



Your Success Begins Now



Certification Curriculum Guide

CSP | CSMP | C3PRMP | CIAP

Advance your career and gain critical education as a:

- ▶ Certified Sourcing Professional
- ▶ Certified Supplier Management Professional
- ▶ Certified Third Party Risk Management Professional
- ▶ Certified Intelligent Automation Professional



Flexible
Learning
schedule



Advance
your **Career**



Increase
your **Value**

Visit sig.org/university for more information.

Our leading-edge curriculum is current and relevant. Please ask about our certification programs or send us your recommendations, we'd love to hear from you at sigu@sig.org

Pricing

SIG University Certification Programs

SIG University online program pricing:
(not included in SIG Membership cost)

Pricing is subject to change

Certified Sourcing Professional (CSP):

- ▶ \$2,895
 - ▶ \$3,995 (non-members)
-

Certified Supplier Management Professional (CSMP):

- ▶ \$2,195
 - ▶ \$3,195 (non-members)
-

Certified Third Party Risk Management Professional (C3PRMP):

- ▶ \$3,395
 - ▶ \$4,895 (non-members)
-

Certified Intelligent Automation Professional (CIAP):

- ▶ \$1,995
 - ▶ \$2,995 (non-members)
-

Additional pricing discounts:

- Volume discounts starting at 5% off for team enrollment, depending on program and number of students enrolling
- 10% discount for SIG University Alumni
- Additional discounts are available for select programs for students located in developing countries

About SIG University

SIG University was founded on the ideals of elevating sourcing and risk professionals to deliver strategic value to the corporation. It is an inclusive, internationally recognized university with a mission of advancing the sourcing and risk management industries and transforming careers.

SIG University was created at the request of SIG members, who saw an educational training gap for today's workforce. It uses an adult learning model to transfer the knowledge and skills to its students. The learning model is focused on the self-directed learner, who has the basic knowledge and skills of the material, is motivated, has good time management skills, and has the ability to self-evaluate.

The SIG University learning model is supported by a practitioner faculty who currently hold senior leadership positions in sourcing and risk management, allowing them to guide students to a better learning outcome.

Classroom Format

SIG University programs are offered online in either an open-cohort, private or closed-cohort, as well as self-paced or fast-track delivery models depending on you or your organization's needs.

Open-cohort semesters are offered at regular intervals throughout the year. This option is our most popular model as professionals from different organizations and industries come together to leverage different experiences and apply learning from the program in a faculty-facilitated weekly discussion forum. Lessons are assigned and must be completed each week to ensure that everyone progresses through the program at the same pace. You still have the flexibility to complete each weekly lesson online as your schedule allows.

Closed-cohort semesters are available to organizations that wish for their team to have more private and focused discussions on how the topics apply to their organization specifically. This option is limited to groups of 20 students or more but can start at any time during the year. In a closed-cohort model, SIG recommends senior-level professionals from the organization facilitate the discussion forum.

Self- or fast-paced options allow learners to take the program on-demand at either an accelerated or more relaxed speed. In this option, the learner has an unmoderated discussion forum with other students in this classroom format.

*For all delivery models, students must complete all graduation requirements for the selected program within 12 months. Graduation requirements include completing all lessons, passing all quiz assessments, participating in the discussion forum, and completing a final essay. In the CPE track of the C3PRMP program, the essay requirement is replaced with mid-term and final exams.

Table of Contents

Certified Sourcing Professional (CSP)

- 7** Introduction to CSP
- 9** CSP Certification Benefits
- 10** Module 1.1: Introduction to Business Finance
- 11** Module 1.2: Introduction to Business Analytics
- 11** Module 1.3: Strategic Sourcing
- 11** Module 1.4: Change Management
- 11** Module 1.5: Introduction to Stakeholder Management
- 11** Module 1.6: Introduction to Business Ethics
- 12** Module 1.7: Introduction to Business Law
- 12** Module 1.8: Contract Basics
- 12** Module 1.9: Terms and Conditions
- 12** Module 1.10: Statement of Work Best Practices
- 12** Module 1.11: Introduction to RFx
- 13** Module 1.12: Overview of Procurement and Supply Chain
- 13** Module 1.13: Introduction to Outsourcing
- 13** Module 1.14: State of the Emerging Global Business Services (GBS) Industry
- 13** Module 1.15: Artificial Intelligence
- 13** Module 1.16: An Introduction to Crowdsourcing
- 14** Module 1.17: Introduction to Sourcing Business Models
- 14** Module 2.1: Assess the Environment
- 15** Module 2.2: Analyze, Sourcing Strategy and Development
- 15** Module 2.3: Execute
- 16** Module 2.4: Benchmark and Refine
- 16** Module 3.1: Project Management Principles
- 16** Module 3.2: Total Cost of Ownership, Cost Modeling and Should-Cost
- 17** Module 3.3: Category Management
- 17** Module 3.4: Negotiation Preparation
- 17** Module 3.5: Forming Cross Functional Teams
- 17** Module 3.6: Sourcing Change Management
- 17** Module 3.7: Sustainability in the Supply Chain
- 18** Module 3.8: Supplier Communication
- 18** Module 3.9: Sales Skills
- 18** Module 3.10: Presenting to Senior Executives

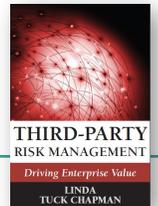
Certified Supplier Management Professional (CSMP)

- 19** Introduction to CSMP
- 21** CSMP Certification Benefits
- 22** Module 1: Introduction to Governance, Risk and Compliance (GRC)
- 22** Module 2: Introduction to Governance
- 23** Module 3: Governance Framework
- 23** Module 4: Governance Across Supplier Business Models
- 23** Module 5: Relationship Compatibility
- 23** Module 6: Governance Operating Model
- 23** Module 7: Governance Support and Resources
- 23** Module 8: Transformation Management Through Governance
- 24** Module 9: Governance Execution
- 24** Module 10: Exit Management

Certified Third Party Risk Management Professional (C3PRMP)

Upon successful completion, all students become Certified Third Party Risk Management Professionals (C3PRMP), a globally recognized designation. Students self-selecting a learning path to 66 CPE credits (NASBA) are also required to pass “CPE-exclusive” mid-term and final exams. Members of GARP also earn 20 CPD credits.

