

**32<sup>ND</sup> EDITION**  
**GLOBAL SUPPLY CHAIN MANAGEMENT**  
**LAUSANNE 2010**  
EXECUTIVE MASTER PROGRAM  
CONTINUING EDUCATION  
<http://iml.epfl.ch>

*«CREATING SUPPLY CHAIN EXCELLENCE»*

# GENERAL INFORMATION

## WHAT IS GLOBAL SUPPLY CHAIN MANAGEMENT?

The study program «Global Supply Chain Management» has been designed to provide all participants with the know-how, the competence and confidence necessary for the planning and implementation of logistical and supply chain projects at the strategic as well as the operational levels.

- It is open to executives and future executives specifically interested in supply chain management; some previous experience at executive level is required.
- It promotes research in Logistics and global supply chain management.
- It contributes to the development of modern logistics management methods and organizations.

The participants will develop a broad logistical culture based on technical, economical and managerial knowledge enabling project evaluation to be made by adding considerations from an entrepreneurial point of view.

Since 1993, more than 650 graduates representing 65 different nationalities from 5 continents have already received the diploma from the International Institute for the Management of Logistics. An increasing number of high-level companies enhance the value of the IML education program and offer the graduates a very diversified spectrum of job opportunities.

## THE INTERNATIONAL INSTITUTE FOR THE MANAGEMENT OF LOGISTICS

IML was created in 1990 as a partnership between the Ecole Polytechnique Fédérale de Lausanne, the École des Ponts ParisTech, the group AFT.IFTIM and a large number of industrial and service companies.

During the years, through its postgraduate educational program and research activities, IML has made itself known as an important international institute acting in the field of Logistics. In 1998, it received the Award of Excellence from the Institute of Transport Management (ITM) in Birmingham. As of 2009, it develops a new program in partnership with Université Laval, Canada.

IML has strengthened its international dimension by creating a partnership with different universities from the world, particularly with:

- Université Laval
- European and American universities
- South American, Asian and North African universities
- International institutions: UNCTAD (ONU), UNHCR, GS1,...

In addition to its postgraduate courses, IML develops continuing educational programs which respond to the Supply Chain training needs of national and multinational companies.

IML headquarters are located at the Ecole Polytechnique Fédérale de Lausanne, within the College of Management of Technology.

## IML, THE PERFECT INTERDISCIPLINARY AND INTERNATIONAL ENVIRONMENT

The globalization of markets and the internalization of trade force companies to adapt their research and development as well as their production and distribution structure. This has led companies to seek new highly qualified partners. IML offers a program which has a strong international character, due to a teaching body composed of a large number of professors and professionals from diverse walks of life and participants coming from all over the world. A wide range of problems and possible solutions are covered in theory as well as in practice.

The academic program consists of 5 blocks with 5 weeks each (40h/week), designed to expand the practical and methodological knowledge of the participants. These modules cover the latest developments in theory, tools and best practices in supply chain management. Each module can be followed independently, which allows participants to follow the program over more than one year. The subjects are tackled concretely by case studies presented by business professionals, are developed from a methodological point of view by professors from universities involved in the program and may be common with those presented in France and Canada. Every course has a formal evaluation and a qualifying exam synthesizes the material for all of the courses in the module.

Each module concludes with one-week international team business games to integrate the concepts covered in class. These business games are Web-based simulations and players within a team use the Internet to collaborate, to reach decisions, to implement these decisions and to examine the results obtained. Some of the games are designed to develop a better understanding of fundamental supply chain concepts such as the Bullwhip effect and Risk pooling, but others are competitive games involving multi-enterprise strategic and tactical business decisions.

The courses are taught in English in Lausanne at the Ecole Polytechnique Fédérale de Lausanne and in Québec at the Université Laval, and principally in French in Paris at the École des Ponts ParisTech/AFT.IFTIM.

