



# Procurement Skills Training Portfolio

DELIVERED BY CIPS  
FOR BUSINESS



## Introduction

**As the world's largest professional body dedicated to procurement and supply, we're passionate about our profession and supporting all those within it to enhance both their individual and organisational capability.**

So, we have developed a range of training courses to build knowledge and skills across all key areas of procurement. There is a wide selection of topics to choose from so you can find the right course to support your development.

See a full list of our courses on the next page. Each course also carries a number of Continuing Professional Development hours that you'll be able to log for your own development or towards CIPS Chartered Status.

So, thank you for choosing us to support you on your development journey and we look forward to welcoming you onto a course with us soon.



**This tool provides procurement & supply leaders with a comprehensive summary of the current level of procurement knowledge and expertise of their people, both individually and as a team overall. This enables identification of strengths and development areas. We can work with you to put together the best package of training and development to meet the needs of your organisation.**

## Courses available

(click on a course title for more information)

- AI Strategy for Procurement
- Behavioural Leadership
- Category Management
- Change and Project Management
- Commodity Management
- Contract Management
- Cost Analysis
- Delivering Social Values
- Developing Contractual Agreements
- Effective Communication
- Effective Negotiation
- Ethics, Integrity and Probity in Procurement and Supply (ANZ only)
- Financial Analysis and Management
- Introduction to AI in Procurement
- Masterclass in Negotiation
- Masterclass in UK Public Procurement (UK only)
- Modern Slavery Awareness
- Procurement Fundamentals
- Risk and Resilience in the Supply Chain
- Storytelling
- Strategic Sourcing
- Strategic Transformation
- Supplier Relationship Management
- Sustainable Procurement Skills
- Technology IT Procurement Foundations
- Value Creation through Procurement and Supply



All courses are delivered virtually by expert tutors



A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# AI Strategy for Procurement

4 HRS

## Is it right for me?

Artificial Intelligence is driving fundamental changes in how society, companies, and procurement functions operate.

This half day training course (2hr tutor session) will provide procurement leaders with an understanding of AI, a strategic overview of different types of AI, the importance of data, and key considerations for successfully implementing an AI strategy.

## What will I learn?

This course will provide you with a basic understanding of AI. You will learn the building blocks for developing a successful AI strategy, including people, processes, and systems. You will explore insights into the different types of AI that exist and how they can benefit organizations. You will also learn how to manage the security, creation, governance, and management of data.

As part of this course, you will have access to pre- and post-work activities online to help you prepare for and reflect on your training. You will not only learn about your leadership and how to develop it and your impact, but you will also be able to put it into practice in your current role.

## What are the learning objectives?

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

- Describe the fundamental concepts of artificial intelligence (AI), explain the key components that contribute to the perception of intelligence in AI systems and how a Large Language Model (like Chat GPT) can automate tasks
- Determine where artificial intelligence (AI) can be effectively applied within the procurement lifecycle
- Analyse the key challenges and considerations in developing and implementing an effective AI strategy

## AI STRATEGY FOR PROCUREMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Introduction to AI


#### Session 3

An AI strategy for Procurement

#### Session 2

Generative AI and the Procurement Cycle

#### Course assessment and feedback

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# Behavioural Leadership

14 HRS

## 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll not just learn about your leadership and how you can develop it and your impact, but you'll also be able to put it in to practice in your current role!

## What are the learning objectives?

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 simple to complex 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 your 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 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

## BEHAVIOURAL LEADERSHIP

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

What makes a successful leader?

#### Session 2

Understand the history of modern leadership – it's legacy

#### Session 3

Leadership style: assessing and adapting

#### Session 4

Influence: how you influence

#### Session 5

Understand the practical use of emotional intelligence

#### Session 6

Creating an environment of resilience for yourself and others

#### Session 7

Developing inspirational and motivational behaviours

### Course assessment and feedback



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# Category Management

14 HRS

## Is it right for me?

Category Management is a strategic approach that organises resources to focus on specific areas of spend within an organisation. The aim is to develop and implement strategic approaches that deliver long term added value. Could category management benefit you and your organisation? During this course you will have the opportunity to apply the models discussed, and a key 'take away' will be an action plan that applies to you and your organisation.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. Category management has the potential to deliver value beyond traditional sourcing approaches. By utilising and applying a range of tools and techniques you will begin the foundation to develop a category management strategy for your organisation. You'll also learn how to build enhanced alignment with stakeholders and create long-term strategies for managing category spend effectively and efficiently.

## What are the learning objectives?

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

- Understand the rationale and principles of category management
- Assess the main categories of expenditure
- Use various models to manage categories more effectively
- Analyse market factors to support business decisions
- Implement category management across a number of spend categories
- Build some behavioural and technical skills required to implement category management
- Make the category management approach work for your business

## CATEGORY MANAGEMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Rationale and principles of category management

#### Session 2

Categories of expenditure

#### Session 3

Application of category models

#### Application of model's forum

#### Session 4

Importance of market factors

#### Session 5

Implementation of category management

#### Session 6

Review and action plans

#### Course assessment and feedback



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# Change and Project Management

14 HRS

## Is it right for me?

This course provides insights on the concept of change management and how successful implementation of change can be achieved. With a focus on procurement projects, this course underlines the impact of projects, programmes and change management on successful organisational outcomes. Do you lead projects? Or are you responsible for driving change in your part of the organisation? If so, this course will provide the essential learning required.

## What will I learn?

You will learn change management theory – the concept of change and how it can be achieved. As projects are a key enabler for organisational change, you will learn about aspects and approaches to project planning and management. The impact of projects and programmes on supply chain relationships will be underpinned by the financial and cost elements of successful project, programme, and change management initiatives.

