Accelerate your career

CIPS training courses for procurement and supply professionals at all levels

2018 Learning Directory

cips.org | Leading global excellence in procurement and supply
Your career journey

We are the worldwide centre of excellence on procurement and supply management issues. 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 index of courses and all dates on pages 72 and 73.
CIPS has aligned all courses to the competency levels in the Global Standard, identifying the knowledge and capabilities required at all levels. Relevant e-learning and 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 75 for details.

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

E-learning
We have included up to three hours' free e-learning with some courses to further boost your skills.

Dates are available in 2018 at various locations around the country.

Our courses

- Procurement
- Supply chain & logistics
- Negotiation & influencing
- Legal, contracts & contract management
- People management & leadership
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One of the most important things you can do for your career is to commit to lifelong learning and be prepared to keep on 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.
Getting the best from your training

CIPS training courses encompass every aspect of a career in procurement, from new starters to the profession to senior professionals. There's never a time that you will have learned everything and no matter how experienced you become there's always scope to enhance your skills.

We deliver the training, but the responsibility to learn rests with you. There are a few things you can do to maximise your learning potential:

**Be prepared to learn.**
Your tutor will help you understand the subject matter using the learning materials and their own experiences. You need to absorb the information and work with your tutor to discover how to apply this knowledge to your organisation.

**Take notes, as many as possible!**
You don't need to write down every word but keep track of the key concepts, explanations and examples. Ask your tutor for relevant website links and don't be afraid to ask them to explain anything you don't understand. You could ask to record the session, with the permission of your tutor and fellow trainees.

**Understand your own learning style.**
Do you like to talk, debate and discuss? Are you a practical doer or a theoretical thinker? While you won't be able to isolate your learning into one learning style, you can talk to your tutor about the best ways you will learn.

**Manage your learning.**
This will be in some way shaped by your learning style. It can be difficult to simply keep written notes of everything, so you may need to include charts, diagrams and pictures to help you keep track of everything.

**Think like your tutor.**
They are bringing their invaluable experiences to your session, so try to assess how they approach and speak about procurement. By doing this, you can emulate their style when you return to your workplace.

Find our full list of courses at:
www.cips.org/training

CIPS has aligned all of its courses to the Global Standard, identifying the knowledge and capabilities required at all levels. Relevant e-learning has also been mapped to each of the courses, enabling you to buy the appropriate additional online support to complement your training.
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.
The CIPS Global Standard for Procurement and Supply provides a comprehensive competency framework for organisations and individuals to operate within. Defining required skills and competencies at different levels, it can help to shape knowledge and behaviours that drive excellence in supply chain practice.

Read through the competency levels to assess the appropriate level for you to begin, or continue with, your career development. You can then look through the training courses that are relevant at that level.

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 have all of the pre-licence capabilities in the Operational and Tactical levels and be able to develop, improve and fulfill organisational and functional objectives in procurement and supply.

**Professional**
Competent at formulating, directing and advising on all aspects of the procurement and supply functions across all types of organisation in any sector, globally. Capable of leading and influencing both internal and external stakeholders, managing change and leading and influence 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.

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

www.cips.org/global-standard
What’s your learning style?

By understanding the different learning styles and identifying which one best applies to you, will help you to gain the maximum benefit from your studies and continuing professional development (CPD).

There is no particular right or wrong way, but it’s important to identify your own personal preference. CIPS tutors are trained to understand and recognise these different learning styles.

You may instantly recognise yourself as one of these types of learner, or you may need some guidance to establish your personal style.

Although most people have a specific preference, it’s still important to be open to the advantages of all styles of learning.

CIPS training courses may not be delivered in your preferred style, but you can reprocess the information into your chosen format, enhancing your learning experience and maximising your results.

Visit www.edutopia.org/multiple-intelligences-assessment to take a free test which will help you ascertain your optimum learning technique.

Perspectives on learning

<table>
<thead>
<tr>
<th>Learning style</th>
<th>Stage associated with</th>
<th>Likes</th>
<th>Dislikes</th>
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</table>
| Activist       | Having experience     | • Doing and experiencing – prefers practical activities | • Too long theorising  
• Having to listen to others |
| Reflector      | Reviews the experience| • Time to think  
• Observing – taking it all in  
• Watching others  
• Time | • Being hurled into activity  
• No time to think  
• Crammed timetables  
• Lack of preparation |
| Theorist       | Concluding from the experience | • To know where something fits into overall ideas and concepts – analysis and logic  
• Being stretched  
• Structure and clarity | • Frivolity – mindless fun  
• Wasting time  
• Not being able to question  
• Lack of timetable and structures |
| Pragmatist     | Planning the next steps | • Practical problem solving  
• Relevance to the world  
• Applying their learning | • Anything too theoretical  
• Learning that focuses too much on the past or future rather than the present |
Where will your career take you?

There are a wealth of opportunities for procurement professionals to develop and achieve ever-higher levels of professionalism. By taking control of your continuing professional development (CPD), you not only maintain existing standards but ensure you’re always ready to move on to the next level.

In the procurement profession, it’s essential that you keep abreast of current practices, especially if you have Chartered Status. This is not a career for standing still in!

You’re responsible for your own continuing professional development, and this will help you retain your already-high standards of professionalism and set you on the path for new and higher levels.

CPD is a process of improvement driven by recognising, recording and reflecting on your learning experiences, enhancing your skills and knowledge to support both your current role and your anticipated career progression.

Through CIPS, you are likely to be already taking part in these activities, maybe without even being aware of it.

The benefits of a planned, structured programme of CPD are:

- Performing better in your current job
- Gaining a competitive advantage over your peers
- Achieving greater choice, employment mobility and earning potential
- Boosting your self confidence
- Developing your professional capability
- Enhancing your reputation.

What is a CPD activity?

Anything which improves your knowledge, skills or personal development can be regarded as a CPD activity. This includes:

- Formal training and tuition
- Reading books and journals
- E-learning
- Attending short courses and training events
- Receiving coaching or mentoring
- Giving presentations, coaching or hosting a webinar
- Voluntary work.