Third-Party Risk Management: Driving Enterprise Value by Faculty and program creator Linda Tuck Chapman is mandatory reading and an excellent resource. A copy of this book must be purchased by all registered students (available on Amazon or <https://www.rmahq.org>).

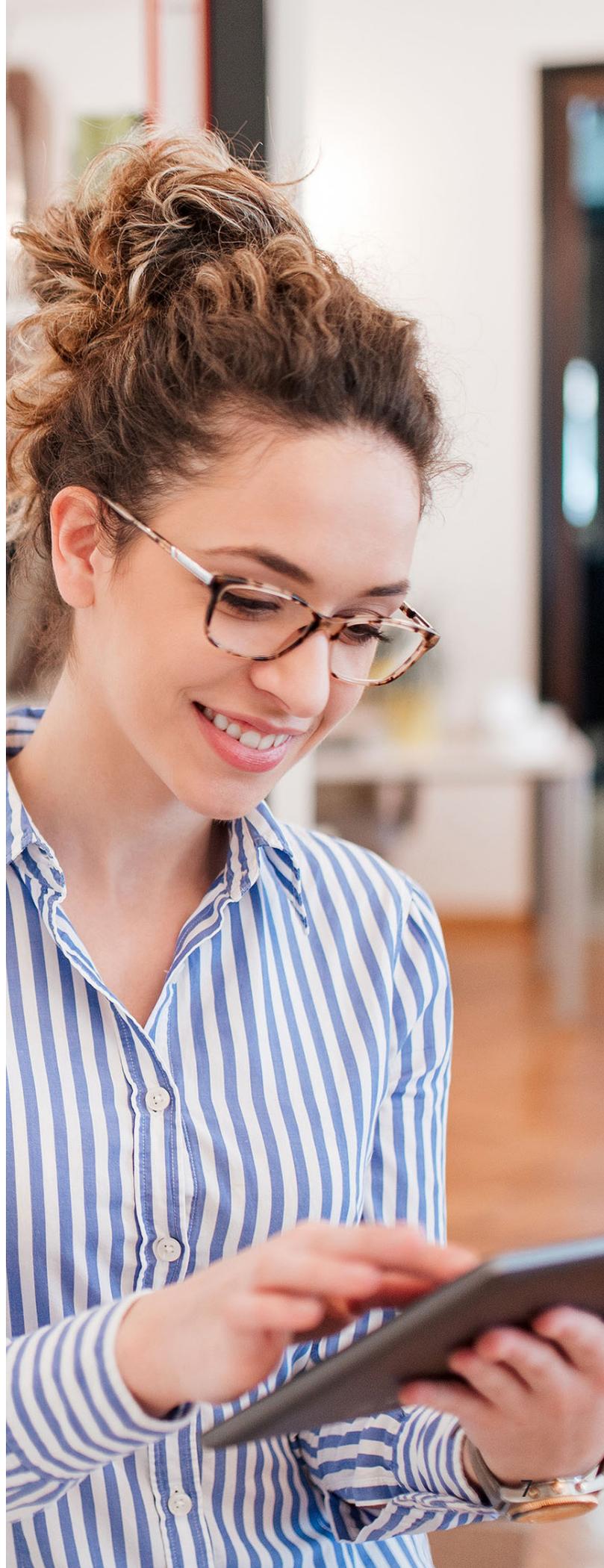


- 25** Introduction to Third Party Risk Management
- 29** Benefits of Third Party Risk Management Certification
- 30** Module 1: Introduction to Third Party Risk and Relationship Management
- 30** Module 2: The Big Picture
- 31** Module 3: Building a Strong Risk Culture
- 31** Module 4: Criticality and Risk Drivers
- 31** Module 5: Lifecycle Management
- 31** Module 6: Cyber and Information Security, Privacy and Physical Security Risk
- 31** Module 7: Business Continuity Risk
- 31** Module 8: Financial Viability Risk

- 31** Module 9: Reputation Risk
- 32** Module 10: Technology Risk
- 32** Module 11: Building an Effective Control Environment
- 32** Module 12: Innovation Risk
- 32** Module 13: Relationship Management - Building a Relationship Management Framework
- 32** Module 14: Monitoring Who, What and Why
- 32** Module 15: Governance and Oversight

Certified Intelligent Automation Professional (CIAP)

- 33** Introduction to Intelligent Automation Professional
- 35** Program Overview
- 36** Program Purpose
- 37** CIAP Certification Benefits
- 38** Module 1: Introduction to Intelligent Process Automation
- 38** Module 2: Automation Program Approach
- 39** Module 3: Opportunity Assessment
- 39** Module 4: Delivery Lifecycle
- 39** Module 5: Sustaining an IPA Program
- 39** Module 6: Transforming Operations through Automation





CSP

Certification

Certified Sourcing Professional

*Now for CSP: Subtitles and study guides in Spanish!
Ahora para CSP: Subtítulos y guías de estudio en español!*



Hybrid Learning

SIG University's Certified Sourcing Professional (CSP) program provides in-depth training on the hard and soft skills of sourcing, giving students the tangible and practical knowledge they need to be successful. In a 10-week facilitated program, students are exposed to strategic sourcing methodologies and outsourcing best practices, and are equipped with a toolkit of resources allowing them to add value in the office immediately. Developed by practitioners, academics and subject matter experts, the CSP program is the most well-rounded curriculum available in the market for those seeking additional sourcing expertise.

Available for practitioner and service provider professionals

At the end of this program, Certified Sourcing Professionals should be able to assess and implement:

- ▶ Business “best practices” and theories in order to develop and continually improve company operations and outcomes
- ▶ Strategic sourcing methodology to design, deliver and troubleshoot company initiatives
- ▶ Systematic outsourcing methodology in order to design, execute and evaluate company initiatives
- ▶ Effective leadership models and team development strategies
- ▶ Department level goal setting and monitoring strategies that achieve results and align with overall organizational goals
- ▶ Technological solutions to support efficient operations



“The CSP Program was a good refresher for me on key concepts and methodologies, with an introduction to a few new items as well. My team was also certified and found the program to be comprehensive and well-rounded, and provided the right amount of knowledge in an easy to understand format.”