To maintain its position as one of the best European Masters in Logistics and Supply Chain Management, IML invests heavily in research in close collaboration with a cluster of European universities and international companies, as well as large organizations acting in a broad spectrum of professional domains: high-tech, biotech, medical, services, sustainable and fairtrade development.

## IML ALUMNI ASSOCIATION > <http://www.iml-alumni.org>

The IML Alumni Association constitutes the network of the graduates who have received the executive master degree from the International Institute for the Management of Logistics.



**TEACHING**

- The program is:
- **organized by academic and professional experts**, under the control of an international pedagogical committee.
  - **run by highly qualified professionals** active in education, consulting and management.

**TARGET GROUP**

The **executive master program** is open to participants holding a master degree in science, engineering, architecture, economics and management, or an equivalent university degree.

The **continuing education program** can be attended by scientists and professionals from academies as well as industries, service organizations and public administrations. Each module can be attended independently by participants with proven work experience.

**HIGHLIGHTS**

- The curriculum is based on an interdisciplinary approach, aimed specifically at the integration of technology and management.
- The program has a strong international character, which is given by professors and experts in worldwide organizations.
- The teaching methods include theoretical approach and case studies.
- The curriculum integrates all of the challenges the logistician faces during his/her professional activities.
- Each module can be attended independently and is evaluated by a credit system which allows participants to follow the course over more than one session.
- The practical work can be realized in parallel with a professional activity.
- The program is organized in Lausanne, Paris and Québec. It is thus possible to be registered at one location but attend the various modules according to dates and availability at either location.
- Possibility to follow the last block (block 5) in another country (Canada - Université Laval or France - ENPC École des Ponts ParisTech)

**DIPLOMAS**

The participants who have successfully completed both the theoretical and the practical parts of the program will receive either a:

- **Executive Master in Global Supply Chain Management** – Switzerland and Canada -awarded by the Ecole Polytechnique Fédérale de Lausanne and the Université Laval in Québec, or a
- **Mastère Spécialisé en Management de Systèmes Logistiques** – France - awarded by the École des Ponts ParisTech in Paris.

Diplôme reconnu par la Conférence des Grandes Ecoles françaises.

**THEORY**

The theoretical program consists of 20 modules of 40 hours each, plus 4 weeks of case studies designed to enlarge the practical and methodological knowledge of the participants.

These modules cover the latest development in theory, tools and best practice in management and Logistics. The subjects are tackled concretely by case studies presented by business professionals and are developed from a methodological point of view by professors from universities involved in the program.

At the end of the theoretical part, a qualifying exam synthesizes the material taught during the 20 modules of theory and 4 weeks of case studies.

**PRACTICE**

Once the theoretical part is successfully accomplished, students must perform a practical project within a company.

This project should be completed successfully over a minimum duration of 20 weeks. It gives students additional work experience and is also a prerequisite for obtaining the Executive Master.

The project goal is to carry out a practical study or research demonstrating high scientific capabilities, engineering knowledge and managerial skills. The project is operational and strategically oriented.

The practical project is supervised by academic staff. It is completed within a company or at one of the research units of the organizing academic partners.

The project is evaluated upon professional and academic value.

**PROGRAM SCHEDULE**

	Lausanne 2010	Paris 2010-2011	Québec 2010
<b>Theory</b>	January - June	September - February	January - June
<b>Project</b>	July - December	March - August	July - December

**LANGUAGE**

The program is given in English in Lausanne and Québec and in French in Paris. More details on the program schedules for Paris and Québec can be found at <http://www.aft-iftim.com/iml> respectively <http://www.ulaval.ca/>

Although the course is given in English in Lausanne, in exceptional cases, French may be used in documents and lectures as well as on the occasion of industry visits. Therefore, knowledge of French language is an asset.



# ORGANIZATION

## FEES

	Lausanne	Paris	Québec
<b>Executive master program:</b>	CHF 17.000 .-	€ 13.000 student € 15.000 company	CAD 25.000 .-
<b>Continuing education (price per module):</b>			
- IML Members (the first module is for free):	CHF 1.000 .-	€ 800 .- (VAT not included)	
- Non Members:	CHF 1.500 .-	€ 1.200 .- (VAT not included)	

## APPLICATION

**Executive master program:** the candidates must send their application including a curriculum vitae, diplomas, certifications and reference letters before the final enrolment date.

