

Accelerate your career

2020 Learning Directory

CIPS training courses for procurement
and supply professionals at all levels

Your career journey

CIPS is the world's largest professional body dedicated to procurement and supply. Our programmes help professionals deliver real strategic and sustainable value to their organisations. The quality of the programme leaders and range of training are designed to suit professionals at all levels. See a full list of courses and all dates on pages 56 and 57.

CIPS has aligned all courses to the competency levels in the Global Standard, identifying the knowledge and capabilities required at all levels. CIPS Knowledge resources have also been mapped to each of the courses, enabling you to identify the appropriate online support to complement your training.

New to procurement?

Discounts are available on introductory courses booked as a package. See page 59 for details.



Various courses within the Learning Directory offer discounts if booked at the same time. Look out for these discounts.

Dates are available in 2020 at various locations around the country.

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Reach new heights

One of the most important things you can do for your career is to commit to lifelong learning. By undertaking regular training and development courses, you can ensure that you're up to date with current practices, learn new thinking and develop your existing skills. All of which add value to your career and your organisation.



Why CIPS training?

Effective

95% of our delegates say they are satisfied or very satisfied with our public training courses.

Bang up to date

All our training courses were reviewed and updated in 2019 to ensure that delegates continue to be fit for the future, in the face of changes in the profession and the wider business environment.

Supported by further reading

We've mapped CIPS Knowledge resources to each of the courses, providing appropriate online reading to complement your training.

Something for everyone

We offer a broad range of courses on all aspects of procurement and supply, with learning for all levels of seniority.

Delivered by experts

CIPS is the world's largest professional body dedicated to procurement and supply, with a community of over 200,000 and offices across the globe. All our tutors are themselves procurement professionals with many years' experience.

Relevant

Each year we adjust the range of courses available according to the skills most in demand by employers.

Good for the profession

As a not-for-profit organisation, CIPS reinvests its income to advance global best practice.

Recorded as CPD

If you are a CIPS member, your My CIPS account will automatically update with your continuing professional development (CPD) hours when you attend any CIPS training or event. As a minimum, you should aim for 30 CPD hours every year, to help you perform at a higher level and to support your career progression, especially if you want to maintain your Chartered status. Find out more about Chartered status at cips.org/chartered

Am I eligible for Chartered Status?

If you can answer yes to the questions below, upgrade **FREE** today at cips.org/chartered.

- Have you been awarded MCIPS or FCIPS?
- Is your membership up to date?
- Do you have a minimum of 30 hours CPD activity recorded in the last 12 months?
- Do you hold a current CIPS Ethics certificate?

Interested in training for the whole team?

Get the best return

Before embarking on a people development programme, start with a Skills Gap Analysis, an in-depth assessment of your employees' training needs and talents, giving you invaluable insight on where to target your training budget. Find out more at cips.org/skills-gap-analysis

Available in company

We offer in-company packages, with topics and delivery tailored to your organisation's exact requirements. Visit cips.org/tailored-skills-training to find out more.

Align your performance

Global organisations, procurement functions and individuals all operate differently. But by working within an established framework, you can ensure that you, your department and your company are delivering an optimum performance.



CIPS Global Standard

for Procurement and Supply

The CIPS Global Standard provides a comprehensive competency framework, defining required skills and competencies at different levels. We have aligned all our courses to the competency levels in the Global Standard. Read through the levels and then look through the training courses to find those most appropriate for you to continue your career development. The competency levels as outlined by the standard are:

Tactical

Carries out an administrative role, recognising, describing and applying key transactional processes of procurement and supply.

Operational

Capable of applying key tasks associated with procurement and supply operations. Competent at providing advice and guidance to key stakeholders on the performance of procedures and processes.

Managerial

At this level buyers should be able to develop, improve and fulfil organisational and functional objectives in procurement and supply.

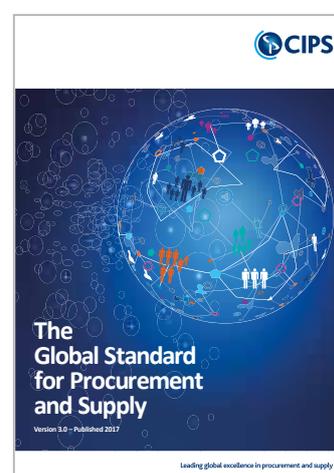
Professional

Competent at formulating, directing and advising on all aspects of the procurement and supply functions. Capable of managing change and leading and influencing internal and external stakeholders.

Advanced Professional

Leading procurement teams within an organisation and influencing the board to adopt leading-edge procurement strategies, establishing best practices and influencing supply markets with innovative sourcing solutions.

cips.org/global-standard



75,000 professionals have used the online tool to plan their career development

Are you ready

to invest in your future?

A professional qualification is one of the best ways of demonstrating your commitment to the profession and your desire to enhance your current knowledge and learn new skills. Alongside membership of a professional body such as CIPS, it can boost your reputation and increase your earning power.

- It signifies to the world your achievement and ongoing commitment to excellence
- It allows you to command a premium in terms of your rewards and benefits
- It reassures colleagues and stakeholders of your capabilities, building trust
- It is a guarantee of your personal abilities, qualities and ethics.



CIPS offers five qualifications

These create a learning pathway culminating in MCIPS, the globally recognised professional accreditation.



Other pathways to MCIPS

Accredited degrees

CIPS currently accredits over 100 undergraduate and postgraduate degrees around the world. Each of these programmes has been aligned to the CIPS Global Standard and meets the requirements of MCIPS membership.

Management entry route (MER)

A senior procurement and supply professional can gain recognition for their achievements through MER. Joining initially as an Affiliate Member, individuals would then undergo an assessment. This results in either MCIPS being awarded, or some additional study to fill knowledge gaps before becoming MCIPS.

Applied learning programmes

CIPS Corporate Award is a business improvement programme designed to develop team skills. Learning can be applied directly and immediately into the workplace. This is a practical, accredited training programme in procurement and supply, tailored to business needs, that offers a route to full MCIPS membership.

Top skills in demand

For the last six years the CIPS/Hays Procurement and Supply Salary Survey has reported that communication and soft skills remain the most important factors for procurement professionals to perform their job well.

Key skills considered important in all sectors are:

- Communication
- Negotiation
- Supplier Relationship Management
- Influencing Skills
- Sourcing
- Tendering
- Supplier Evaluation and Appraisal

How to use this Learning Directory

This directory will help you to create your own learning journey. You can use it to map your progress, calculate your CPD hours and plan your own personalised learning pathway to ensure you are optimising your training, learning and development opportunities. Please see illustration below:

Step 1

Choose your competency level from the Global Standard.



Global Standard

Select your level and choose a course to begin your journey.

Tactical

Introduction to procurement and category management	14
Introduction to public sector procurement	15

Operational

Delivering social value	16
Modern Slavery Act	17
Modern slavery awareness	18
Sustainable procurement	19

Managerial

Category management	20
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Step 2

Review your chosen course to see the content and CPD hours, cost and location.

Cost

£270 + VAT members
£300 + VAT non-members

Introduction to procurement and category management

Understand the end-to-end process and gain a toolkit of practical procurement techniques

Is it right for me?

This interactive evening course provides foundational elements of the procurement process, together with basic tools and techniques used within procurement and supply. It provides a solid grounding for procurement professionals who are at the start of their procurement journey.

What key points will the training cover?

- Introduction to procurement and supply
- End-to-end end-to-end of procurement
- Category management
- Supply chain management - how and why it differs
- Procurement strategy and objectives
- Setting procurement objectives
- The right of procurement
- The procurement of different spend categories
- Legal of procurement
- Supplier selection
- Supplier selection - early discussion
- Managing the complexity of procurement
- Contracting - price and non-price risk
- Operational and ethical considerations
- Contract supplier performance management and ethics

What you will be able to do:

- Understand the key components of the procurement cycle and how it fits into the business
- Understand the role of the procurement function in the business
- Understand the role of the procurement function in the business
- Understand the role of the procurement function in the business
- Understand the role of the procurement function in the business

Rellevant CPD knowledge

Cost: £270 + VAT members
£300 + VAT non-members

Global Standard

07
CPD
HOURS

Location	Date
London	3 February
Birmingham	4 March
Manchester	30 March
London	6 May
Bristol	1 June
Birmingham	8 July
London	14 September
Manchester	14 October
Birmingham	9 November
London	9 December

Procurement

“A well organised course with a good dynamic within the group and well facilitated.”



Global Standard

Select your level and choose a course to begin your journey.

Tactical

Introduction to procurement and category management **14**

Introduction to public sector procurement **15**

Operational

Delivering social value **16**

Modern Slavery Act **17**

Modern slavery awareness **18**

Sustainable procurement **19**

- 1 Choose your competency level
- 2 Review your chosen course to see the content and CPD hours, cost and location
- 3 Find out about the other relevant learning opportunities that have been identified for each course





Managerial

Category management **20**

Strategic sourcing and tendering **21**



Professional



Advanced Professional

Achieving value through effective procurement and supply chain management **22**

Commodity management **23**

Financial management for the supply chain **24**



Further development opportunities

For each course we have identified knowledge resources that will enhance your skills to help you move to the next level of competency.