Monica Oliverio
Honda North America



Sourcing Professional Certification (CSP)

Module 1.1

Introduction to Business Finance

Financial Metrics

This unit provides a cursory financial overview so students will be able to articulate the basic business finance terms that are frequently used in procurement and sourcing decisions. Additionally, students will recognize various payment terms used in sourcing activities and understand different financial decision criteria.

Corporate Finance Overview

This unit teaches students necessary information regarding corporate finance with a specific focus on the various types of financial statements as well as how to distinguish between capital expenditure and operating and maintenance expenditure.

The Money of International Business

This unit introduces the basics of international business finance. Students will focus their studies on understanding international corporate finance specifically as it relates to exchange rate risk, balance of trade, payments, anti-bribery standards, trade agreements and international organizations.

Types of Savings

This unit teaches students the key areas of business finance and types of cost savings. At the conclusion of these lessons, students will clearly understand the two main types of savings in business and recognize the importance of each type in a sourcing process. Students will also possess an understanding of cost avoidance and its types.

Module 1.2

Introduction to Business Analytics

Basic Business Analytics

In this unit students will learn about the role of business analytics in decision making and understand the types of business analytics models, including detailed frameworks and implementation methods for applying these models in different business situations.

Module 1.3

Strategic Sourcing

History of Sourcing

Upon completion of these lessons, students will understand how the sourcing industry shifted from a tactical to strategic approach; understand what drivers contribute to sourcing departments becoming strategic contributors to their organizations; identify required characteristics of sourcing professionals; understand the changing role of the sourcing organization; and identify top priorities facing sourcing organizations today.

Module 1.4

Change Management

Introduction

In this unit students will learn about change management and why it is important; hear useful techniques for implementing and managing change; understand why and how organizations change and what kind of changes can occur. This unit will also cover several key change management models.

Module 1.5

Introduction to Stakeholder Management

Stakeholder Strategy

In this unit students will gain an understanding of the importance of stakeholders and stakeholder management. Students will learn how to identify the types of stakeholders and their respective roles in business operations and projects. The unit provides methodologies for ranking stakeholder interest and project involvement as well as strategies for effective communication with stakeholders.

Module 1.6

Introduction to Business Ethics

Business Ethics Defined

Upon completion of this unit, students will understand the purpose of the Sarbanes-Oxley Act of 2002 and why it was implemented; know how to approach ethical decision making and the social responsibilities of business; understand the importance of raising ethical issues and strategies for doing so; and learn resolution and prevention strategies for ethical issues.

Module 1.7

Introduction to Business Law

Introduction to Fundamentals

At the end of this lesson students will be familiar with the legal environment of business by understanding the basics of law and court systems as well as intellectual property, its types, rights and penalties. Students will also receive an initial overview of the formation and requirements of traditional and e-commerce contracts.

Module 1.8

Contract Basics

Contract Fundamentals for Sourcing Professionals

In this module, students will take a deeper dive into contracts, learning more about contract elements and types, including the purpose and application of clauses in a sourcing strategy.

Module 1.9

Terms and Conditions

Introduction

During this module students will learn about the key components of a contract; understand the importance of those components in contributing to successful outcomes in an outsourcing initiative; learn the reasons for including each component in a contract; and hear the perspective of each participating party.

Module 1.10

Statement of Work Best Practices

Basic SOW

In this module, students will learn how to build an optimal Statement of Work (SOW) through multiple build iterations. This module includes a checklist for reviewing an SOW and an exercise in identifying issues in an example SOW.

Module 1.11

Introduction to RFx

RFx Defined

Upon completion of these lessons students will understand the differences between request types, collectively referred to as RFx, but individually as Request for Proposal (RFP), Request for Information (RFI), Request for Quotation (RFQ), Request for Tender (RFT) and Request for Solution (RFS). Students will be able to determine which request is appropriate for the sourcing strategy, what information to include in the request and the benefits for each type of request.

Module 1.12

Overview of Procurement and Supply Chain

Introduction to Procurement Role

In this module, students will begin to understand the difference between procurement and buying as well as the objectives of each. The second lesson presents the characteristics of a successful procurement professional.

Introduction to Sourcing

Students will understand sourcing and its purpose in the supply chain; be able to identify types of sourcing strategies and benefits; define essential terms associated with sourcing; and apply common sourcing terms to procurement activities.

Introduction to Procurement

Students will be able to define direct, indirect, services and capital procurement; understand what types of services and/or goods are covered in each procurement area; and know how to apply best management practices in each key area of procurement.

Module 1.13

Introduction to Outsourcing

Outsourcing 101

Upon completion of these lessons, students will be able to: define the key concept of outsourcing, its evolution, models and types; understand outsourcing as a sourcing strategy, including the key drivers, considerations, advantages and risks; identify offshoring as a type of outsourcing, including which global locations are most frequently targeted for

offshoring; understand the key concept of business process outsourcing as well as its evolution and best practices for implementation; and better understand how procurement functions can be outsourced and the best practices when using this as an organizational strategy.

Module 1.14

State of the Emerging Global Business Services (GBS) Industry

Students will understand the state of the Global Business Services (GBS) industry, be able to identify the consequences and challenges of this emerging industry and understand how to approach the challenges by focusing on value creation through Sourcing Relationship Management.

Module 1.15

Artificial Intelligence

Students will understand how artificial intelligence (AI) has evolved; learn about big data, robotic process automation (RPA) and cognitive computing; and gain an understanding of how artificial intelligence can change the face of sourcing and outsourcing.

Module 1.16

An Introduction to Crowdsourcing

The Next Generation in Sourcing Strategy

Upon completion of these lessons, students will understand what crowdsourcing is, be able to comprehend the applicability to certain categories of spend and learn from several success stories of companies using crowdsourcing as a sourcing strategy.

Module 1.17

Introduction to Sourcing Business Models

Sourcing Models Overview

After these lessons, students will have a general knowledge and perspective of outsourcing and understand: the types of services that are typically outsourced; terms commonly used in outsourcing; outsourcing strategies; the basics of balanced economics; the role trust plays in outsourcing agreements; and the basics of relational outsourcing models.

An In-Depth Look at Sourcing Business Models

Upon completion of these lessons, students will have a general knowledge and perspective of Sourcing Business Models; understand the types of services that are typically sourced; understand strategic sourcing strategies; and learn the basics of Sourcing Business Models.