The candidates' admission is based upon the analysis of a complete application file. The registration committee may invite a candidate for an interview.

**Continuing education:** the candidates must send the enclosed admission card.

## FINAL ENROLMENT


	Lausanne	Paris	Québec
<b>Executive master program:</b> Non-Swiss residents (to allow for visa formalities)	Nov. 30, 2009 Sept. 30, 2009	see website	see website
<b>Continuing education:</b>	one month ahead of each module		

## MANAGEMENT

### Lausanne



Prof. Philippe Wieser  
EPFL CDM IML  
Odyssea - Station 5  
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F +41 21 693 24 89  
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F +41 21 693 24 89  
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direction.iml@epfl.ch

### Paris



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### Québec



Prof. Alain Martel  
UNIVERSITÉ LAVAL  
Pav. Palasis Prince  
Québec, P. Que  
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Prof. Benoît Montreuil  
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F (418) 656-2624  
benoit.montreuil@osd.ulaval.ca

## INFORMATION AND ADMISSION



# SCHEDULE NEW PROGRAM

## Partnership with France (ENPC-AFT-IFTIM) and Canada (Université Laval)

		Lausanne	
<b>GSC</b>	Global Supply Chain Management	11.01.2010 - 15.01.2010	<b>BLOCK 1</b>
<b>DWG</b>	Distribution and Warehousing	18.01.2010 - 22.01.2010	
<b>ACP</b>	Accounting Principles	25.01.2010 - 29.01.2010	
<b>SFD</b>	Statistical Forecasting and Demand Management	01.02.2010 - 05.02.2010	
<b>W1</b>	<b>Case studies: Collaboration platform Industrial visits</b>	<b>08.02.2010 - 12.02.2010</b>	
<b>MAC</b>	Managerial Accounting	15.02.2010 - 19.02.2010	<b>BLOCK 2</b>
<b>SIM</b>	Modeling and Simulation in Logistics	22.02.2010 - 26.02.2010	
<b>IPS</b>	Industrial Production Systems	01.03.2010 - 05.03.2010	
<b>MCS</b>	Marketing and Customer Service	08.03.2010 - 12.03.2010	
<b>W2</b>	<b>Case studies: Tactical / Operational approach</b>	<b>15.03.2010 - 19.03.2010</b>	
<b>TRS</b>	Transportation Systems	22.03.2010 - 26.03.2010	<b>BLOCK 3</b>
<b>SCI</b>	Supply Chain Information Systems	29.03.2010 - 01.04.2010	
<b>DOM</b>	Decision Support and Optimization in Supply Chain Management	12.04.2010 - 16.04.2010	
<b>PMS</b>	Purchasing Management and Global Sourcing	19.04.2010 - 23.04.2010	
<b>W3</b>	<b>Case studies: Strategic game</b>	<b>26.04.2010 - 30.04.2010</b>	
<b>LPM</b>	Logistics Project Management	03.05.2010 - 07.05.2010	<b>BLOCK 4</b>
<b>QRM</b>	Quality, Reliability and Maintenance	10.05.2010 - 12.05.2010	
<b>SCT</b>	Supply Chain Connective Technologies	17.05.2010 - 21.05.2010	
<b>ITD</b>	International Trade: Intercultural and Legal Issues	25.05.2010 - 28.05.2010	
<b>W4</b>	<b>Case studies: Strategic game II</b>	<b>31.05.2010 - 04.06.2010</b>	
<b>FIN</b>	Financial and Risk Evaluation	07.06.2010 - 11.06.2010	<b>BLOCK 5</b>
<b>SCD</b>	Robust and Resilient Supply Chain Design	14.06.2010 - 18.06.2010	
<b>HRM</b>	Human Resources Management	21.06.2010 - 25.06.2010	
<b>BSM</b>	Business Strategy	28.06.2010 - 02.07.2010	
<b>W5</b>	<b>Business case, Internship tutorial</b>	<b>05.07.2010 - 09.07.2010</b>	
<b>HOLIDAY</b>			
Easter		02.04.2010 - 09.04.2010	
Ascension Day		13.05.2010 - 14.05.2010	
Whitsun Day		24.05.2010	

