria used to rate educational programs is as follows:

**First, Graduate and Undergraduate Curriculum** – Rutgers has been guided from the very inception of its programs by industry advisory councils to ensure that its academic programs meet the needs of the business community.

**Second, University Reputation** – The Rutgers SCM program was ranked 11<sup>th</sup> nationally in the recent AMR Research study of American universities with SCM programs.

**Third, Faculty** – Rutgers requires that all SCM faculty must maintain a student rating of greater than 4.0 on a 5 point scale, thus ensuring the quality of education provided.

**Fourth, Continuing Education** – The Rutgers SCM Certificate Program offered once per year in June is the flagship of continuing education offered by the SCM Center. In 2010, we will initiate our new Advanced Global Supply Chain Leadership Academy, which will become a unique offering among U.S. universities.

## **Programs offered at Rutgers**

### **Degree Programs –**

BS – SCMMS since Fall 2009

MBA – SCM since Fall 2000

Ranked 11<sup>th</sup> in a recent AMR Research study, Rutgers Business School's concentration in supply chain management and marketing sciences (SCMMS) takes a cross-functional approach, giving students the tools they need to manage the end-to-end supply chain. Students are exposed to all aspects of supply chain management through innovative course offerings such as New Product Planning, International Marketing, ERP / SAP, Global Sourcing, Lean / Six Sigma, Risk Management and SC Environmental Management. Our curriculum is highly competitive and regularly benchmarked against top business schools in the nation. Students also participate in full semester, team-based client projects identified by our corporate sponsors. These projects prepare our graduates for the real-life supply chain issues being faced by industry today. Most students at both levels demonstrate their immediate readiness for cross-functional assignments by graduating with dual majors, e.g., SCM and Finance or SCM and Marketing.

### **SCM Certification –**

Sponsored by the Center for Supply Chain Management, the Annual SCM Certificate Program is the flagship offering for SCMMS. The Certificate Program is a three-day offering that is designed for middle and senior managers who are seeking a broad strategic overview of cutting edge issues and practical solutions in the end-to-end supply chain. The program is held once per year in June. 2010 program dates are June 16, 17, and 18. There are over 200 graduates of this program.

### **SCM Professional Development Summits –**

SCMMS conducts periodic, one-day summits on supply chain “hot topics.” The summits are held quarterly at the Rutgers Piscataway campus. SCMMS determines topics of interest to major corporations and arranges for expert speakers. Over 300 professionals per year attend these world-class programs.

### **Advanced Global Supply Chain Leadership Academy (AGSCLA) –**

To be launched in 2010, the AGSCLA will offer educational tracks that allow participants to tailor the courses taken to meet their individual development needs. The AGSCLA will draw upon the many talented professors throughout the Rutgers Business School in combination with a strong cadre of industry professors who bring practical application of leading edge strategies to the classroom. The educational tracks will include strategy, planning, leadership and general business courses in addition to world class SCM course offering in procurement, SAP, project management, logistics and process management.

### **Professional Certification –**

In conjunction with ISM-NJ, Rutgers offers review training for the ISM CPSM exams. Students at Rutgers are also offered certificate programs in sustainability, six sigma, and SAP.

### **On-site Training –**

Rutgers will respond to corporate requests for on-site professional development sessions that are customized to meet the specific needs of the company. Sessions can range from quick-hit, half-day events to multi-day, multi-topic full scale training across a range of topics. On-site training has been provided across a broad range of industries including pharmaceutical, specialty chemical, industrial manufacturing, service providers and international package delivery.

## **2010 Schedule for SCM Continuing Education**

<b>Event</b>	<b>Date</b>	<b>Location</b>
Certified Professional In Supply Management (CPSM) Review Series: Exam 3: Leadership In Supply Management Review	January 8	Rutgers-Livingston campus
CPSM Bridge Review	February 26	Rutgers-Livingston campus
Certified Professional In Supply Management (CPSM) Review Series: Exam 1: Foundation Of Supply Management	March 18-19	Rutgers-Livingston campus
Summit: Lean Six Sigma and Creating the Organizational Culture	March 26	Rutgers-Douglass campus
Certified Professional In Supply Management (CPSM) Review Series: Exam 2: Effective Supply Management Performance	May 14	Rutgers-Livingston campus

Summit: Improving Working Capital/Reducing Inventories	May 28	Rutgers-Busch campus
Certified Professional In Supply Management (CPSM) Review Series: Exam 3: Leadership In Supply Management Review	June 11	Rutgers-Livingston campus
Annual SCM Certificate Program	June 16-18	Rutgers-Livingston campus
Summit: Managing Gaps Between Baby Boomers and Generation X/Ys	September 17	Rutgers-Livingston campus

For information on all of our programs contact us at

[cscm@business.rutgers.edu](mailto:cscm@business.rutgers.edu)

About the Author -

Gordon Smouter is Senior Industry Advisor to the Rutgers Center for Supply Chain Management. With over 34 years experience in the energy services industry, Professor Smouter has been an adjunct professor at Rutgers for 10 years.

The *Supply Chain Management Professional Education Review* is a monthly e-newsletter published by the Rutgers Center for Supply Chain Management and Marketing Sciences (SCMMS - [www.scm.rutgers.edu](http://www.scm.rutgers.edu)). SCMMS is a major provider of supply chain education for today's and tomorrow's supply chain professionals and executives. The *Professional Education Review* will provide information concerning current and emerging supply chain issues.

We value your input. Please contact us at [cscm@business.rutgers.edu](mailto:cscm@business.rutgers.edu) regarding this newsletter or other SCM issues.