Choosing the Appropriate Sourcing Business Model

After this lesson, students will be able to recognize the key attributes for determining the best Sourcing Business Model; understand the basics of business model mapping; and know when to integrate Sourcing Business Models into a strategic sourcing process.

Module 2.1

Assess the Environment

Internal Analysis

In these lessons, students will cover the key areas of internal analysis. Students will learn to align category objectives with corporate goals, build a category profile, prepare a spend analysis and identify category requirements.

External Analysis

At the end of these lessons, students will develop a comprehensive summary of the supply market and potential impacts as well as understand marketplace trends on items and services purchased. Students will be introduced to the important concept of benchmarking and how to apply benchmarked information when validating, supporting or improving category strategies. Students will be able to understand the steps necessary to conduct a benchmarking activity.

Total Cost of Ownership Analysis

During these lessons, students will learn the concept of cost analysis; understand why cost analysis is critical to the overall sourcing process and decision making; learn the concept of calculating the baseline; and understand the basics of cost modeling.

Company Training and Development

These lessons will allow students to: identify the fundamentals of team development; define the basic configuration of an effective cross-functional team to lead category initiatives; define the importance of a communication plan and team charter; understand team knowledge, assessment and development; and hear the benefits of professional affiliations and networking.

Module 2.2

Analyze

Sourcing Strategy and Development

At the end of these lessons, students will have learned about the four spend category segments and related approaches for each; appreciate how segmentation of a spend category drives the sourcing strategy; understand how to assess the maturity level of a category; and determine the appropriate value measurements. Students will also learn how effectively managing critical stakeholders significantly contributes to the success of the category strategy.

Outsourcing Strategy

Students will learn about the types of services that are typically outsourced; be able to define the terms BPO, HRO, RPO, ITO, KPO, LPO, FAO and CM; and be able to summarize the various types of outsourcing strategies. Students will also understand the basics of balanced economics in outsourcing; be able to articulate the role trust plays in an outsourcing agreement; and learn the basics of Relational Outsourcing Models.

Supply Market Selection

Students will understand supplier matching and the significant impact this methodology has on the success of a sourcing strategy; learn how to develop an optimal supplier portfolio to support requirements; summarize value elements from the category strategy; understand how to select the best value propositions to meet the requirements and desired outcomes; and learn how to measure value derived from the category strategy solution.

Module 2.3

Execute

Implementation Plan

Students will understand the criticality of implementing a rigorous Program Management Plan; understand the importance of implementing a risk mitigation process to address unforeseen threats to success; and learn how to align and effectively communicate with stakeholders, including suppliers, during sourcing strategy execution.

RFx and Solicitation Plans

Students will understand how to plan and execute an effective RFx and other types of solicitations, learn the key aspects of an effective solicitation document and discover the importance of defining the decision criteria for evaluating and selecting suppliers.

Negotiations

After completing these lessons students will know the four key steps for effective negotiation preparation; understand the need for thorough preparation, analysis and planning to ensure successful outcomes in negotiations; be familiar with key concepts of negotiation preparation; and know “best practices” for running negotiations.

Essential Elements of a Contract

Upon completing these lessons, students will understand the definition of a contract; be able to summarize the contract types and when they are needed; understand the contract management process and lifecycle components; have the ability to identify basic legal considerations; understand the process for managing a contract; and know the common pitfalls of contracting.

Module 2.4

Benchmark and Refine

Governance and Relationship Management Plan

At the conclusion of these lessons, students will understand the definition of governance and how it applies to supply solution management; know the benefits of good governance and a governance framework structure; understand the importance of roles and principles; know how to build a governance framework; and understand where the different governance models are best applied to align with supplier business.

Supplier Performance Management

At the completion of this lesson, students will understand the reasons Supplier Performance Management (SPM) is critical to the supply chain function and to overall procurement performance results; know how to incorporate SPM in the strategy development process (pre-award, award and contract phases); identify how the scope of activities for supplier relationship management varies across sourcing business models; determine which areas and metrics need to be measured for supplier evaluation and from where to collect the data; and learn how to manage behavior and performance.

Category Performance Tracking

Students will understand the reasons for monitoring and managing sourcing compliance; know the selection of elements to measure success; understand various metric summary tools; and learn how to manage deviations to the performance plan.

Continuous Improvement Strategy

At the conclusion of these lessons, students will understand the elements of supplier productivity and how they differ from sourcing innovation; be able to identify the key enablers for facilitating supplier innovation and how this differs from productivity enhancements; understand the need for a continuous

improvement strategy, monitoring and maintenance; understand the drivers for a continuous improvement program; and introduce a four-step continuous improvement strategy.

Module 3.1

Project Management Principles

In this module, we will cover the principles of project management. At the end of this unit, students will have a basic understanding of process, principles, culture and talent management related to project management; understand the skills needed to manage a project such as scope, time, cost and risk; learn the duties of a project manager; and understand the lifecycle and foundational practices of project management.

Module 3.2

Total Cost of Ownership, Cost Modeling and Should-Cost

In this module, we will cover the importance of using a methodology called total cost of ownership for sourcing strategically. At the end of this unit, students will understand what total cost of ownership is in conjunction with a sourcing initiative and why it is a critical component in delivering value to the organization; understand the basic components of building a cost model to support a sourcing initiative; and understand the term “should-costing” and how it is applied in strategic sourcing.

Module 3.3

Category Management

History, Application and Playbooks

After these lessons, students will understand how category management evolved, the benefits from category management and the challenges of adoption. Students will also understand how category management is implemented through the use of category playbooks, including the typical components of a category playbook.

Module 3.4

Negotiation Preparation

Negotiation Soft Skills

During these lessons, students will learn why conventional negotiations are critical to supplier relationships and why it is important to prepare for them; gain basic negotiation skills; understand how non-verbal behavior impacts face-to-face negotiations; and gather some techniques for increasing the rate of success in live negotiations.

Module 3.5

Cross Functional Teams

Introduction

Students will gain a general understanding of what a cross-functional team is and why it is useful; understand the step-by-step process in how to build a cross-functional sourcing team; learn different approaches used; understand the makeup of a cross-functional sourcing team; and hear about challenges that may arise when putting a cross-functional team together.

