
Purchasing Management Training Course: Requisition to Order, Controls and KPIs

30 November – 4 December 2026
Tokyo





Purchasing Management Training Course: Requisition to Order, Controls and KPIs

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Programme Summary

Purchasing management from requisition to order is a five-day training course for heads of purchasing and senior buyers at advanced level, culminating in a purchasing department operating plan for their own function. Many purchasing departments lose time and control in the daily flow of requests, approvals and orders. The approach moves from purchasing policy and delegated authority to workflow design, buyer team organisation, supplier expediting, controls and performance reporting. Mars Training Centre UK delivers this programme in purchasing management and buying operations.

The Business Case

The purchasing department touches almost every cost line, yet its daily operation is often run on habit rather than design. Slow approvals delay projects and buying outside agreed contracts erodes negotiated prices. Leaders who set clear policy, structure the buyer team and measure the right indicators give the organisation predictable supply and auditable spend.

- Purchase Order Cycle Time: Falls as requisition routes and approval thresholds are redesigned.
- Spend Under Contract: Rises as off-contract purchasing is detected and redirected.
- Supplier On-Time Delivery: Improves as expediting is planned by supply risk.

Principles and Evidence Base

- CIPS Procurement and Supply Cycle: The cycle locates operational purchasing and its hand-offs in Session 1.
- CIPS Global Standard for Procurement and Supply: The standard informs buyer roles and competencies in Session 3.
- Three-Way Match Control: Matching the purchase order, goods receipt and invoice anchors the control design in Session 4.
- Process Mining Indicators for Procure-to-Pay: Event-based measures of cycle time and rework shape reporting in Session 5.

Intended Participants

- Leaders who run a purchasing department and answer for its service levels and controls.
- Managers who approve purchasing policy, thresholds and delegated authority.
- Senior buyers who supervise other buyers and allocate requisitions.
- Professionals who report purchasing performance to finance and executive committees.

The programme serves government entities, energy, manufacturing and healthcare organisations.



Learning Outcomes

1. Participants will be able to evaluate a purchasing policy and delegation of authority matrix against organisational risk.
2. Participants will be able to construct a requisition-to-order workflow with clear thresholds and service levels.
3. Participants will be able to design a buyer team structure and allocate workload by value, risk and complexity.
4. Participants will be able to diagnose maverick buying and control weaknesses using purchase order and spend data.
5. Participants will be able to prioritise expediting effort across open orders by supply risk.
6. Participants will be able to justify a set of purchasing KPIs and a reporting pack for senior management.

Programme Structure

Day 1: Purchasing Management Policy and Delegated Authority

What rules and authority should govern every purchase the organisation makes?

- CIPS Procurement and Supply Cycle and the Operational Purchasing Role
- Purchasing Policy Structure and Procedure Manuals
- Delegation of Authority Matrix and Approval Thresholds
- Segregation of Duties Across Requisition, Ordering and Receipt
- Purchasing Department Baseline Assessment

Day 2: Requisition to Purchase Order Workflow Design

How does a request become a correct order quickly and without rework?

- Requisition Quality Standards and Specification Checks
- Purchase Routes by Value: Catalogue, Quotation and Framework Call-Off
- Purchase Order Content, Terms and Amendment Control
- Internal Service Level Agreements With Requesting Departments
- Workflow Mapping and Bottleneck Removal

Day 3: Buyer Team Organisation and Staff Performance

How should buyers be organised, loaded and developed?

- Centralised, Decentralised and Hybrid Purchasing Structures
- Buyer Portfolio Allocation by Value, Risk and Complexity
- Workload Measurement and Capacity Planning for Buyers
- Buyer Competency Profiles Using the CIPS Global Standard
- Performance Objectives, Coaching and Ethics in the Buyer Team



Day 4: Supplier Ordering, Expediting and Purchasing Controls

Where does control fail between order and payment?

- Order Acknowledgement, Expediting Plans and Delivery Follow-Up
- Three-Way Match of Order, Goods Receipt and Invoice
- Maverick Buying Detection and Off-Contract Spend Analysis
- Emergency and Retrospective Order Rules
- Purchasing Fraud Red Flags and Exception Reports

Day 5: Applying Purchasing KPIs to the Department Operating Plan

Is the purchasing department plan measurable and ready to run?

- Purchasing KPI Set: Cycle Time, Spend Under Contract and Supplier Delivery
- Spend Reporting Pack and Dashboard Design for Senior Management
- Linking Day 1 Authority Rules to Day 4 Control Findings
- Aligning Day 3 Team Capacity With Day 2 Workflow Targets
- Purchasing Department Operating Plan Completion

Methodology

The programme uses structured exercises built on purchasing documents and order data from manufacturing, public sector and service organisations. Each session pairs a short briefing with group work on participants' own policies, approval routes and reports.

- Suggested activity: Redesigning a delegation of authority matrix for a mid-sized organisation.
- Suggested activity: Analysing a purchase order extract to locate off-contract spend and approval bypasses.
- Suggested activity: Allocating a requisition backlog across a buyer team by value and risk.

Capstone Output

Each participant completes a purchasing department operating plan for their own function or a case organisation. It contains the policy and authority rules, the requisition-to-order workflow, the buyer team structure, the control and expediting routines, and a KPI reporting pack, ready to present to a finance director.



Frequently Asked Questions

Is purchasing management training at this level suitable for newly appointed purchasing heads?

Yes. It is set at advanced level for those who lead purchasing teams and assumes working experience of ordering, approvals and supplier follow-up.

Which frameworks does the purchasing management course rest on?

It rests on the CIPS Procurement and Supply Cycle, the CIPS Global Standard for Procurement and Supply, three-way match control and process mining indicators for procure-to-pay.

How is the operating plan from purchasing management training used at work?

You can use it to reset approval thresholds, rebalance buyer workloads and report purchasing performance to senior management.

How does a purchasing management course differ from a strategic sourcing course?

It covers running the purchasing department day to day, while strategic sourcing addresses market strategy, category plans and long-term supplier selection.