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Chartered Institute of Procurement and Supply (CIPS)

Diploma in Procurement & Supply Exam Preparation

*Highly Intensive Training To Prepare You To Pass All Five Compulsory Units Of The
Diploma in Procurement & Supply
(Formerly Known As Level 4 Foundation Diploma in Purchasing & Supply)*

Unit 1

Contexts of Procurement & Supply

5 - 9 August 2018*

Dusit Thani Hotel, Dubai, UAE

Unit 2

Business Needs in Procurement & Supply

29 April – 3 May 2018*

Conrad Hotel, Dubai, UAE

Unit 3

Sourcing in Procurement & Supply

8 – 12 July 2018* The

The Address Hotel, Dubai
Marina, Dubai, UAE

Unit 4

Negotiating & Contracting in Procurement
& Supply

30 September –

4 October 2018*

The Address Hotel, Dubai
Marina, Dubai, UAE

Unit 5

Managing Contracts & Relationships
in Procurement & Supply

16 – 20 December 2018*

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Emirates, Dubai, UAE

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Diploma in Procurement & Supply Exam Preparation

On successful completion of this series of units you will have received assistance to gain your Diploma. Once you have the qualification you will be able to:

1. Plan, prepare and carry out effective negotiations and assess their effectiveness
2. Apply a range of contractual terms and tenders with a strong understanding of how they affect direct and indirect expenditure
3. Apply benchmarking and monitoring techniques at organisational, functional and individual levels and understand how to create targets for improvement at all levels
4. Use techniques to manage relationships and understand how to exploit opportunities to maximise the effectiveness of the supply chain
5. Develop and employ best practice principles in a diverse range of sectors

Study Hours, Tutor Support And Practice Exams

Each unit should take about 50 hours of guided learning (lectures, tutorials and practicals) 30 hours of which will be in the classroom and 20 hours of assignment writing in addition to about 70 hours self-study per unit. The final days of each unit will have an exam orientation during which students will go through a series of past papers.

Post the units the Course Director Ian Moody will offer continuous support and set assignments for completion. Evidence shows that delegates who work closely with their Course Director increase their exam success considerably. It is essential that delegates practice writing exam questions and discuss these with Ian – this is normally done electronically.

Unit Timings: Registration will be at 8:00 on Day One of each unit. Sessions will start promptly at 8:30 and end at 14:30 each day. There will be two short breaks for refreshments and lunch will be served at the end of each day's sessions.

CIPS Diploma In Procurement And Supply

The **CIPS Diploma in Procurement & Supply** is a higher level qualification. It has been accredited by the Office of Qualifications and Examinations Regulator (Ofqual) and appears on the National Database of Accredited Qualifications, please refer to www.accreditedqualifications.org.uk

The **Diploma in Procurement & Supply** consists of five compulsory units and these exam preparation courses for each unit can be taken in any order:

Unit	CIPS reference code
Contexts of Procurement & Supply	D1
Business Needs in Procurement & Supply	D2
Sourcing in Procurement & Supply	D3
Negotiating & Contracting in Procurement & Supply	D4
Managing Contracts & Relationships in Procurement & Supply	D5

Delegates are required to complete all five units within two years

What Informa And Our Tutors Are Responsible For Academic Study On Exam Preparation Courses

- Organising academic study courses to equip you to attempt the CIPS examinations
- Supplying fully qualified and approved tutors to conduct class sessions in line with the CIPS syllabus
- Maintaining the standards and integrity of CIPS qualifications
- Providing you with additional information to the study texts
- Advising you of additional reading
- Setting and marking practice assignments post each unit
- Providing support until the examinations

CIPS Books, Membership And Examination Related Fees

- Registering you as a Student Member with CIPS
- Paying CIPS for your 1st year student membership fees
- Registering you with CIPS for each unit's examinations at the next available sessions
- Paying CIPS for the examination fees for your first attempt per unit. You will be responsible for booking, and paying your examination center fees separately at the examination center allocated to you by CIPS
- Purchasing the CIPS books which will be provided to you on Day One of each unit

