OTHM LEVEL 7 DIPLOMA IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Qualification Number: 603/5865/8
Specification | June 2024

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QUALIFICATION OBJECTIVES

The objective of the OTHM Level 7 Diploma in Logistics and Supply Chain Management qualification is to broaden learners' understanding of logistics and supply chain management and is designed for those who wish to prepare for a first professional role and future career in the field. It is also suitable for logistics and supply chain professionals in the early stages of their career looking to enhance their knowledge and skills and move to the next level professionally.

Successful completion of this qualification will equip learners with the specialist knowledge and skills needed to further their career as a logistics and supply chain professional as well as the opportunity to embark on further study towards a relevant Master's programme with advanced standing.

REGULATORY INFORMATION

The Qualification Number (QN) should be used by centres when they wish to register their learners. Each unit within a qualification will also have a unique reference number (Unit code). The qualification and unit reference numbers will appear on learners' final certification documentation. The QN for the qualifications in this publication are:

Qualification Title	OTHM Level 7 Diploma in Logistics and Supply Chain Management
Qualification Reference Number	603/5865/8
Regulation Start Date	14/05/2020
Operational Start Date	18/05/2020
Duration	1 Year
Total Credit Value	120 Credits
Total Qualification Time (TQT)	1200 Hours
Guided Learning Hours (GLH)	600 Hours
Sector Subject Area (SSA)	4.3 Transportation operations and maintenance
Overall Grading Type	Pass / Fail
Assessment Methods	Coursework
Language of Assessment	English

EQUIVALENCES

The OTHM Level 7 diplomas on the Regulated Qualifications Framework (RQF) are at the same level as master's degrees. However, they are shorter (120 credits) and learners will have to proceed to the dissertation stage (60 credits) with university to achieve a full masters programme.

QUALIFICATION STRUCTURE

The OTHM Level 7 Diploma in Logistics and Supply Chain Management consists of 6 mandatory units for a combined total of 120 credits, 1200 hours Total Qualification Time (TQT) and 600 Guided Learning Hours (GLH) for the completed qualification.

Unit Ref. No.	Unit title	Credit	GLH	TQT
J/618/1227	Logistics Management	20	100	200
R/618/1229	Supply Chain Planning, Modelling and Analytics	20	100	200
L/618/1231	Procurement and Supply Management	20	100	200
Y/618/1233	Supply Chain and Operations Strategy	20	100	200
H/618/1235	Sustainable Operations Management	20	100	200
T/508/0626	Business Research Methods	20	100	200

DEFINITIONS

Total Qualification Time (TQT) is the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification.

Total Qualification Time is comprised of the following two elements –

a) *the number of hours which an awarding organisation has assigned to a qualification for Guided Learning, and*

b) *an estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by – but, unlike Guided Learning, not under the Immediate Guidance or Supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.*

(Ofqual 15/5775 September 2015)

Guided Learning Hours (GLH) is defined as the hours that a teacher, lecturer or other member of staff is available to provide immediate teaching support or supervision to a student working towards a qualification.

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit. One credit is equal to 10 hours of TQT.

ENTRY REQUIREMENTS

For entry onto the Logistics and Supply Chain Management qualification learners must possess:

- An honours degree in related subject or UK level 6 diploma or an equivalent overseas qualification
- Mature learners with management experience (learners must check with the delivery centre regarding this experience prior to registering for the programme)
- Learners must be 21 years old or older at the beginning of the course

English requirements: If a learner is not from a majority English-speaking country must provide evidence of English language competency. For more information visit English Language Expectations page.

PROGRESSIONS

Achieving the OTHM Level 7 Diploma in Logistics and Supply Chain Management qualification enables learners to progress into or within employment and/or continue their further study. As this qualification is approved and regulated by Ofqual (Office of the Qualifications and Examinations Regulation), learners are eligible to progress to Master's top-up programmes at many universities in the UK and overseas with advanced standing. For more information visit University Progressions page.

