Programme Regulations 2024–2025

Supply Chain Management and Global Logistics

MSc
PGDip
PGCert

Important document – please read
This document contains important information that governs your registration, assessment and programme of study

Contents

Important information regarding the Programme Regulations

Last revised: 20 March 2024

As a student registered with the University of London, you are governed by the current General Regulations and Programme Regulations associated with your programme of study.

These Programme Regulations are designed and developed by City, University of London which is responsible for the academic direction of the programme.

In addition to Programme Regulations, you will have to abide by the General Regulations. These regulations apply to all students registered for a programme of study with the University of London and provide the rules governing registration and assessment for the programme; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

The relevant General Regulations and the Programme Regulations relating to your registration with us are for the current year and not the year in which you initially registered.

On all matters where the regulations are to be interpreted, or are silent, our decision will be final.

Further information about your programme of study is outlined in the Programme Specification which is available on the relevant Courses page of the website. The Programme Specification gives a broad overview of the structure and content of the programme as well as the learning outcomes students will achieve as they progress.

Terminology

The following language is specific to the Supply Chain Management and Global Logistics programme.

Module: Individual units of a programme are called modules. Each module is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

Core module: Core modules are central to the teaching and learning on the programme and often introduce concepts and ideas that appear in the optional modules.

Optional module: Optional modules are designed to extend the concepts and ideas introduced in core and compulsory modules and to introduce other relevant concepts and techniques. Students may select their optional modules from a list.

Study session: Each 15/30-credit module will be taught over one 20-week session. Assessments will take place over the subsequent two weeks.

Throughout the Regulations, 'we' 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

If you have a query about any of the programme information provided, please contact us. You should use the *Ask a question* button in the student portal.

Changes to Supply Chain Management and Global Logistics Programme Regulations 2024–2025

Please refer to the module running schedule for availability of modules.

Assessment for the programme

Regulation 4.4 has been updated to advise students that all assessment elements must be submitted to increase the chances of their overall weighted module mark being at least 50%.

1   Structure of the programmes

Appendix A gives the syllabuses and course outlines.

Qualifications

1.1

The following qualifications are awarded under the Supply Chain Management and Global Logistics programme:

- Master of Science in Supply Chain Management and Global Logistics

- Postgraduate Diploma in Supply Chain Management and Global Logistics

- Postgraduate Certificate in Supply Chain Analytics

- Postgraduate Certificate in Strategic Supply Chain Management

- Postgraduate Certificate in Supply Chain Management

Qualification structures

1.2

The Master of Science (MSc) is a 180 UK credit degree programme. For the MSc, you must complete:

- eight core modules (120 credits total)

- two optional modules (30 credits total)

- a final project (30 credits total)

1.3

For the Postgraduate Diploma (PGDip) in **Supply Chain Management and Global Logistics** (120 UK credits), you must complete:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)

- any other five core modules (75 credits total)

- any other two modules (either further core or optional modules) (30 credits total)

1.4

For the Postgraduate Certificate (PGCert) in **Supply Chain Analytics** (60 UK credits), you must complete four modules:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)

- Operations and Process Management [SCM030] (15 credits)

- Supply Chain Analytics [SCM020] (15 credits)

- Business Forecasting and Data Analytics [SCM110] (15 credits) (a core module for this programme)

1.5

For the PGCert **Strategic Supply Chain Management** (60 UK credits), you must complete four modules:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)

- Strategy for Delivering Value [SCM050] (15 credits)

- Global Purchasing and Supply Management [SCM060] (15 credits)

- Accounting for Decision Makers [SCM040] (15 credits)

1.6

For the PGCert **Supply Chain Management** (60 UK credits), you must complete:

- One module from Group 1 (15 credits)

- any other three modules from Group 1 or Group 2 (45 credits total)

PGCert Supply Chain Management module groups are listed in Appendix B.

Intermediate qualifications

Only students who first registered in 2022-23 and earlier are able to request Intermediate awards as set out in regulations 5.11–5.18.

1.7

The maximum number of modules you can register for at any one time is six 15 credit modules or four 15 credit modules and the 30 credit project.

Over a 20-week study session, each 15 credit module will typically require 6 to 8 hours of work/effort per week, and each 30 credit module will typically require 12 to 16 hours of work/effort per week.

2   Registration

Full details of the Entrance Requirements for the programme are listed on the requirements tab of the programme webpage.

Effective date of registration

2.1

Your effective date of registration will be either:

- 1 April, if you first register before the March registration deadline;

- 1 October, if you first register before the September registration deadline.