What Our Delegates Are Responsible For Academic Study Courses

- Attending all lectures of the academic study courses
- Completing your assignments
- Completing your self-study time
- Liaising with your tutor and Informa
- Completing all documentation within the deadlines provided by Informa, the relevant examination centre and CIPS
- Booking your examinations at the examination center allocated to you by CIPS and paying their center fees on time
- 20 hours of assignments, after the courses, that are marked and commented on by the tutor

CIPS Membership And Examination Related Fees

- You will be responsible for booking, and paying your exam centre fees separately at the examination center allocated to you by CIPS

Meet Your Expert Course Director



Ian Moody BSc, MBA

Lead Tutor – CIPS

Ian has over 30 years of business experience ranging from senior management positions, in such companies as Ericsson to founding and selling his own companies. Ian designs and delivers training programmes globally with particular attention to the GCC nations. He works in many fields including both accredited and non-accredited courses for example:

- CIPS
- ACCA
- CIM
- Financial skills
- Leadership skills
- Personal development skills

Ian divides his time equally between the Middle East and the UK. In the UK Ian is a lead professor at London Met University and the University of West London specialising in working with students to gain their membership to the Chartered Institute of Procurement and Supply.

Meet Your Expert Course Director



Kieran McGregor, BA MBA FCIPS

Lead Tutor – CIPS

Kieran McGregor is a Fellow of the Chartered Institute of Procurement and Supply (FCIPS) and a Senior Assessor for the institute. He has 20 years of experience as a practitioner in procurement and supply in the public, private and not-for-profit sectors.

He worked as a Buyer for the London Regional Transport company (TFL) for five years, and later as a Senior Buyer for Massey Ferguson in France. He then moved to an organisation involved in procurement and supply chain management in developing countries, working in pharmaceutical and health supply. He has consulted for UN agencies and the World Bank.

More recently, Kieran has been teaching, training and consulting and is a visiting lecturer at a number of universities in the UK. He has delivered courses for globally renowned companies notably in the oil and gas sector. He is a Senior Assessor for CIPS and as a tutor, he has delivered CIPS courses and related management courses in over 20 countries.



Centre Registration Number: 005461424

The Chartered Institute of Procurement and Supply (CIPS) is an international organisation serving the purchasing and supply profession. Established in 1932, CIPS has grown to become the central reference for industry best practice and their code of conduct is the standard around the world. In 1992 they were awarded a Royal Charter in recognition of their status as a centre of excellence and support for the profession.

Dedicated to promoting good practice, CIPS provides a wide range of services for the benefit of members and the wider business community. CIPS exists to promote and develop high standards of professional skill, ability and integrity among all those engaged in purchasing and supply chain management.

Everything CIPS does is underpinned by the development of knowledge and understanding around purchasing and supply. This knowledge is integral to their long-term strategy and reputation as a leading authority on procurement issues.

More About CIPS:

- The world's largest procurement and supply professional organisation
- A global organisation, supporting corporates and SMEs in all sectors and locations
- Promoting and developing standards, skills and abilities
- Offering best practice tools and techniques
- Leading edge thinking, for everyone in procurement and supply management
- Recognised throughout the world as the voice of the procurement and supply management profession

5 Key Learning Objectives

1. Understand the added value that can be achieved through procurement and supply chain management
2. Explore the stages of sourcing processes in creating added value outcomes that can be achieved with suppliers
3. Appreciate the main aspects of organisational infrastructure that shape the scope of a procurement or supply chain function
4. Understand the need for compliance with requirements when undertaking procurement activities in different sectors
5. Offer advice and guidance to main stakeholders on the application of the sourcing process

Unit Outline

1.0 Understand The Added Value That Can Be Achieved Through Procurement And Supply Chain Management

1.1 Explain The Categories Of Spend That An Organisation May Purchase

- Definitions of procurement and purchasing and supply
- Typical breakdown of organisational costs represented by procurements of goods, services or constructional works
- Stock and non-stock procurements
- Direct and indirect procurements
- Capital purchases and operational expenditures
- Services procurements

1.2 Analyse The Different Sources Of Added Value In Procurement And Supply

- The five rights of procurement
- Achieving the right price for procurements from external suppliers
- Defining total life cycle costs or the total costs of ownership
- Achieving quality, timescales, quantities and place considerations in procurements from external suppliers
- Other sources of added value such as innovation, sustainability and market development
- Defining value for money