DELIVERY OF OTHM QUALIFICATIONS

OTHM do not specify the mode of delivery for its qualifications, therefore OTHM Centres are free to deliver this qualification using any mode of delivery that meets the needs of their Learners. However, OTHM Centres should consider the Learners' complete learning experience when designing the delivery of programmes.

OTHM Centres must ensure that the chosen mode of delivery does not unlawfully or unfairly discriminate, whether directly or indirectly, and that equality of opportunity is promoted. Where it is reasonable and practicable to do so, it will take steps to address identified inequalities or barriers that may arise.

Guided Learning Hours (GLH) which are listed in each unit gives the Centres the number of hours of teacher-supervised or direct study time likely to be required to teach that unit.

ASSESSMENT AND VERIFICATION

The units in this qualification are internally assessed by the centre and externally verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria. Judgement that the learners have successfully fulfilled the assessment criteria is made by the Assessor.

The Assessor should provide an audit trail showing how the judgement of the learners' overall achievement has been arrived at.

Specific assessment guidance and relevant marking criteria for each unit are made available in the Assignment Brief document. These are made available to centres immediately after registration of one or more learners.

OPPORTUNITIES FOR LEARNERS TO PASS

Centres are responsible for managing learners who have not achieved a Pass for the qualification having completed the assessment. However, OTHM expects at a minimum that centres must have in place a clear feedback mechanism to learners by which they can effectively retrain the learner in all the areas required before re-assessing the learner.

RECOGNITION OF PRIOR LEARNING AND ACHIEVEMENT

Recognition of Prior Learning (RPL) is a method of assessment that considers whether learners can demonstrate that they can meet the assessment requirements for a unit through knowledge, understanding or skills they already possess and do not need to develop through a course of learning.

RPL policies and procedures have been developed over time, which has led to the use of a number of terms to describe the process. Among the most common are:

- Accreditation of Prior Learning (APL)
- Accreditation of Prior Experiential Learning (APEL)
- Accreditation of Prior Achievement (APA)
- Accreditation of Prior Learning and Achievement (APLA).

All evidence must be evaluated with reference to the stipulated learning outcomes and assessment criteria against the respective unit(s). The assessor must be satisfied that the evidence produced by the learner meets the assessment standard established by the learning outcome and its related assessment criteria at that particular level.

Most often RPL will be used for units. It is not acceptable to claim for an entire qualification through RPL. Where evidence is assessed to be only sufficient to cover one or more learning outcomes, or to partly meet the need of a learning outcome, then additional assessment methods should be used to generate sufficient evidence to be able to award the learning outcome(s) for the whole unit. This may include a combination of units where applicable.

EQUALITY AND DIVERSITY

OTHM provides equality and diversity training to staff and consultants. This makes clear that staff and consultants must comply with the requirements of the Equality Act 2010, and all other related equality and diversity legislation, in relation to our qualifications.

We develop and revise our qualifications to avoid, where possible, any feature that might disadvantage learners because of their age, disability, gender, pregnancy or maternity, race, religion or belief, and sexual orientation.

If a specific qualification requires a feature that might disadvantage a particular group (e.g. a legal requirement regarding health and safety in the workplace), we will clarify this explicitly in the qualification specification.

UNIT SPECIFICATIONS

Logistics Management

Unit Reference Number	J/618/1227
Unit Title	Logistics Management
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200
Guided Learning Hours (GLH)	100
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	4.3 Transportation operations and maintenance
Unit Grading type	Pass / Fail

Unit aims

The unit focusses on the strategic, value adding role of logistics in supply networks. It aims to impart learners with a thorough understanding of key theoretical and operational aspects of managing logistics, specifically transportation, storage/warehousing and packaging. The related considerations for business competitiveness and operational efficiency is emphasised as is the interdependency between operational, technological, and regulatory aspects.

