


INDUSTRIAL MANAGEMENT SECTOR

EMPIEO INTERNATIONAL
 Specialist in Industrial Project Management
 and Operational Excellence
International programme
Training objectives:

- Manage production processes and the supply chain
- Drive the operational excellence approach
- Manage complex projects in an international industrial context
- Supporting change management and innovation
- Manage human resources
- Oversee financial management of industrial units

TRAINING

The international training in the in&ma Specialist in Industrial Project Management and Operational Excellence is aimed at candidates who have completed a **bachelor's degree with an industrial, technological, or scientific background.**

In a context of market globalization, technological disruptive innovation, and globalization, this international programme covers both the **management of «complex» projects** (collaborative, multi-project, multi-site, intercultural, international) and **proficiency in operational excellence:** industrial performance, lean manufacturing, supply chain.

It provides **training in change management, problem solving, human resources management and financial management of industrial units in an international environment.** It also prepares students for the **Green Belt Certification.**

LEVEL

- State recognised Diploma «Specialist in Industrial Project Management and Operational Excellence» – MSc level, certified Level 7 title (nomenclature of 10/01/2019) - registered in the National Directory of Certifications under number: RNCP 34337 « by decree of registration in the national directories of December 16, 2019 ».
- EUROPASS Mobility
- Green Belt Certification

DURATION

- 2-year courses

SCHEDULE

- 1st year: 50% in industry 50% college-based
- 2nd year: 75% in industry, 25% college-based

STATUS

- 1st year: Student or vocational trainee, Erasmus+ study and internship
- 2nd year: Apprentice, professional training contract employee, student

CAMPUS

- Albi
- Châlons
- Le Mans


ADDED VALUE

- ✓ Tailor-made training programme
- ✓ 5-month international industrial performance internship in the first year
- ✓ Turn-key in-company training
- ✓ Courses taught in French and English
- ✓ Validation of the experience abroad with the EUROPASS mobility portfolio

PROFESSIONS
Train and become

- Industrial Project Manager / Director
- Production Manager / Director
- Plant Manager / Industrial Site Director
- Lean Manufacturing Manager
- Continuous Improvement Manager
- Supply Chain Manager
- Manager of multi-site / international projects

ROLE

This diploma trains executives with a **transversal and international vision of industrial companies.** These managers are vectors of innovation and promoters of change. As a result of their technical expertise, their international vision and outlook, they advise and guide their management in the deployment of the company's strategy. They participate in production and improvement objectives, and manage action plans by implementing the necessary tools and resources.

PROGRAMME

1ST YEAR

2ND YEAR

1

MANAGEMENT OF PRODUCTION PROCESSES AND THE SUPPLY CHAIN

- Supply Chain Management
- Supply Chain Management - inventory management
- Supply Chain Management: sourcing, procurement and purchasing
- Maintenance management (IFE)
- Production management methods (IFE)
- Logistics (IFE)
- Factory planning and design (IFE)

- Corporate & business strategy
- Strategic diagnosis of one's unit
- From strategy to operational objectives
- Strategic business game
- Strategic diagnosis seminar
- Production management and strategic PM
- Supply Chain Management
- KPI & ScoreBoard

2

DEFINITION AND MANAGEMENT OF THE OPERATIONAL EXCELLENCE APPROACH IN AN INDUSTRIAL CONTEXT (MAPT)

- Lean manufacturing (concepts, tools)
- Lean manufacturing (methods, tools, KPI)
- Office automation tools and VBA
- Problem solving methods
- Job analysis methods

- Operational excellence
- Lean 6 Sigma (Green Belt Certification)
- Lean Manufacturing Assessment
- Industrial and international seminar: performance audit

3

MANAGEMENT OF COMPLEX PROJECTS IN AN INDUSTRIAL CONTEXT

- Needs analysis - functional analysis
- Project management: methodology and tools
- Support for international missions' reports

- Problem solving & AGILE project management
- Management of complex and / or multiple projects
- Collaborative project management
- Project management in an international team

4

MONITORING OF STRATEGY, DIGITALIZATION AND INNOVATION

- Strategic marketing
- Innovation law
- Industrial intelligence - Industry 4.0
- Innovation and entrepreneurship
- Cross-company visits

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5

MANAGEMENT OF HUMAN RESOURCES IN THE INDUSTRIAL UNIT

- Human Resources Management
- Employment law
- Management techniques
- Personal/intercultural development
- Internal communication
- Safety management system and ergonomics (IFE)
- Global operations leadership (IFE)
- Management workshop (IFE)

- Systemic vision of managerial organizations
- Recruitment strategy
- Employment law
- Ethical and sustainable management (CSR)
- Crisis management
- Personal development
- Leadership
- Talent and career management

6

FINANCIAL MANAGEMENT OF THE INDUSTRIAL UNIT

- Financial accounting

- Financial analysis
- Cost accounting
- Budget management
- Management control - Reporting and economic performance
- Business plan

ABOUT OUR PARTNER: IFE

International Faculty of Engineering - Polytechnic University of Lodz



Why IFE and Poland?