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll not just learn about your leadership and how you can develop it and your impact, but you'll also be able to put it in to practice in your current role!

## What are the learning objectives?

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

- Analyse situations that lead to organisational change, the approaches to change and organisational responses
- Analyse methods to manage, achieve and maintain change
- Critically compare methodologies for change and project management
- Understand the typical tools used for project management
- Analyse approaches to the management of risks for projects and programmes
- Evaluate the impact of change on supply chain relationships and contracts
- Contrast methods of investment appraisal for projects and programmes
- Assess approaches to financial and cost management for projects and programmes
- Build some behavioural and technical skills required to implement category management
- Make the category management approach work for your business

## CHANGE AND PROJECT MANAGEMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Analyse situations that lead to organisational change, the approaches to change and organisational responses.

#### Session 2

Analyse methods to manage, achieve and maintain change.

#### Session 3

Critically compare methodologies for change and project management.

#### Session 4

Understand the typical tools used for project management.

#### Session 5

Analyse approaches to the management of risks for projects and programmes.

#### Session 6

Evaluate the impact of change on supply chain relationships and contracts.

#### Session 7

Contrast methods of investment appraisal for projects and programmes.

#### Session 8

Assess approaches to financial and cost management for projects and programmes

### Course assessment and feedback



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# Commodity Management

7 HRS

## 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 the Fundamentals of Commodity Management course is for you. This course will help you to develop a basic awareness of commodity products and currency management.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You will learn about the core features and values generated from commodity and currency markets. This will include exploring market dynamics, market drivers and what tools exist to help you research such markets. You will look at how the drivers for organic and inorganic markets differentiate and use recognised tools to assess the commodity market behaviour. This course uses some specific commodity case studies e.g., coffee, oil, and currency to explore what is happening real-time and how this learning can apply to other commodities.

## What are the learning objectives?

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 different commodities
- Explore the consequences of supply and pricing of external STEEPLD factors
- Know how to capitalise upon opportunities and defend against risks in commodity procurement

## COMMODITY MANAGEMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Defining the scope, categorising commodity types, currency and equities and vocabulary of commodity management:

- The difference between hard, soft and fiscal commodities
- Procurement of commodities in manufacturing
- Understanding commodities in pricing and negotiation
- Political, global, projected scarcity weather patterns, climate, and natural impactors
- The impact of the economy, currency, regulators, and legislation

#### Session 2

Management of commodity and market risk

- Evaluating and quantifying risk and risk appetite
- Currency fluctuations and trading strategies
- Spot, options (traded and traditional), futures, offsets, and other forms of hedging
- Environment and Market Analysis (SWOT, STEEPLD, Porters 5 forces)

#### Session 3

What factors affect the supply of:

- Group A – A hard commodity (Oil)
- Group B – A soft commodity (Coffee Beans)
- Group C – A fiscal commodity (US Dollars/ Euros)

#### Session 4

Development of a commodity strategy reflecting an organisation's projected demand requirement, the specific commodity, the market forecasts, as well as the risk appetite of the wider business:

- Typical contents of a commodity management strategy
- Managing your commodities as projects (setting up timelines and deliverables)
- Developing performance measures (balanced scorecards, KPIs, benchmarking)

### Course assessment and feedback



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# Contract Management

14 HRS

## Is it right for me?

This course will explore advanced contract management approaches, helping you to identify what will work best in your organisation. It will examine how to proactively mitigate against potential risks via the contract and explore ways of increasing supplier performance through the inclusion of robust performance measures.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll start by learning how to segment your suppliers in order to identify what type of contractual relationship you want to establish with your suppliers. This will help you to create the right contract governance structure. You'll explore the key terms and conditions which you may find in a contract and how these are used to ensure that what you expected from the contract is realised and any risks are mitigated. This includes how you can make variations to the contract and deal with any claims from suppliers.

## What are the learning objectives?

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
- Create the right environment for effective contract management
- Understand the difference between variations and claims and how to approach them
- Manage identified risks through contracted terms and conditions
- Ensure key performance measures can be effectively managed via the contract

## CONTRACT MANAGEMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Contract management principles

- Portfolio analysis
- Balance of power

#### Session 2

Principles of supplier segmentation

- Attractiveness factors

#### Session 3

Key Supply chain risks

- Categories of risk
- Risk mitigation and identification

#### Session 4

Contract governance and creating a contract governance structure

- Life cycle
- Contract administration
- Contract management
- Performance management
- Key Performance Indicators (KPIs)

#### Session 5

Contract governance and creating a contract governance structure (continued from Session 4)

- Relationship management

#### Session 6

Significant terms and conditions

#### Session 7

Variations and claims

- Authorisation of variations
- Control of variations
- Dispute resolution

### Course assessment and feedback



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# Cost Analysis

14 HRS

## Is it right for me?

This course is designed for professionals involved in procurement, cost management, and financial decision-making who want to deepen their understanding of cost analysis techniques. If you're responsible for identifying cost-saving opportunities, evaluating supplier pricing strategies, or contributing to Total Cost of Ownership (TCO) assessments, this course will provide you with the skills and confidence to make informed, data-driven decisions.

It is ideal for:

- Procurement professionals seeking to refine their strategic sourcing plans
- Individuals involved in negotiating supplier contracts and pricing.
- Managers who want to optimise budgets and improve financial outcomes for their organisations.
- Anyone looking to enhance their understanding of cost breakdowns and pricing models.

## What will I learn?

In all categories of spend, it is essential for the procurement expert to understand how costs transform into price. Not only to identify opportunities to generate costs savings, but also to contribute to Total Cost of Ownership and Whole Life Costing evaluation.