You can manage your own CPD through your MYCIPS account at www.cips.org/cpd, where you can access a range of online tools and resources to help you record your CPD activities, produce reports and reflect on your learning for members. This account will automatically update when you attend any CIPS events, or complete any CIPS assessments or e-learning course.

Using the CIPS Global Standard of Procurement and Supply, you can create your own learning journey, to include face-to-face courses, related e-learning, reading and events, ensuring you are working to the highest standards at all times.

As a minimum you should aim for at least 30 CPD hours every year, to help you perform at a higher level and to support your career progression.
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 earn 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.

- Professional Diploma in Procurement and Supply
- Advanced Diploma in Procurement and Supply
- Diploma in Procurement and Supply
- Advanced Certificate in Procurement and Supply Operations
- Certificate in Procurement and Supply Operations

Other pathways to MCIPS

Accredited degrees
CIPS currently accredits over 100 undergraduate and post graduate degrees around the world each of these programmes have been aligned to the CIPS Global Standard and meet 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 three 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/Soft Skills
- 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.

Step 2
Review your chosen course to see the content and CPD hours, cost and location.

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Procurement

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

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

**Tactical**

- Introduction to procurement and category management 16
- Finance for procurement 17
- Introduction to public sector procurement 18

**Operational**

- Buying services 19
- Effective procurement 20
- Modern Slavery Act 21
- Supplier appraisal and financial analysis 22
- Sustainable procurement 23

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

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
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<thead>
<tr>
<th>Managerial</th>
<th>Professional</th>
<th>Advanced professional</th>
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<tbody>
<tr>
<td>Category management</td>
<td>Strategic Sourcing and Tendering</td>
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### Included E-learning

We have included up to three hours’ free e-learning with each course to boost your skills.

### Further development opportunities

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

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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 an excellent 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
• Understand the importance of supplier appraisal, post-tender appraisal and developing relevant tender documents
• Know the difference between performance and supplier relationship management.

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

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Fee includes: Lunch, refreshment breaks and all course materials

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**Finance for procurement**

Increase your understanding of this vital area of procurement

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**Is it right for me?**

It is generally accepted that there are four core business resources of which finance is one. Failure to understand finance is a serious oversight as financial information is used in order to analyse and assess risk. All financial appraisals require a balanced view and cannot be simply numerically based. For this reason it is prerequisite for all business managers to develop their skills and understanding of financial aspects.

This highly practical workshop will prepare you for the challenges faced on a day-to-day basis and focuses on minimising risk at the pre-contract stage of the procurement cycle. It will equip you to accurately assess your suppliers prior to inviting bids.

*Delegates will be required to provide their own calculator.*

**What will I learn?**

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

- Demonstrate an understanding of financial statements
- Understand the use of financial analysis
- Demonstrate the ability to practically apply analytical data.

**What key points will the training cover?**

- A review of the appraisal process
- When financial appraisal is imperative
- The sources of financial information
- The limitations of statutory requirements
- Financial statements
- Analysis of financial statements.

**Location**

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*Fee includes: Lunch, refreshment breaks and all course materials*
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

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Fee includes: Lunch, refreshment breaks and all course materials
Buying services

A different skills set is needed to buy services – this is how to acquire it

Is it right for me?

In today’s world, many organisations buy more services than goods. This course focuses explicitly on the nature and benefits of successfully buying services. Delegates will be able to identify opportunities for value enhancement, improve supplier delivery in relation to business objectives and maintain the quality of service delivery. This course will help purchasing specialists needing to understand more about procuring services and internal service users and/or specialists seeking to gain an understanding of procurement processes in a service environment.

What will I learn?

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

• Understand the key differences and approaches to buying services
• Try out your learning on your next services purchase through syndicate exercises and case studies
• Be confident in interpreting supplier objectives and be better equipped to explore service delivery cost drivers.

What key points will the training cover?

• What is a service?
• Strategies for buying services
• The procurement cycle
• Understanding the supplier’s cost structure
• The difference between buying services and products
• The contract
• Service supplier relationships managing risk.

Location

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Fee includes: Lunch, refreshment breaks and all course materials

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Effective procurement

Develop an understanding of key tools, techniques and approaches within the procurement function

Is it right for me?

This practical two-day course is designed to help those who have recently, or are about to, move into a formal procurement role. It will help to build an understanding of the breadth of the procurement function. Exploring procurement terms, basic models and techniques throughout the procurement cycle, the course uses case studies and workshop activities to help you develop understanding and practice. You will also be encouraged to discuss your own experiences and will leave with a set of appropriate templates to use in your day-to-day role.

What will I learn?

By the end of this course you will be able to:
• Understand and use basic approaches, tools and techniques to work through and implement key elements of the procurement cycle
• Identify appropriate mechanisms to assist you in your day-to-day role, including the use of specifications, different methods of procuring goods and services, and the use of contracts and other standard tools that define and drive efficient procurement practice.

What key points will the training cover?

• Budgeting
• Purchasing
• Inventory control and inventory management, including:
  - Receiving
  - Inspection
  - Storekeeping
  - Disposal
  - Scoping
  - Sourcing
  - Evaluation.

Location

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Fee includes: Lunch, refreshment breaks and all course materials
**Modern Slavery Act**

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

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**Is it right for me?**

What is modern slavery and how does it differ from forced labour, trafficking or exploitation? This enjoyable and 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**

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Fee includes: Lunch, refreshment breaks and all course materials

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For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Supplier appraisal and financial analysis

Using supplier information to make the right choice for your organisation

Is it right for me?
This two-day course will enable you to identify potential suppliers who will be able to perform any contract or tender that is awarded, to your required standard. It will add value by avoiding wastage of costs, time and effort. The course is ideally suited to those who have previously attended Sourcing essentials in procurement or those who wish to explore supplier financials in greater detail.