Introduction to procurement and category management



Understand the end-to-end process and gain a toolkit of practical procurement techniques

Is it right for me?

This interactive one-day training course considers fundamental elements of the procurement process, together with basic tools and techniques used within procurement and supply. It provides a robust grounding in procurement basics and is designed for those in a junior procurement/supply chain role or those new to the discipline.

What will I learn?

By the end of this course you will be able to:

- Understand the basic fundamentals of the procurement cycle and how each phase contributes to the effective management of spend categories and the supply chain function
- Understand the need for the involvement of procurement in specification development and build a basic understanding of the category sourcing process
- Undertake supplier appraisal, develop a post-tender appraisal and develop tender/RFQ templates
- Describe the difference between performance and supplier relationship management, and how to effectively manage termination.

What key points will the training cover?

- Introduction to procurement and supply
 - Role and value-add of procurement
 - Category management
 - Supply chain management – how and why it differs
- Planning and specifying the purchase
 - Planning procurement activities
 - Five 'rights' of procurement
 - Characteristics of different spend categories
 - Types of specification
 - Engaging suppliers in early discussion
- Managing the competitive bid process
 - Selection, process and evaluation criteria
- Implementation and ethical considerations
 - Award, supplier performance management and ethics.

Location

London	3 February
Birmingham	4 March
Manchester	30 March
London	6 May
Bristol	1 June
Birmingham	8 July
London	14 September
Manchester	14 October
Birmingham	9 November
London	9 December

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£270 + VAT members
£300 + VAT non-members



Global Standard

Tactical

Process | Spend management



Introduction to public sector procurement



An introduction to the key regulations surrounding the public procurement process

Is it right for me?

In recent years, there has been an ever greater scrutiny of public sector spending and this has had a substantial impact on how organisations acquire goods and services. This course provides guidance on the relevant EU directives, public procurement rules and other legislation that will affect your procurement procedures, as well as examining best practice on how to apply them. The course is ideally suited to those new to working in the public sector or in organisations who work with the public sector.

What will I learn?

By the end of this course you will be able to:

- Understand the implications of the specific UK and EU legislation regarding public procurement
- Understand the processes required to establish good practice and operate within legal parameters
- Apply the knowledge in your own organisation, ensuring fair and equal treatment of potential suppliers
- Demonstrate knowledge of recent case law and the effect this has had on procurement practice.

What key points will the training cover?

- Legal framework for public procurement, examining national and EU legislation including thresholds
- Procurement procedures, including the OJEU process, Prior Information Notices (PINs) and invitations to tender
- Evaluation of tenders and the awarding process
- Managing the contract once the award has been made.

Location

Birmingham	25 February
London	29 April
Manchester	23 June
Bristol	23 September
London	24 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£270 + VAT members
£300 + VAT non-members



Global Standard

Tactical

Infrastructure | External environment



Delivering social value

The Public Services (Social Value) Act 2012 places an obligation on contracting authorities to consider economic, social and environmental wellbeing in connection with public services contracts that they let. But what does this mean in practice?



Is it right for me?

This course will outline the principles of social value and help you to identify opportunities to maximise the social value benefits that your organisation can deliver. You will consider the key techniques and processes that can be deployed across the procurement cycle to maximise the delivery of social value benefits through effective procurement and supply chain management. The course will explore how to align social value with your organisation's core values, and cultivate a culture of social value.

It will also help you to develop suitable metrics and reporting mechanisms which will enable your organisation to demonstrate the positive impact of your social value interventions.

What will I learn?

By the end of this course you will be able to:

- Define social value outcomes in the context of your organisation
- Understand the drivers of social value
- Identify opportunities to maximise social value benefits from your procurement activity
- Develop appropriate strategies and plans to enable your organisation to deliver social value outcomes for stakeholders

- Promote the delivery of social value outcomes throughout the organisation's supply chain
- Report on your organisation's social value activities

What key points will the training cover?

- What does social value mean, and how does it relate to my organisation?
- The principles of social value
- Social value and the UN Sustainable Development Goals
- Understanding stakeholder needs
- Development of organisational social value strategy
- How do you evaluate social value proposals at tender stage
- Ways of measuring the tangible and intangible costs, benefits and value, of social value
- Developing social value indicators and reporting on social value
- Examples of good practice in implementing social value (i.e. collaboration/positive differences/sustainability)

Location

London	12 March
Birmingham	5 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

[cips.org/knowledge/procurement-topics-and-skills/sustainability/social-value/](https://www.cips.org/knowledge/procurement-topics-and-skills/sustainability/social-value/)



Cost

£360 + VAT members
£400 + VAT non-members



Global Standard

Operational

People development | Ethics



Modern Slavery Act

Is your business ready? Understand the legal framework and its implications



Is it right for me?

What is modern slavery and how does it differ from forced labour, trafficking or exploitation? This interactive one-day course, developed in collaboration with the Ethical Trading Initiative, enables delegates to understand legal definitions and why they matter. You will explore writing a modern slavery statement for your organisation, discover practical ways your business can assess and manage risk in your supply chains and understand what to do if you suspect or discover modern slavery within your business operations. It will also examine how organisations are increasingly working together to combat modern slavery.

What will I learn?

By the end of this course you will be able to:

- Understand the context for modern slavery
- Demonstrate awareness of UK legislation
- Think about due diligence
- Consider remediation – who does it?
- Gain clarity on reporting
- Understand the next steps

What key points will the training cover?

- The Modern Slavery Act – the implications for UK businesses today
- Making a modern slavery statement – legal requirements and approach
- Due diligence – what should be included and how it works
- Remediation
- Collaboration

Location

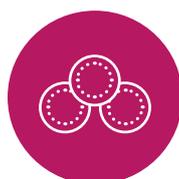
London	11 March
Birmingham	4 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/modernslavery



Cost

£360 + VAT members
£400 + VAT non-members



Global Standard

Operational

People development | Ethics



Modern slavery awareness

How to spot the potential signs of slavery and what to do if you suspect that slavery may be occurring within your supply chain



Is it right for me?

The increase in global sourcing opportunities has highlighted some serious issues in procurement practices, in particular the occurrence in the supply chain, unwittingly or otherwise, of modern day slavery. From every perspective – reputational, financial and ethical – this is not acceptable. This two-day course has been designed for anyone who has a need to understand and/or manage supply chains of any size and wants to make a real difference in our modern world.

What will I learn?

By the end of this course you will be able to:

- Understand the importance of recognising slavery within your supply chain
- Recognise the different types of slavery and the signs that slavery may be present
- Map your supply chain and explore ways of creating transparency
- Carry out an impact assessment across your supply chains
- Use tools and techniques to help prevent slavery

What key points will the training cover?

- Different forms of slavery
- How does slavery occur and how the world is responding
- Types of supply chains and how to create transparency within them
- Use of Blockchain as a technique for creating visibility in your supply chain
- Impact assessments
- Use of supplier on-boarding processes including codes of conduct
- Stakeholder management including building rapport and relationships
- Relevant contractual clauses
- Effectively managing exit strategies and contract terminations
- Managing communications and Public Relations challenges

Location

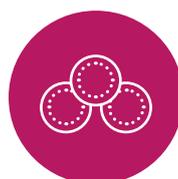
London	25 – 26 March
Birmingham	27 – 28 October

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/modernslavery



Cost

£540 + VAT members
£600 + VAT non-members



Global Standard

Operational

People development | Ethics



Sustainable procurement

How to operate successfully within a sustainable framework



Is it right for me?

There is an increasing awareness of the sustainability impacts of the products and services that we buy, particularly in light of high-profile issues such as climate change, the Modern Slavery Act and poor waste management. There is also a growing realisation of both the risks and potential opportunities associated with a better understanding of the sustainability impacts of supply chains and a desire to have a greater knowledge to influence the outcome.

Delivered by Action Sustainability, this one-day course provides a thorough grounding in sustainability principles and explores how you can apply sustainable procedures in your day-to-day working, as well as examining how to implement wider strategies within your organisation and supply chains. It will give you the knowledge and skills to enable procurement to contribute to your organisation's sustainability goals and targets. It will also introduce you to the CIPS Corporate Ethics Mark and how your organisation can achieve this. It is ideally suited to buyers, category managers and supply chain analysts seeking to expand their knowledge in this increasingly influential area.

What will I learn?

By the end of this course you will be able to:

- Demonstrate a sound knowledge of sustainability principles
- Articulate the reasons and drivers for sustainable procurement
- Understand how to incorporate sustainability into procurement policies and procedures
- Promote sustainability strategies within your organisation and with your supply base

What key points will the training cover?