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll not just learn about your leadership and how you can develop it and your impact, but you'll also be able to put it in to practice in your current role!

## What are the learning objectives?

- Understand the different types of costing
- Distinguish between Fixed and Variable costs, and Direct and Indirect costs
- Understand Absorption and Marginal costing and see how suppliers use these methods when setting their prices
- Be able to use and understand the strengths and weaknesses of Open Book costing and Cost Transparency
- How to use T.C.O (Total Cost of Ownership) when negotiating
- How to create a cost model and how to use it to distinguish cost drivers
- Be able to apply PPCA (Purchasing Price and Cost Analysis) to aid your sourcing strategies and plan

## COST ANALYSIS

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Definitions and Types of Costing

#### Session 2

Fixed/Variable and Direct/Indirect Costs

#### Session 3

Absorption Costing

#### Session 4

Marginal Costing including Breakeven Analysis and Activity-Based Costing

#### Session 5

Open Book Costing and When to Use Cost Transparency

#### Session 6

Price Influences other than Cost and Sustainable and Ethical Costing

#### Session 7

PPCA Cost Drivers, Levers and Cost Modelling

#### Session 8

Case Study Exercise

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Delivering Social Values

7 HRS

## 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. Considering Social Value during procurement activities has a huge potential to make a significant change to society and people's lives. During this course, we will explore the impact that considering Social Value has and how it relates to your organisation. We will explore the principles, drivers and benefits of social value including stakeholder engagement and how it can lead to competitive advantage. We will look at ways to measure and report on both tangible and intangible benefits, costs and added value through developing strong society-based indicators.

## What are the learning objectives?

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

- Define social value in the context of your organisation
- Describe the main 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
- Report on your organisation's social value activities

## DELIVERING SOCIAL VALUES

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Introduction to social value and public services

- Social values
- Public services (Social Value Act 2012)

#### Session 2

Social value – Part 1

- Stakeholders and impact mapping in social value

#### Session 3

Social value – Part 2

- Measuring and reporting social value

#### Session 4

Social value – Part 3

- Social value and the United Nations sustainable development goals

### Course assessment and feedback



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All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Developing Contractual Agreements

7 HRS

## Is it right for me?

This interactive course is particularly relevant for those who are new to procurement. It will provide an awareness of the essential legal principles governing contracts, not just to solve disputes but more importantly, how to avoid them. It considers issues relating to the setting up of contracts and key contract clauses.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. This course will look at the fundamentals of contracts and provide an awareness of the risks associated with contract formulation. It will examine contract clauses and procedural options when facing disputes, along with available legal remedies for breach of contract.

## What are the learning objectives?

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

- Demonstrate 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
- Demonstrate increased understanding of the role and significance of specific core clauses in the contract and how they can provide robust positions when entering contractual relationships with suppliers
- Appreciate the procedural options available when attempting to resolve disputes with suppliers and their relative strengths and weaknesses
- Understand the available legal remedies for breach of contract

## DEVELOPING CONTRACTUAL AGREEMENTS

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Fundamental principles

- Offer vs. invitation to threat
- Battle of the forms

#### Session 2

Tender process

#### Session 3

Conditions Vs. warranties

- Express and implied terms
- Key terms

#### Session 4

Remedies for breach of contract

- Liquidated and unliquidated damages
- Exclusions/limitations of liability

### Course assessment and feedback



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# Effective Communication

7 HRS

## Is it right for me?

This single day workshop provides insight and application to help you in your development as an influential communicator, lifting the individual effectiveness of both you and those you are working with. It focuses on how you best communicate face-to-face, in the moment, every interaction with colleagues, stakeholders and suppliers being an opportunity to make progress.

## What will I learn?

A number of established models of communication will be presented. You will have the chance to put these into practice as you work on current procurement and supply challenges including those that you and other participants are willing to bring to the workshop. As the day progresses, participants will also be encouraged to give and receive feedback on the effectiveness of each other's communication, creating a dynamic and value-adding event.

## What are the learning objectives?

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

- Understand the importance and benefits of flexing between assertive and responsive in your communication with others
- Built your ability to problem-solve with others, developing solutions that work for all parties
- Embrace your natural style as a communicator - at the same time, be willing to adapt to increase your impact as a procurement and supply professional
- Bring emotional intelligence to all your interactions
- Develop your ability to get the best out of others with great questions and a willingness to create space for response

## EFFECTIVE COMMUNICATION

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

The course will be an entertaining mix of lectures, Q&A and exercises.

### Introductions and aspirations followed by a discussion on pre-work activities and capturing real issues for use across the day

#### Session 1

'Influential communicator'

- The Assertive/Responsive model

#### Session 2

'My Agenda/Your Agenda'

- Effective problem-solving

#### Session 3

'Embracing and Adapting'

- Styles of communication

#### Session 4

'Maintaining effectiveness'

- Emotionally intelligent communication

### Course assessment and feedback



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# Effective Negotiation

14 HRS

## Is it right for me?

Effective negotiation is a key process for those such as buyers and procurement officers who provide advice and guidance to stakeholders on the performance of procurement and supply.

Are you effective in your negotiations with internal and external stakeholders? Do you demonstrate effective behaviours in conducting commercial negotiations?

This interactive training course will provide you with the knowledge and skills to become an effective commercial negotiator.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You will learn the need and purpose for negotiation in procurement and supply. We will work through the negotiation process so you can understand the key activities at each phase, including the techniques and tactics used by the best negotiators. We will explore the sources of power in negotiations and the different styles of negotiation that can be adopted. You will have the opportunity to apply your knowledge in a safe environment in the form of a role play to practice your skills with validation from your experienced course tutor.