1.3 Compare The Concepts Of Procurement And Supply Chain Management

- Definitions of procurement, supply chains, supply chain management and supply chain networks

- The length of a supply chain
- Definitions of logistics and materials management
- Comparisons of supply chain management with procurement

1.4 Differentiate The Stakeholders That A Procurement Or Supply Chain Function May Have

- Defining stakeholders
- Examples of stakeholders for a procurement or supply chain function
- Mapping stakeholders for a procurement or supply chain function

2.0 Understand The Stages Of Sourcing Processes In Creating Added Value Outcomes That Can Be Achieved With Suppliers

2.1 Explain The Main Aspects Of Sourcing Processes

- Defining the stages of a generic sourcing process from identification of needs to contract and supplier management
- Analysis and planning, tender management and contract management
- Differentiating between pre-contract award and post-contract award stages

2.2 Analyse The Main Stages Of A Sourcing Process

- Stages of the sourcing process that relate to defining needs, creation of contract terms, supplier selection, contract award and contract or supplier management
- The purpose and added value that is created by each of the stages of the sourcing process

2.3 Explain How Electronic Systems Can Be Used At Different Stages Of The Sourcing Process

- E-requisitioning, e-catalogues, e-ordering, e-sourcing and e-payment technologies
- The impact of electronic Purchase to Pay (P2P) systems on the sourcing process

2.4 Analyse The Relationship Between Achieving Compliance With Processes And The Achievement Of Outcomes

- Organisational needs for structured sourcing processes
- The relationship between process compliance and the achievement of added value outcomes

3.0 Understand The Main Aspects Of Organisational Infrastructure That Shape The Scope Of A Procurement Or Supply Chain Function

3.1 Explain The Main Aspects Of Corporate Governance Of A Procurement Or Supply Chain Function

- Conflicts of interest
- The need for documented policies and procedures for procurement
- Organisational accountability and reporting for procurement roles and functions
- The status of procurement and supply chain management within organisations
- Codes of Ethics in procurement
- The CIPS Code of Ethics

3.2 Analyse The Impact Of Organisational Policies And Procedures On Procurement

- Aspects that can be included in procedures for procurement and supply such as responsibilities for procurement, regulations relating to competition, levels of delegated authority, responsibilities for the stages of the sourcing process, invoice clearance and payment
- The use of procurement policies, procurement strategies and procurement manuals
- The involvement of internal functions and personnel in the sourcing process
- Responsible purchasing and the International Labour Organisation core conventions

3.3 Compare The Different Structures Of A Procurement Or Supply Chain Function

- The use of centralised and devolved structures
- Hybrid structures of a procurement or supply chain function (such as consortium structures, shared services, lead buyer structures, and outsourced)
- Interacting with other people and building rapport
- The need for customer service and value for money outcomes

3.4 Explain The Common IT Systems That Can Be Used By A Procurement Or Supply Chain Function

- P2P systems
- Systems for inventory management
- Enterprise Resource Planning (ERP) technologies
- Communications systems for internal and external use

4.0 Understand The Need For Compliance With Requirements When Undertaking Procurement Activities In Different Sectors

4.1 Identify Different Economic And Industrial Sectors

- Economic classifications including public and private sectors, charities, not-for-profit and third sector
- Industrial classifications and sectors such as manufacturing, retail, construction, financial, agriculture and service
- Codes of Ethics in procurement including the CIPS Code of Ethics

4.2 Explain How Electronic Systems Can Be Used At Different Stages Of The Sourcing Process

- Objectives of public sector organisations such as improving services, communities and corporate social responsibility
- Regulations that impact on procurement and supply chain operations
- Need for competition, public accountability and value for money

4.3 Analyse The Impact Of The Private Sector On Procurement Or Supply Chain Roles

- Objectives of private sector organisations such as profitability, market share, shareholder value and corporate social responsibility
- Regulations that impact on procurement and supply chain operations
- The importance and role of branding

4.4 Analyse The Impact Of The Not-For-Profit Or Third Sector On Procurement Or Supply Chain Roles

- Objectives of the not-for-profit or third sector
- Regulations impacting on charities
- Need for regulated procurement exercises

“The trainer Ian explained the course material in a fantastic way and answered all my doubts. He used stories to explain some difficult concepts.”