## EXECUTIVE MASTER LAUSANNE / APPLICATION FORM

### Documents to be provided with application form:

- Motivation letter
- Curriculum Vitae
- Certified true copies of certificates, university degrees and/or equivalent
- Copy of final university transcript or qualifications (final year of each course)
- Two reference letters
- Two recent photos

### Personal information:

First name: \_\_\_\_\_ Last name: \_\_\_\_\_  
 Birth date: \_\_\_\_\_ Nationality: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_  
 Mother tongue: \_\_\_\_\_ Other fluent languages: \_\_\_\_\_

### Professional information:

Current employer: \_\_\_\_\_ Current function: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

I apply to the Executive Master in Global Supply Chain Management 2010. Upon graduation I will authorize the above information to be published in the IML Alumni directory [ ] yes [ ] no

Place and date: \_\_\_\_\_ Signature: \_\_\_\_\_

## CONTINUING EDUCATION LAUSANNE

### To be mailed at least one month ahead of each module.

I want to register for the following module(s):

<input type="checkbox"/> <b>GSC</b>	Global Supply Chain Management	11.01.2010 - 15.01.2010	
<input type="checkbox"/> <b>DWG</b>	Distribution and Warehousing	18.01.2010 - 22.01.2010	
<input type="checkbox"/> <b>ACP</b>	Accounting Principles	25.01.2010 - 29.01.2010	
<input type="checkbox"/> <b>SFD</b>	Statistical Forecasting and Demand Management	01.02.2010 - 05.02.2010	
<input type="checkbox"/> <b>MAC</b>	Managerial Accounting	15.02.2010 - 19.02.2010	Last name:
<input type="checkbox"/> <b>SIM</b>	Modelling and Simulation in Logistics	22.02.2010 - 26.02.2010	
<input type="checkbox"/> <b>IPS</b>	Industrial Production Systems I	01.03.2010 - 05.03.2010	
<input type="checkbox"/> <b>MCS</b>	Marketing and Customer Service	08.03.2010 - 12.03.2010	
<input type="checkbox"/> <b>TRS</b>	Transportation Systems	22.03.2010 - 26.03.2010	E-mail:
<input type="checkbox"/> <b>SCI</b>	Supply Chain Information System	29.03.2010 - 01.04.2010	
<input type="checkbox"/> <b>DOM</b>	Decision Support and Optimization in Supply Chain Management	12.04.2010 - 16.04.2010	
<input type="checkbox"/> <b>PMS</b>	Purchasing Management and Global Management	19.04.2010 - 23.04.2010	
<input type="checkbox"/> <b>LPM</b>	Logistics Project Management	03.05.2010 - 07.05.2010	Function:
<input type="checkbox"/> <b>QRM</b>	Quality, Reliability and Maintenance	10.05.2010 - 12.05.2010	
<input type="checkbox"/> <b>SCT</b>	Supply Chain Connective Technologies	17.05.2010 - 21.05.2010	
<input type="checkbox"/> <b>ITD</b>	International Trade: Intercultural and Legal Issues	25.05.2010 - 28.05.2010	
<input type="checkbox"/> <b>FIN</b>	Financial and Risk Evaluation	07.06.2010 - 11.06.2010	E-mail:
<input type="checkbox"/> <b>SCD</b>	Robust and Resilient Supply Chain	14.06.2010 - 18.06.2010	
<input type="checkbox"/> <b>HRM</b>	Human Resources Management	21.06.2010 - 25.06.2010	
<input type="checkbox"/> <b>BSM</b>	Business Strategy	28.06.2010 - 02.07.2010	

Last name:

E-mail:

Function:

E-mail:

First name:

Private address:

Private tel:

Company:

Prof. address:

Prof. tel.:

**Tuition fee:**  
 IML members: 1.000 CHF per module  
 Others: 1.500 CHF per module  
 A 20% discount can be obtained for companies sending several candidates.