## What are the learning objectives?

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
- Understand and apply different styles of negotiation
- Identify and use a range of techniques and tactics throughout the negotiation process
- Explain the sources of power in commercial negotiations
- Apply learning through negotiation role-play

## EFFECTIVE NEGOTIATION

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

What is negotiation?

- Negotiation process
- Stakeholder analysis

#### Session 2

Preparation and planning phase

- Setting objectives and variables
- BATNA and ZOPA

#### Session 3

Interaction phase

- Open, test, move, agree
- Negotiation techniques and tactics

#### Session 4

Post negotiation phase

- Implementing and monitoring the agreement

#### Session 5

Sources of power in commercial negotiations

- Use of power in negotiation

#### Session 6

Approaches to negotiation

- Negotiation styles
- Supplier relationships

#### Session 7

Negotiation skills

- Question styles

#### Session 8

Role play

- Validation and achievement

### Course assessment and feedback



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# Ethics, Integrity and Probity in Procurement and Supply

7 HRS

## Is it right for me?

This course provides an insight into ethics, probity and integrity in the supply chain across Australia and New Zealand. The course explores environmental procurement, human rights, fraud, bribery and corruption to give you an understanding of the topic, the positive and negative impact it can have on Procurement and Supply, and how to identify and mitigate the risks.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. This course aims to explain the impact of fraud, bribery and corruption on our organisation, our role as procurement professionals and on society. Throughout the course we will also learn how we can mitigate the risk of these activities to ensure a better outcome for everyone.

## What are the learning objectives?

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

- Understand what is meant by the terms 'moral compass' and 'ethical behaviour'
- Understand the steps to ensure a high standard of integrity, transparency, accountability and confidentiality
- Understand the definitions of Ethical Procurement
- Understand the nature and impact of modern slavery on an organisation and its supply chains
- Identify how the risks of modern slavery might arise in an organisation's supply chains
- Outline how to avoid bribery and corruption from the outset
- Explain why bribery and corruption can hide unknown or unidentified unethical trading
- Identify areas to consider as part of a bribery and corruption risk assessment
- Explain data collection of non-compliance within ethics and anti-corruption policies
- Discuss ethical approach and route to mitigation
- Outline prevention and a co-ordinated response to breaches in ethics and corruption standards
- Outline how the procurement of goods, supplies and services can impact the environment
- Explain the key environmental drivers
- Explain the risks, issues and challenges faced by the procurement organisation of poor environmental practices within supply chains
- Identify methods of driving positive environmental behaviours
- Outline the legal backdrop
- Discuss the use of supply mapping and whole-life principles in evaluating environmental issues
- Identify potential barriers and challenges to implementing more positive environmental practices within the supply chain
- Explain the rationale and drivers for adopting a more positive stance towards the environment

## ETHICS, INTEGRITY AND PROBITY IN PROCUREMENT AND SUPPLY

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Environmental Procurement

#### Session 2

Human Rights

#### Session 3

Fraud, Bribery and Corruption

### Course assessment and feedback



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# Financial Analysis and Management

14 HRS

## Is it right for me?

Being able to make appropriate choices during procurement projects based on financial data and making financial decisions that affect the supply chains are critical skills for the procurement professional.

This course will give you 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll learn how to lead on decisions that use financial data such as budgeting for procurement projects, supplier selection, investment opportunities, and assess commodity and currency fluctuations. This course uses several practical exercises and prior to the course delegates will be provided with appropriate pre-reading and preparation work to help them get the best out of the virtual learning.

## What are the learning objectives?

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 and 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 and critically evaluate the uses and drawbacks of alternative investment appraisal techniques in dealing with resource constraints, within the context of a dynamic marketplace
- 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

## FINANCIAL ANALYSIS AND MANAGEMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Key Principles of financial management

#### Session 2

Management accounting for procurement professionals

#### Session 3

Cost centres and variance analysis

- Budgeting, Cost prediction, TCO and variance analysis

#### Session 4

Financial analysis

- Understanding financial statements

#### Session 5

- Analysing financial statements

#### Session 6

Supplier appraisal

- Case Study

#### Session 7

Sources of finance and the cost of capital

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Introduction to AI in Procurement

14 HRS

## Is it right for me?

Artificial Intelligence (AI) is driving fundamental changes in how society, companies and procurement functions will operate.

This interactive two-day training course will explain what AI is and how it works, illustrate some of the available technologies and provide practical guidance to procurement practitioners who wish to use AI tools safely and effectively as part of their day-to-day role.

## What will I learn?

This course provides a comprehensive foundation in artificial intelligence (AI), covering the different types of AI systems and the fundamental principles that underpin their operation.

It introduces the functionality of Large Language Models (LLMs), demonstrating how they can automate routine tasks within a procurement context.

The course also emphasises best practices for safeguarding data integrity, including information security, and compliance requirements. Participants will explore where LLMs can be utilised to automate procurement tasks across stages of the CIPS Procurement Cycle.

Additionally, the course delves into analysing the AI applications market, evaluating marketplace risks, and addressing considerations for procuring AI solutions across the procurement lifecycle.

Finally, it discusses practical guidelines and frameworks for safely, ethically, and responsibly implementing AI solutions in day-to-day procurement activities.