What will I learn?
By the end of this course you will be able to:
• Develop objective evaluation criteria by which potential suppliers’ suitability can be appraised
• Develop a pre-qualification questionnaire
• Identify and select appropriate suppliers for a given need
• Appraise a supplier using technical, commercial and financial information

What key points will the training cover?
• Defining different types of supplier
• Planning the supplier appraisal process
• Market analysis, modelling and interpretation
• Developing requests for information (RFIs)
• Pre-qualification
• Carter’s “10 C’s”
• Gathering and measuring supplier information
• Financial analysis of potential suppliers

Location
Birmingham 22–23 May
London 7–8 November

Fee includes: Lunch, refreshment breaks and all course materials

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
Sustainable procurement

How to operate successfully within a sustainable framework

Is it right for me?

There is increasing awareness of the environmental impact of the products and services that we buy, particularly in light of high-profile issues such as climate change 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 their 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 is ideally suited to buyers 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
• Understand how to incorporate sustainability into procurement policies and procedures
• Articulate the reasons and drivers for sustainable procurement
• Promote sustainability strategies within your organisation and with your supply base.

What key points will the training cover?

• Sustainability issues – the risks and opportunities from them
• How sustainability affects procurement best practice
• How to implement sustainable procurement policies, strategies and approaches in your organisation following ISO 20400 – the international standard for sustainable procurement
• Sourcing from and managing your supply chains to increase their sustainability performance and achieve your sustainability objectives, targets and return on investment

Location

London 1 May
Birmingham 1 November

Fee includes: Lunch, refreshment breaks and all course materials
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 imbed 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:

- Understand why category management is an essential procurement tool
- Appreciate the benefits of successfully implementing category management
- Identify an appropriate implementation strategy
- 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.

**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**

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Fee includes: Lunch, refreshment breaks and all course materials

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**Early bird discount**

See website for details

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**Included e-learning**

Strategic sourcing and category management

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**Relevant CIPS knowledge**

cips.org/strategyandpolicy

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**Cost**

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

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**Global Standard**
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 9–10 May
London 3–4 December

Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning
Understanding options for sourcing

Relevant CIPS knowledge
cips.org/sourcing

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

Global Standard
Managerial

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.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.”

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

Tactical

- Introduction to forecasting techniques and inventory management 28
- Introduction to supply chains 29

Operational

- Forecasting techniques 30
- Inventory management 31

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

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
Managerial

Assessing, managing and mitigating risk 32
Managing your supply chains 33

Professional

Procurement risk management 34

Included E-learning

We have included up to three hours’ free e-learning with each course to boost your skills.

Further development opportunities

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

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Introduction to forecasting techniques and inventory management

Understand how to identify potential future demand so you can make efficient inventory management decisions

**Is it right for me?**

This practical one-day course is designed to support decision-making and provide you with tools and techniques to use in the workplace. In order to make efficient decisions with regard to inventory management it is essential to have an understanding of potential future demand. This course aims to provide learners with more confidence and an ability to evidence those decisions.

**What will I learn?**

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

- Make your demand forecasts more accurate and more useful
- Understand different forecasting methods, including the basic techniques as well as some more complex models
- Produce demand forecasts more efficiently
- Use your knowledge of potential future demand to keep your level of inventory right, improving stock availability, creating cost efficiencies and reducing obsolescence
- Establish your overall inventory management policy and management framework
- Address any day-to-day problems that can occur.

**What key points will the training cover?**

- Basic definitions
- Fundamental relationships
- Essential forecasting techniques to support inventory management decisions
- Replenishment methods and systems
- Risk, quality and costs
- Applying moving averages and exponential smoothing.

**Location**

- Birmingham: 22 March
- London: 25 September

Fee includes: Lunch, refreshment breaks and all course materials
**Introduction to supply chains**

Understand your supplier relationships and their impact on your role

---

**Is it right for me?**

This one-day course explores the characteristics of buyers and suppliers, how to build appropriate connections between them and how your network of supply chains can be best managed. Designed for those working in tactical or operational roles who are interested in moving into more managerial positions, you will be provided with models and techniques to classify your supplier base and understand the relationships between different tiers of suppliers, enabling you to begin to create a new approach to organisational relationships.

**What will I learn?**

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

- Understand the implications of different definitions and types of supply chains and the possible impact of these on your role
- Use a variety of models and techniques to begin to create a new approach to organisational relationships
- Strengthen your relationships with suppliers and understand how best to manage your network of supply chains.

**What key points will the training cover?**

- Characteristics of buyers and suppliers
- Classifying your supply chain
- Understanding the relationships between different tiers of suppliers
- Building appropriate connections
- Developing individual supplier/buyer relationships
- The importance of value chains within supply chains
- Managing the network of supply chains.

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To register your interest in this course, please email ukskills@cips.org

Fee includes: Lunch, refreshment breaks and all course materials

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For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
**Is it right for me?**

Building upon the learning in *Introduction to forecasting techniques and inventory management*, this course provides a greater focus on the subject of forecasting, assisting you to better manage and react to fluctuations in demand. It explores elementary techniques in finer detail and also examines more advanced techniques to apply in your working role.

**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 several elementary and more advanced forecasting techniques
- Apply forecasting techniques to the business environment
- Be capable of managing the forecasting process.

**What key points will the training cover?**

- Forecasting approaches
- Elementary techniques
  - Subjective judgement
  - Moving averages
  - Exponential smoothing
  - Adoptive forecasting
- Advanced techniques
  - Causal models
  - Advanced statistical models
  - Scenario modelling
  - Trends and seasonality
- Forecasting process.

To register your interest in this course, please email ukskills@cips.org

Fee includes: Lunch, refreshment breaks and all course materials
Inventory management

Achieve the right balance between inventory and demand

Is it right for me?
Managing inventory is a critical activity in any business. It supports the delivery of goods to the customer and defines the level of customer service. This course will provide you with the knowledge and techniques to better manage your inventory and how this can impact positively both on customer satisfaction and on your bottom line. It will also allow a greater understanding of the costs associated with storage and how to reduce these through improved management.