Mujahid Haroon, Purchase Manager,
Al Razi Medical Company, KSA

5 Key Learning Objectives

1. Devise a business case for requirements to be sourced from external suppliers
2. Understand the fundamentals of specifications and Key Performance Indicators (KPIs) that are included in contractual arrangements made with suppliers
3. Explore the main clauses that are included in formal contracts
4. Appreciate the main implications of outsourced work or outsourced services for procurement
5. Adopt practices that help achieve value for money solutions in procurement

Unit Outline

1.0 Understand How To Devise A Business Case For Requirements To Be Sourced From External Suppliers

1.1 Analyse How Business Needs Influence Procurement Decisions

- Type of purchase such as new purchase, modified re-buy, straight re-buy
- Implications of the business needs on the types of procurement
- Procurement's role in developing a business case

1.2 Explain How Costs And Prices Can Be Estimated For Procurement Activities

- Types of market data that can provide information on costs and prices
- Direct and indirect costs
- Producing estimated costs and budgets
- Approaches to total costs of ownership/total life cycle costing

1.3 Explain The Criteria That Can Be Applied In The Creation Of A Business Case

- Examples of criteria typically applied in the production of a business case: costs, benefits, options, alignment with organisational needs and timescales
- Benchmarking requirements

1.4 Explain The Operation Of Financial Budgets For The Control Of Procurements

- The purpose of financial budgets
- Cost entries and timings of cash flows
- Performance and control of budgets
- Dealing with variances to budget

2.0 Understand The Fundamentals Of Specifications And Key Performance Indicators That Are Included In Contractual Arrangements Made With Suppliers

2.1 Assess Different Types Of Specifications Used In Procurements Of Products Or Services

- Definitions of specifications
- Examples of specifications such as drawings, samples, branded and technical
- Conformance based specifications
- Output or outcome based specifications

2.2 Explain The Content Of Specifications For Procurements

- Drafting specifications and developing market dialogue with suppliers
- The use of standards in specifications
- Typical sections of a specification
- Standardisation of requirements versus increasing the range of products
- Including social and environmental criteria in specifications
- The role of information assurance in developing specifications

2.3 Develop Examples Of Key Performance Indicators In Contractual Agreements

- Defining contractual performance measures or KPIs
- The use of service level agreements
- Typical KPI measures to assess quality performance, timeliness, cost management, resources and delivery

3.0 The Main Clauses That Are Included In Formal Contracts

3.1 Explain Sources Of Contractual Terms For Contracts That Are Created With External Organisations

- The use of express terms
- The use of standard terms of business by both purchasers and suppliers
- The use of model form contracts such as NEC, FIDIC, IMechIEE

3.2 Interpret Examples Of Contractual Terms Typically Incorporated Into Contracts That Are Created With External Organisations

- Main terms in contracts for indemnities and liabilities, sub-contracting, insurances, guarantees and liquidated damages
- Terms that apply to labour standards and ethical sourcing

3.3 Assess The Main Types Of Pricing Arrangements In Commercial Agreements

- The use of pricing schedules
- The use of fixed pricing arrangements
- Cost plus and cost reimbursable pricing arrangements
- The use of indexation and price adjustment formulae
- The use of incentivised/gainshare pricing arrangements
- Payment terms

4.0 Understand The Main Implications Of Outsourced Work Or Outsourced Services For Procurement

4.1 Differentiate Outsourcing From Other Types Of Procurement

- Make or buy decisions
- Defining outsourcing
- Outsourcing non-core and core work or services

4.2 Assess How Outsourcing Can Impact On Procurement

- Costs and benefits of outsourcing
- Risks in outsourcing
- The market development and growth of outsourcing
- Regulations affecting employees' terms of employment

4.3 Develop A Plan For Procuring Outsourced Work Or Services

- Determining core competences and outsourcing opportunities
- The procurement process for outsourcing
- Developing a business case for outsourcing
- Express contract provisions for outsourcing
- Establishing exit plans for outsourcing

"Ian provided me with the knowledge I needed. His experience was reflected in the way he transferred his knowledge. He provided examples, used many tools, and asked questions to ensure that we understood the subject. The course met my requirements. I learnt new things which I can now connect with other departments in my company."