## What are the learning objectives?

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

- Differentiate between various types of AI systems and explain their fundamental principles of operation
- Demonstrate how a Large Language Model functions (such as ChatGPT) and can automate routine tasks in a procurement context
- Discuss the importance of data creation, security, management, and governance, and outline best practices for safeguarding data integrity
- Evaluate where Large Language Models can be utilised to automate procurement tasks across stages of the CIPS Procurement Cycle
- Analyse the market for AI applications, and evaluate the marketplace and the associated risks with procuring such applications across the procurement lifecycle
- Implement AI solutions in a safe, ethical, and responsible manner to enhance day-to-day procurement activities

## INTRODUCTION TO AI IN PROCUREMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

AI Foundations: Understanding Systems and Their Principles of Operation

#### Session 2

Leveraging Large Language Models: Automating Routine Procurement Tasks

#### Session 3

Data Integrity and Governance: Practices for Managing AI- Driven Processes

#### Session 4

Applying AI in Procurement: Automating Tasks Across the CIPS Procurement Cycle

#### Session 5

The AI Marketplace: Evaluating Applications and Mitigating Risks

#### Session 6

Equipping Yourself for Responsible AI Use in Procurement

### Course assessment and feedback



To participate in this course, you will need access to a device capable of supporting AI tools, along with an active account for an AI tool such as ChatGPT, Copilot, or Gemini

This course is run in partnership with



All courses are delivered virtually by expert tutors



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Materials are accessible for 12 months from the course start date

# Masterclass in Negotiation

14 HRS

## Is it right for me?

Building on the foundation tools and skills covered in our Effective Negotiation course, this course will provide you the advanced skills required to get the best possible outcomes when negotiating with internal and external stakeholders. This interactive training course will move you from having knowledge of effective negotiation to being an advanced commercial negotiator.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You will learn how to create a strategic plan for commercial negotiations. We will explore the techniques and tools used by the best negotiators, using an interactive exercise on persuasion and influence. You will discover the behavioural aspects of negotiation such as emotional intelligence.

A team event will allow you to delve into game theory. You will have the opportunity to test your knowledge by developing your strategic negotiation plan throughout, with validation from your experienced course tutor.

## What are the learning objectives?

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

- Understand the basis of effective negotiation
- Prepare a strategic plan for a negotiation
- Analyse the concepts of conditioning, anchoring, persuasion, and influence
- Comprehend the role of team dynamics and game theory in negotiations
- Apply virtual communication techniques

## MASTERCLASS IN NEGOTIATION

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Effective negotiation

- Characteristics of successful negotiators
- Understanding market forces and procurement tools
- Negotiation tactics, ploys, and styles

#### Session 2

Strategic Planning

- Stakeholder management
- Objectives and variables

#### Session 3

Power in negotiations

- Supplier and buyer power
- Personal power

#### Session 4

Influencing

- Influencing theory and application
- Influencing tools and techniques in NLP (Neuro-linguistic programming)

#### Session 5

People and behaviours

- Conditioning and anchoring
- Team dynamics and game theory
- Emotional intelligence
- Culture

#### Session 6

Non-verbal communication

- Kinesics
- Paralanguage
- Proxemics
- Chronemics
- Haptics

#### Session 7

Role play

- Valid Test – Strategic plan for negotiation

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Masterclass in UK Public Procurement

14 HRS

## Is it right for me?

The UK Public Sector Procurement rules have changed since the UK left the EU. To understand the changes, you will first need to understand the existing rules and the 'Masterclass in UK Public Procurement' course is designed to provide participants with a comprehensive understanding of the new Procurement Act 2023.

The course will cover key concepts, principles, and procedures related to procurement under the Act, focusing on the main changes such as transparency notices, conflicts of interest, procedures, dynamic markets and open frameworks, exclusion, assessment summaries, and contract management.

Delegates from utilities or who award Defense and Security contracts will also benefit from this course.

## What will I learn?

Participants will gain the practical skills and knowledge necessary to navigate and comply with the procurement rules, ensuring transparency, fairness, and value for money in public procurement processes. Therefore, they will feel confident when implementing the changes to the new procurement rules.

As part of this course, you can access pre and post-work activities online to help you prepare and reflect on your training. You'll not just learn about the UK Public Procurement processes, but you'll also be able to put them into practice!

## What are the learning objectives?

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

- Explain how principles and objectives underpin covered procurements
- Understand implications arising from conflicts of interest requirements
- Describe the new regulated procedures and associated transparency notices
- Understand the differences between frameworks, open frameworks and dynamic markets
- Explain key changes to evaluating tender responses: exclusion, conditions of participation and award criteria
- Describe assessment summaries, the standstill process and associated transparency notices
- Understand how the Act changes contract management
- Describe reporting requirements and Government oversight of procurement

## MASTERCLASS IN UK PUBLIC PROCUREMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Introduction to UK Public Procurement and Getting Started

#### Session 2

Developing Compliant Tender Documents

#### Session 3

Advertising, Evaluation and Contract Award

#### Session 4

Contract Management and Reporting

### Course assessment and feedback



All courses are delivered virtually by expert tutors



A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Modern Slavery Awareness

7 HRS

## 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 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll learn about the many forms of modern slavery and where they may occur within your supply chains. You'll also learn how to effectively map your supply chain and how you can create controls across your procurement and supply chain processes to reduce and mitigate the chance of modern slavery.

## What are the learning objectives?

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

- Identify 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
- Recognise the importance of risk assessment and due diligence across your supply chains
- Use tools and techniques to help prevent slavery

## MODERN SLAVERY AWARENESS

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Modern slavery awareness

- What is modern slavery and human rights?
- Forms of modern slavery
- The importance of recognising slavery within your supply chain

#### Session 2

Identifying potentials for slavery in your supply chain

- What types of supply chains do you have?
- Beyond Tier 1: mapping your supply chains
- Creating visibility

#### Session 3

Preventing the impact of slavery part 1

- Modern slavery considerations at different stages of the procurement cycle
- Stakeholder identification, analysis, and engagement
- Building rapport and relationships with suppliers

#### Session 4

Preventing the Impact of Slavery Part 2

- ETI human rights due diligence framework
- Codes of conduct and the CIPS code of conduct

### Course assessment and feedback



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# Procurement Fundamentals

7 HRS

## Is it right for me?

This interactive 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. Delivered using learning systems and techniques to develop individual skills.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. Procurement is a strategic process which enables increased added value and is a contributor of competitive advantage to the organisation. Understanding the fundamentals of the procurement cycle and supply chain function contributes to enhanced spend management and categorisation.