Learning Outcomes, Assessment criteria and Indicative contents

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Understand key concepts and issues in logistics.	1.1 Analyse current issues in logistics and their relevance and effects on organisations. 1.2 Evaluate the benefits of having an effective logistics management system in an organisation.	● Supply Chain Disruptions, Transportation Costs and Capacity Constraints, E-commerce Growth, Sustainability and Environmental Concerns, Technological Disruption, Labour Shortages and Skills Gap, Regulatory Compliance and Trade Restrictions, Cybersecurity Risks ● Logistics importance/relevance, definition, logistics trends, logistics strategies – cost and service aspects, logistics considerations based on nature of product and product

		characteristics, logistics integration with other functions, key logistics stakeholders (shippers, carriers, freight forwarders, government) and their roles, different kinds of logistics networks, logistics risk and their management, logistics performance measures and information/ information technology perspectives in logistics
2. Understand the different modes of transport and their underlying operational and economic characteristics.	2.1 Evaluate the advantages and disadvantages of the different modes of transportation. 2.2 Critically analyse the underlying operations and cost of the different modes of transportation. 2.3 Discuss factors affecting the selection of specified modes/s of transport in an organisation. 2.4 Explain the infrastructure/facilities associated with each of the transport modes.	● Road, air, sea and intermodal freight: each's applicability, advantages, disadvantages, operating characteristics, key stakeholders, factors affecting cost and pricing, shipper and carrier perspectives, details of the infrastructure involved and operations (ports, rail interchanges, airports), outsourcing of transportation (3PL and 4PL), role of Transportation management system ● Infrastructure maintenance, locomotive fuel consumption, labour, regulatory compliance, port fees, cargo handling charges, insurance premiums and equipment leasing or ownership. ● Nature of Goods, Distance and Destination, Time Sensitivity, Cost Considerations, Reliability and Service Levels, Infrastructure and Accessibility, Environmental Impact, Regulatory Compliance, Supply Chain Integration ● Truck terminals and depots, Rail yards and terminals, Freight trains and locomotives, Ports and harbours, Cargo terminals and warehouses
3. Understand the regulatory aspects and procedures and practices with international processes.	3.1 Critically evaluate export and import regulations including customs procedures and tariffs in the import and export of goods. 3.2 Analyse how tariffs and duties affect the prices of imported/exported goods.	● Incoterms and contractual obligations with international shipping; customs tariffs, processes, procedures and insurance, import, export bonding procedures, freight forwarding contracts of carriage, documentation, and certification; International trade facilitation, treaties, finance and settlement

		● Trade Agreements and Tariff Reductions, Tariff Escalation and Value Addition, Strategies to Mitigate Tariff Costs
4. Understand strategic and operational aspects of warehouse management.	4.1 Evaluate strategic aspects incl. Warehouse location, capacity, design/layout, storage racks selection and extent of automation (in relation to material handling equipment) 4.2 Analyse operational issues in receiving, order picking, storage, and despatch incl. Relevance of technological solutions. 4.3 Explain the multi-level product packaging choices and their relevance to efficient warehousing and transportation.	● Different warehouse types based on usage, centre of gravity and qualitative considerations in warehouse location, warehouse capacity – economy of scale issues, seasonality issues, sharing/outsourcing, L, I and U shape warehouse designs and their appropriateness, different storage rack choices and their advantages and disadvantages and when to use, different kinds of material handling equipment (manual and automated) and when to use each ● Operational processes (information and product related) associated with each of receiving, storage, order picking and assembly and despatch stages, techniques to decide optimum location of items (static/dynamic storage), importance of order picking and order picking approaches/rules, technology enabled order picking solutions (voice picking and pick to light solutions), warehouse performance measures, use/relevance of warehouse management systems, robotization of warehouses and warehouse improvement approaches ● Importance of packaging for logistics, primary, secondary, and tertiary packaging and their relevance, packaging optimisation with regards to storage, transportation, material handling, packaging cost and damages, packaging options (pallets, containers), sustainable packaging

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and met the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count
All 1 to 4	All ACs under LO 1 to 4	Report	4500 words

Indicative reading list

Bowersox, D., Closs, D. and Cooper, M.B. (2019). *Supply Chain Logistics Management*. 5th Edition, McGraw-Hill.