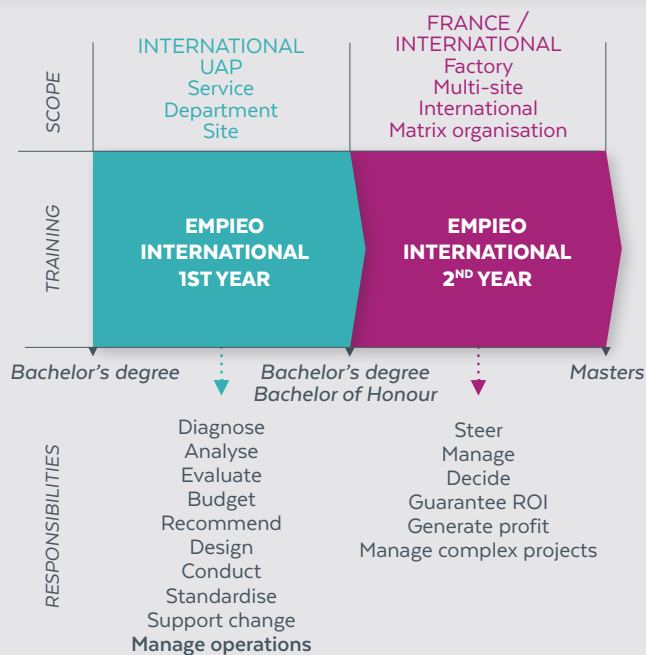
- IFE has been an historical partner of in&ma for more than 20 years
- **Partnership:**
 - Erasmus + mobility
 - International industrial projects, academic exchanges (staff/teacher studies)
- **International EMPIEO partnerships:** 3 months of study mobility, 80% of courses in English

- **1400** students
- **300** foreign students per year
- **26** nationalities per year
- **350** lectures per year in foreign languages



www.ife.p.lodz.pl/fr

OPTIMISING INDUSTRIAL PERFORMANCE



IN-COMPANY ASSIGNMENTS AND PROJECT: 7 AREAS OF EXPERTISE



In-company assignments:

- Projects assigned as 6-month internships in a European company in the 1st year of the EMPIEO* programme
- ◀ Projects assigned for sandwich year in a French or international company in the 2nd year of the EMPIEO

1 SUPPLY CHAIN

- Optimisation of the external supply chain*
- Optimisation of the internal supply chain: inventory management, scheduling, procurement, packaging, shipping*
- Stock reduction*
- ERP optimisation*
- Optimisation, automation of flows
- ◀ Improvement of supply chain KPIs (service rate, depth of delays, lead time, etc.)
- ◀ Digitalisation of the supply chain
- ◀ Optimisation of logistics costs
- ◀ Implementation of specific supply chain software

3 MANAGEMENT

- Facilitation of working groups and projects*
- Improving efficiency at the workstations*
- ◀ Study of investment projects
- ◀ Implementation of evaluation and management tools
- ◀ Management of complex projects
- ◀ Development of new industrial and international projects
- ◀ GPEC analysis of production teams
- ◀ Industrial management of new production activity
- ◀ Installation of performance management systems
- ◀ Implementation of agile management

2 LEAN MANAGEMENT

- Analysis of potential KPIs*
- Application of lean tools (Kanban, SMED, 5S, etc.)*
- Stock reduction*
- Waste reduction*
- ◀ Industrial performance analysis
- ◀ Installation of continuous improvement (Kaizen) and lean culture
- ◀ Lean manufacturing and lean management
- ◀ 6 Sigma approach, problem solving methods
- ◀ Relocation of production lines
- ◀ Capitalising on experience and cross functional integration
- ◀ Reduction of throughput time

4 METHODS

- Improvement of workstations: ergonomics, safety, optimisation of operations*
- Reduction of serial changeover times (SMED)*
- Standardisation of tooling and production lines*
- Capacity increase of a production line
- Industrialisation of new processes*
- Industrialisation of new products*
- Industrialisation of new tools*
- ◀ Industrial monitoring
- ◀ Automation and robotisation
- ◀ Management of industrial innovation
- ◀ Rationalisation of industrial multi-site activity
- ◀ On-line (Hoshin)

5 MAINTENANCE

- Definition of workshop maintenance schedules*
- Optimisation of the spare parts stocks*
- Reduction of machine breakdown rate*
- Development of preventive, predictive maintenance*
- Development of level 1 maintenance*
- ◀ Implementation of CMMS
- ◀ TPM approach

6 PRODUCTION MANAGEMENT

- Organising continuous improvement projects*
- Implementation of production performance indicators (KPIs)*
- Optimisation of the capacity/machine load ratio*
- Optimisation of production costs*
- Production management, scheduling, planning*
- ◀ Industrial subcontracting, outsourcing
- ◀ Development of versatility
- ◀ Optimisation of the use of ERP
- ◀ Implementation of workshop supervision (MES...)