Involvement in developing robust specifications builds an understanding of the sourcing process and wider supply chain and provides opportunities to develop stakeholder management skills. The supplier appraisal processes are key to successful procurement outcomes from the bid process, together with skills in performance and supplier relationship management.

## What are the learning objectives?

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

- Recognise the fundamentals of the procurement cycle and how each phase contributes to the effective management of spend and supply chain function
- Recognise the need for and importance of the involvement of procurement in specification development and successful outcomes
- 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

## PROCUREMENT FUNDAMENDALS

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Introduction to procurement and supply

- Role and value-add of procurement
- Supply chain management
- Ethical considerations

#### Session 2

Planning and specifying the procurement

- Planning procurement activities
- Five 'Rights' of procurement
- Characteristics of different spend categories
- Types of specification
- Engaging suppliers in early discussion

#### Session 3

Managing the Competitive Bid Process

- Selection, process, and evaluation criteria
- Strategic sourcing models

#### Session 4

Implementation

- Award and supplier performance/relationship management

### Course assessment and feedback



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Materials are accessible for 12 months from the course start date

# Risk and Resilience in the Supply Chain

14 HRS

## 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, natural disasters, 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll learn how to lead on the development of strategic approaches to mitigate the impact of the supply chain on the reputation of your organisation and contribute to the use of risk pathways by the organisation. You'll also learn how to 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. This course uses a real-life case study to explore the impact of risk and prior to the course delegates will be provided with appropriate pre-reading and preparation work to help them get the best out of the virtual learning.

## What are the learning objectives?

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

- 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

## RISK AND RESILIENCE IN THE SUPPLY CHAIN

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

What is risk and resilience in the supply chain?

- Defining risk, issue, uncertainty, and resilience

#### Session 2

Risk Assessment

- Critically assessing 'why' and 'how' risk occurs within supply chains

#### Session 3

What is a resilient supply chain?

- Identifying and exploring the features of a resilient or vulnerable supply chain

#### Session 4

Evaluating the different approaches to risk management

#### Session 5

Assessing the role of relationship management when managing risk

#### Session 6

Creating a resilient supply chain and developing the most appropriate response to risk

- Exploring the network view of risk

### Course assessment and feedback



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Materials are accessible for 12 months from the course start date

# Storytelling

7 HRS

## Is it right for me?

Have you and your team ever wanted to create and deliver presentations that are memorable, compelling and actionable?

Do you feel you and your team are increasingly dependent on weighty decks of data, endless charts and passionless presenting without insight or influence?

Do you need to reduce huge swathes of material to something pithier and more cogent?

In a world that is DRIP (data rich, insight poor), this course will show you to move beyond cold, clinical data, facts and information by harnessing the power of storytelling to win over any audience.

## What will I learn?

Attendees will unlearn why worshipping numbers and facts is not enough to persuade: we need to add emotions and story and how to structure and present verbally in a way which is compelling and memorable.

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll not just learn about your leadership and how you can develop it and your impact, but you'll also be able to put it in to practice in your current role.

## What are the learning objectives?

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

1. Learn how to speak, write and present in stories, not catalogues
2. Discover how to evade 'attention spam'
3. Follow the 6 Golden Rules of Storytelling
4. Understand how to devise and present a "Golden Thread"

## STORYTELLING

### Agenda

Online pre-work should be completed before the start of each training session. The virtual room will open 15 minutes before your session.

The course will be an entertaining mix of lecture, Q&A and team exercises.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Unlearning: going beyond facts and information:

- How to be more effective (persuasive/memorable) as well as more efficient (waste less time on presentations that fail)

#### Session 2

Why stories are effective:

- Why story conveys meaning, emotion and empathy

#### Session 3

Telling Tales - tips and tricks:

- The need for a Golden Thread
- The magic number 3
- Why headlining matters

#### Session 4

Top tips in presenting:

- The 2/3 rule
- White space and pausing
- Confidence and preparation

### Course assessment and feedback



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Materials are accessible for 12 months from the course start date

# Strategic Sourcing

14 HRS

## Is it right for me?

Are you fully effective in your sourcing processes? Do you set and implement procurement strategies? This interactive training course will provide you with the knowledge and skills to develop and improve your sourcing strategy throughout the procurement cycle.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. Using the procurement cycle as the structure for the course, we will explore stakeholder engagement at each stage of the cycle. You will learn how to develop effective specifications in the sourcing process. We will explain techniques for market analysis. You will learn how to develop and apply appropriate selection and award criteria to evaluate supplier proposals. The course does not cover tactical level aspects, such as how to produce tendering documentation. The key 'take away' is the capability to develop an appropriate sourcing plan for categories of spend within your organisation.

## What are the learning objectives?

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

- Influence the development of needs and specifications
- Ensure that the design and performance of specifications will avoid unnecessary costs
- Assess the sourcing options and routes to market for supplies of products or services
- Develop and apply appropriate selection and award criteria
- Evaluate supplier proposals to ensure value for money outcomes

## STRATEGIC SOURCING

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Introducing the procurement cycle

#### Session 2

Defining needs and specifications

#### Session 3

Analysis of the current situation

#### Session 4

Key tools for strategic sourcing

#### Session 5

Make vs Buy

#### Session 6

Sourcing options

#### Session 7

Selection criteria

#### Session 8

Award criteria

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Strategic Transformation

## 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 thereby making a significant contribution to overall success. This course will equip you with the necessary knowledge and strategic analysis 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training, including appropriate pre-reading and preparation work to help them get the best out of the virtual learning. You'll learn how to work collaboratively with senior colleagues on the development and implementation of business and corporate strategies. You'll explore market changes and learn techniques for critically assessing the impact of these on your supply chains. You'll also look at global sourcing approaches and how to promote and influence the design of your global supply chains.