- How sustainability affects procurement best practice
- How to implement sustainable procurement policies, strategies and approaches in your organisation following ISO 20400 Sustainable Procurement
- Sourcing from and managing your supply chains to increase their sustainability performance and thereby contribute to your organisation's sustainability goals and targets

Location

London	10 March
Birmingham	3 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/sustainability



Cost

£450 + VAT members
£500 + VAT non-members



Global Standard

Operational

People development | Ethics



Category management

Enhance your knowledge and skills in this increasingly important procurement area



Is it right for me?

This two-day course will develop your expertise and skills in category management, by examining tools and techniques which can be implemented in your own organisation. It is particularly beneficial to experienced procurement professionals and managers who wish to embed category management processes in their organisation or those who have previously attended *Introduction to procurement and category management*.

What will I learn?

By the end of this course you will be able to:

- Appreciate why category management has the potential to deliver value beyond traditional sourcing approaches
- Decide which approaches to category management are best suited to your organisation
- Utilise a range of tools and techniques to develop category management in your organisation that will help you to build enhanced alignment with stakeholders and create long-term strategies for managing spend
- Identify the building blocks for developing an appropriate implementation strategy

What key points will the training cover?

- Rationale and principles of category management
- Assessing the main categories of expenditure
- Models for category management
- The importance of market factors on implementing category management
- Implementation of category management
- Behavioural and technical skills required to implement category management
- Making the category management approach work for your business

Location

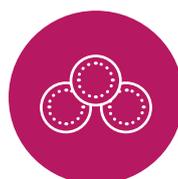
London	10 – 11 March
Manchester	6 – 7 May
Bristol	23 – 24 June
London	30 – 1 October
Birmingham	17 – 18 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£540 + VAT members
£600 + VAT non-members



Global Standard

Managerial

Process | Spend management



Strategic sourcing and tendering

Influence your organisation's strategy to source effectively



Is it right for me?

This two-day course has been designed and developed as a practitioner's guide to support procurement professionals with the implementation of appropriate sourcing techniques. Delegates will understand the end-to-end process, from specification development through to contract award and management. It would be ideally suited to those setting and implementing procurement strategies.

What will I learn?

By the end of this course you will be able to:

- Influence the development of needs generation and specification writing
- Analyse your current procurement environment to identify the appropriate sourcing options for your needs

- Create relevant selection and contract award criteria
- Assess the effectiveness of your organisation's contract management approach

What key points will the training cover?

- Specifications and their importance
- Analysis of the current situation
- Analysis of the market vs. stakeholder requirements
- Sourcing options and routes to market
- Selection and award criteria
- Implementation and contract management

Location

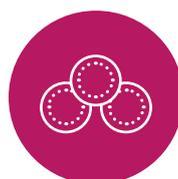
Birmingham	26 – 27 May
London	10 – 11 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/sourcing



Cost

£540 + VAT members
£600 + VAT non-members



Global Standard

Managerial

Process | Sourcing

Includes CMI membership and a copy of the recommended reading

10%

Early bird discount
See website for details

Achieving value through effective procurement and supply chain management

Analyse key techniques and processes that can be adopted and applied to ensure effective procurement and supply chain management

Is it right for me?

This course will help you evaluate how processes, systems and techniques for managing the supply chain can be used to improve organisational added value as well as the triple bottom line (people, planet, profitability).

The course considers the key techniques and processes that can be deployed to achieve added value through effective procurement and supply chain management such as reducing costs, improving quality, timescales, innovation and sustainability. The course evaluates the developments that can be made to systems, emphasising the impact of e-procurement and technology on process improvement. It assesses good practices in supply chain management to achieve sources of competitive advantage for the organisation so that it can act quicker, faster, cheaper, greener and smarter.

What will I learn?

By the end of this course you will be able to:

- Exploit opportunities to add value for the organisation, identified through analysis of activity, issues and processes
- Develop appropriate strategies and plans for the adoption of collaborative or competitive strategies
- Develop contemporary systems to enable process improvement

- Drive and lead on the creation of plans for, and implement, category management
- Lead on the creation and adoption of process improvements to improve effectiveness and efficiency
- Promote responsible procurement in the supply chain throughout the function, the supply base and the organisation
- Lead on the creation of demand-led supply chains

What key points will the training cover?

- Strengths and weaknesses of an organisation's procurement and supply infrastructure and processes
- Main approaches to achieving added value outcomes
- Range of models for the adoption of category management/strategic procurement
- Impact of sustainable, socially responsible and ethical supply
- The use and impact of effective demand-led forecasting and lean supply chains for an organisation and its supply chain

Location

London

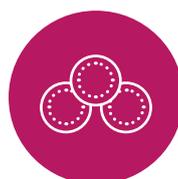
19 – 20 May

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/knowledge/procurement-topics-and-skills/efficiency/value-generation1/



Cost

£1260 + VAT members
£1400 + VAT non-members



Global Standard

 **Advanced professional**

 **Process | Spend management**

Commodity management

Develop your commercial understanding of the commodity and currency market



Is it right for me?

Does your organisation buy raw materials directly or indirectly within the supply chain? Do your suppliers quote short-term prices that seem to fluctuate widely? Is a significant quantity of your procurement undertaken in a different currency? If so, then *Commodity management* is for you. This course is aimed at those who wish to develop a basic awareness of commodity products and currency management.

What will I learn?

By the end of this course you will be able to:

- Outline the core features and values generated from a commodity and currency market
- Explain the concept of the market itself, the market dynamics and market drivers
- Differentiate between the drivers in an organic and inorganic market
- Evaluate the drivers within the coffee, oil and currency markets

- Explore the consequences of supply and pricing of external STEEPLED factors
- Utilise recognised tools and techniques to assess commodity market behaviour

What key points will the training cover?

- How commodity and currency markets differ from normal markets
- What commercial values that commodity management can deliver to an organisation
- The factors that affect commodity and currency fluctuations
- How to capitalise upon opportunities and defend against risks in commodity procurement

Location

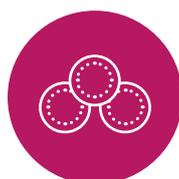
Birmingham	24 March
London	22 October

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/en/knowledge/procurement-topics-and-skills/#40176



Cost

£495 + VAT members
£550 + VAT non-members



Global Standard

Advanced professional

Infrastructure | External environment



Financial management for the supply chain

Making appropriate choices in markets and making financial decisions that affect the supply chain

Is it right for me?

This course provides candidates with an understanding of the role of accounting and finance in management and business. It introduces the frameworks for financial accounting, managerial accounting and corporate finance, and provides an understanding of the information provided by accounting and finance to support decision making by procurement and supply managers and organisation leaders.

What will I learn?

By the end of this course you will be able to:

- Articulate the different roles of financial accounting, management accounting and financial management in terms of the business
- Understand, critically analyse, and interpret financial statements and budgets
- Understand the significant role of budgeting
- Develop and critically evaluate organisational plans that align incentives and reward to organisational performance and success
- Apply and critically appraise fundamental techniques of costing and costing systems
- Apply and critically evaluate the uses and drawbacks of alternative investment appraisal techniques in dealing with resource constraints, within the context of a dynamic marketplace

- Contribute to investment appraisal decisions undertaken by the organisation that support supply chain investment
- Lead continuous monitoring of the impact of financing structures on the organisation, key suppliers or customers, and take actions to reduce and mitigate associated risks
- Advise and guide on the use of appropriate instruments to manage the volatility of commodities and currencies in supply chains

What key points will the training cover?

- Sources of financing and 'cost of capital'
- Decision-making using accounting practices
- Prepayments and accruals
- Liquidity and profitability
- Balance sheets, profit and loss and cash flow
- Budgeting methods
- Spot, forward and derivative instruments

Location

London **22 – 23 September**

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/knowledge/procurement-topics-and-skills/strategy-policy/cost-reduction



Cost

£1260 + VAT members
£1400 + VAT non-members



Global Standard

Advanced professional

Infrastructure | External environment

Learning for the *real world*

CIPS Corporate Award is a practical, work-based learning programme that offers an alternative route to MCIPS and delivers proven return on investment for your organisation



Corporate Award - Highlights

Professional route to MCIPS status

Transfer from a CIPS qualifications programme at the equivalent level

In-company programmes for whole teams

Open courses available for individuals to join

Work-based assignments instead of exams provide proven ROI

Addresses specific challenges faced by your organisation

Interactive workshops bring learning alive

Opportunities for knowledge sharing and networking

Cross-sector courses are available around the world. In the UK, there are also sector-specific programmes tailored to the NHS, local and central government, aerospace and defence, and the oil and gas sector.

To enrol, or for more information, contact corporate.solutions@cips.org

Supply chain & logistics

“Really enjoyable course – the tutor succeeded in making a heavy subject, extremely interesting. The balance of listening and taking part in group discussions just about right.”



Global Standard

Select your level and choose a course to begin your journey.