Rushton, A., Croucher, P. and Baker, P. (2017). *The Handbook of Logistics and Distribution Management*. 6th Edition, Kogan Page

Harrison, A., Skipworth, H., Van-Hoek, R. and Aitken, J. (2019). *Logistics Management and Strategy: Competing Through the Supply Chain*. 6th Edition, Pearson.

Coyle, J., Langley, C. Novack, R. and Gibson, B. (2016) *Supply Chain Management: A Global Logistics Perspective*. 10th Edition, South-Western College Pub

Mangan, J. and Lalwani, C. L. (2016). *Global Logistics and Supply Chain Management.* 3rd Edition, John Wiley & Sons.

Supply Chain Planning, Modelling and Analytics

Unit Reference Number	R/618/1229
Unit Title	Supply Chain Planning, Modelling and Analytics
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200
Guided Learning Hours (GLH)	100
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	4.3 Transportation operations and maintenance
Unit Grading type	Pass / Fail

Unit Aims

The unit aims to provide learners with in-depth knowledge about planning processes across all key aspects of supply chain management. The relevance of each of the planning processes, the associated information requirements and modelling and analytic techniques are covered.

Learning Outcomes, Assessment Criteria, and Indicative Contents

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Understand supply chain planning models and approaches used in contemporary business operations.	1.1 Explain qualitative and quantitative approaches to supply chain operations. 1.2 Apply appropriate forecasting techniques. 1.3 Evaluate the appropriateness of supply networks. 1.4 Apply location planning models for different entities in the supply network. 1.5 Apply appropriate inventory control and management approaches.	● Importance of planning to supply chain management, key planning areas and overview of different qualitative and quantitative approaches to planning ● Moving average, exponential smoothing, and regression based forecasting techniques, seasonality calculations, forecasting error ● Different kinds of centralized/decentralized supply networks for different cost-service requirements,

		dynamics across the supply chain (Bullwhip effect) and its control ● Factor rating and centre of gravity models for location assessment ● Different kinds of inventory, importance of inventory control, inventory management related performance measures, perpetual inventory (Reorder point, safety stock and EOQ) and periodic inventory control (review period and target inventory) techniques, customer service levels (fill rate, cycle service levels), newsvendor problem, ABC and VED techniques for inventory control, inventory counting, role of information in inventory management, centralised and decentralised inventory (square root law)
2. Understand the integration of supply chain planning, scheduling, and control approaches in business operations.	2.1 Analyse the relationships between aggregate and hierarchical planning and control. 2.2 Apply the concepts of Material Planning and Control and other capacity management strategies. 2.3 Evaluate the implementation of Enterprise Resource Planning (ERP) system in business operations.	● Role and mechanism of aggregate and sales and operations planning, chase, level and hybrid planning options, Master production schedule, material requirements planning (incl. lot sizing rules), manufacturing resources planning, distribution resources planning, enterprise resource planning, yield/revenue management principles ● Inventory Management Techniques, Just-in-Time (JIT) Inventory, Economic Order Quantity (EOQ), Material Requirements Planning (MRP), Capacity Management Strategies ● ERP System, Integration of Business Processes, Data Centralization and Accessibility, Streamlining Operations, Decision-Making

		Support, Scalability and Flexibility, Implementation Challenges, Return on Investment (ROI), Success Metrics and Evaluation
3. Understand the application of data analytics in supply chain management.	3.1 Explain the use and relevance of simulation techniques in each of the key areas of supply chain management. 3.2 Explain the use and relevance of big data analytical techniques in each of the key areas of supply chain management.	● Role/relevance of simulation and major simulation techniques and applications, Discrete event simulation, system dynamics, use/relevance of data analytical tools in different aspects of SCM, clustering, classification and association pattern recognition techniques

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count
LO 1 and 2	ACs 1.2 to 1.5 and 2.2	Portfolio of tasks	2500 words
LO 1,2 and 3	ACs 1.1, 1.3, 2.1, 2.3 and 3.1 and 3.2	Report	2500 words