Module 3.6

Sourcing Change Management

Change Management Overview and Implementation Plan

Students will learn about change management and its drivers; understand why we need to manage change and the people impacted by it; hear stakeholder considerations and actions to ensure success; learn communication requirements to avoid pitfalls and roadblocks; and understand how to develop stakeholder and communication plans.

Module 3.7

Sustainability in the Supply Chain

Concepts, Goals, Measurement, Communication and Reporting

In these lessons, students will gain a better understanding of business models related to sustainability; learn why sustainability can be a business strategy for the supply chain; hear more.

Module 3.8

Supplier Communication

Introduction

Upon completion of these lessons, students will understand that setting expectations on supplier communications drives ethical and fair procurement practices; understand that trust and good communications drive a successful supplier relationship; be prepared to develop a supplier communication plan; and understand the need for a business Code of Conduct.

Module 3.9

Sales Skills

Building Influence and Improving Sales Techniques

Students will understand what techniques to use in order to gain influence; be able to identify and avoid the behavior and actions that cause people to lose influence; and adopt a core sales skill set to keep up with the new sales techniques needed.

Module 3.10

Presenting to Senior Executives

Creation and Presentation

Upon completion of these lessons, students will understand fundamental rules for creating a presentation; be able to use basic steps to create a presentation; understand what the Glance Test is and how to pass it; know how to use design principles in presentation slides and why we use them; apply useful tips when making presentations to executives; understand expectations executives have for presentations; and be able to effectively and efficiently present to executives.





CSMP Certification

Certified Supplier Management Professional



eLearning

SIG University's Certified Supplier Management Professional (CSMP) program helps companies put effective governance programs in place by exposing students to leading-edge training on contract administration, compliance, risk mitigation, performance, governance operating models, talent management support, transformation and more. In a 5-week program, SIG University's CSMP curriculum is delivered through our unique education platform, which blends eLearning and application of learning in a flexible online classroom.

Available for practitioner and service provider professionals

At the end of this program, Certified Supplier Management Professionals should be able to:

- ▶ Comprehend the significance of Governance, Risk and Compliance
- ▶ Understand the various levels of supplier management governance, including corporate, business unit and contract level activities
- ▶ Understand how to select the appropriate governance program, and key components, for each relationship model
- ▶ Relate to how differences in strategy, values and culture between the buying company and the supplier might impact the relationship
- ▶ Be able to define and give examples of each of the key components of an operating model
- ▶ Evaluate budgetary requirements for managing a governance program
- ▶ Understand how to capture and activate innovative ideas through the governance structure
- ▶ Describe the critical tools to use in implementing a governance program



“The entire program was full of very good content and I look forward to applying it to my professional career.”



Supplier Management Professional Certification (CSMP)

Module 1

Introduction to Governance, Risk and Compliance

In this module students will receive an in-depth overview of Governance, Risk and Compliance (GRC) and be exposed to its significance and importance in today's business environment.

Module 2

Introduction to Governance

In this module, students will understand the definition of governance and how it differs from supplier performance management; the benefits of a solid governance program; the need for and the role of governance and the various levels of governance, including corporate, business unit and contract level activities.

Module 3

Governance Framework

In this module, students will be able to describe the steps for establishing the groundwork; identify key elements necessary for constructing a governance program; assess potential governance models to determine the appropriate one; and relate the various roles and responsibilities of governance.

Module 4

Governance Across Supplier Business Models

In this module, students will understand the different relationship business models that companies have with suppliers; the varying levels of dependency, risk and value potential that each model includes; the key relationship dynamics and considerations for each model; and how to select the appropriate governance program, and key components, for each relationship model.

Module 5

Relationship Compatibility

In this module, students will be able to assess the importance of compatibility to supplier governance; understand how differences in strategy, values and culture between the buying company and supplier might impact the relationship; describe operations that should be aligned with the supplier; and account for areas of incompatibility through the use of governance.

Module 6

Governance Operating Model

In this module, students will understand what an Operating Model is, and why it is critical to executing a governance program; understand the key components of a Governance Operating Model and how they individually drive results; and be able to define and give examples of each of the key components of an Operating Model.

Module 7

Governance Support and Resources

In this module, students will understand the functional support necessary for effective supplier governance; describe the skills and attributes necessary for governance resources; evaluate budgetary requirements for managing a governance program; and identify methods for engaging executive sponsors.

Module 8

Transformation Management Through Governance

In this module, students will understand what transformation, innovation and continuous improvement are versus general supplier productivity; understand how governance supports the key principles to enable and drive Innovation; understand how to capture and activate innovative ideas through the governance structure; and understand how to implement change to achieve transformation.

Module 9

Governance Execution

In this module, students will describe the critical tools to use in implementing a governance program; identify the technology requirements available to support governance activities; and access information sources to use as a reference for managing the governance program execution.

Module 10

Exit Management

In this module, students will understand the key decisions that may lead to exiting the supplier relationship; understand the need for an exit management plan within the governance program; and understand the key components of an exit management plan.



C3PRMP Certification

Certified Third Party Risk Management Professional

C3PRMP graduates have the option to earn 20 CPD credits (GARP) and/or 66 CPE credits (NASBA)



On Demand Best Practices

SIG University's Certified Third Party Risk Management Professional (C3PRMP) is a video-based, on-demand program designed for the time-constrained professional. Created by Linda Tuck Chapman - advisor, educator, author and expert - students will learn best and emerging practices in third party risk management throughout the lifecycle of critical relationships and the tools for effective governance.

Practical executive education designed for time-constrained risk management professionals, vendor/relationship managers, auditors, finance professionals, consultants, executives responsible for governance and oversight of critical third parties, and those seeking to add value with risk-informed decisions that drive enterprise value.

Program content draws on Linda's book *Third-Party Risk Management: Driving Enterprise Value* (published by the RMA), her experience and expertise, best practices frameworks and real-life examples. After ten weeks and 15 modules of study, students will have a comprehensive and actionable working knowledge of third party risk management.