Tactical

Operational

Forecasting techniques and inventory management **28**

- 1 Choose your competency level
- 2 Review your chosen course to see the content and CPD hours, cost and location
- 3 Find out about the other relevant learning opportunities that have been identified for each course





Managerial



Professional



Advanced Professional

Risk and resilience in the supply chain

29



Further development opportunities

For each course we have identified knowledge resources that will enhance your skills to help you move to the next level of competency.



Forecasting techniques and inventory management



Understand and apply baseline forecasting concepts to better manage demand, whilst achieving the optimum balance between inventory and demand

Is it right for me?

Forecasting is a decision-making tool used by a business to help in budgeting, planning, and estimating future growth, whilst managing inventory is a critical business activity. You will gain an insight into how this can result in a positive impact both on customer satisfaction and on your bottom line. This course will provide you with the baseline knowledge and techniques to better manage your forecasting and inventory and it is suitable for the procurement professional or anyone from the wider supporting functions wishing to increase their knowledge.

What will I learn?

By the end of this course you will be able to:

- Explain the rationale for forecasting and some of the limitations
- Demonstrate a knowledge of a variety of forecasting techniques
- Apply forecasting techniques to the business environment

- Understand the basics of stock management and how it impacts on the business and customer service
- Be able to understand and implement different types of replenishment system
- Understand the costs associated with stock holding
- Better understand the material requirements planning process

What key points will the training cover?

- Forecasting approaches and techniques
- Forecasting process
- The role and fundamentals of inventory
- Replenishment methods, systems and variations
- Management of inventory
- The review cycle

Location

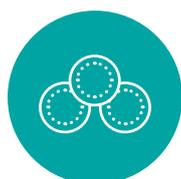
Birmingham	28 – 29 April
London	7 – 8 October

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

[cips.org/operationsmanagement](https://www.cips.org/operationsmanagement)
and [cips.org/developingandmanagingcontracts](https://www.cips.org/developingandmanagingcontracts)



Cost

£360 + VAT members
£400 + VAT non-members



Global Standard

Operational

Process | Spend management



Risk and resilience in the supply chain

Identify the sources of risk affecting the supply chain and develop risk management strategies to optimise the organisation’s supply chain

Is it right for me?

The procurement and supply chain function proactively manages a range of risks, such as market volatility, cultural and social differences, the impact of globalisation, sustainability, fraud and corruption, currencies and commodities, contracts, and relationships with suppliers.

Current thinking in this area focuses less on avoiding risk and more on managing it to an organisation’s benefit. This course focuses on how leaders in procurement and supply can assess and mitigate the main performance risks that stem from the supply chain and that impact on the organisation or its customers. It also provides an understanding of the need to develop and implement appropriate risk appraisal and management strategies.

What will I learn?

By the end of this course you will be able to:

- Lead on the development of strategic approaches to mitigate the impact of the supply chain on the reputation of the organisation and contribute to the use of risk pathways by the organisation
- Lead on the development of plans to mitigate the impact of market volatility on the organisation, that are aligned with the organisation’s risk approach, including consideration of enterprise risk approaches

- Monitor and advise on developments in competition law, ethical sourcing and global sourcing
- Take actions to eliminate corruption, fraud and counterfeiting affecting the organisation’s supply chains, including putting in place controls and measures for the purpose of review and monitoring of progress and success
- Critically evaluate the impact of undertaking major programmes and projects on the organisation’s supply chain and enable the formation of appropriate contracts and relationships with suppliers
- Put in place strategies to mitigate the costs and risks associated with contract performance in projects and programmes

What key points will the training cover?

- Uncertainty, risks, and issues for an organisation
- Risk appetite and planning
- Supply Chain Risk Management (SCRM)
- Diversity and risk tolerance
- Risk response options
- Monitoring and controlling risk

Location

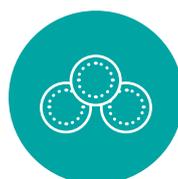
London 1 – 2 July

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£1260 + VAT members
£1400 + VAT non-members



Global Standard

Advanced professional

Performance | Metrics and measurement

Negotiation & influencing

“Extremely helpful and knowledgeable tutors. I’ve already been able to apply the new skills I’ve learnt.”



Global Standard

Select your level and choose a course to begin your journey.



Tactical

Introduction to negotiation 32



Operational

Effective negotiation 33

- 1 Choose your competency level
- 2 Review your chosen course to see the content and CPD hours, cost and location
- 3 Find out about the other relevant learning opportunities that have been identified for each course





 **Managerial**

 **Professional**

 **Advanced Professional**

Advanced negotiation **34**



Further development opportunities

For each course we have identified knowledge resources that will enhance your skills to help you move to the next level of competency.



Introduction to negotiation

The essential skills and techniques needed for negotiation



Is it right for me?

This one-day training course is aimed at individuals in procurement and supply functions who are new to, or have limited knowledge of negotiation. The course considers the essential elements of the negotiation process and the techniques required to achieve successful outcomes.

What will I learn?

By the end of this course you will be able to:

- Recognise the steps contained within a negotiation process
- Plan and prepare for a negotiation
- Recognise different styles of negotiation
- Identify a range of techniques and tactics to use throughout a negotiation process
- Apply learning through negotiation role-play

What key points will the training cover?

- Introduction to negotiation theory and approaches
- Importance of supply positioning and supplier preferencing
- Negotiation styles
- The negotiation process – phases of negotiation
- Importance of preparation and planning
- Attributes of a skilled negotiator

Location

London	4 February
Birmingham	5 March
Manchester	31 March
London	7 May
Bristol	2 June
Birmingham	9 July
London	15 September
Manchester	15 October
Birmingham	10 November
London	10 December

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£270 + VAT members
£300 + VAT non-members



Global Standard

Tactical

Performance | Delivering outcomes

Effective negotiation

Enhance your key skills to become a more confident and effective negotiator



Is it right for me?

Focusing on the development of your negotiation skills is essential for any procurement professional or anyone involved with the delivery of business projects. This two-day course aims to explain the key stages of the negotiation process and the tactics associated with persuading and influencing sales personnel to agree the best deal. Delegates will practise how to use a negotiation checklist and template to plan and manage their approach to negotiations and be provided with the opportunity to practise negotiation in a safe environment.

What will I learn?

By the end of this course you will be able to:

- Understand the main models and processes of negotiation
- Plan and manage a negotiation with a supplier
- Apply the appropriate persuasion skills to achieve the optimum output
- Identify and negotiate key contract variables
- Recognise the importance of personal attributes and behaviour during a negotiation

What key points will the training cover?

- Analyse the different phases of negotiation
- The negotiation process
- Methods and tactics in negotiation
- Effective behaviours in negotiation
- Negotiation roleplay

Location

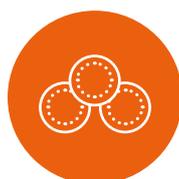
Birmingham	12 – 13 February
London	24 – 25 March
Manchester	12 – 13 May
Bristol	1 – 2 July
Birmingham	6 – 7 October
London	2 – 3 December

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£540 + VAT members
£600 + VAT non-members



Global Standard

Operational

Performance | Delivering outcomes



Advanced negotiation

Explore advanced tools and techniques to perfect your negotiation skills



Is it right for me?

Building on the learning in Effective negotiation, this two-day course will provide an insight on advanced negotiation techniques and strategies, giving delegates the chance to fine tune their knowledge of negotiation styles and emotional intelligence. It will examine the effective use of non-verbal negotiation techniques and develop understanding of negotiating in different cultural environments. It is ideally suited for professionals experienced in negotiation who wish to further develop their skills and knowledge to aid their overall business effectiveness.

What will I learn?

By the end of this course you will be able to:

- Effectively plan and prepare for multi-level negotiations
- Structure negotiation teams to meet given deadlines
- Develop and deploy negotiation strategies, effective at all levels of the organisation

- Have an in depth understanding of negotiating styles and their strengths and weaknesses
- Appreciate the importance of body language within a negotiation
- Appreciate the implications of cultural differences in negotiations

What key points will the training cover?

- Strategic planning
- Understanding people and developing relationships
- Building effective negotiation teams
- Negotiating in different cultures
- Game theory
- Emotional intelligence

Location

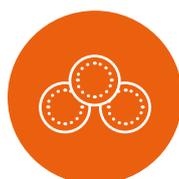
London	21 – 22 April
Manchester	16 – 17 September
Birmingham	24 – 25 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£720 + VAT members
£800 + VAT non-members



Global Standard

Professional

Performance | Delivering outcomes

Procurement *Apprenticeships* Nationwide

CIPS Business Study Centre is an approved training provider for Commercial Procurement and Supply apprenticeships and we have open programmes across England.

Work with us and know that your apprentices are being trained by experts.



If you're a levy paying organisation in England looking for a training provider for your apprentices, contact us to find out more:

apprenticeships_enquiries@cips.org

Legal, contracts & contract management

“Great use of case studies from different industries and a useful open forum.”



Global Standard

Select your level and choose a course to begin your journey.