7 QUALITY / HSE

- Reduction in waste rate, client complaint or return rate*
- Conducting a quality risk analysis (FMECA)*
- Resolution of problems and quality complaints*
- ◀ Improvement of the HSE-Q management system
- ◀ Implementation of an approach to prevention of HS or E risks
- ◀ Development of a quality, safety, environment certification
- ◀ Risk evaluation, reduction, and monitoring
- ◀ Implementation of quality assurance



MANAGEMENT OF COMPLEX PROJECTS
 INNOVATION
 PROFITABILITY
 LEAN MANUFACTURING
 SUPPLY CHAIN
 DIGITISATION
 PROBLEM SOLVING
 INDUSTRIAL STRATEGY
 CHANGE MANAGEMENT
 TALENT MANAGEMENT
 INDUSTRY 4.0
 OPERATIONAL EXCELLENCE



ENTRY REQUIREMENTS

CANDIDATE PROFILE

- Candidate holding a Bachelor's degree or equivalent certification with an industrial, technological or scientific focus
- Candidate with at least 2 years of professional experience in the management positions covered by the certification
- In all cases, proof of a level of English equivalent to level B1 CEFR (Common European Framework of Reference)

RECRUITMENT TESTS

Half-day panel selection in 3 phases:

- Motivation interview
- Management aptitude tests
- English evaluation test

Registration fee for the recruitment tests: €0.

STATUS

- 1st year: Student or trainee in vocational training, Erasmus+ internship
- 2nd year: Apprentice, professional training contract employee, student

RATES AND SUBSIDIES

RATES

- 1st year: €4,900 (possible subsidies, see below)
- 2nd year: Apprenticeship or professional training contract (financing of the training by the host company and the financing body)

SUBSIDIES FOR THE 1ST YEAR AS A STUDENT

- Erasmus+ mobility grant
- Possibility for the company to cover accommodation costs (5-month internship)
- Negotiated bank loan

100%
certified

Average certification rate for the Manager of Operations and Industrial Projects title (2015-2019)

€35.5k
 on average 1 to 3
 years of experience

€44.5k
 on average from 5
 years onward

HOW TO APPLY?

THE MAIN STAGES OF YOUR PROFESSIONAL INTEGRATION

1. Go to the inema-sup.com website
2. Click on **apply**
3. Fill in the online **application form**
4. You will be invited to a **recruitment session** (from January or March depending on the campus)
5. As soon as your admission and registration are validated, participate in a **company search workshop**
in&ma helps you find an international host company



SOME INTERNATIONAL PARTNER COMPANIES





in&ma

College of Performance

Campus ALBI

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 ACCESSIBILITY FOR DISABLED PERSONS

SCHEDULE OF THE INTERNATIONAL EMPIEO

1ST YEAR

in&ma time - IFE

In-company training

September
October
2 months

**2 month courses in France
on an in&ma campus**

Courses in French

Multi-campus intake spread over the 3 campuses
Albi - Châlons en Champagne - Le Mans

November
December
January
3 months

**3 month courses in Poland at the
International Faculty of Engineering - IFE in LODZ**

Courses in English (80%) and French (20%)

Erasmus+ study mobility

From February
to July
5 months

**5 months internship in a European industrial
company**

Erasmus+ study mobility

July
2 weeks

**Courses in France
on an in&ma campus**

Courses in French

Multi-campus intake spread over the 3 campuses
Albi - Châlons-en-Champagne - Le Mans

2ND YEAR

From September
to September
1 year

**Sandwich year on a French in&ma campus and
a period in a company in France or abroad**

Courses in English and French

Apprenticeship contract, vocational training contract or student status

25% in college - 75% in-company training



ADDED VALUE OF THE PROGRAM

- A 2-year European training program
- Development of knowledge and professional skills in a multicultural and international environment
- Acceleration of the development of linguistic skills
- Study mobility with the IFE (International Faculty of Engineering) - LODZ (Poland)
- More than 65% of the student's time spent in European companies managing value-creating projects
- International industrial seminar in the 2nd year: visits, industrial performance audits, conferences, and thematic debates
- Strategic diagnosis seminar
- Cross-company visits seminar (Benchmarking, exchange of best practices, workplace culture)
- Preparation for the Green Belt Certification
- Participation in the in&ma Innovation Day, focused on monitoring and value creation
- Business range



EVALUATION METHODS

- Validation of 60 ECTS per year of training
- Types of evaluation: deliverables, oral presentation, evaluation of professional skills and case studies



DEDICATED PEDAGOGICAL SUPPORT

- A multi-campus international EMPIEO class
- A dedicated study and internship mobility advisor
- Personalized monitoring of internships and professional assignments
- Access to the Manager Space collaborative learning platform
- Individualized learning relationship
- Individual cultural and linguistic preparation