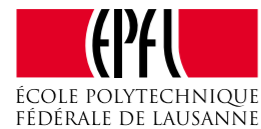


PLEASE  
STAMP



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**GSC GLOBAL SUPPLY CHAIN MANAGEMENT**

**Prof. M. Fender**  
Professor École des Ponts ParisTech  
and co-Director of IML Paris

- Nature of value creation networks and impacts of globalization
- Fundamental tradeoffs (capacity vs inventory vs delay vs value) and local/global optimization
- SCM paradigms (total quality, leanness, quick response, customization, agility)
- Manufacturing and logistics strategy (order winners, decoupling points, variety, postponement)
- Flow planning strategies and processes ( ind. planning, requirement planning, collaborative planning, SCORE)
- Planning Systems (ERP, APS, CRM)
- Industry differences (process vs discrete products vs service) and reverse logistics
- Lean vs AAA supply chains and social responsibility issues

**DWG DISTRIBUTION AND WAREHOUSING**

**Prof. C.J. Ruijgrok**  
Professor Delft University  
Industrial visits

- Distribution strategies
- Inventory management (EOQ, Lot sizing, Stochastic case, Multi-item case, Multi-echelon case, DRP)
- Warehouse design (Handling, storage technology, space management)
- Warehouse Management Systems (Order Picking, WMS)
- Transportation (Routing, tracking)
- e-logistics
- Industrial cases and visits

**ACP ACCOUNTING PRINCIPLES**

**M. Chambaz**  
Head of Controlling, EPFL  
A. Siegrist, Consultant

- Fundamental accounting mechanisms
- Presentation of financial statements
- Imperfections and dangers of the accounting information
- Information in the financial statements
- Multinational accounting conventions
- Accounting Systems



# METHODOLOGICAL

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## SFD STATISTICAL FORECASTING AND DEMAND MANAGEMENT

### Prof. Ph. Wieser

Director IML  
C. Dewidehem, Consultant  
V. Keller, CIO Selecta  
L. Fockety, SC Integration Manager, Swatch Group  
A. Maamar, Logistics Managers Novartis  
N. Gueissaz, Supply Chain Director, Nespresso  
I. Arguello, Global Inventory Director, Firmenich

- Demand Processes and Demand Management (including S&OP)
- Introduction to Probability and Statistics
- Time Series Forecasting Methods
- Regression Analysis
- Forecast errors and demand distributions
- Forecasting Systems Design (including collaboration and tracking)
- Demand Fulfilment and Revenue Management
- Practice and case studies

## MAC MANAGERIAL ACCOUNTING

### Dr. J. Roure

Logistics Consultant  
M. Chambaz, Head of Controlling, EPFL  
Alain Siegrist, Consultant  
C. Volpe, Consultant

- Product costing (full costing, direct costing, standard costing, ABC, target costing, life-cycle costing)
- Total cost of ownership
- Transfer pricing
- Performance Evaluation Systems (Balanced Scorecard, SC Cockpit)
- Benchmarking
- Supply chain performance management

## SIM MODELING AND SIMULATION IN LOGISTICS

### Prof. Th. M. Liebling

Professor EPFL  
Dr. A-M. Nogareda, CODICE  
Prof. M. Bierlaire, ENAC INTER Transp-OR  
Emma Frejinger, ENAC INTER Transp-OR  
Carolina Osorio Pizano, ENAC INTER Transp-OR

- Modeling strategic and operational decisions
- Simulation methods for deterministic and stochastic situations
- Mathematical toolbox and computer aided modeling
- Simulation: models and languages, validation and experiences planning for result analysis
- Numerical simulator (case studies based on a commercial simulator)
- Monte Carlo methods