Tactical

Introduction to contracts 38

Introduction to contract management 39



Operational

- 1 Choose your competency level
- 2 Review your chosen course to see the content and CPD hours, cost and location
- 3 Find out about the other relevant learning opportunities that have been identified for each course





Managerial

<i>Commercial approach: cloud service agreement</i>	40
<i>Commercial approach: software agreement – essentials</i>	41
<i>Commercial approach: software agreement – advanced</i>	42
<i>Contract management</i>	43
<i>Developing contracts</i>	44
<i>TUPE and its impact on procurement</i>	45



Professional



Advanced Professional



Further development opportunities

For each course we have identified knowledge resources that will enhance your skills to help you move to the next level of competency.



Introduction to contracts

How to construct legally binding contracts



Is it right for me?

All buyers, particularly those in a junior procurement and supply chain role and those new to the discipline, need to be aware of the essential legal principles governing contracts – not just to solve disputes but more importantly, how to avoid them. During this one-day course you will consider issues relating to the setting up of procurement contracts and their key contract clauses.

What will I learn?

By the end of this course you will be able to:

- Demonstrate an increased awareness of the fundamentals of contracts and contract law
- Appreciate the potential risks relating to the formation of contracts and how best to address them
- Understand the role and significance of core clauses in contracts when entering contractual relationships with suppliers
- Understand the role played by the legislation in implying contractual duties on the supplier
- Appreciate the procedural options available when attempting to resolve disputes
- Understand the available legal remedies for breach of contract

What key points will the training cover?

- Introduction to basic contract law
 - Tenders, enquiries, quotations – are they legally binding?
 - The battle of the forms – whose terms govern the contract?
- Contract terms
 - Express and implied terms – how do they relate to each other?
 - Implied terms – the Sale of Goods Act 1979 and the Supply of Goods and Services Act 1982
 - Key terms of the contract
- Remedies for breach of contract
 - Conditions and warranties
 - Termination rights
 - Damages

Location

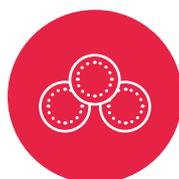
London	5 February
Birmingham	2 March
Manchester	1 April
London	4 May
Bristol	3 June
Birmingham	6 July
London	16 September
Manchester	12 October
Birmingham	11 November
London	7 December

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/developingandmanagingcontracts



Cost

£270 + VAT members
£300 + VAT non-members



Global Standard

Tactical

Process | Contracting



Introduction to contract management



Increase your ability to be an effective contract manager

Is it right for me?

This one-day course will provide delegates with the essential elements of contract management, increasing your knowledge about what the role of a contract manager entails and how you can use contract management to ensure more successful and efficient working relationships with your suppliers. It is ideally suited to procurers about to manage a contract for the first time, or who may already have limited experience of contract management and would like to enrich their knowledge.

What will I learn?

By the end of this course you will be able to:

- Understand how contract management adds value to your organisation
- Identify the stages of the contract management process
- Identify the key performance criteria within a contract
- Use tools and techniques for monitoring contractual obligations

What key points will the training cover?

- Review of contract law
- Defining contract management
- Responsibilities of a contract manager
- Contract management tools and techniques
- Managing stakeholders
- The link between contract management and supplier relationship management

Location

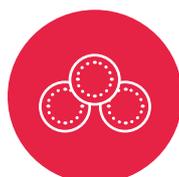
London	6 February
Birmingham	3 March
Manchester	2 April
London	5 May
Bristol	4 June
Birmingham	7 July
London	17 September
Manchester	13 October
Birmingham	12 November
London	8 December

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/developingandmanagingcontracts



Cost

£270 + VAT members
£300 + VAT non-members



Global Standard

Tactical

Process | Contracting



Commercial approach:TM cloud service agreement



Demystify the nature of cloud service offerings and understand the regulatory landscape

Is it right for me?

This one-day workshop will help to demystify the cloud, and is appropriate for anyone who wants to identify and understand common problems in cloud service contracts. The course is appropriate for anyone with limited experience reviewing cloud service agreements, and those who want to understand the general regulatory environment that applies to cloud services.

What will I learn?

By the end of this course you will be able to:

- Recognise the difference between IaaS, PaaS, and SaaS
- Understand what a cloud service provider is actually supplying – and what is not included
- Identify common elements in the supplier’s charging model
- Discover where in the world your supplier’s cloud is located, and explain to the supplier where you need it to be
- Understand basic data protection and data privacy regulations, especially as these apply to trans-border data flows

What key points will the training cover?

- Demystifying the cloud
- Infrastructure as a Service (IaaS); Platform as a Service (PaaS); and Software as a Service (SaaS)
- Public vs. private cloud
- The challenge of pricing models
- Services agreements and SLAs
- Data privacy and Edward Snowden: impact on cloud procurement now and in the future
- Security and audit issues arising from cloud service relationships

Location

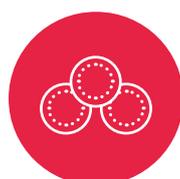
London	23 April
London	27 October

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/developingandmanagingcontracts



Cost

£495 + VAT members
£550 + VAT non-members



Global Standard

Managerial

Infrastructure | Technology



Commercial approach:TM software agreement – essentials



Learn the basics of software contracts needed to review, assess and negotiate software agreements

Is it right for me?

This one-day course will provide an overview of the most critical elements of most software contracts, with a pragmatic overview of what's most (and least) important. The course is ideal for anyone with limited or moderate experience in the software procurement domain. The course can be taken with no prior knowledge of software contracting.

What will I learn?

By the end of this course you will be able to:

- Understand the basic technical terms used to describe different types of software, and how they are commercially significant
- Recognise and interpret normal provisions of most software contracts
- Identify and avoid the most common pitfalls in negotiating software contracts
- Understand which points are most important, and which are easier to give away in negotiation
- Understand the basics of software maintenance agreements

What key points will the training cover?

- Introduction to software agreements
- What we are allowed to do with the software; software licensing
- What we can expect the software to do; software warranties
- What we can expect the supplier to do
- Reviewing and negotiating critical terms
- Software escrow
- Interactive session on common problem clauses and commercial suggestions for resolving these

Location

London	18 March
London	29 September

Fee includes: Lunch, refreshment breaks and all course materials

Book both software agreement courses

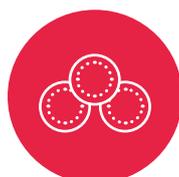
£810 + VAT members

£900 + VAT non-members



Relevant CIPS knowledge

[cips.org/developingandmanagingcontracts](https://www.cips.org/developingandmanagingcontracts)



Cost

£495 + VAT members
£550 + VAT non-members



Global Standard

Managerial

Infrastructure | Technology



Commercial approach:™ software agreement – advanced



Learn about advanced and emerging topics that increasingly arise during software contract review and negotiation

Is it right for me?

This one-day advanced course is appropriate for anyone who attended the one-day ‘essentials’ course, anyone who attended the pre-2009 two-day course titled *A commercial approach™ to software agreements*, and anyone else who has worked as a domain specialist who wants to explore advanced topics in this field.

What will I learn?

By the end of this course you will be able to:

- Understand the nature of open source licensing models and the basic components of the GNU, GPL and LGPL
- Work with contracts for bespoke and semi-bespoke software
- Recognise potential holes in licensing structures, and learn how to ensure your corporate group is entitled to use software
- Influence the behaviour of sales people by understanding and predicting their one and only deal driver

- Spot potential tax risks in software procurement undertaken by large multinationals
- Reduce wasted time and effort negotiating ownership of intellectual property rights

What key points will the training cover?

- Open source licensing structures
- ‘Click wrap’ agreement risks
- Various enterprise licensing models
- Multinational license structures
- The ‘Sarbanes Oxley’ argument and how to deal with it
- Escrow revisited and commercially reassessed
- Negotiating ownership of bespoke deliverables
- Basic principles of Software as a Service (SaaS)

Location

London	19 March
London	30 September

Fee includes: Lunch, refreshment breaks and all course materials

Book both software agreement courses

£810 + VAT members

£900 + VAT non-members



Relevant CIPS knowledge

cips.org/developingandmanagingcontracts



Cost

£495 + VAT members

£550 + VAT non-members



Global Standard

Managerial

Infrastructure | Technology



Contract management

Enhance your knowledge of contract management and how to use it for competitive advantage



Is it right for me?

Building on the learning in *Introduction to contract management*, this two-day course will explore advanced contract management approaches, helping you to identify what will work best in your organisation. It will also examine how to proactively mitigate against potential risk via the contract, and explore ways of increasing supplier performance through the inclusion of robust performance measures.

What will I learn?

By the end of this course you will be able to:

- Identify which contract management approach is most effective for a given category of spend
- Understand the difference between variations and claims and how to approach them
- Create the right environment for effective contract management

- Manage identified risks through contracted terms and conditions
- Ensure key performance measures can be effectively managed via the contract

What key points will the training cover?