What will I learn?
By the end of this course you will be able to:
• Understand the basics of stock management and how it impacts on the business and customer service
• Understand and implement different types of replenishment system
• Understand the costs associated with stock holding
• Analyse warehouse stock and suggest ways of reducing stock and minimising inventory
• Better understand the material requirements planning process.

What key points will the training cover?
• Replenishment methods, systems and variations
  - Re-order point
  - Periodic review
  - Impact of uneven demand
  - Managing demand
  - Material requirements planning
  - Kanban systems
  - Consignment stocks
• Management of inventory
• The review cycle.

To register your interest in this course, please email ukskills@cips.org

Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning
Strategic sourcing and category management

Relevant CIPS knowledge
cips.org/strategyandpolicy

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

Global Standard
Operational
Assessing, managing and mitigating risk
How to reduce the possibility and impact of risk within your supply chain

Is it right for me?
This one-day course will provide tools, techniques and ideas to help you to recognise and mitigate against potential risks within your supply chains. It will assist delegates to identify, analyse and evaluate their organisation’s own areas of resilience and vulnerability, as well as providing guidance on how to implement risk prevention strategies.

What will I learn?
By the end of this course you will be able to:
• Identify common areas of resilience and vulnerability
• Use different tools and techniques to identify different risks and the most appropriate response
• Assess the risk and its impact on your organisation, project or contract and develop appropriate risk management strategies
• Create approaches to ensure risk is mitigated and ethical practice is adopted.

What key points will the training cover?
• Benefits of risk management and the impact of inaction
• Risk identification and main categories of risk
• Risk management cycle
• Strategic risk planning
• Mitigation strategies.

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Fee includes: Lunch, refreshment breaks and all course materials

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
Managing your supply chains
Developing a coherent approach to drive efficiencies

Is it right for me?
This two-day course explores varying approaches to supply chain management and will help you understand the importance of implementing an appropriate strategy for your supply chain. It is designed for those working in a role where understanding the supply chain is critical and which requires working with key stakeholders to reduce costs and optimise value.

What will I learn?
By the end of this course you will be able to:
• Create a map of your supply chains and assess their strengths and weaknesses
• Apply ethical and sustainable considerations within your supply chain approaches
• Assess the resilience of your supply chains and mitigate against risks
• Make informed decisions about how to approach and optimise supply chain performance.

What key points will the training cover?
• Optimising supply chain efficiencies through influencing changes
• Using vertical and horizontal integrations to your competitive advantage
• Risk and resilience
• Understanding fundamental supply chain models
• Mapping and assessing your own supply chains
• Sustainability and ethical considerations.

To register your interest in this course, please email ukskills@cips.org

Fee includes: Lunch, refreshment breaks and all course materials

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Procurement risk management

How to improve risk management and enhance procurement impact

Is it right for me?

Despite its importance, procurement risk management (PRM) is surprisingly under-developed. A recent survey pinpointed supply chain vulnerability as one of the four key global risks whilst another revealed 50% of enterprises lack formal metrics and procedures for assessing and managing supply risks.

This highly interactive one-day event covers the whole PRM story and will help participants to implement it in their organisation. It also provides the opportunity to use PRM as the means of transforming procurement’s impact within an organisation, catalysing changes that liberate cost savings and enabling procurement to move from within the boundaries that it is typically constrained.

In addition to accessing the facilitator’s extensive experience and knowledge, delegates will have opportunities to participate in lively discussions and will be provided with a copy of the facilitator’s book, “A Short Guide to Procurement Risk.”

What will I learn?

By the end of this course you will be able to:
• Understand the definition and scope of PRM
• Identify a wide range of different procurement-related risks and their potential solutions
• Analyse and prioritise risks in real-life situations
• Demonstrate how a positive PRM outlook has helped companies to succeed
• Implement PRM within your own organisation.

What key points will the training cover?

• A clear definition of what procurement risk management is and its scope
• Potential sources of commercial and operational risk to the organisation
• Self-assessment of PRM effectiveness
• Supply chain mapping and risk assessment
• Risk elimination, avoidance, reduction techniques and contingency planning
• Creating the ability to handle unexpected events.

To register your interest in this course, please email ukskills@cips.org

Fee includes: Lunch, refreshment breaks and all course materials
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Select your level and choose a course to begin your journey.

**Tactical**

- Introduction to negotiation

**Operational**

- Effective negotiation

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**Step 1** Choose your competency level

**Step 2** Review your chosen course to see the content and CPD hours, cost and location

**Step 3** Find out about the other relevant learning opportunities that have been identified for each course

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For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
Negotiation & influencing

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

Managerial
Advanced negotiation

Professional
Collaborative contracting – negotiating complex deals (residential)

Included E-learning
We have included up to three hours’ free e-learning with each course to boost your skills.

Further development opportunities
For each course we have identified further e-learning and 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:
• Understand your own negotiation style and recognise that of others
• Plan and prepare for a 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
• Negotiation stages, tools and techniques
• Persuasion methods and counteraction
• Key strategies and tactics
• Communication skills
• Closing the deal.

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Fee includes: Lunch, refreshment breaks and all course materials

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

Discounts available on introductory course packages
See T&Cs (page 75) for all course packages

Global Standard

Performance
Delivering outcomes
Effective negotiation

Learn the key skills to become a more confident and effective negotiator

Is it right for me?
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 practice how to use a negotiation checklist and template to plan and manage their approach to negotiations and be provided with the opportunity to practice 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
London 12–13 February
Manchester 27–28 March
Bristol 9–10 May
Birmingham 11–12 July
Edinburgh 11–12 September
Birmingham 24–25 October
London 10–11 December

Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning
Preparing for negotiations
Relevant CIPS knowledge
cips.org/strategyandpolicy

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

Global Standard
Operational

Delivering Outcomes

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
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 guidance on advanced negotiation techniques and strategies, providing delegates with greater understanding of negotiation styles and emotional intelligence. It will also examine the effective use of non-verbal negotiation techniques and develop understanding of negotiating in different cultural environments. It is ideally suited for those with considerable negotiation experience, who wish to further develop their skills and knowledge in this essential topic.