Indicative reading list

Jacobs, R.F., Berry, W., Whybark, D. and Vollmann, T. (2018). *Manufacturing Planning and Control for Supply Chain Management,* 2nd Edition, McGraw-Hill Education

Chopra, S. (2019). *Supply Chain Management: Strategy, Planning, and Operation*, Global Edition, Pearson

Benton, W. (2013). *Supply Chain Focused Manufacturing Planning and Control*, South-Western College Pub

Hillier, F, and Hillier, M. (2018). *ISE Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets*, 6th Edition, McGraw –Hill Education

Watson, M., Lewis, S., Cacioppi, P. and Jayaraman, J. (2012). *Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain.* Pearson FT Press.

Procurement and Supply Management

Unit Reference Number	L/618/1231
Unit Title	Procurement and Supply Management
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200
Guided Learning Hours (GLH)	100
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	4.3 Transportation operations and maintenance
Unit Grading type	Pass / Fail

Unit Aims

The unit seeks to provide learners with a thorough understanding of procurement and supply management from a strategic, technological, process and relationship perspective. The goal is to provide insights on the role of procurement within supply chain management, the tools and techniques to assess sourcing options, the negotiation and contractual issues encountered with suppliers, effective supplier relationship management and technological enablers in procurement.

Learning Outcomes, Assessment Criteria and Indicative Contents

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Understand the contexts of procurement and supply Management.	1.1 Analyse the different sources of value addition in procurement. 1.2 Explain the main aspects of sourcing processes.	● Importance of procurement to organisations, changing role of procurement, procurement integration, purchasing decisions and business

	1.3 Analyse the impact of organisational policies and procedures on procurement. 1.4 Compare the different structures of a procurement function.	strategy, procurement strategy, centralised and decentralised purchasing, key sourcing process elements, purchasing organisation, overview of purchasing-related differences across contexts ● Sourcing processes: strategy development, supplier identification, negotiation, contract management, relationship building, risk assessment, quality assurance, and cost reduction initiatives. ● Impact of organisational policies and procedures: establishing a policy framework, developing and implementing procedures, enforcing compliance, managing vendor selection and relationships, mitigating risks, controlling costs, ensuring quality, and driving continuous improvement initiatives. ● Different structures of a procurement function: centralised, decentralised, hybrid, category management, centre-led, strategic procurement partnership, shared services, and outsourced models.
2. Understand the application of tools and techniques for sourcing.	2.1 Explain how costs and prices can be estimated for procurement activities. 2.2 Explain the main processes used for obtaining quotations and tenders from suppliers. 2.3 Develop selection and award criteria with regards to selecting suppliers. 2.4 Evaluate the role of technology in enhancing the efficiency and effectiveness of procurement.	● Spend analysis, supply industry analysis, supply data sources, market and cost based pricing models, value analysis, portfolio analysis (Kraljic matrix) ● Request for information (RFI) documents, request for quotation documents, key supplier selection criteria, total cost of ownership, multi-criteria supplier selection models, reverse auction approaches, e-procurement operative mechanics, contexts where relevant, benefits and challenges in implementation ● Developing selection and award criteria involves identifying, evaluating, assessing, considering,