Alanazi Abdullah, IT Applications Specialist,
ARASCO, KSA

"I can easily approach any area that has a link to the subject and make it easy to understand. He brought his own experiences as examples and helped me clearly understand the topic."

Ziyad Malqoot, Purchasing Supervisor,
Octal Petrochemicals LLC FZC, Oman

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Sourcing in Procurement & Supply

Exam Preparation Course

8 – 12 July 2018* • The Address Hotel, Dubai Marina, Dubai, UAE

5 Key Learning Objectives

1. Understand the main options for sourcing of requirements from suppliers
2. Develop a plan for sourcing goods or services from external suppliers
3. Assess the financial stability of potential suppliers
4. Adopt the main processes that can be applied to the sourcing of requirements from external suppliers
5. Understand compliance issues when sourcing from suppliers

Unit Outline

1.0 Understand The Main Options For Sourcing Of Requirements From Suppliers

1.1 Explain The Sourcing Process In Relation To Procurement

- Definitions of sourcing
- Supplier pre-qualification or criteria for supplier appraisal
- Strategic and tactical sourcing
- Forming teams with stakeholders for the sourcing process
- Vendor or supplier performance management

1.2 Compare The Main Approaches To The Sourcing Of Requirements From Suppliers

- Sole sourcing
- Single, dual and multiple sourcing arrangements
- The use of tendering: open, restricted and negotiated approaches to tendering
- Direct negotiations with suppliers
- Intra-company trading and transfer pricing arrangement
- Implications of international sourcing

1.3 Develop Selection And Award Criteria That Can Be Commonly Applied When Sourcing Requirements From External Suppliers

- Typical selection criteria such as: quality assurance, environmental and sustainability, technical capabilities, systems capabilities, labour standards, financial capabilities
- Typical award criteria such as: price, total life cycle costs, technical merit, added value solutions, systems, resources
- Balancing commercial and technical award criteria

1.4 Explain The Main Consequences On Supply Chains When Sourcing Requirements From Suppliers

- Sourcing internally
- Sourcing from Small and Medium sized Enterprises (SMEs)
- Sourcing from third sector organisations
- Ethical sourcing and the fair trade movement
- Supplier tiering and supply chain networks

2.0 Be Able To Develop A Plan For Sourcing Goods Or Services From External Suppliers

2.1 Choose Appropriate Selection Criteria To Inform The Identification Of Appropriate External Suppliers In The Sourcing Plan

- Typical selection criteria such as: quality assurance, environmental and sustainability, technical capabilities, systems capabilities, labour standards, financial capabilities

2.2 Choose A Balance Of Commercial And Technical Award Criteria In The Sourcing Plan

- Typical award criteria such as: price, total life cycle costs, technical merit, added value solutions, systems, resources
- Balancing commercial and technical award criteria

2.3 Produce A Plan For The Sourcing Of Goods Or Services From External Suppliers

- The structure of a plan for sourcing goods or services from external suppliers

3.0 Be Able To Assess The Financial Stability Of Potential Suppliers

3.1 Identify The Main Sources Of Information On Potential Suppliers' Financial Performance

- Financial reports
- The role of credit rating agencies
- Secondary data on markets and suppliers

3.2 Calculate Measures Of Liquidity, Profitability, Gearing, Investment From Relevant Financial Data On Potential Suppliers

- Financial statements such as the profit and loss, balance sheet and cash flow statements
- Measures and ratios of profitability, liquidity, gearing and investment

3.3 Evaluate The Financial Performance Of Potential Suppliers Using Relevant Financial Data

- Ratio analysis to make conclusions on profitability, liquidity, gearing and investment
- The limitations of ratio analysis

4.0 Understand The Main Processes That Can Be Applied To The Sourcing Of Requirements From External Suppliers

4.1 Assess Commonly Used Sources Of Information On Market Data That Can Impact On The Sourcing Of Requirements From External Suppliers

- The importance of analysing markets
- Compiling data on expenditures on suppliers
- Indices that measure economic data
- Secondary data on markets and suppliers
- Commodity pricing
- Analysing potential sales

4.2 Explain The Main Processes Used For Obtaining Quotations And Tenders

- Advertising requirements
- Requests for information or quotations
- The operation of tendering
- Formalised arrangements for tendering
- Decision criteria for dispensing with tendering