Linda Tuck Chapman

Advisor. Educator. Author. Expert

Linda is recognized as the world's leading expert in third-party risk management and developed the C3PRMP course for SIG University. As one of the first Chief Procurement Officers in the financial services sector, Linda helped found today's practices for strategic sourcing and high-impact third party risk management. Her consulting business is built on her experiences as a corporate executive, where her capabilities grew far beyond managing supplier spend. She uncovered new sources of revenue, identified lucrative third party equity deals, and implemented sound risk mitigation strategies.

Today, Linda leads Third Party Risk Institute Ltd. and Ontala Performance Solutions Ltd. As a trusted advisor, insightful educator, and published author, Linda helps companies evaluate and strengthen their third party risk management practices, protecting customers, shareholders, and board members. Linda's acclaimed book "Third Party Risk Management: Driving Enterprise Value" is the foundation for the "Certified Third Party Risk Management Professional (C3PRMP)" program.

Career Highlights:

- President, Ontala Performance Solutions Ltd.
- CEO, Third Party Risk Institute Ltd.
- Chief Procurement Officer & Head, Third Party Risk, BMO Financial Group
- President & CEO, Ontario Education Collaborative Marketplace
- Chief Procurement Officer & Head, Third Party Risk, Fifth Third Bank
- VP Procurement & Head, Supplier Risk, Scotiabank Group

Leadership Profile:

- Author: "Third-Party Risk Management: Driving Enterprise Value" <https://amzn.to/2RCPBOY>
- Author: RMA Journal, Wall Street Risk Journal, GARP: The Week in Risk, ...
- Educator: Certified Third Party Risk Management Professional - <https://sig.org/university/C3PRMP>
- Educator: Wharton Executive Education, Advanced Risk Management (Guest Lecturer)
- Educator: Risk Management Association (3PRM Steering Ctee, Facilitator)
- Expert: APICS-ISACA 3rd Party Risk Research (Contributor Expert: IACCM Research Forum)

Education and Honors

- Dalhousie University, MBA (Magna Cum Laude)
- Rotman School of Business (Advanced Leadership Program)
- Institute for Bankers (Fellow; Silver Medalist)
- RMA, Special Service Award
- SIG, Sourcing Supernova Hall of Fame (Inductee)
- Certified Third Party Risk Management Professional (C3PRMP)

C3PRMP Certification

+ 20 CPD credits (GARP)

+ 66 CPE credits (NASBA)

All students successfully completing eLearning, mandatory reading, achieving a minimum of 80% in the Review Questions (quizzes) for each Module and writing a short essay/blog that demonstrates learning are awarded the **Certified Third Party Risk Management Professional (C3PRMP)** designation.

Students self-identifying as members of **GARP** also earn **20 CPD** credits.

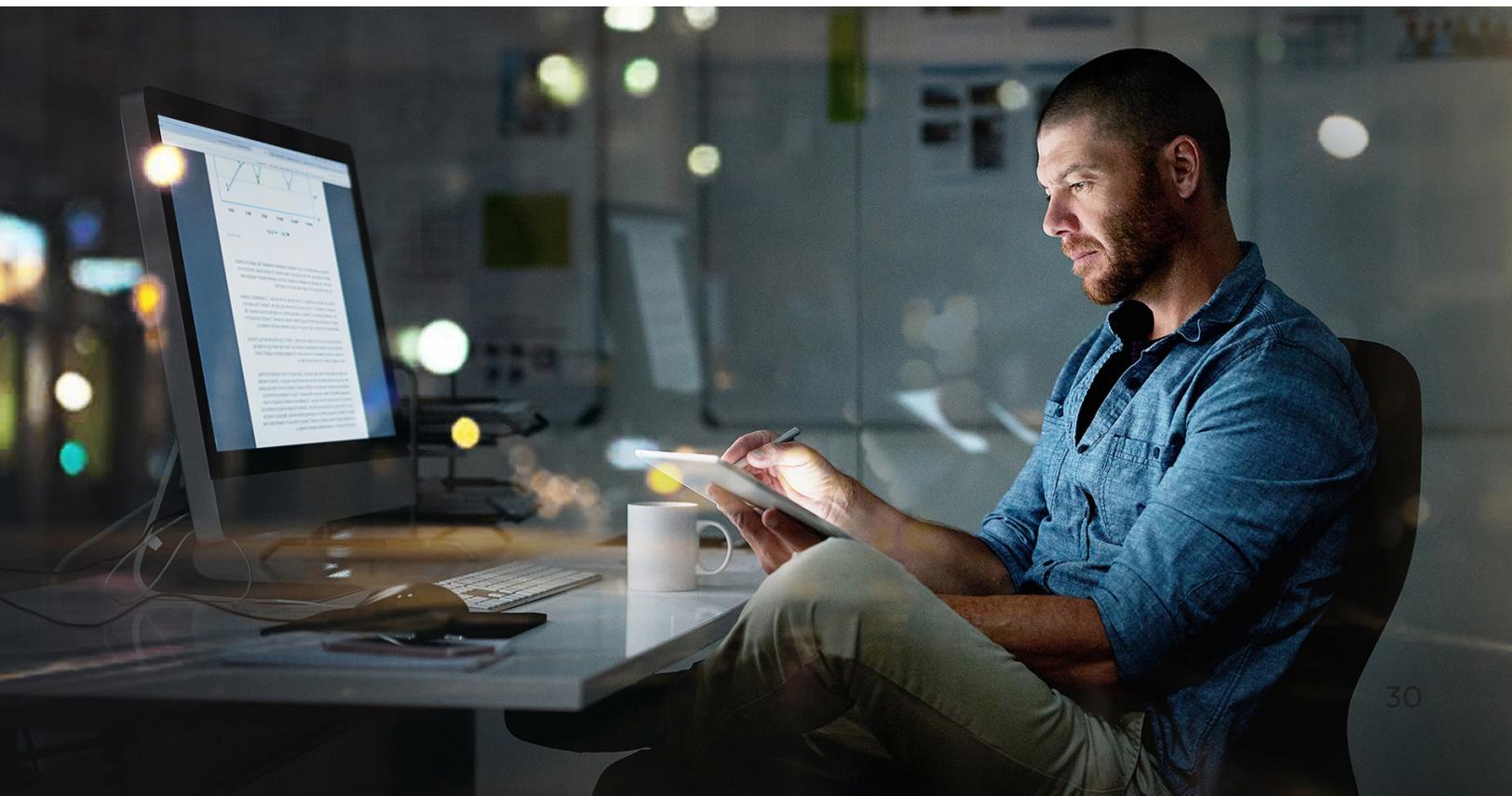
Students self-selecting the learning path to **66 CPE** credits (**NASBA**) covering Business Management and Organization, Finance, Information Technology and Specialized Knowledge fields of study are also required pass two “CPE-exclusive” exams - a mid-term and a final. CPE-learning path students are not required to submit an essay/blog.