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 the strengths and weaknesses
• Be able to understand and apply the effective use of body language
• 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
• Dealing with difficult or challenging people.

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Fee includes: Lunch, refreshment breaks and all course materials

Cost

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

Included e-learning

Main approaches in negotiating commercial agreements

Relevant CIPS knowledge

cips.org/strategyandpolicy

Global Standard

Managerial

Delivering outcomes

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
Collaborative contracting – negotiating complex deals

Take your negotiating skills to the next level

Is it right for me?
This three-day residential course is particularly suitable for procurement directors and senior procurement managers in both private and public sector organisations, who wish to increase the effectiveness and efficiency of their negotiations, reduce deal cycle times, maximise outcomes and becoming a preferred client for leading providers.

What will I learn?
By the end of this course you will be able to:
• Demonstrate new skills that accelerate your negotiation progress and drive positive deal outcomes
• Understand the benefits of integrative negotiation
• Successfully advocate best-practice negotiation within your organisation’s procurement and supply chain teams
• Increase the effectiveness and efficiency of each negotiation, and establish your organisation as a ‘customer of choice’ for best-in-class suppliers.

What key points will the training cover?
Day 1 explores the different approaches to negotiation, and looks at how integrative negotiation can liberate additional value. It examines the principles of NegoEconomics™ (Keld Jensen, MarketWatch) and looks at how they can be applied to the case study running through this interactive course. It offers a blueprint for managing negotiations to minimise deal cycle times and maximise outcomes.

Day 2 develops practical skills in collaboration and integrative negotiation, working on problem solving, creative thinking, effective questioning and active listening. Delegates are introduced to the latest thinking in e-negotiation, and identify where to use face-to-face, email, telephone and web negotiations for maximum benefit.

Day 3 continues the case study and explores how common negotiation tactics can derail collaborative negotiations. It will evaluate alternative approaches from a commercial, operational and legal perspective, equipping you to develop optimised deal structures for complex projects.

Location

Birmingham 20-22 March
London 18-20 September

Fee includes: Lunch, refreshment breaks and all course materials
Legal, contracts & contract management

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

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

**Tactical**
- Introduction to contracts 44
- Introduction to contract management 45

**Operational**
- Applying the public procurement regulations 46
- Effective IT procurement 47
- Legal aspects of procurement 48

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

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
A commercial approach™ to cloud service agreements 49
A commercial approach™ to software agreements – essentials 50
A commercial approach™ to software agreements – advanced 51
Contract management 52
Developing contracts 53
Developments in commercial law 54
The future of public procurement 55
TUPE and its impact on procurement 56

Managing Brexit 57

Included E-learning
We have included up to three hours’ free e-learning with each course to boost your skills.

Further development opportunities
For each course we have identified further e-learning and knowledge resources that will enhance your skills to help you move to the next level of competency.
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?
  - Key terms of the contract
• Remedies for breach of contract
  - Conditions and warranties
  - Termination rights
  - Damages.

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Fee includes: Lunch, refreshment breaks and all course materials
Introduction to contract management

Understand the essentials of being 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

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Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning

Legal aspects of the performance of contracts

Relevant CIPS knowledge

cips.org developing and managing contracts

Cost

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

Discounts available on introductory course packages
See T&Cs (page 75) for all course packages

Global Standard

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Is it right for me?

Building upon the ‘Introduction to public sector procurement’, this course examines UK and EU legislation in finer detail with emphasis on recent legislative changes and case law. It will also look at advanced procurement procedures governed by EU rules, taking account of the sustainability agenda, as well as avoiding some common regulatory pitfalls. It is suitable for experienced public procurers who wish to further their knowledge in this area.

What will I learn?

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

• Understand the key UK and EU procurement legislation in greater detail and how to operate within its framework
• Demonstrate greater knowledge of how to implement advanced procurement procedures
• Understand the most recent changes in legislation and case law
• Effectively address legal challenges.

What key points will the training cover?

• Principles of the EU Treaties and statutory requirements of the Public Contracts Regulations 2015
• The main procurement procedures, including competitive dialogue and innovation partnerships
• Tender selection and award decisions, with an examination of Social Value and the sustainability agenda
• Avoiding legal challenges and managing Freedom of Information requests.

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Fee includes: Lunch, refreshment breaks and all course materials
Effective IT procurement
Understand complex IT markets so you can buy more effectively

Is it right for me?
The sellers of IT goods and services often create an air of mystery using alliances and other devices to try and influence the decisions made by procurement organisations. This one-day course examines appropriate strategies and options for buying hardware, software, maintenance and outsourcing services. It is designed for procurement professionals new to buying IT, technical specialists requiring a commercial understanding of the IT market and those involved in IT projects, who need an understanding of what is involved in buying IT.

What will I learn?
By the end of this course you will be able to:
Know more about the IT market and the typical drivers of sellers in this market
• Understand the key aspects of buying hardware, software and maintenance and the fundamentals of software licences
• Develop a set of clear approaches to effective procurement in this key area.

What key points will the training cover?
• Review of the IT market and its impact upon IT procurement
• Key steps relating to IT procurement
• Stakeholder engagement during the process
• Supplier engagement during the process
• Outsourcing IT
• Buying hardware – vital considerations and options, supply selection and relationship management of hardware suppliers
• Buying software – vital considerations in purchasing bespoke and packaged software. The option of cloud computing.

Location
Birmingham 8 March
Manchester 10 July
London 3 October

Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning
Developing the business case for sourcing requirements from external suppliers

Relevant CIPS knowledge
cips.org/e commercesystems

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

Global Standard
Legal aspects of procurement

Understand how the legal framework can impact on day-to-day procurement

Is it right for me?