- Principles of supplier segmentation (Kraljic)
- Creating a contract governance structure
- Key terms and conditions
- Supply chain risks
- Variations and claims

Location

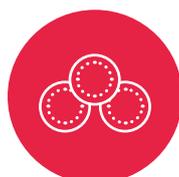
Birmingham	19 - 20 February
Manchester	16 - 17 June
London	21 - 22 October

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/developingandmanagingcontracts



Cost

£540 + VAT members
£600 + VAT non-members



Global Standard

Managerial

Process | Contracting



Developing contracts

Ensuring effective buyer-supplier relationships through your contracts



Is it right for me?

This two-day workshop will provide you with the knowledge and skills to develop a set of standard terms and conditions for procurement. It will examine the commercial legal framework in which you will be required to operate and explore the key considerations for protecting your organisation.

What will I learn?

By the end of this course you will be able to:

- Understand the impact of effective contracts on buyer-supplier relationships
- Demonstrate knowledge of the key legal considerations when developing a contract
- Prepare a standard set of conditions and explain the use of key contracting terms
- Manage contract amendments effectively

What key points will the training cover?

- The form of the contract
- Terms and conditions - what are they?
- Commercial legal considerations
- Increased awareness of key contract clauses
- The differences between contracts for goods and for services

Location

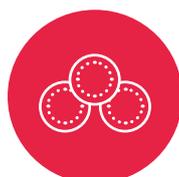
London	12 - 13 May
Birmingham	4 - 5 November

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/developingandmanagingcontracts



Cost

£720 + VAT members
£800 + VAT non-members



Global Standard

Managerial

Infrastructure | External environment



TUPE and its impact on procurement

Understand and be equipped to deal with problems caused by TUPE



Is it right for me?

The Transfer of Undertakings (Protection of Employment) Regulations, or TUPE, preserve employees' terms and conditions when a business or undertaking (or part of one) is transferred to a new employer. This course provides an introduction to all elements of the TUPE regulations with particular emphasis on procurement. It will be of particular value to procurement personnel involved in outsourcing contracts where existing employees are subject to transfer rights to the incoming provider.

What will I learn?

By the end of this course you will be able to:

- Demonstrate an increased awareness of the purposes behind the TUPE regulations and a practical understanding of when and how TUPE applies to outsourcing arrangements
- Understand the changes introduced in 2014 and their implications for outsourcing activities

- Understand the implications of not correctly observing the regulations
- Build your knowledge of contractual clauses that should be negotiated with incoming suppliers to address potential problems and liabilities

What key points will the training cover?

- Introduction to TUPE
- Examination of relevance to procurement
- Exploration of impact and consequences of TUPE
- Landmark case examined and analysed
- TUPE and outsourcing
- What happens if regulations are not adhered to
- Analysis of the risks involved
- Case study exercises

Location

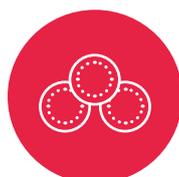
London	27 May
Birmingham	1 December

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/externalenvironment



Cost

£360 + VAT members
£400 + VAT non-members



Global Standard

Managerial

Infrastructure | External environment

People management & leadership

“At every level within the profession, communication, soft skills and negotiation are seen as important, as individuals rise through the ranks to more influential positions.”



Global Standard

Select your level and choose a course to begin your journey.



Tactical



Operational

- 1 Choose your competency level
- 2 Review your chosen course to see the content and CPD hours, cost and location
- 3 Find out about the other relevant learning opportunities that have been identified for each course





 **Managerial**

Supplier relationship management **48**

 **Professional**

The art and science of selling (residential) **49**

 **Advanced Professional**

Consultancy skills for procurement and supply **50**

Leadership approaches and behaviours **51**

Leading and influencing strategic transformation **52**

Leading procurement strategy programme **53**



Further development opportunities

For each course we have identified knowledge resources that will enhance your skills to help you move to the next level of competency.



Supplier relationship management

Develop and maintain positive supplier relationships



Is it right for me?

This one-day course provides an insight into the strategic importance of effective supplier relationship management (SRM), as an approach for engaging with suppliers on a level that reflects the priorities of the organisation. It will explore the growing importance of innovation, risk management and competitive advantage and assess how the situation of the customer/supplier, along with the products and services being procured, influence how organisations view and interact with each other.

What will I learn?

By the end of this course you will be able to:

- Define SRM and what it means for your organisation
- Implement appropriate SRM practices during the procurement life cycle
- Develop strategies for improving and/or maintaining positive relationships
- Demonstrate skills for regularly reviewing relationships and how to take positive action.

What key points will the training cover?

- Understanding the buyer-supplier relationship
- The role and attributes of an effective supplier relationship manager
- Key SRM strategies
- Collaborative working
- Conflict resolution
- Supplier development
 - Stages
 - Incentivisation.

Location

Birmingham	26 March
London	29 September

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

www.cips.org/knowledge/procurement-topics-and-skills/srm-and-sc-management



Cost

£360 + VAT members
£400 + VAT non-members



Global Standard

Managerial

Performance | Delivering outcomes



The art and science of selling (residential)



Exploring how you are sold to and how to counter sales techniques

Is it right for me?

This unique workshop will provide an insight into the highly developed tools and techniques used by sales people to influence commercial decisions. It will explain how these techniques shape the thinking of those with spending responsibilities within and outside departmental commercial functions, such that the selling organisation achieves maximum advantage from the transaction and the buying organisation is deliberately constrained in its ability to procure the best value-for-money solution for the organisation.

This course is aimed at those with spending responsibilities and those delivering services via third-party private suppliers, be it within or outside a departmental commercial function.

What will I learn?

By the end of this course you will be able to:

- Understand the techniques being used by sales people and how to recognise these techniques when they are being deployed
- Use practical tools which can be implemented immediately to ensure that best value-for-money solutions are achieved for both commodity and complex commercial transactions
- Access supplementary learning material to aid further development of individual and collective competence in business acumen.

What key points will the training cover?

- Exploring the most common sales methodologies
- Insights into how suppliers operate in their markets
- Understanding 'buyer' types and how sales people use this to their advantage
- How sales people negotiate with inventory and 'tradeables'
- Exploring 'buying signals' and how to control them
- Closing techniques and pricing methods used by sales people
- When sales people do not want you to buy from them
- Protecting yourself at contract & renewal time.

Location

London	22 - 23 April
Birmingham	20 - 21 October

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/peopleandskills



Cost

£1080 + VAT members
£1200 + VAT non-members



Global Standard

Professional

People development | Developing self and personal skills



Consultancy skills for procurement and Supply

Skills which deliver supply chain improvements and improve organisational added value

Is it right for me?

The course explores the benefits of using consultancy skills within the organisation and with suppliers in the organisation's supply chain. It considers how to engage others to implement improvement initiatives and plans that achieve added value, through effective procurement and supply chain management, such as reducing costs, improving quality, timescales, innovation and sustainability.

What will I learn?

By the end of this course you will be able to:

- Exploit opportunities to add value for the organisation, identified through the use of developed consultancy skills
- Develop appropriate strategies and plans for the adoption of collaborative or competitive strategies with suppliers

- Lead on the creation of plans for implementing supply chain improvements
- Lead on the creation and adoption of processes to improve effective and efficiency

What key points will the training cover?

- Consulting, coaching and counselling skills
- Influencing organisational change
- Gaining consensus and commitment
- Hypothesis and scenario planning
- Maturity models
- Building productive relationships
- Organisational and global culture

Location

London **18 – 19 November**

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

[cips.org/knowledge/categories-and-commodities/buying-professional-services/consultancy](https://www.cips.org/knowledge/categories-and-commodities/buying-professional-services/consultancy)



Cost

£1260 + VAT members
£1400 + VAT non-members



Global Standard

Advanced professional

Performance | Delivering outcomes



Leadership approaches and behaviours

Understand your own leadership style and how to adapt for differing situations

Is it right for me?

This course provides an insight and application of how you can develop the appropriate behaviours associated with the development and leadership of the supply chain function within your organisation, including those leadership behaviours appropriate to influencing senior stakeholders, the board and highly dependent supplier relationships.

What will I learn?

By the end of this course you will be able to:

- Develop critical leadership behaviours across all levels of leadership within the organisation and supply chain
- Adapt behaviours to deal with a range of leadership scenarios and display effective, sensitive and courageous approaches to dealing with a wide range of stakeholders, internal, external, and at all levels within the organisation
- Exhibit self-awareness, emotional intelligence and resilience, sensitivity and courage when dealing with challenging situations in ambiguous and undefined environments
- Critically assess and evaluate their own behaviours in a variety of situations in both positive and negative environments and identify areas for improvement for the future, including the potential for training, coaching and ongoing advice to develop leadership potential and skills

- Seek continuous constructive feedback from a range of stakeholders with regards to leadership style and behaviours, in order to continuously develop an approach, illustrating the ability to listen and respond positively to their inputs
- Exhibit an inspirational and motivational approach to leadership in all situations, gaining support for stretching objectives and targets in the organisation

What key points will the training cover?