## What are the learning objectives?

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

- Develop and implement business and supply chain strategies
- Understand and assess the characteristics of the markets in which your organisation operates
- Create strategic transformation plans which are fit for purpose
- Use some key tools and techniques to facilitate the choice, implementation, and evaluation of strategic sourcing scenarios

## STRATEGIC TRANSFORMATION

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Appraise different levels of strategy in organisations that impact on the supply chain

- Evaluate the key tools and techniques used to develop

#### Session 2

Evaluate the different approaches and techniques used to implement business, corporate and supply chain strategies

#### Session 3

Evaluate the tools and techniques used to gather business intelligence that provides an understanding of the markets that an organisation operates

- Assess the market and market conditions that an organisation operates and contrast the different approaches that can be developed to pursue and appropriate business development strategy

#### Session 4

Evaluate the appropriateness of a business development strategy

#### Session 5

Evaluate the challenges faced by the organisation and its supply chains

- Critically assess pricing and competitive behaviour undertaken by organisations in the supply chain

#### Session 6

Critically assess the divergence of strategies undertaken by organisations in the supply chain

- Evaluate opportunities for using global supply chain strategies

#### Session 7

Appraise a detailed supply chain Strategy that delivers on the aim of the strategic plan

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



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Materials are accessible for 12 months from the course start date

# Supplier Relationship Management

7 HRS

## Is it right for me?

This one-day course provides an insight into the 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 different types of relationships, the attributes that contribute to an effective relationship and outline the importance of supplier development to the organisation.

## What will I learn?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. Since Covid 19 strong SRM has become even more essential to unlocking value. This course will explore the importance of establishing and maintaining collaborative relationships and the benefits that this will bring to all parties, as well as the importance of continually developing suppliers, to realise benefits.

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll not just learn about your leadership and how you can develop it and your impact, but you'll also be able to put it in to practice in your current role!

## What are the learning objectives?

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

- Assess buyer and supplier relationships
- Identify and describe the attributes of effective SRM
- Outline what is meant by supplier development
- Apply effective SRM techniques

## SUPPLIER RELATIONSHIP MANAGEMENT

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Buyer-supplier relationships

#### Session 2

Attributes of an effective SRM

#### Session 3

Supplier performance measure

#### Session 4

Supplier development

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Sustainable Procurement Skills

14 HRS

## Is it right for me?

Sustainability in the supply chain affects every one of us. Every moment we delay taking action to ensure our supply chain is sustainable means we will need to do more in the future - so the future starts now. Organisations have a key role in playing their part to create a sustainable future and to do this they need procurement and supply teams who have the right knowledge and expertise.

The Sustainable Procurement Skills course will show you how to bring sustainability to the core of your procurement planning and how to create strategies to deliver long term sustainability.

## What will I learn?

As part of this course, you will have access to pre and post work activities to help you prepare and reflect on your training. The course will help procurement and supply teams deliver positive outcomes against environmental, social and economic goals and challenges. You'll learn how to ensure sustainability runs throughout your procurement plans and how to create long term strategies for delivering sustainable value for money.

## What are the learning objectives?

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

- Apply sustainable objectives at each stage of the procurement cycle
- Understand and align your strategic aims to the UN Sustainable Development Goals (SDG's)
- Understand how to embed or encourage a culture of sustainability through effective leadership
- Utilise sustainability models such as life cycle costing and circular economy (reuse versus recycle)
- Manage incentivising suppliers effectively to operate within a circular economy
- Look for and avoid the unintended consequences of sustainability
- Embed sustainability into your selection and evaluation processes
- Learn about accessibility, inclusivity, and supplier diversity and how this enables sustainable supply
- Manage the practicalities of sustainability once contracts are live
- Plan for a more sustainable future

## SUSTAINABLE PROCUREMENT SKILLS

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

**The bigger picture:** recognise the United Nations Sustainable Development Goals (UNSDG) and be able to apply these to own organisations and leadership.

#### Session 2

**Circular economy:** whole-life cycle costing and the implications of this for sustainability, circular economy, and resilience.

#### Session 3

**Unintended consequences:** the benefits and risks of sustainability.

#### Session 4

**Routes, Ratios and Scoring:** identify ways to approach the marketplace (including routes, ratios, and scoring) and discuss what is likely to give the best sustainability outcomes.

#### Session 5

**Rules and regulations:** regulatory context and requirements.

#### Session 6

**Living and breathing the values:** making the actual procurement process sustainable in terms of paper, travel, and other transactional burdens. (Ensuring sustainability is embedded).

#### Session 7

**Sustainable evaluation and selection:** appropriate criteria and due diligence to undertake for the contract.

#### Session 8

**Sustainability where it matters:** evaluate the impact of sustainable procurement.

#### Session 9

**The practicalities of a live contract:** compare the different sustainability issues (including materiality) and opportunities.

#### Session 10

**A circular future:** explore the potential for greater sustainability, continuous improvement, and totally circular life cycles

### Course assessment and feedback



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A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# Technology IT Procurement Foundations

14 HRS

## Is it right for me?

As a procurement professional or a member of a cross-functional team sourcing a complex technology service, you would need to comprehend the underlying technology at a conceptual level, analyse core business requirements, understand the digital service lifecycle, TCO model, and a project management plan and translate that into negotiation arguments and contract provisions.