4.3 Evaluate The Criteria That Can Be Commonly Applied To The Assessment Of Quotations Or Tenders

- Assessment of suppliers' proposals
- The use of weighted points systems for assessment
- Recommending sources of supply

4.4 Explain How Electronic Systems Can Be Used To Help The Sourcing Of Requirements From External Suppliers

- E-requisitioning and purchase ordering systems
- E-catalogues on intranets and the internet
- The use of e-auctions
- E-tendering systems

5.0 Understand Compliance Issues When Sourcing From Suppliers

5.1 Analyse The Main Legislative, Regulatory And Organisational Requirements When Sourcing In The Not-For-Profit, Private And Public Sectors

- The use of competitive tendering processes
- The impact of timescales on tendering processes
- Procedures for contract award
- Regulatory bodies that impact on the private sector
- Organisations that impact on product and safety standards

5.2 Analyse The Main Legislative, Regulatory And Organisational Requirements When Sourcing From International Suppliers

- Documentation relating to imports
- Import duties and tariffs
- Payment mechanisms
- The use of incoterms
- Customs control and clearance
- Ethical sourcing fair trade standards
- Currency regulations
- Applicable law

"Ian is a very good, professional trainer. He used many resources to explain the subject matter."

Jihad M Qari, Specialist Strategic Sourcing,
Saudi Arabian Airlines, KSA

"Ian explained the subject in many ways and gave us great examples. His delivery style made it easy to understand the material."

Abdulaziz Al Sulaim, Sourcing Specialist,
Zamil Group Holding Company, KSA

Negotiating & Contracting in Procurement & Supply

Exam Preparation Course

30 September – 4 October 2018* • The Address Hotel, Dubai Marina, Dubai, UAE

5 Key Learning Objectives

1. Understand the legal issues that relate to the formation of contracts
2. Adopt the main approaches in the negotiation of commercial agreements with external organisations
3. Prepare for negotiations with external organisations
4. Understand how commercial negotiations should be undertaken
5. Recognise the use of legal terms that should regulate commercial agreements

Unit Outline

1.0 Understand The Legal Issues That Relate To The Formation Of Contracts

1.1 Explain The Documentation That Can Comprise A Commercial Agreement For The Supply Of Goods Or Services

- Invitation to tender or Request for Quotation
- Specification
- Key Performance Indicators
- Contractual terms
- Pricing and other schedules (such as for health and safety records, details of suppliers staff, use of sub-contractors, non-disclosure/confidentiality agreements)

1.2 Assess The Legal Issues That Relate To The Creation Of Commercial Agreements With Customers Or Suppliers

- Invitations to treat or invitations to negotiate
- Rules relating to offer and acceptance, consideration, intention to create legal relations and capacity to contract
- The battle of the forms and precedence of contract terms
- Risks presented by contracting on suppliers' terms or through oral contracts
- The Vienna Convention on the International Sales of Goods
- Misrepresentations made pre-contract award

1.3 Explain The Main Types Of Contractual Agreements Made Between Customers And Suppliers

- One-off purchases

- Framework arrangements and agreements
- The use of mini-competitions
- Call-offs
- Services contracts
- Contracts for the hire and leasing of assets

2.0 Understand The Main Approaches In The Negotiation Of Commercial Agreements With External Organisations

2.1 Analyse The Application Of Commercial Negotiations In The Work Of Procurement And Supply

- Definitions of commercial negotiation
- Negotiation in relation to the stages of the sourcing process
- Sources of conflict that can arise in the work of procurement and supply
- Team management and the influence of stakeholders in negotiations

2.2 Compare The Types Of Approaches That Can Be Pursued In Commercial Negotiations

- Win-win integrative approaches to negotiations
- Win-lose distributive approaches to negotiation
- Lose-lose approaches in negotiations
- Setting targets and creating a Best Alternative To a Negotiated Agreement (BATNA)

2.3 Explain How The Balance Of Power In Commercial Negotiations Can Affect Outcomes

- The importance of power in commercial negotiations
- Sources of personal power

- Organisational power: comparing the relative power of purchasers and suppliers
- How suppliers gather information on purchasing organisations
- How purchasers can improve leverage with suppliers

2.4 Analyse The Different Types Of Relationships That Impact On Commercial Negotiations

- The relationship spectrum
- Building relationships based on reputation, trust and justice
- Repairing a relationship