SIG (Sourcing Industry Group) is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have the final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org

Upon successful completion, SIG University will notify GARP for each self-identified member that they have earned 20 CPD credits. <https://www.garp.org>

As a Certified Third Party Risk Management Professional (C3PRMP), graduates will enjoy the confidence of a strong working knowledge in:

- ▶ Actionable best and emerging practices in third party lifecycle and risk management
- ▶ Aligning frameworks, methodologies, tools and processes with Enterprise and Operational risk management
- ▶ Time-honored risk frameworks (COBIT, ISO, NIST, etc.) that power effective third party risk identification and management
- ▶ “A deep dive into nine of the” highest water mark risk domains and drivers; risk identification, evaluation and ratings; effective controls and monitoring
- ▶ Enabling effective governance and oversight with KRIs, KPI’s, senior management and board reporting





Third Party Risk Management Professional Certification (C3PRMP)

Module 1

Introduction to Third Party Risk and Relationship Management

Module 1 is an introduction to third party risk management. Learning materials describe the context for change and introduce some key principles and tools for managing risk throughout the lifecycle of critical third party relationships, and for effective governance and oversight.

Module 2

The Big Picture

Module 2 describes “big picture” elements of third party risk management benefits and rewards, and the impact of a serious risk event. The learning materials also align third party risk management with enterprise and operational risk management principles and tools.

Module 3

Building a Strong Risk Culture

Module 3 drills down into the elements of a strong risk culture, the roles and responsibilities of senior management and the board and the Three Lines of Defense framework and how to integrate procurement and risk management capabilities. The importance of a strong governance framework, and what and how Key Risk Indicators and risk taxonomy enable effective governance.

Module 4

Criticality and Third Party Risk Drivers

Module 4 addresses the essential risk concepts of criticality and reliance a company has on its third parties, inherent and residual risk, and why it's important to differentiate them, and how to bring these concepts together to enable effective third party risk management.

Module 5

Lifecycle Management

This Module is a deep dive into developing and deploying a Lifecycle Management Framework, appropriately assigning roles and responsibilities for key activities, segmenting critical third party relationships, and utilizing a Heat Map to simplify risk insight and stakeholder communication.

Module 6

Cyber and Information Security and Privacy

This is the first of several modules where we do a deep dive into exposure to specific drivers of third party risks. In this Module we'll focus on Cyber, Privacy and Physical Security risk.

Module 7

Business Continuity Risk

In this Module we take a deep dive into exposure to third party Business Continuity Management risk, frameworks in common use, third party business resilience risk identification and controls.

Module 8

Financial Viability Risk

In this Module we take a deep dive into exposure as it relates to third party financial health, assessment tools that are available to all companies, how to translate this information into Financial Viability risk and develop compensating controls, when required.

Module 9

Reputation Risk

In this Module we take a deep dive into reputation risk as a consequential risk, challenges with current risk assessment processes and quantification, the importance of protecting a company's reputation in the context of third party risk exposure and impact, and how to respond to a serious risk event.

Module 10

Technology Risk

In this Module we take a deep dive into exposure to third party Technology risk, frameworks in common use, third party risk identification and controls.

Module 11

Building an Effective Control Environment

This Module focuses on building an effective control environment to provide assurance and protect an organization from “predictable” third party risks events and allow companies to effectively manage or mitigate third party risk in alignment with their risk appetite and to address deficiencies.

Module 12

Innovation Risk

In this Module we take a deep dive into why companies innovate, why Innovation risk differs from Technology risk, some of the challenges dealing with technology startups, small firms and new technologies, and how to mitigate or manage the risks.

Module 13

Building an Effective Third Party Relationship Management Framework

This Module is a deep dive into developing and deploying an effective Relationship Management framework, understanding the difference between management and governance, appropriately assigning roles and responsibilities for key activities, and designing an appropriate team structure to manage a critical third party relationship.

Module 14

Effective Monitoring for Critical Third Party Relationships

This Module is a deep dive into risk Monitoring third party relationships, understanding the difference between management and governance, describing and appropriately assigning roles and responsibilities for key activities, and some workload management tips.

Module 15

Governance and Oversight

This Module is a reinforcement of the difference between management and governance, a deep dive into the principles, KRIs, KRIs and other tools and processes that enable effective governance and oversight, and how they enable risk-informed decisions to maintain third party risk within the company’s risk appetite and drive growth.



CIAP Certification

Certified Intelligent Automation Professional



Intelligent Process Automation

SIG University's Certified Intelligent Automation Professional (CIAP) certification is a video-based, on-demand program designed for the time-constrained professional. Created by Virtual Operations – specialists in digital transformation and intelligent process automation – students will be introduced to automation technologies, learn how to identify the correct opportunities to build, run and sustain a successful automation program, and will understand the true potential of IPA technologies.

Program Overview:

- ▶ 6-week video based certification program
- ▶ Focus on the intelligent process automation technologies, different stages of adoption and the phases of an automation program
- ▶ Tactical automation should be used to pilot automation technologies and is the ideal starting point; true transformational benefits of intelligent process automation are uncommon, hard to find, but achievable as long as the correct disciplines are understood and in place
- ▶ Guided through opportunity assessment criterion, supplemented with proven and practical materials, to ensure the most suitable candidates are selected
- ▶ Gain an understanding into the delivery of automation projects – best practices, common pitfalls, and how to beat the odds of the underperforming 80% of projects
- ▶ Once an intelligent automation program is in place, the student will learn techniques to sustain the value of the program and understand that continuous improvement is only achievable with disciplined governance
- ▶ Designed for business leaders, executives, and managers; if you work in corporate settings, in government or in academia; or anyone looking to transform operations through intelligent process automation
- ▶ Created by Virtual Operations – specialists in digital transformation and intelligent process automation – a company that led the automation industry with RPA and continues to run one of the most successful global automation programs

Purpose:

The underlying cause of why many organizations fail to realize the true benefits of intelligent process automation is a lack of sufficient discipline. This program will educate the student on intelligent process automation technologies, understanding their capabilities as well as limitations; introduce disciplined approaches to automation program structures, advising what delivery techniques to use in common scenarios; help the student in identifying viable automation candidates and how best to prioritize those selected. At the end of this program, the student will have a holistic understanding of intelligent process automation technologies and how to move above tactical process automation, reaching automation-enabled transformation.