This two-day course is aimed at procurement professionals who wish to increase their knowledge and understanding of contract law provisions, principles and processes. The course also includes some treatment of non-contractual issues, including negligence liability and regulation of bribery and corruption. It will explore relevant legal principles and recent court rulings and show how to apply this knowledge to general procurement practice. Previous experience of legal issues is not essential, although this course does build on the learning in 'Introduction to contracts'.

What will I learn?

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

• Demonstrate a better understanding of standard contracts operating in your own organisation
• Identify the various risks that exist at the formation stage of contracting and how to address these
• Operate with a clearer awareness of the purpose behind a range of widely used contractual terms and conditions
• Demonstrate a clearer understanding of the potential liabilities and claims that can arise between buyers and suppliers when concluding contracts
• Show a sound understanding of how suppliers' terms differ from buyers' terms and the reasons for these differences
• Operate with enhanced knowledge of recent developments in the field of procurement law.

What key points will the training cover?

• Sources of English and international law
• Contract formation, including essentials for valid contracts, electronic contracting, battle of the forms
• Contents of a contract - relationship between express and implied terms; impact of legislation on contract terms
• Non-contractual liability (e.g. negligence claims)
• Key contract clauses - meaning and significance, including delivery, payment, ownership and risk, exclusion/limitation of liability, force majeure, liquidated damages, contract variations, indemnities, assignment, Intellectual Property Rights and dispute resolution
• Recent case law and other developments.

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Fee includes: Lunch, refreshment breaks and all course materials
A commercial approach™ to cloud service agreements

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 agreement 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.

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Fee includes: Lunch, refreshment breaks and all course materials
A commercial approach™ to software agreements – essentials

In this one-day course you will learn the basics of software contracts needed to review, assess and negotiate software agreements.

Is it right for me?

This 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 can we 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 2 May
London 30 October

Fee includes: Lunch, refreshment breaks and all course materials
A commercial approach™ to software agreements – advanced

On this one-day course you will learn about advanced and emerging topics that increasingly arise during software contract review and negotiation

**Is it right for me?**
This 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 insure 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?**
- Introduction to software agreements
- What are we allowed to do with the software; software licensing
- What can we expect the software to do; software warranties
- What can we 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**

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Fee includes: Lunch, refreshment breaks and all course materials

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
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 ensure advantageous 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
- Significant terms and conditions
- Key supply chain risks
- Variations and claims.

**Location**

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Fee includes: Lunch, refreshment breaks and all course materials
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
• Developing key contract clauses
• The differences between contracts for goods and for services.

Location

London 6–7 March
Birmingham 17–18 October

Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning

Formation of contracts

Relevant CIPS knowledge

cips.org/developingandmanagingcontracts

Cost

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

Global Standard

Managerial

Infrastructure

External Environment

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Developments in commercial law
Update your knowledge from recent legal decisions and precedents

Is it right for me?
This one-day course is designed to provide you with regular, updated knowledge and guidance from recent key case studies and legal decisions. This will include changes to relevant commercial law that may impact on buyer-supplier relationships.

What will I learn?
By the end of this course you will be able to:
• Demonstrate an updated legal knowledge to support the development of contracts
• Improve supplier relationships through common understanding
• Manage and mitigate risks resulting from changes to the legal framework.

What key points will the training cover?
• The impact of recent changes to commercial law
• Case studies and legal rulings
• Implementing change
• Raising the profile of legal changes within your organisation.

Location
London 25 April
Birmingham 20 November

Fee includes: Lunch, refreshment breaks and all course materials
The future of public procurement
Ensuring effective buyer-supplier relationships through your contracts

Is it right for me?

Public procurement in the UK is constantly being adjusted to try and ensure greater efficiency and deliver improved value for money. Brexit may lead to UK procurement policy differing from EU regulations, and new technology may lead to other significant changes. This course will examine some of the current trends and potential future changes. It is ideally suited for those who have previously attended Introduction to public sector procurement and Applying the public procurement regulations.

What will I learn?

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

• Understand the recent guidance relating to public procurement
• Demonstrate greater knowledge of electronic procurement systems
• Understand the impact of corporate social responsibility on public procurement
• Analyse the potential impact of Brexit on procurement legislation and the possible future procurement relationship with EU member states

What key points will the training cover?

• Recent guidance and themes in government
• Electronic procurement
• Social and environmental procurement
• Brexit and everything after

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Fee includes: Lunch, refreshment breaks and all course materials
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 is designed for procurement specialists and managers engaged in procurement that may involve the transfer of staff.

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.

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Fee includes: Lunch, refreshment breaks and all course materials
Managing Brexit
Understand how to operate in the new reality

Is it right for me?
The UK’s vote to leave the European Union on 23 June 2016 is likely to be seen as a landmark in our legal, political, social and commercial relationship with our European partners. With the signing of Article 50 marking the start of the withdrawal process, the impact of the Brexit vote is already being felt throughout the UK, Europe and the world. Many senior procurement professionals are sure that there will be impacts on their business as a result of the actual or anticipated changes arising from Brexit - they just don’t know what those impacts will be or how to mitigate against them.

This one-day workshop is structured to help you explore your current and future commercial relationships and understand the different ways they may be impacted by the changes ahead. In an uncertain legal, commercial and political environment, you will have the tools for assessing areas of potential risk and opportunity created by Brexit.

What will I learn?
By the end of this course you will be able to:
• Understand the legal structures of the European Union, how law is made and enforced and how the UK’s legal system is intertwined with that of the EU
• Consider future possible future paths of the key legislation governing your business relationships as a result of Brexit
• Explore the potential impact of Brexit on your key commercial relationships
• Plan how to manage that impact effectively

What key points will the training cover?
• Overview of the existing relationship with the European Union
• Possible changes to key legislation
• Risks and opportunities of Brexit
• Potential for impact
• Mitigation strategies.