		reviewing, analysing, and emphasising various aspects such as supplier capabilities, quality standards, price competitiveness, innovation, delivery performance, financial stability, ethical and social responsibility. ● Technology enhances procurement efficiency and effectiveness through automation, digital platforms, supplier management systems, data analytics, e-procurement tools, cloud solutions, blockchain transparency, and AI applications.
3. Understand approaches to finalise contractual agreements with suppliers.	3.1 Explain the main types of contractual agreements between customers and suppliers. 3.2 Compare the types of approaches that can be pursued in commercial negotiations. 3.3 Evaluate the main methods that can influence the achievement of desired outcomes in a negotiation.	● Legal aspects of purchasing, nature of purchasing contracts, offers and counteroffers, options contracts, contract law, terms of a contract, contract management, contract disputes, importance of negotiation, pre and post negotiation phases, negotiation strategies, BATNA, competition and cooperation in negotiation, game theory, persuasion/coercive approaches ● Types of approaches in commercial negotiations: competitive, collaborative, distributive, integrative, principled, relationship-oriented, win-win, and win-lose strategies. ● The main methods influencing negotiation outcomes: preparation, communication, active listening, rapport building, understanding interests, flexibility, creative problem-solving, assertiveness, and emotion management.
4. Understand and manage the dynamics of relationships with suppliers.	4.1 Apply portfolio analysis techniques to assess relationships with suppliers. 4.2 Explain the main approaches to conflict resolution in commercial contracts.	● Nature of supplier relationships: arm's length, partnership, strategic alliance, joint venture, vertical integration and where each is appropriate, supply

	4.3 Explain the main techniques for supplier relationship management.	base rationalisation, tiering of suppliers, choice of single/multiple suppliers, supplier associations, supplier performance measurement and supplier development ● The main approaches to conflict resolution in commercial contracts: negotiation, mediation, arbitration, adjudication, litigation, dispute resolution clauses, alternative dispute resolution mechanisms, collaborative problem-solving, and escalation strategies. ● The main techniques for supplier relationship management: supplier segmentation, performance measurement, contract management, communication, continuous improvement, risk management, supplier development, relationship building, and conflict resolution.

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count
All 1 to 4	All ACs under LO 1 to 4	Essay	4500 words

Indicative reading list

Bailey, P., Farmer, D., Crocker, B., Jessop, D., and Jones, D. (2015). *Procurement Principles and Management.* 11th Edition, Pearson,

Benton, W, C. (2014). *Purchasing and Supply Chain Management*. 3rd Edition, McGraw Hill,

Lysons, K. and Farrington, B. (2020). *Purchasing and Supply Chain Management.,* 10th Edition Pearson, Handfield, R., Giunipero, L., and Patterson,

J. and Monczka, R. (2015). *Purchasing and Supply Chain Management*. 6th Edition, Cengage,

Supply Chain and Operations Strategy

Unit Reference Number	Y/618/1233
Unit Title	Supply Chain and Operations Strategy
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200
Guided Learning Hours (GLH)	100
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	4.3 Transportation operations and maintenance
Unit Grading type	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' understanding of supply chain and operations management, including its scope, impact and importance as well as the strategic decisions that need to be made in today's world of global supply and global markets, taking into account the major competitive drivers. The unit discusses supply chain and operations management practices and approaches in a range of contexts.

Learning Outcomes, Assessment Criteria and Indicative Contents

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Understand key operations and supply chain management concepts, theories and strategies.	1.1 Evaluate the concepts and principles of operations and supply chain management. 1.2 Critically discuss the key drivers of effective supply chain management. 1.3 Assess how effective operations and supply chain management can enhance competitiveness. 1.4 Critically evaluate key decisions made by businesses to improve their supply chain and operations.	● Key decisions in supply chain and operations management, operations performance objectives, Operations strategy matrix, order winners and order qualifiers, Trade-offs and the efficient frontier, the 4V's (volume, variety, variation in demand and visibility) framework for operations processes, Sandcone model of improvement, Hayes and Wheelwright's four stages of operations contribution, process design and process