This course will explain the above and help you prepare a simple yet useful costing model and an efficient sourcing strategy, sound negotiation plan, and fit-for-purpose contract.

## What will I learn?

This course will explain all the above and help you to prepare a simple, yet useful costing model and an efficient sourcing strategy, sound negotiation plan, and fit-for-purpose contract.

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training.

## What are the learning objectives?

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

- Understand the key attributes of the Bimodal IT operational model, Pace-layered Application Strategy, and Adaptive Sourcing concept
- Understand the main pillars of technology procurement – ITIL Service Lifecycle, Project Management cycle, and strategic sourcing process
- Develop the TCO model of a digital service
- Understand the basics of cloud computing technologies and business models, software development, licensing, support, and maintenance
- Understand the specifics of sourcing of technology services
- Prepare the negotiation plan involving procurement value levers and TCO elements
- Review the basics of technology contracting

## Technology IT Procurement Foundations

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

##### Setting the Scene

- Modern Trends in Sourcing Practices
- Transformation of IT
- Adaptive Sourcing
- Hybrid category strategy

#### Session 2

##### Integrated procurement planning

- ITIL Service Lifecycle
- Project management cycle
- Strategic sourcing cycle
- TCO of a technology service
- Integrated technology procurement plan

#### Session 3

##### Cloud computing

- Cloud Computing Model
- Cloud services and deployment
- COTS vs. SDLC
- Waterfall vs. Agile
- Software license metrics
- Software maintenance and support

#### Session 4

##### Sourcing of IT services

- IT service fulfillment scenarios
- IT resource optimization
- The cost structure of digital projects

#### Session 5

##### Source-to-contract

- ISO 19770-1:2017 ITAM Framework
- Legacy vs. Agile RFP
- Demand management
- Value levers
- Sourcing strategy
- Negotiation plan
- Technology contracts

### Course assessment and feedback



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# Value Creation through Procurement and Supply

14 HRS

## Is it right for me?

A procurement professional can add value through reducing costs, improving quality, reducing timescales, bringing innovations, and ensuring sustainability along with many other benefits. The course will help you to evaluate the developments that can be made to systems, emphasising the impact of e-procurement and technology on process improvement. You'll explore 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?

As part of this course, you will have access to pre and post work activities online to help you prepare and reflect on your training. You'll learn how to exploit opportunities to add value for the organisation, identified through analysis of activity, issues and processes. Through debate, discussion, and practical exercises, you'll explore topics such as strategy development, continuous improvement, sustainability, and procurement leadership.

## What are the learning objectives?

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

- Develop appropriate strategies and plans for the adoption of collaborative or competitive strategies
- 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

## VALUE CREATION THROUGH PROCUREMENT AND SUPPLY

### Agenda

Online pre-work should be completed before the start of each training session.

The virtual room will open 15 minutes before your session.

### Introductions and aspirations followed by a discussion on pre-work activities

#### Session 1

Analyse strengths and weaknesses of infrastructure and systems

#### Session 2

Explore the opportunities for adding value through Category Management

#### Session 3

Analyse the main approaches to achieving added value outcomes

#### Session 4

Assess the use and impact of systems and workflows – Data Analytics

#### Session 5

Assess the impact of sustainable, socially responsible, and ethical supply

#### Session 7

Assess how the effective use of demand-led forecasting and lean supply chains can have an impact on an organisation and its supply chain

### Course assessment and feedback



All courses are delivered virtually by expert tutors



A digital attendance certificate will be awarded on completion of the course



All timings will be confirmed and sent to delegates before each course



Materials are accessible for 12 months from the course start date

# About CIPS

## The Chartered Institute of Procurement & Supply

### We are CIPS

The global membership organisation for procurement and supply, driving positive change across our profession. We provide education and tools for members. And we are the voice and standard, building a network across the globe.

### Quality guaranteed

Our qualifications are recognised by Ofqual in England and regulators in various countries, demonstrating that they meet specific quality standards.

### The Global Standard

CIPS Global Standard in procurement and supply, which is freely available, sets the benchmark for what good looks like in the profession.

### A commercial organisation

CIPS helps governments, development agencies, and businesses around the world to excel in procurement and supply, supporting them to improve and deliver results and raise standards.

### A global community

With offices in Africa, Asia, Australia, the Middle East, Europe and USA we lead in education and training, we provide information and tools, and we help build capability within organisations. Through all our work, we are the voice and standard, building a global network to power our profession.

### Develop your people

CIPS can help you understand skill sets and develop your procurement & supply teams, with training and qualifications programmes to suit your needs:

- Training Needs Analysis
- Procurement Skills Training
- Digital Academy
- Apprenticeships
- Qualifications Programme
- Applied Learning Programme

### Improve your organisation's performance

CIPS can evaluate and accelerate the performance of your procurement & supply chain function, from making sure you get the basics right to identifying areas for further improvement, and providing the proof that procurement is delivering value:

- Procurement & Supply Advisory Services
- Procurement Excellence Programme
- Ethical Services
- Group Membership

## How can CIPS help?

No matter where you are in the world or what sector you operate in, CIPS can help to ensure that your procurement and supply teams:

- Have the skills to spend your organisation's funds wisely and manage suppliers effectively
- Comply with relevant legislation
- Have the tools to build ethical and sustainable supply chains
- Continually evolve and deliver results against increasingly challenging targets
- Add value to the business and get the recognition they deserve

**Want to see how we can develop your procurement and supply team?**

**Get in touch with us:**  
[corporate.solutions@cips.org](mailto:corporate.solutions@cips.org)

[www.cips.org/employers](http://www.cips.org/employers)