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## IPS INDUSTRIAL PRODUCTION SYSTEMS

### Prof. R. Glardon

Professor EPFL IPR LGPP  
Teachers from LGPP

- New constraints and objectives in the industrial production
- Typology of production systems
- Principles of production, planning and control
- Aggregate Planning (vs S&OP)
- MPS, MRP, Capacity RP
- JIT and hybrid industrial flow management
- Scheduling and Shop floor control

## MCS MARKETING AND CUSTOMER SERVICE

### Prof. B. Calisti

Professor EM-Lyon

### Prof. M. Dubosson Torbay

Marketing Professor, HEG, Geneva

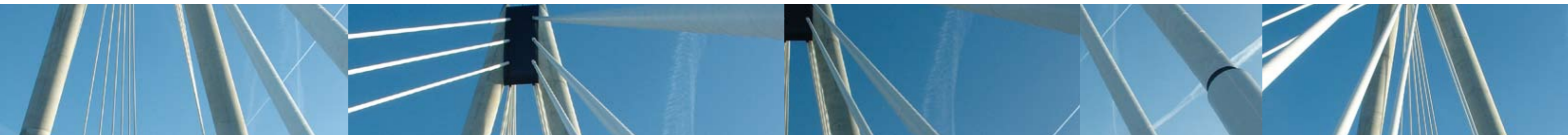
- Product-markets
- Customer behaviour
- Marketing strategy
- Marketing plans and programs (product, price, promotion, place)
- Customer service (elements, process)
- Customer relationship management (CRM)
- e-marketing

## TRS TRANSPORTATION SYSTEMS

### INRETS Team

B. Schlumpf, Global Shipping & Logistics Consultant  
Industrial visits

- Nature and role of freight transportation
- Road transportation (infrastructures, regulations, supply, tarification)
- Rail transportation (infrastructures, supply, regulations, tarification)
- Sea transportation (infrastructures, regulations, supply, tarification)
- Air transportation (infrastructures, regulations, supply, tarification)
- Intermodal transportation and intermediaries
- Economic selection of transportation means



# METHODOLOGICAL

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## SCI SUPPLY CHAIN INFORMATION SYSTEMS

- S. Riboni**  
SR Consulting  
M.A. Siegler, Neo Technologies, Project Manager  
J.F. Nicollier, EMS SA, Nyon
- SCIS design (data & process modeling)
  - SCIS selection (commercial ERP & APS systems, selection criteria, parametrization)
  - SCIS implementation
  - SCIS maintenance
  - Data warehouses (design and exploitation)
  - Knowledge management

## DOM DECISION SUPPORT AND OPTIMIZATION IN SUPPLY CHAIN MANAGEMENT

- Prof. A. Hertz**  
Professor Ecole Polytechnique, Montreal, Canada  
Dr. D. Costa, Nestec Ltd., Vevey  
Dr. Ph. Solut,  
Manager AICOS Technologies AG, Basel  
Prof. N. Zufferey, University of Geneva
- Standard operations research models and optimization methods for decision making
  - LP, Network and MIP model formulation
  - Solving LPs, Network and MIP models with the Excel solver
  - Introduction to heuristic methods
  - Decision support system tools and environments
  - Applications (production planning, sequencing, scheduling, transportation and routing problems)

## PMS PURCHASING MANAGEMENT AND GLOBAL SOURCING

- X. Leclercq**  
Professor IMAI, Engineer & Lawyer  
J. Belabidi, Procter and Gamble International
- Procurement strategy
  - Make or buy decisions (subcontracting, outsourcing)
  - Purchasing process, competitive bidding and negotiation
  - Supplier development and certification programs
  - Global sourcing
  - Supplier selection and evaluation
  - e-procurement (B2B, market places, auctions)
  - Service and public sector procurement

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## LPM LOGISTICS PROJECT MANAGEMENT

