

Strategic Programme Leadership [L6M5]

Target Audience: For those who are successful in completing the CIPS Level 5 Advanced Diploma in Procurement and Supply; this represents the final level of CIPS qualifications for those working towards MCIPS Chartered Procurement and Supply Professional.

Hours: 60 Hours

Pre-requisite: You will need to have achieved the CIPS Level 4 Diploma in Procurement and Supply.

1.0 Understand contracting for programmes

1.1 Compare contracting options for programmes

- Client coordinated approaches to major projects
- Engineering, procurement and construction (EPC)/ design and build forms of contract
- Management contracting and construction management
- Design, build, operate and ownership forms of contract

- Public and private sector partnerships

1.2 Evaluate contract forms for programmes

- The role of institutes and professional bodies in developing contract forms:
 - The New Engineering Contract (NEC) core and optional clauses
 - International Federation of Consulting Engineers (FIDIC) contract forms
 - Institution of Mechanical Engineers (IMechE) contract forms
 - Joint Contracts Tribunal (JCT) contract forms
 - CIPS model forms of contract
 - Comparisons of main contractual terms and schedules

1.3 Assess the use of pricing mechanisms for programmes

- Fixed lump sum pricing

- Activity schedule pricing
- Bills of quantity
- Target costing methods and risk and reward pricing mechanisms

- Cost reimbursable contracts

1.4 Contrast methods of investment appraisal for programmes

- Purpose of investment appraisal
- Payback analysis
- Average rate of return
- Discounted cash flow
- The choice of discount factor
- Calculating net present values
- Calculating the internal rates of return
- The strengths and weaknesses of different methods of investment appraisal

2.0 Understand programme leadership approaches

2.1 Assess approaches to strategic cost management for programmes

- Fixed and variable pricing methods
- Budgetary control and variance analysis
- Value engineering
- Consortium based procurement
- The use of open book costing and cost transparency

2.2 Analyse the use of financial and management information on the performance of programmes

- Estimating budgets for projects
- Measurement, monitoring control and improvement
- Project tracking and control mechanisms
- Controlling variations, claims/compensation events
- Implementing remedial actions

2.3 Analyse the impact of programme performance on the supply chain

- Consequential losses resulting from default
- Assessment of damages
- Contractual warranties and conditions
- Specific performance
- Termination clauses

2.4 Assess the implications of programme closure on the supply chain

- Obtaining client acceptance
- Installing deliverables
- Conducting project audits
- Knowledge management
- Communicating the review, evaluation and learning

3.0 Understand the role of culture on achieving programme success

3.1 Critically assess the concept of organisational culture

- The meaning of organisational culture
- The ingredients of culture
- Identifying culture
- Levels of culture
- Cultural web
- The four types of culture
- Power culture
- Task culture
- Role culture
- Person culture

3.2 Analyse the influence of national culture on programme success

- Cultural similarities and differences

- Language, religion, social, laws, politics, education systems, values and attitudes

3.3 Analyse tools and techniques which support cultural change

- Ignoring the culture
- Managing around the culture
- Changing behaviours
- Education vs. persuasion
- Coercion to change attitudes
- Recruitment policy, selection, promotion and reward
- Redundancy policy and alter workforce composition