- What makes a successful leader
- Creating an environment of resilience for yourself and others
- Understand the practical use of emotional intelligence
- Different methods of assessing an individual's leadership style
- Adapting leadership styles to different situations
- Developing inspirational and motivational behaviours

Location

London 18 – 19 February

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/peopleandskills



Cost

£1260 + VAT members
£1400 + VAT non-members



Global Standard

Advanced professional

People development | Developing teams and individuals



Leading and influencing strategic transformation

Anticipate and manage challenges arising from strategic change creating aligned business, corporate and supply chain strategies

Is it right for me?

It is essential for procurement and supply to adopt a strategic role in the organisation, contributing to the development of markets and strategies, influencing the business priorities and sources of competitive advantage, and thereby making a significant contribution to overall success. This course will equip you with the necessary knowledge and strategic analysis skills to make a significant contribution to an organisation's sustainable competitive advantage.

You will develop the knowledge and personal skills to be able to use creativity in strategic transformation management, deal with complex issues and make sound judgements in the absence of complete data.

What will I learn?

By the end of this course you will be able to:

- Work collaboratively with senior colleagues on the development and implementation of business and corporate strategies
- Critically assess the impact of market change on the organisation and its supply chains

- Critically evaluate the effect of mergers and acquisitions on the organisation and its supply chains
- Promote and influence global sourcing in the organisation and its supply chain

What key points will the training cover?

- Development and implementation of business and supply chain strategies
- Business development and the characteristics of the markets in which an organisation operates
- Strategic planning that is appropriate to context and fit for purpose
- Key tools and techniques to facilitate the choice, implementation and evaluation of strategic scenarios
- The effect of mergers and acquisitions on the organisation and its supply chains

Location

London 1 - 2 April

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/peopleandskills



Cost

£1260 + VAT members
£1400 + VAT non-members



Global Standard

Advanced professional

Performance | Delivering outcomes



Leading procurement strategy programme



Become a more confident and effective procurement leader

Is it right for me?

You may already be leading your organisation, but the key challenge is to keep your leadership fresh, inspirational and relevant to your changing environment. This one-day course will allow you to develop your skills, match them to different situations and enhance the toolbox of techniques at your disposal to really make a difference in your business. The course is designed for anyone who manages a group of people, whether at director level for a complete supply chain, or at a local level for a specific team. The only other requirement is a passion for your people.

What will I learn?

By the end of this course you will be able to:

- Develop a clear framework for using and maximising the benefit of managing, leading, mentoring and coaching
- Assess the wide variety of experience and skills in your team and understand the optimum way to deploy the different styles
- Understand how to motivate procurement people towards achieving the standards required and their own potential

- Understand the variety of procurement organisational options, and their strengths and weaknesses, and from this decide how you can improve things for your own area

What key points will the training cover?

- The management spectrum – managing to coaching
 - understanding how to deploy different skills and experiences to achieve your objectives
- A practical look at how to motivate and reward procurement people
- Teams and organisation:
 - Are you organised in the best way to leverage your spend?
 - Do you actually have teams or are they really work groups?

Location

Cranfield

For more information, and to book, please contact Cranfield University

Fee includes: Lunch, refreshment breaks and all course materials



Relevant CIPS knowledge

cips.org/strategyandpolicy



Cost

£3231 + VAT members
£3590 + VAT non-members



Global Standard

Advanced professional

People development | Developing teams and individuals

Venue & event information

Joining instructions

Joining instructions, including venue location, and electronic course materials are sent at least 10 days before the event.

Training methods

Most courses start at 09.00 and finish at 17.00. Courses are generally a mixture of participative sessions, discussion, group and syndicate activity.

Documentation

All delegates are provided with comprehensive electronic course materials, a certificate of attendance and a satisfaction survey. Please note that all materials are copyrighted and may not be reproduced without permission.

Copyright notice

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Specific needs

CIPS aims to ensure that its events are accessible to all. If you have any specific needs, please advise us so that we can discuss your requirements.

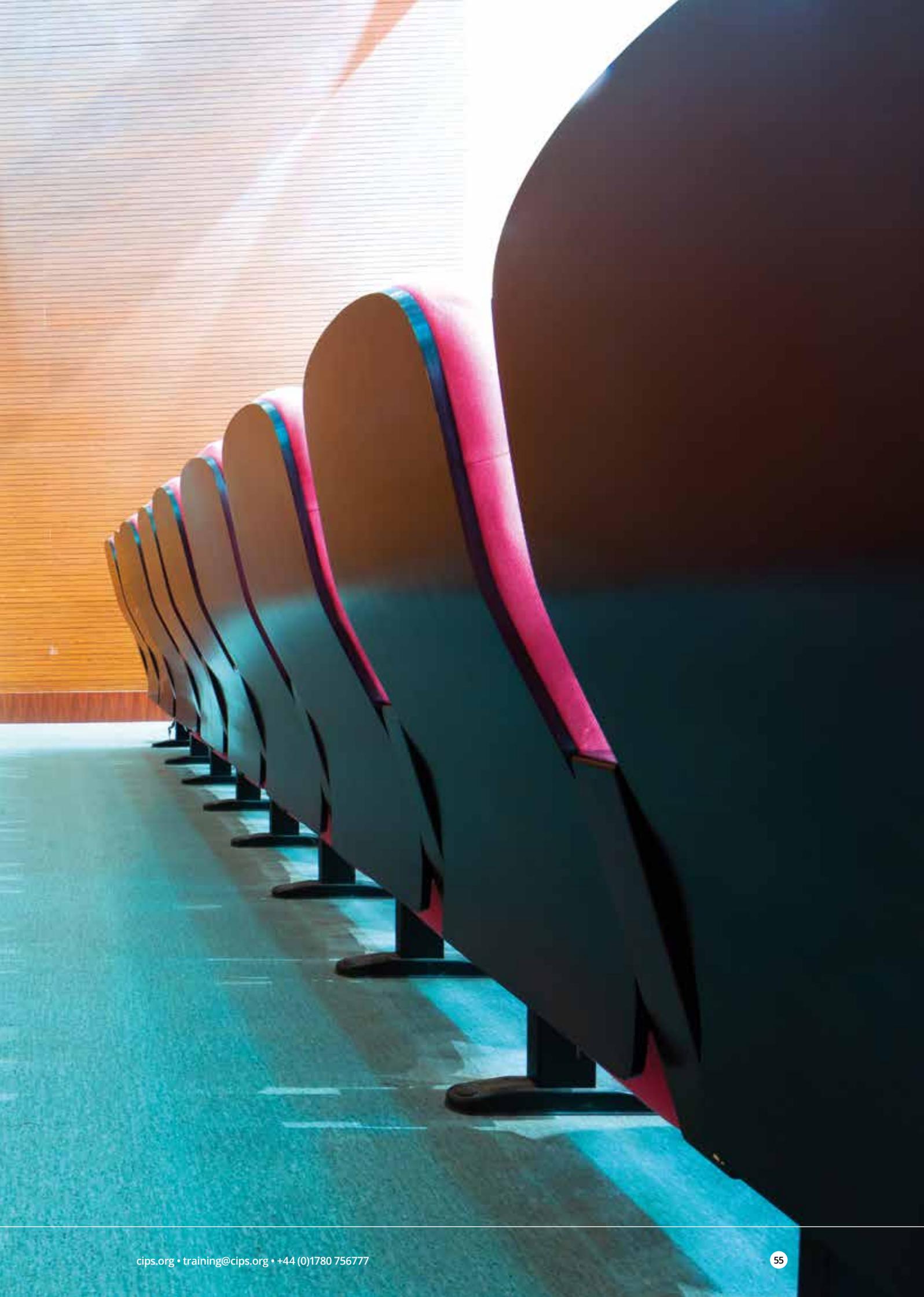
Non-residential events

The fees do not include overnight accommodation. If required, please make your reservation by calling CIPS accommodation line on +44 (0)1780 484050 or email trinity@trinityeventsolutions.co.uk and state that you are attending a CIPS course.

Venues

All of our training courses are held in quality four star hotels or conference centres in locations that are carefully chosen for their accessibility.

Many of the courses are held in three main centres: London, Birmingham and Manchester.