- Prof. F.-L. Perret**  
EPFL - Vice-President Planification et Logistique  
Director IML  
O. Jean, First Vice-President, BNP Paris  
M. Tiirakari, Head of Logistic Services,  
CERN Geneva
- System approach of Logistics organizations and processes
  - Project management methods and tools (MS-project)
  - Mastering time, finance and resources
  - Economical evaluation and multi-criteria analysis of logistical projects
  - Appraising and managing risk

## QRM QUALITY, RELIABILITY AND MAINTENANCE

- J.-F. Huguet**  
Consultant  
L. Frachon, Manager, PIT AG  
Industrial cases
- Quality standards and certification process
  - Statistical quality control
  - Systems reliability
  - System maintenance
  - Life cycle engineering
  - Lean management

## SCT SUPPLY CHAIN CONNECTIVE TECHNOLOGIES

- F. Spoletti**  
Partner Accenture  
Dr. L. Battezzati, Visiting Professor of Operations,  
Politecnico di Milano  
A. Wahli, Project Manager, Nestlé  
G. Lecomte, e-Supply Chain Project Manager,  
Firmenich SA
- Tracking and tracing of logistic flows (eCom standards, bar coding, RFID, EDI, XML, GPS)
  - Design of EDI/RFID/GPS systems
  - Selection of EDI/RFID/GPS systems
  - Implementation of EDI/RFID/GPS systems
  - Maintenance of EDI/RFID/GPS systems



# METHODOLOGICAL

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## ITD INTERNATIONAL TRADE: INTERCULTURAL AND LEGAL ISSUES

### Dr. M. Orthlieb

Senior Economic Officer, UNCTAD, Geneva

Dr. J. Hoffmann, Economic Affairs Officer

Vincent Valentine, UNCTAD

L. Gerspacher, GBF Attorneys-at-Law

P. Laugesen, ex Danish Customs Administration,  
ex UNCTAD

M. Schoeni, FIATA

H. Rijkse

- Geopolitical and cultural differences and specificities
- The international trade transaction, incoterms, payment methods, risk, liability and insurance
- Basic concepts on customs, harmonized system customs clearance process, automatization of procedures
- Customs trade partnership against terrorism (C-TPAT, Bass, EU-AEO)
- Case studies

## FIN FINANCIAL AND RISK EVALUATION

### Prof. Ph. Raimbourg

Université Paris I – Panthéon-Sorbonne

M. Leuthold, Director, UBS SA

- Capital structure
- Financial analysis of the company: financial function, financial evaluation, indicators
- Market valuation of the company
- Financing the companies
- Elements of multinational finance (currency markets, derivatives)
- Case studies

## SCD ROBUST AND RESILIENT SUPPLY CHAIN DESIGN

### S. Pellandini

Senior Consultant, GEA

M. Chinello, Consultant, GEA

G. Fascina, Partner, GEA

- Design Process (audit, reengineering)
- Supply chain mapping (Value stream mapping)
- Deployment strategy
- Risk Management
- Security and resilience
- Strategic alliances and partner selection (3PLs, outsourcing)
- Vertical integration versus decentralization in multi-national companies
- Reverse logistics
- Plant layouts and technology

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## HRM HUMAN RESOURCES MANAGEMENT

### A. Lenz

Consultant

F. Reinarz, Consultant

S. Sloan, STS Consultant

- Analyzing leadership styles
- Managing communication and conflicts
- Negotiation
- Stimulation of group dynamics
- Managing in a matrix organization
- Motivating a project team
- Self-managed teams

## BSM BUSINESS STRATEGY

### Teachers from EPFL/CDM

College of Management of Technology

EPFL

Teachers from Université LAVAL

- Analysis of internal and external environments
- Strategic choices (business strategy, functional strategies, innovation)
- Strategy deployment
- Core competencies
- Network strategies
- Ethics and social responsibilities