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Fee includes: Lunch, refreshment breaks and all course materials

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
People management & leadership

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

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

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
“...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.”

CIPS/Hays Salary Survey
Supplier behaviour
An insight into the behaviour, psychology and toolkit of your supplier.

Is it right for me?
This one-day course aims to push the comfort zones of buyers by putting you securely in the shoes of the seller for a day. By forcing you to think and behave like a seller, the course helps you to truly understand the skills, techniques and psychology of the other party in a buyer/seller relationship, while recognising the tactics that suppliers use in negotiations.

What will I learn?
By the end of this course you will be able to:
• Understand the power of information and psychology in buyer/seller relationships
• Identify what motivates the sales people you deal with and the issues they see as important
• Confidently prepare for negotiations by setting strategies and tactics to meet your objectives throughout the procurement process
• Recognise the tools, tactics and conditioning statements made early in negotiations and have the skills to encourage suppliers to offer more favourable terms.

What key points will the training cover?
• An in-depth look into the supplier’s world
  - What makes the buyer attractive – from a supplier’s perspective?
  - Why some customers are more attractive that others?
  - What are the key drivers from a supplier’s perspective?
• Understanding the profile of a successful seller
  - What does good look like?
  - Irritators from a buyer’s perspective
  - Managing the irritators to build relationships
  - What makes them tick
• The supplier’s toolkit
  - The belief cycle
  - People buy people first
  - Sales techniques, skills and models for moving buyers
  - The selling process and tools for handling buyer objections
• Planning and preparation from a supplier’s perspective.

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Fee includes: Lunch, refreshment breaks and all course materials
Supplier performance – measurement and management

Ensure your suppliers are achieving and maintaining positive working behaviours

Is it right for me?

This one-day course will provide guidance on maintaining strong supplier performance, with particular emphasis on the measures and performance criteria by which the suppliers will be assessed. Delegates will understand how to set and get agreement for appropriate and workable targets. The course will also explore how to regularly evaluate supplier performance and how to address performance issues.

What will I learn?

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

• Understand the benefits of regular supplier performance management
• Carry out regular assessment and evaluation of suppliers using a variety of mechanisms and techniques including the use of service level agreements (SLAs)
• Identify and develop appropriate key performance indicators (KPIs)
• Develop strategies to reinforce positive working behaviours and prevent poor performance.

What key points will the training cover?

• Performance management process
• Key performance indicators (KPIs)
  - Target setting
• Assessment and evaluation tools and techniques
• Service level agreements (SLAs)
  - Agreeing SLAs
  - Mechanisms for monitoring SLAs
• Performance reviews, outcomes and action plans.

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Fee includes: Lunch, refreshment breaks and all course materials

Included e-learning

Performance improvements

cips.org/srmandscmanagement

Cost

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

Global Standard

Managerial

Performance

Metrics and measurement

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
Is it right for me?
This one-day course provides an understanding of the strategic importance of effective supplier relationship management (SRM) to your organisation. It will examine the growing importance of supplier relationships in terms of innovation, risk management and competitive advantage.

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 22 May
London 29 November

Fee includes: Lunch, refreshment breaks and all course materials
Increase the influence of procurement

Making procurement a pivotal business partner in the organisation

Is it right for me?
This one-day course is designed for everyone from Director-level managers of complete supply chains, to local-level managers of specific teams. Passionate about your people, you are driven to increase the influence and recognition of your procurement team, gaining more buy in from senior management and input into strategic decision making.

What will I learn?
By the end of this course you will be able to:
• Understand the difference between managing, mentoring and coaching
• Assess the current position of your procurement function
• Implement key skills to motivate your people
• Develop your own organisational thinking
• Understand the challenges ahead for your procurement function
• Formulate your own action development plans.

What key points will the training cover?
• Defining the challenge
• Assessing your current position
• Working the leadership skills required
• Tools for implementation
• Driving a plan forward.

To register your interest in this course, please email ukskills@cips.org

Fee includes: Lunch, refreshment breaks and all course materials

For further information or to book, contact CIPS Training: 44 (0)1780 756777 • training@cips.org • www.cips.org
**Procurement leadership**

Leveraging your most critical supply resource

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**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?

**To register your interest in this course, please email ukskills@cips.org**

Fee includes: Lunch, refreshment breaks and all course materials
The art and science of selling
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:
• A clear understanding of the techniques being used by sales people and how to recognise these techniques when they are being deployed
• Practical tools which can be implemented immediately to ensure that best value for money solutions are achieved for both commodity and complex commercial transactions
• 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 14–15 March
Birmingham 9–10 October

Fee includes: Lunch, refreshment breaks and all course materials
Leading procurement strategy programme (residential)

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?

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Fee includes: Lunch, refreshment breaks and all course materials

Cranfield

For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
#iBuy

NOW RECRUITING
THE FUTURE STARS OF PROCUREMENT

The CIPS #iBuy campaign is simple – to raise awareness of procurement among millennials.

Be part of the conversation.
Get your teams involved on social media with #iBuy and visit cipsibuy.com.
Venue & event information overview
Joining instructions
Joining instructions including venue location 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 materials and handouts. Please note that all materials are copyrighted and may not be reproduced without permission.

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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.

