MASTER BDEEM | COURSE SYLLABUS

Performance Measurement: Key Performance Indicators

Procurement value creation, sustainability and performance steering

PROGRAMME	SEMESTER	CREDITS	CONTACT HOURS
Master 1	Semester 1	3 ECTS	12h Lectures

Course Description

This course examines how organizations design and use key performance indicators to steer procurement performance and demonstrate value creation. It moves beyond a narrow focus on cost reduction by integrating economic efficiency, operational effectiveness, risk management, sustainability and decarbonization. Students learn how to translate strategic priorities into measurable objectives and how to select indicators that support reliable managerial decisions.

Through applied business cases, the module explores procurement savings methodologies, addressable spend, spend under contract, value levers and the distinction between recurring savings, one-off savings and cost avoidance. It also addresses responsible procurement, supplier risk, carbon accounting and emerging circular, functional, collaborative and inclusive business models.

This course is shared with Master 2 E-ACHAT

Learning Outcomes

- Explain the economic, operational, risk and sustainability dimensions of procurement performance.
- Design a coherent KPI framework aligned with organizational and category strategies.
- Calculate and interpret procurement savings using appropriate definitions and baselines.
- Distinguish recurring savings, one-off savings, cost avoidance and EBITDA impact.
- Map procurement-related greenhouse-gas emissions across Scopes 1, 2 and 3.
- Identify major CSR and supplier risks and select relevant monitoring indicators.
- Integrate sustainability and circular-economy levers into sourcing and category management.

Indicative Content

1. **Performance architecture**: value creation, objectives, indicator selection and KPI governance.
2. **Economic performance**: savings rules, baselines, cost avoidance, EBITDA impact and value levers.
3. **Procurement control**: addressable spend, spend under contract, compliance and process effectiveness.
4. **Risk and sustainability**: supplier risk, human rights, due diligence and responsible procurement.
5. **Carbon performance**: Scopes 1, 2 and 3, supplier engagement and decarbonization indicators.
6. **New business models**: circular, functional, collaborative and inclusive approaches.

Teaching & Learning Approach

The course combines conceptual input, worked examples and short business cases. Students calculate indicators, diagnose performance gaps and discuss the managerial consequences of alternative KPI choices. Particular attention is given to the quality of definitions, data sources, baselines and interpretation.

Assessment

Individual 45-minute written examination based on business cases