	1.5 Critically review the application of different strategic approaches to supply chain and operations management in organisations.	technology strategies, quality strategy and elements incl. six sigma, key drivers of supply chain management, Supply chain ● integration, role of information and information technology in SCM, incentive alignment across supply chain partners incl. buyback, revenue sharing and quantity flexibility contracting arrangements, supply chain risk management, resilience, outsourcing: when, what and how, lean, agile and leagile strategies, Push vs pull system and decoupling point, quick response, efficient consumer response, Vendor managed inventory (VMI), Collaborative forecasting, planning and replenishment (CPFR), Bullwhip effect
2. Understand performance measurement approaches and techniques.	2.1 Assess the relevance of performance measurement within supply chain and operations management. 2.2 Evaluate various financial, non-financial, single and multi-factor performance measures applicable to organisations. 2.3 Evaluate the selection and application of key performance indicators for effective supply chain and operations management. 2.4 Explain how intra and inter-organisational benchmarking can help organisations improve their supply chain and operations management efficiency.	● Operations performance measures (cost, quality, speed, reliability and flexibility), supply chain performance measures, financial, non-financial, single and multi-factor measures; Balanced Scorecard, SCOR framework and supply chain benchmarking ● Key performance indicators for effective supply chain and operations management: on-time delivery performance, order fulfilment cycle time, inventory turnover ratio, perfect order rate, fill rate, supplier lead time variability, transportation cost per unit, warehouse utilisation, return merchandise authorisation rate, and overall equipment effectiveness.

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count
Both 1 and 2	All ACs under LOs 1 and 2	Report	4500 words

Indicative reading list

Christopher, M. (2016). *Logistics & Supply Chain Management*. 5th Edition, FT Publishing International

Chopra, S. (2019). *Supply Chain Management: Strategy, Planning, and Operation*, Global Edition, Pearson

Slack, N. and Brandon-Jones, A. (2019). *Operations Management*. 9th Edition. Pearson.

Leong, G. and Tan, K-C. (2017). *Principles of Supply Chain Management: A Balanced Approach*.5th Edition. Cengage

Krajewski, L.J., Malhotra, M.K. and Ritzman, L. P. (2018). *Operations Management: Processes and Supply Chains*, 12th Edition, Pearson

Sustainable Operations Management

Unit Reference Number	H/618/1235
Unit Title	Sustainable Operations Management
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200
Guided Learning Hours (GLH)	100
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	4.3 Transportation operations and maintenance
Unit Grading type	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' understanding, knowledge and skills of sustainable operations management, including key elements of sustainability and their importance to businesses, the business drivers and barriers affecting the move towards sustainability, the different practices across the supply chain that can be worked upon to improve sustainability as well as the performance measures and the business impact of sustainability. A variety of different sectors are explored.

Learning Outcomes, Assessment Criteria and Indicative Contents

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Understand the concept and theories of sustainable supply chains.	1.1 Explain the relevance of sustainability to businesses. 1.2 Critically assess key dimensions of sustainability incl. environmental, social and economic as well as practices within each context. 1.3 Assess the relevance of different drivers of sustainability practices. 1.4 Appreciate the barriers or challenges to businesses with regards to sustainability. 1.5 Explain the different performance measures used	● Sustainability definition, relevance in respect of environmental, economic and social dimensions and application in different contexts, different drivers and barriers to sustainability, supply chain sustainability performance measures and performance impact, details of environmental sustainability practices: eco-design of products, responsible purchasing, green technologies, green manufacturing, green transportation, green

	to measure sustainability as well as how sustainability is reported.	warehousing and packaging, reverse logistics, recycling, waste management and remanufacturing, closed-loop supply chains, humanitarian logistics, ethical and social aspects of sustainability, collaboration for sustainability, lean and green supply chains, corporate reporting of sustainability: templates and outlets
2. Understand how to make the businesses more sustainable.	2.1 Evaluate the existing position of a business with regards to different sustainability practices. 2.2 Highlight the appropriateness of different sustainability practices for a business. 2.3 Evaluate the sustainability and business-related implications of implementing (sustainability) practices for a business.	● Sustainability measures vis-à-vis environmental sustainability (waste reduction, greenhouse gas emissions, resource conservation, energy conservation, water conservation) as well as for social sustainability (individual measures), different corporate reporting mechanisms for sustainability e.g. carbon disclosure project, Global Reporting Initiatives (cover all key ones); environment and social sustainability related certifications: fairtrade foundation, Global compact (cover all key ones); life cycle analysis, drivers, barriers and performance impact of sustainability practices, Environmental Management system: design and operations; ISO14001

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count
1 and 2	All ACs under LOs 1 and 2	Essay	4500 words

Indicative reading list

Sarkis, J. (2019). *Handbook on the Sustainable Supply Chain.* Edward Elgar Publishing

Bouchery, Y., Corbett, C. J., Fransoo, J. C. and Tan, T. (2017). *Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy*. Springer

Belvedere, V. and Grando, A. (2017). *Sustainable Operations and Supply Chain Management.* Wiley

Grant, D. B. Trautrims, A. and Wong, C. Y. (2017). *Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management*. Kogan Page.