Introductory courses
To increase access for everyone, our one-day introductory courses are held at more regional locations up and down the country. This way, you will not have to travel very far to find a convenient location.
E-learning
directory

• Achieving effective strategic supply chain management
• Aligning strategic supply chain management and corporate
  strategy
• Approaches to managing work groups or teams
• Approaches to strategic sourcing and category management
• Commercial relationships
• Communication and influencing
• Compliance within the sourcing process
• Conducting commercial negotiations
• Contract terms
• Contracting issues for major programmes and projects
• Contracts with external organisations
• Creating a sourcing or category plan
• Delivering effective customer service in procurement and
  supply
• Developing a standard purchase order for goods or services
• Developing the business case for sourcing requirements
  from external suppliers
• Effective and efficient administration of purchases with
  external suppliers
• Effective supply chain management
• Ethical codes of practice in Procurement and supply
• Financial Analysis and Reporting for Purchasers
• Formation of contracts
• Fundamentals of specifications and key performance
  indicators
• How procurement and supply chain management adds value
• How products and services are received from suppliers and
  delivered to customers
• Identifying and evaluating risks
• Implementation planning
• Implications of contractual non-performance
• Improving operations management
• Interpreting data relating to the workflow involved in
  procurement and supply
• Leadership skills and behaviours
• Leading change in the supply chain
• Legal issues relating to the formation of contracts
• Main approaches in negotiating commercial agreements
  with external organisations
• Management and organisational behaviour
• Managing individuals
• Managing skills and knowledge requirements
• Market forces that impact on procurement and supply
• Marketing for Purchasers
• Overcoming challenges when managing procurement and
  supply
• Performance improvement
• Planning and control in operations management
• Planning for supply chain advantage
• Planning the supply chain functional strategy
• Preparing for negotiations with external organisations
• Preparing to source from external suppliers
• Processes for managing risks
• Procurement and organisational relationships
• Procurement in different sectors
• Project management and risk
• Quality management in procurement and supply
• Relationships in supply chains
• Sourcing processes
• Strategy formulation
• Strategy implementation
• Structuring and supporting the procurement function
• Supplier development
• Supply chain design and strategy
• Supply chain improvement
• The concept of operations management
• The concepts of corporate strategy
• The design of operations management
• The dynamics of supply chains
• The external environment and its impact on procurement and supply
• The impact of technology on procurement operations
• The main approaches for conflict resolution in procurement and supply
• The main approaches to achieving timely deliveries of products and services
• The main approaches to the control of major programmes and projects
• The main approaches to the planning of major programmes and projects
• The main aspects of the corporate environment and their impact on supply chains
• The main components of contractual agreements
• The main elements of a procurement and supply function
• The main implications of globalisation on supply chain management
• The main implications of purchasing and supply inventory
• The main market factors that impact on a procurement and supply function
• The main methods for storage and movement of inventory
• The main performance measures of the supply chain
• The main regulations in procurement and supply
• The main sources of information on suppliers and customers
• The main stages of the sourcing process
• The main stakeholders in Procurement and supply
• The main tasks associated with each stage of the sourcing process
• The main techniques used for ordering supplies
• The main types of organisation and how they operate
• The main types of systems for supplier selection, ordering and payment
• The principles of transportation in logistics
• The procurement process
• The roles of procurement and supply within organisations
• Types of risk
• Understand the legal aspects relating to the performance of contracts
• Understand the main approaches to achieve the management of contracts
• Understand the main techniques for the management of contracts and suppliers
• Understanding options for sourcing
• Understanding outsourcing

A full listing of all CIPS e-learning resources can be found at www.cips.org/e-learning
CIPS Corporate Award is a practical, work-based learning programme that offers an exam-free 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 starting soon around the world, including Australia, New Zealand, Singapore, West Africa, and the UK. In the UK there are also programmes tailored to the NHS, local and central government, and the oil and gas sector.

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

#### February 2018
- Introduction to procurement and category management: 5-6, 16
- Introduction to negotiation: 6, 38
- Introduction to contracts: 7, 44
- Introduction to contract management: 8, 45
- Effective negotiation: 12-13, 39
- Legal aspects of procurement: 13-14, 48
- Introduction to public sector procurement: 20, 18
- Applying the public procurement regulations: 21, 46
- The future of public procurement: 22, 55
- Introduction to contracts: 26, 44
- Introduction to contract management: 27, 45
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#### March 2018
- Introduction to procurement and category management: 1, 16
- Modern Slavery Act: 6, 21
- Developing contracts: 6-7, 53
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- Introduction to procurement and category management: 20, 16
- Collaborative contracting – Negotiating complex deals: 20-22, 41
- Buying services: 21, 19
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- Introduction to forecasting techniques and inventory management: 22, 28
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- Supplier performance - measurement and management: 29, 61

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- Sustainable procurement: 1
- A commercial approach to software agreements – essentials: 2
- Category management: 2-3
- A commercial approach to software agreements advanced: 3
- Effective negotiation: 9
- Strategic sourcing and tendering: 9-10
- Introduction to contracts: 14
- Introduction to contract management: 15
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- Managing Brexit: 16
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- Supplier appraisal and financial analysis: 22-23

#### June 2018
- A commercial approach to cloud service agreements: 5
- Advanced negotiation: 6-7
- Introduction to negotiation: 12
- Leading procurement strategy programme: 12-14
- Introduction to procurement and category management: 13
- TUPE and its impact on procurement: 14
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- Category management: 3-4
- Introduction to contracts: 4
- Introduction to contract management: 5
- Effective IT procurement: 10
- Effective procurement: 10-11
- Contract management: 11-12
- Effective negotiation: 11-12

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For further information or to book, contact CIPS Training: +44 (0)1780 756777 • training@cips.org • www.cips.org
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<td>For further information or to book, contact CIPS Training: 44 (0)1780 756777 • <a href="mailto:training@cips.org">training@cips.org</a> • <a href="http://www.cips.org">www.cips.org</a></td>
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Terms & conditions

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If paying by purchase order, the invoice will need to be addressed to the booker or delegate's employer. Payment must be made within 30 days from the date of the invoice or if the booking is made less than 30 days before the Course date, payment is required before the Course date.

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

In the case of late bookings 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
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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.

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Cancellations
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.

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

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.

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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.

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Charge to customer

More than 30 working days | No charge
21-30 working days | 30% charge
20 working days or less | Full fee
Non-attendance | Full fee
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Membership discounts: A 10% discount is available on our Courses for current members of CIPS. If booking via the Website, please log on to the Website as a member before making your booking in order to receive the membership discount.

When booking by any other means, you should quote your membership number in order to be entitled to a discount. If you fail to log into 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.

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*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.