This program is meant for anyone who fully appreciates the need to transform operations through automation and is interested in running a successful, scalable and efficient automation program. The program will provide practical, tested and reliable ideas on how to thrive with intelligent automation tools. The program is supplemented with relevant and recent resources, created by industry-thought leaders and world-leading research organizations.

If you're a business leader, an executive, or a manager; if you work in corporate settings, in government, in academia; if you believe that your organization needs to adopt intelligent process automation technologies and the issue is not 'when' but 'how', then this program is for you. This program introduces the technologies that can be used to transform operations, how robotic process automation is the best starting point, and methods that have been proven to successfully run intelligent processes in order reach automation-enabled transformation.

As a Certified Intelligent Automation Professional (CIAP), graduates will be able to:

- ▶ Use automation to solve major business problems and deliver business objectives
- ▶ Describe the approach and requirements to build, run and scale a successful enterprise-wide automation program
- ▶ Analyze and compare candidates for automation
- ▶ Identify the indicators of automatability within processes and functions
- ▶ Describe the landscape of automation technologies
- ▶ Describe the lifecycle of an automation project
- ▶ Compare the Intelligent Process Automation (IPA) tools available and the applicability of IPA in transforming processes and operations
- ▶ Describe the key business drivers for automation and recognize their associated benefits
- ▶ Characterize the tools available to assess automation efficiency, effectiveness and applicability
- ▶ Differentiate between tactical process automation and transformational process automation
- ▶ Understand how to progress from tactical to strategic (transformational) projects by combining automation technologies with Process Excellence
- ▶ Build business cases for automation at enterprise level and by project
- ▶ Explain the approach taken when using automation to solve major business problems and deliver business objectives
- ▶ Define, track and ensure realization of all benefits defined in the business cases
- ▶ Explain how automation provides the platform for digitization
- ▶ Implement best practice methodology to the identification, design and development of an automation program
- ▶ Recognize the skills required, both internal and external, to build and run an effective Center of Excellence (CoE)
- ▶ Define effective CoE models and their applicability to an automation program
- ▶ Describe how to sustain IPA performance and continue to drive value



Intelligent Automation Professional Certification (CIAP)

Module 1

Introduction to Intelligent Process Automation

This module will provide students with foundational knowledge in prevalent technology components of the IPA toolset and how these technologies integrate. The characteristics of automation technologies, understanding what constitutes a good automation candidate and the common considerations that have to be assessed before undertaking an automation project will be discussed. Frequent roadblocks to automation programs will be addressed and the steps that can be taken to avoid these common roadblocks, to ensure optimal benefit realization, explained.

Module 2

Automation Program Approach

This module guides students through the key phases of an automation project lifecycle. Students will be able to describe notable features of automation program structures and recognize when these features should be established. The differences between tactical and strategic automation will be addressed, with focus on associated business benefit. Students will be able to recognize typical roles and the standard delivery approach and understand key deliverables in automation projects.

Module 3

Opportunity Assessment

Students will learn to map and analyze operational data; be able to highlight key business drivers and understand the associated benefits; identify best automation opportunities; identify best-fit technologies; define quantifiable business case elements and understand the purpose of the project charter.

Module 4

Delivery Lifecycle

Students will gain an understanding of the steps required to define, design, develop, test and deploy an automated process; identify Delivery milestones, and the techniques used to keep the project on track; understand what is required from testing of the automated process; learn how to establish the necessary skills in the operational resources to run automated process in production, and requirements for supporting automations; Gain awareness of, and how to avoid, the common issues found in process automation delivery; and describe the different ways to prepare operational readiness through engagement, deliverables, training and governance.

Module 5

Sustaining an IPA Program

In this module students will be able to describe how to maintain a consistent approach to the business as usual (BAU) pipeline; understand what variables to track in pipeline management; understand the key responsibilities of the automation COE; be able to describe the different COE models and the situation(s) in which each would be best-suited; understand the importance of production support; and be able to define an Operational Support Model.

Module 6

Transforming Operations through Automation

In this module students will be able to understand that a standardized approach to assessment, configuration and deployment is essential for scalability and re-usability; describe the different service delivery models that can transform operations through automation; understand the factors that need to be taken into consideration when deciding upon a delivery model; describe how to establish a virtual workforce according to business objectives; and understand the basis of orchestration and how it relates to a virtual workforce.





Supercharge your career with a certification from SIG University.

To get more information about enrolling yourself or your team, visit <https://sig.org/university>

Request to meet with an educational adviser to discuss your needs at <https://sig.org/sig-university/meet-adviser>

Or contact us directly by emailing sigu@sig.org

Prerequisites

Those enrolling in one of our programs must meet one of the following prerequisites:

- Bachelor's degree OR
- 4 years of relevant industry experience OR
- 8+ years of general business experience

No advance preparation is required.

Program Level: Intermediate

Delivery Method: QAS Self Study

Refunds and Cancellations:

It is our policy to fully meet or exceed client and participant expectations. However, if for any reason clients or participants believe that their program needs were not met, they may request a refund for the program fees. If the request is substantiated a full or partial refund may be granted. Requests for refunds should be directed to Dawn Tiura via email at dtiura@sig.org.

Ms. Tiura will make every effort possible to investigate the cause of all complaints and to take any corrective action that may appropriate.

Any complaints should be directed to Dawn Tiura, President and CEO, SIG using the following contact methods: e-mail: dtiura@sig.org

Certification Terms and Maintenance

All SIG University certifications must be renewed every three years to remain valid. SIG University certification programs are renewable by providing proof of Continuing Education (CE) credits earned or by retaking the program and are subject to applicable fees. A detailed explanation of re-certification guidelines can be found at: <https://sig.org/sig-university/certification-maintenance>