3.0 Understand How To Prepare For Negotiations With External Organisations

3.1 Evaluate Costs And Prices In Commercial Negotiations

- Types of costs: direct and indirect, variable and fixed
- Break even analysis: cost volume profit formulae
- Costing methods such as absorption, marginal or variable and activity based costing
- Volumes, margins and mark-ups and their impact on pricing
- Negotiating prices

3.2 Explain The Economic Factors That Impact On Commercial Negotiations

- The impact of micro-economics and the types of markets on commercial negotiations
- Macro-economics and its influence on commercial negotiations
- Sources of information on micro and macro economics

3.3 Explain The Main Variables That Can Be Used In A Commercial Negotiation

- Setting objectives and defining the variables for a commercial negotiation
- The bargaining mix
- Positions and interests
- Openings and presenting issues

3.4 Analyse The Resources Required For A Negotiation

- Choice of location
- Involving appropriate colleagues
- Use of telephone, teleconferencing or web based meetings
- Room layout and surroundings

4.0 Understand How Commercial Negotiations Should Be Undertaken

4.1 Explain The Stages Of A Commercial Negotiation

- Defining the stages of a negotiation such as preparation, opening, testing, proposing, bargaining, agreement and closure
- How behaviours should change during the different stages of a negotiation

4.2 Evaluate The Main Methods That Can Influence The Achievement Of Desired Outcomes

- The use of persuasion methods
- The use of tactics to influence the other party

4.3 Evaluate The Main Communication Skills That Help Achieve Desired Outcomes

- Types of questions
- Effective listening
- Push and pull behaviours
- Nonverbal communication
- The influence of culture in commercial negotiations

4.4 Explain How To Analyse The Process And Outcomes Of The Negotiations To Inform Future Practice

- Reflecting on performance
- Opportunities for improvement and development
- Protecting relationships after the negotiation

“Ian’s expertise is evident from his wide range of experience in various fields and positions.”

Mohamad Tamim, Buyer, ADGAS, UAE

“Ian is very knowledgeable. I consider him an expert. The course was very relevant to my job and I can apply everything I learnt to the systems at my workplace.”

George Soriaga, Procurement Officer, TwoFour54, UAE

Managing Contracts & Relationships in Procurement & Supply

Exam Preparation Course

16 – 20 December 2018* • Kempinski Hotel, Mall of the Emirates, Dubai, UAE

5 Key Learning Objectives

1. Apply methods to improve supplier performance
2. Recognise the need for a structured approach when dealing with performance and relationship issues
3. Understand the dynamics of relationships in supply chains
4. Understand the legal aspects relating to the performance of contracts
5. Adopt the main approaches and techniques to achieve the management of contracts and suppliers

Unit Outline

1.0 Understand The Dynamics Of Relationships In Supply Chains

1.1 Classify Types Of Commercial Relationships In Supply Chains

- Internal and external relationships
- The relationship spectrum
- The relationship life cycle

1.2 Apply Portfolio Analysis Techniques To Assess Relationships In Supply Chains

- Probability and impact assessment of risks
- Matrices to identify supply, supplier and purchaser positioning
- Developing action plans

1.3 Classify The Competitive Forces That Impact On Relationships In Supply Chains

- Sources of competitive advantage
- Competitive forces: sources of competitive rivalry, bargaining power of buyers and suppliers, threat of new entrants and potential substitutes
- STEEPLE factors that impact on supply chains (Social, Technological, Economic, Environmental, Political, Legislative, and Ethical)

1.4 Analyse The Sources Of Added Value That Can Be Achieved Through Supply Chain Relationships

- The link between relationships as a process and the achievement of added value outcomes
- Sources of added value: pricing and cost management, improving quality, timescales, quantities and place considerations in procurements from external suppliers
- The link between organisations in supply networks

2.0 Understand The Legal Aspects Relating To The Performance Of Contracts

2.1 Evaluate The Elements Of A Legally Binding Agreement

- Contract terms that regulate commercial agreements and relationships
- Oral statements and representations
- Model form contracts
- The use of standard contracts versus negotiated/bespoke contracts
- Applicable law and defined terms