Business Research Methods

Unit Reference Number	T/508/0626
Unit Title	Business Research Methods
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200
Guided Learning Hours (GLH)	100
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	15.3 Business management
Unit Grading type	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' understanding of research principles including the formulation of research proposals, literature reviews, referencing, data collection using interviews and surveys, questionnaire design, statistical analysing using SPSS, qualitative data, and methods for drawing conclusions from the analysed data.

Learning Outcomes, Assessment Criteria and Indicative contents

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Be able to identify research problems and formulate research objectives.	1.1 Appraise research problems. 1.2 Develop appropriate research objectives and justify their choice.	● Understanding the research context; research problem identification for investigation; research topic identification; the conceptualisation of a research problem; developing insights; and feasibility and possibilities.
2. Understand how to review the literature on a research topic.	2.1 Evaluate literature relevant to a research problem. 2.2 Critically analyse different theoretical approaches to a research problem.	● Definition, features and ways to do literature review; the generic selection of literature; spotting the sources of literature; justification of an appropriate

		selection of literature; the selection of appropriate theories for the research; conceptualisation of the research phenomenon; including relevant theories and the justification of choices; the strength and credentials of relevant theoretical framework; the understanding and interpretation; and developing the theoretical framework.
3. Be able to design appropriate business research methodologies.	3.1 Critically evaluate appropriate research methodologies in terms of research objectives. 3.2 Design an appropriate methodology in terms of research objectives. 3.3 Justify a selected methodology in terms of research objectives.	● Designing research using the most appropriate method; research question or hypothesis test; reliability and validity test; ethical issues consideration; quantitative methodology; questionnaire design and distribution; conducting interviews; surveys; qualitative methodology; interviews; observation; and case studies.
4. Be able to develop a research proposal.	4.1 Propose techniques for use with quantitative and qualitative data. 4.2 Create a research question, literature review and methodology.	● Writing a research report for professional audiences; following a criteria sequence as rationale of the research, formatting, editing, critical analysis, discussions of evidence and findings.

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
All 1 to 4	All ACs under LO 1 to 4	Research Proposal	2500 words

Indicative reading list

Bryman, Alan and Emma Bell (2015). *Business Research Methods* (4th ed.). Oxford: Oxford University Press

Chilsa, B. (2012) *Indigenous Research Methodologies*. London: Sage

Denzin, N.K., Lincoln Y.S., and Tuhiwai Smith, L. (2008, Eds.) *Handbook of Critical and Indigenous Methodologies* London: Sage

Hantrais, Linda (2009). *International Comparative Research: Theory, Methods and Practice*. Basingstoke and New York: Palgrave

Piekkari, R. and Welch, C. (2011, Eds.): *Rethinking the Case Study in International Business and Management Research*, Cheltenham, UK: Edward Elgar

Marschan-Piekkari, R. and Welch, C. (2004, Eds.): *Handbook of Qualitative Research Methods for International Business*, Cheltenham, UK and Northampton, MA: Edward Elgar

Neuman, W.L. (2011) *Social research methods: qualitative and quantitative approaches*. Boston and London: Pearson Education.

IMPORTANT NOTE

Whilst we make every effort to keep the information contained in programme specification up to date, some changes to procedures, regulations, fees matter, timetables, etc may occur during the course of your studies. You should, therefore, recognise that this booklet serves only as a useful guide to your learning experience. For updated information please visit our website www.othm.org.uk.