Training calendar

COURSE TITLE DATES VENUE PG

February 2020

• Introduction to procurement and category management	03	●	14
• Introduction to negotiation	04	●	32
• Introduction to contracts	05	●	38
• Introduction to contract management	06	●	39
• Effective negotiation	12-13	●	33
• Leadership approaches and behaviours	18-19	●	51
• Contract management	19-20	●	43
• Introduction to public sector procurement	25	●	15

March 2020

• Introduction to contracts	02	●	38
• Introduction to contract management	03	●	39
• Introduction to procurement and category management	04	●	14
• Introduction to negotiation	05	●	32
• Sustainable procurement	10	●	19
• Category management	10-11	●	20
• Modern Slavery Act	11	●	17
• Delivering social value	12	●	16
• Commercial approach: software agreement – essentials	18	●	41
• Commercial approach: software agreement – advanced	19	●	42
• Commodity management	24	●	23
• Effective negotiation	24-25	●	33
• Modern slavery awareness	25-26	●	18
• Supplier relationship management	26	●	48
• Introduction to procurement and category management	30	●	14
• Introduction to negotiation	31	●	32

COURSE TITLE DATES VENUE PG

April 2020

• Introduction to contracts	01	●	38
• Leading and influencing strategic transformation	01-02	●	52
• Introduction to contract management	02	●	39
• Advanced negotiation	21-22	●	34
• The art and science of selling	22-23	●	49
• Commercial approach: cloud service agreement	23	●	40
• Forecasting techniques and inventory management	28-29	●	28
• Introduction to public sector procurement	29	●	15

May 2020

• Introduction to contracts	04	●	38
• Introduction to contract management	05	●	39
• Introduction to procurement and category management	06	●	14
• Category management	06-07	●	20
• Introduction to negotiation	07	●	32
• Developing contracts	12-13	●	44
• Effective negotiation	12-13	●	33
• Achieving value through effective procurement and supply chain management	19-20	●	22
• Strategic sourcing and tendering	26-27	●	21
• TUPE and its impact on procurement	27	●	45

June 2020

• Introduction to procurement and category management	01	●	14
• Introduction to negotiation	02	●	32
• Introduction to contracts	03	●	38
• Introduction to contract management	04	●	39
• Contract management	16-17	●	43
• Introduction to public sector procurement	23	●	15
• Category management	23-24	●	20
• Leading procurement strategy programme	TBC	●	53

COURSE TITLE DATES VENUE PG

July 2020

• Effective negotiation	01-02	●	33
• Risk and resilience in the supply chain	01-02	●	29
• Introduction to contracts	06	●	38
• Introduction to contract management	07	●	39
• Introduction to procurement and category management	08	●	14
• Introduction to negotiation	09	●	32

September 2020

• Introduction to procurement and category management	14	●	14
• Introduction to negotiation	15	●	32
• Introduction to contracts	16	●	38
• Advanced negotiation	16-17	●	34
• Introduction to contract management	17	●	39
• Financial management for the supply chain	22-23	●	24
• Introduction to public sector procurement	23	●	15
• Commercial approach: software agreement – essentials	29	●	41
• Supplier relationship management	29	●	48
• Commercial approach: software agreement – advanced	30	●	42
• Category management	30 Sep-01 Oct	●	20

October 2020

• Effective negotiation	06-07	●	33
• Forecasting techniques and inventory management	07-08	●	28
• Introduction to contracts	12	●	38
• Introduction to contract management	13	●	39
• Introduction to procurement and category management	14	●	14
• Introduction to negotiation	15	●	32
• The art and science of selling	20-21	●	49
• Contract management	21-22	●	43
• Commodity management	22	●	23
• Commercial approach: cloud service agreement	27	●	40
• Modern slavery awareness	27-28	●	18

COURSE TITLE DATES VENUE PG

November 2020

• Sustainable procurement	03	●	19
• Modern Slavery Act	04	●	17
• Developing contracts	04-05	●	44
• Delivering social value	05	●	16
• Introduction to procurement and category management	09	●	14
• Introduction to negotiation	10	●	32
• Strategic sourcing and tendering	10-11	●	21
• Leading procurement strategy programme	TBC	●	53
• Introduction to contracts	11	●	38
• Introduction to contract management	12	●	39
• Category management	17-18	●	20
• Consultancy skills for procurement and supply	18-19	●	50
• Introduction to public sector procurement	24	●	15
• Advanced negotiation	24-25	●	34

December 2020

• TUPE and its impact on procurement	01	●	45
• Effective negotiation	02-03	●	33
• Introduction to contracts	07	●	38
• Introduction to contract management	08	●	39
• Introduction to procurement and category management	09	●	14
• Introduction to negotiation	10	●	32

Terms & conditions

Booking courses or events

Bookings for courses can be made via cips.org/en/training

Select the course that you require and click on the "Book" button, following the instructions step by step. Queries should be directed to the Training Team on **+44 (0)1780 756777** or training@cips.org

Payment

You can pay by credit or debit card or by PayPal. RBS Worldpay handles our online credit and debit card transactions in a secure environment. We accept American Express, Visa, Mastercard and Maestro.

Please note that we do not accept payment by cash or payments in any currency other than UK pounds sterling.

Payment must be made prior to attendance of the Course. If payment is not made prior to the delegate attending the course, CIPS reserves the right to refuse admission until payment has been made in full.

VAT

Fees quoted are exclusive of VAT.

Copyright

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Programme

Although details are correct at time of going to print, CIPS reserves the right to make unavoidable changes in the programme. CIPS also reserves the right to cancel an event at any time and offer delegates an alternative date, a credit towards another training event or a refund of fees, without any liability for resulting or indirect loss.

Joining instructions

Joining instructions including venue details and start times are sent out by email to confirmed delegates at least 10 (ten) days before the event. Once this has been done the service is deemed to have started under the Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013.

Number of weeks before course date that the cancellation is made	Charge to customer
More than 30 working days	Full refund
21-30 working days	70% refund
20 working days or less	No refund
Non-attendance	No refund

Cancellation

Where a firm booking has been accepted by CIPS and is subsequently cancelled, the customer will be liable for the following charges. All cancellations must be received in writing.

Where a delegate wishes to transfer to a different course and/or date, there is no charge if the transfer is made more than 30 working days prior to the course start date. A 10% administration fee will be charged if transfer is requested between 21 and 30 working days of the original course start date. No transfers can be made less than 21 working days prior to the course date. The customer can transfer to any course taking place six months from the date of the original course.

Under the Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013 you have a cancellation cooling off period where you can cancel your course within a period of 14 days beginning on the day after the day on which the contract is concluded with you, as notified by email or postal confirmation from CIPS in accordance with these Terms.

In this case, you will receive a full refund of the price paid for the courses in accordance with our refunds policy (clause 13 below). After this initial cooling off period the above charges apply.

Upon receiving the joining instructions, or when booking less than 15 working days prior to course start, you agree that the service provided by CIPS is deemed to have commenced and you agree to waive your right to cancel your booking and receive a full refund within 14 days under the Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013. In such instances, the cancellation policy in the above table will apply.

Substitution

Delegate substitution may be made at any time. If the membership status of the delegate changes, the fee payable will be amended accordingly.

Non-EU delegates

CIPS welcomes delegates from overseas but if you are resident outside the European Union (EU) you should ensure that you have a valid visa and can comply with all immigration requirements before applying for a CIPS course.

Data protection notice

CIPS is registered under the provisions of the UK Data Protection Act 1998 and as of 25 May 2018, is subject to the General Data Protection Regulation (GDPR). CIPS keeps any personal data concerning you, in confidence. A full description of the CIPS code of practice relating to data protection can be found on the website at cips.org

Trademark

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Discounts

Membership discounts: A 10% discount is available on our courses for current members of CIPS. Please log on to the Website as a member before making your booking in order to receive the membership discount. If you fail to log in to the website or mention your membership status at the time of booking, you will be charged the full price for your course. Unfortunately we cannot offer any retrospective refund or credit for any membership discount that you would have been entitled to receive.

'Early bird' booking discount: Bookings made and confirmed before the designated date will be eligible for a 10% discount. Precise closing dates for individual course instances can be found on the respective course page on the CIPS website. CIPS reserves the right to change the 'early bird' booking closing date or to withdraw the discount entirely for any given instance, at any time and for any reason.

Multi-booking discounts: Where any delegate makes a booking for any 3 courses in our Learning Directory (within the same booking), a 5% discount will apply.

Where any 3 delegates book onto any single course on the same date, a 5% discount will also apply. Such discount is in addition to any membership discount the delegates may be entitled to. If a delegate cancels any course having received a bulk discount, they will lose the entitlement to such discount if the resulting booking is for less than 3 courses or 3 individuals (as applicable).

Full terms and conditions

This page is a summary of CIPS Terms and Conditions for Training & Events. Full terms can be found at www.cips.org/Documents/Terms_Conditions/Training_Events_Terms_and_Conditions.pdf which should be read in conjunction with our General Terms & Conditions of Business and Website Use available at cips.org/t-and-c. If there is an inconsistency between any of the provisions of any of these terms and conditions, the provisions of the Terms and Conditions for Training & Events shall prevail. You should understand that by booking any courses, you agree to be bound by these terms and conditions.

Course packages*		
Introduction to procurement and category management Introduction to negotiation Introduction to contracts Introduction to contract management	Any two courses £450 + VAT CIPS members £500 + VAT non-members	All four courses £855 + VAT CIPS members £950 + VAT non-members
Commercial approach: software agreement – essentials Commercial approach: software agreement – advanced	Both courses £810 + VAT CIPS members • £900 + VAT non-members	

*Discounts cannot be applied after you have made the booking. Please ensure you claim your discount at time of booking. Please note that course packages are not subject to further discounts for early or multiple bookings.