2.2 Compare Implied And Express Terms That Affect Performance Issues

- Definition of express terms
- Implied terms through legislation, case law and custom
- Implications of international law

2.3 Explain The Recourses For Non-Performances In Contract

- Vital and non-vital contract terms
- Identifying non-conformances/breach of contracts
- Assessing damages
- Limits of liability
- Procedures for termination

2.4 Explain The Main Approaches To Conflict Resolution In Commercial Contracts

- Negotiated settlements
- The mechanisms of alternative dispute resolution
- Other mechanisms for dispute resolution, adjudication, arbitration and litigation
- Contractual provisions for dispute resolution

3.0 Understand The Main Approaches To Achieve The Management Of Contracts

3.1 Assess The Main Types Of Contractual Risk

- Risks that can impact on contracts, such as internal, market, economic, legal, ethical sourcing and performance based risks
- The role of information assurance
- The assessment of contractual risks

3.2 Interpret Financial, Technical And Performance Data Relating To The Performance Of Contracts

- Data that relates to the performance of contracts
- Interpreting data relating to the performance of contracts
- Contract administration

3.3 Assess The Responsibilities For Contract Management

- Responsibilities for contract management: procurement or non-procurement role
- Contract implementation plans and on-going demand management
- Planning and governance for contract management
- Resources required for contract management

3.4 Explain The Main Responsibilities Of A Contract Manager

- Performance management and ensuring compliance to agreed standards
- Payment responsibilities
- Risk assessment and management
- Contract development
- Relationship management

“Ian has strong knowledge of procurement and business environments.”

Suad Hussain, Procurement Manager, MTN, UAE



4.0 Understand The Main Techniques For The Management Of Contracts And Suppliers

4.1 Compare Contract Management And Supplier Relationship Management

- Definitions of contract management and supplier relationship management
- The management of individual contracts compared to the management of relationships with suppliers

4.2 Explain The Main Techniques For Supplier Relationship Management

- Supplier selection
- Team selection and responsibility for supplier improvement
- Supplier performance measurement
- Creating targets and assessment of performance

4.3 Explain The Main Techniques For Supplier Development

- Approaches to supplier development
- Defining quality assurance and total quality
- Approaches to quality improvement

4.4 Explain Techniques For Relationship Improvement

- Continuous improvement
- The operation of Balanced Scorecards
- Relationship assessment methodologies
- Value stream mapping

“Ian is a wonderful trainer. The course was very exciting with relevant games which made it a very practical and straightforward course.”


Mohammed Abdulla Yusuf Al Awadhi,
Assistant Purchasing Manager, Gulf Hotel, Bahrain


“Ian provided us with valuable knowledge and new information related to my job which will help me improve my business skills.”


Yaser Salem, Buyer, ADGAS, UAE


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Code	Course	Dates	Course Fee Before 18 February 2018	Course Fee Before 25 March 2018	Final Fee
BC7081	Business Needs in Procurement & Supply	29 April – 3 May 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495
Code	Course	Dates	Course Fee Before 29 April 2018	Course Fee Before 3 June 2018	Final Fee
BC7118	Sourcing in Procurement & Supply	8 – 12 July 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495
Code	Course	Dates	Course Fee Before 22 July 2018	Course Fee Before 26 August	Final Fee
BC7180	Negotiating & Contracting in Procurement & Supply	30 September – 4 October 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495
Code	Course	Dates	Course Fee Before 3 October 2018	Course Fee Before 7 November 2018	Final Fee
BC7276	Managing Contracts & Relationships in Procurement & Supply	16 – 20 December 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495

Course fee includes documentation, lunch and refreshments. Delegates will receive a Certificate of Attendance from Informa

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2 nd Delegate							
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To assist us with future correspondence, please supply the following details:

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Cancellation

- If you are unable to attend, a substitute delegate will be welcome in your place
- Registrations cancelled more than 15 days before the Event are subject to a US\$ 250 administration fee
- Registrations cancelled between 14 – 8 days before the Event are subject to a 25% cancellation fee
- Registrations cancelled 7 days or less before the Event must be paid in full
- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing
- Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics
- For full details, please visit www.informa-mea.com/terms-and-conditions-for-delegates

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Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process. *Due to unforeseen circumstances, the programme may change and Informa reserves the right to alter the venue and/or speakers.*

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