# IML MEMBERS

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## ACADEMICAL MEMBERS

**EPFL** - Ecole Polytechnique Fédérale de Lausanne  
**ENPC** - École des Ponts ParisTech, Paris  
**AFT** - Association pour le développement de la Formation professionnelle dans les Transports  
**IFTIM** - Institut de Formation aux Techniques d'Implantation et de Manutention  
**Université Laval** – Québec

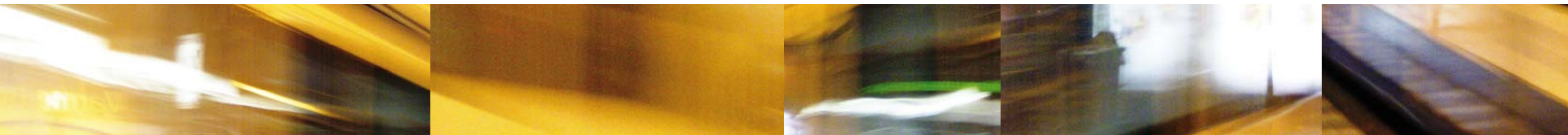
University of Genova – Italy  
EURONIL - European University Research and Operations Network in Logistics (Katholieke Universiteit, Leuven, Belgien, Cranfield University, UK, De Montford University, UK, Dortmund University, Germany, Eindhoven Technical University, The Netherlands, EPFL, Switzerland, Linkoping University, Sweden, Science Policy Research Unit, Sussex University, Southampton University, UK, Stanford University, USA)  
EIVD - Ecole d'ingénieurs du canton de Vaud  
ETHZ BWI - Betriebswissenschaftliches Institut, Zürich  
Formazione Assindustria Trento  
HEC - École des Hautes Etudes Commerciales de l'Université de Lausanne  
HEG - Haute école de gestion de Neuchâtel  
Supply Chain Council  
Fondacion BECA  
ULB, Université Libre de Bruxelles  
GS1, Global Standard 1  
TUDelft  
SSC, Société Suisse de Chronométrie  
Swiss Shippers Council

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## PROFESSIONAL MEMBERS

BlueBotics SA  
Bobst Group  
Bulgari  
Cap Gemini Ernst & Young  
CBFR - Consulting Board Formazione e Ricerche  
Centre patronal vaudois  
CERN  
CVCI, Chambre vaudoise du commerce et de l'industrie  
Deloitte  
DEV - Développement Economique Vaud  
DHL  
Eaton  
Essilor  
Firmenich  
Galexis / Galenica  
GEA Consulenti Associati  
Geodis  
Groupe PP Holding  
GSI  
Holcim  
HP-Compaq  
Holdigaz, Vevey  
Hydro Aluminium  
IMMTA  
Linde AG

Logitech  
Luxury Timepieces International  
Medtronic Europe  
Michael Page International  
Nestlé / Nestec  
Nespresso  
Novartis  
Officine Panerai  
Omega  
Panalpina  
Philip Morris  
PIT  
Procter & Gamble  
Richemont International  
Richemont International Distribution  
Rolex  
Schiltknecht Consulting Group  
Services Industriels de Genève  
SGS Supervise (Suisse)  
Syngenta  
Swisslog  
Swissport  
Tradall / Bacardi  
UBS  
UNCTAD / UNO





INTERNATIONAL INSTITUTE FOR THE MANAGEMENT OF LOGISTICS

**LAUSANNE / JANUARY-DECEMBER 2010**

ORGANIZED BY THE ÉCOLE POLYTECHNIQUE FÉDÉRALE DE LAUSANNE

**PARIS / SEPTEMBRE 2010 - AOÛT 2011**

ORGANISÉ PAR L'ÉCOLE DES PONTS PARISTECH ET PAR LE GROUPE AFT.IFTIM

**QUÉBEC / JANUARY-DECEMBER 2010**

ORGANIZED BY UNIVERSITÉ LAVAL



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**Warning: the information given in this booklet may be subject to change.  
Any changes will be notified on the IML website.**

**Please note that if the number of participants is not sufficient,  
the program could be cancelled.**