Date of first written examinations

2.2

If your effective date of registration is:

- 1 October, you will take your first written examination(s) in March of the following year unless you defer;

- 1 April, you will take your first written examination(s) in September of the same year unless you defer.

Period of registration

See the Programme Specification for the minimum periods of registration applicable to this programme. See the General Regulations for the maximum period of registration. If the maximum registration period for your qualification changes during your studies, you will retain the period of registration initially given to you on registration. Your period of registration may still change if you change qualification as set out in Programme Regulations.

2.3

The minimum and maximum periods of registration to complete the programme are counted from your effective date of registration.

Any extension to the maximum period of registration will be at the Programme Director's discretion.

2.4

The minimum period of registration to complete the MSc, or the PGDip is one year. The minimum period of registration to complete a PGCert qualification is six months.

2.5

If you progress from a PGCert or PGDip, to the PGDip or MSc respectively, your maximum period of registration will continue to be counted from your effective date of registration for the PGCert or PGDip.

Order in which to take the modules

2.6

For either the MSc or PGDip, you may attempt modules of the programme in any order.

Whilst you can attempt modules in any order, you are strongly advised to complete core modules before attempting optional modules.

The final project empowers you to make use of the knowledge, understanding, and skills gained during your studies. We recommend that you begin the final project during your last term, once all core and optional modules have been completed.

2.7

If you are registered on a PGCert programme, you are required to pass four modules, as outlined in the Qualification structures. These can be attempted in any order.

Progression within the programme

2.8

If you are registered on a PGCert programme, you are required to pass four modules (see Qualification structure) to become eligible for progression to either the PGDip or the MSc. Alternatively, you may progress if you meet the requirements set out in regulation 2.10.

2.9

If you are registered on the PGDip, you are required to complete any four modules to become eligible for progression to the MSc. Alternatively, you may progress if you meet the requirements set out in regulation 2.10.

2.10

If you achieve a mark of 50% or above in the mid-term assessment, you will be permitted to progress between qualifications in the next study session, subject to the progression requirements.

3 Recognition of prior learning and credit transfer

The rules for recognition of prior learning are described in the General Regulations.

3.1

If you are registered on the MSc, you may apply for recognition of prior learning mapped against modules to a total of 120 UK credits.

3.2

If you are registered on the PGDip, you may apply for recognition of prior learning mapped against modules to a total of 60 UK credits.

3.3

If you are registered on a PGCert, you may apply for recognition of prior learning mapped against modules to a total of 30 UK credits.

3.4

We will not recognise or accredit prior learning for a module when the application is received later than 14 days after the module start date. You will be deemed to have started a module once you have been given access to the learning materials on the VLE.

3.5

Applications for recognition of prior learning for the final project will not be accepted.

4 Assessment for the programme

4.1

All core and optional modules are normally assessed by a coursework element (30%) and a written examination element (70%).

4.2

The final project is normally assessed by a research proposal (30%) and a final research report (70%).

4.3

All assessments are time constrained.

4.4

All assessment elements must be submitted to increase the chances of your overall weighted module mark being at least 50%.

4.5

The grade awarded for each module will be based on all the elements of assessment.

Summary table of assessment

4.6

Module	Element of assessment	Element weighting	To pass the module you must get:
Core and optional modules	Coursework	30%	A weighted mark of at least 50%
	Written examination	70%	
Final project **See *Appendix A* for further information.**	Research proposal	30%	A weighted mark of at least 50%
	Final research report	70%	

In line with our current General Regulations, the University may offer you alternative assessments where necessary. This includes holding online timed assessments in place of written examinations, which are usually held at examination centres. Please refer to Programme Specifications for details on equipment that may be required for alternative assessments.

Taking assessments

Refer to the rules on assessment and assessment offences in the General Regulations.

4.7

When you register for a module, you must take the assessments at the first available opportunity.

4.8

Written examinations take place on two occasions each year in September and March.

Deferring an assessment

The deadlines and process for deferring a written examination are given in the Virtual Learning Environment. If you defer taking a written examination, you must pay a module continuation fee when you register for the study session in which you wish to take the written examination. Please refer to the module running schedule for availability of modules. The Additional Consideration policy is on the student portal.

4.9

You can defer taking the written examination element of a module if you notify us by the deadline. You may only defer once per module.

4.10

If you defer the written examination, the mark for the coursework element of the module will be carried forward if it is 50% or more.

4.11

If you do not notify us of your deferral by the deadline and do not attend the written examination, you will be given a mark of zero for the assessment element and it will count as an attempt at the written examination.

4.12

We will not allow you to defer taking a coursework element or project element (research proposal or research report) of assessment. If you miss a deadline for submission of coursework or a project element, you will be given a mark of zero for the assessment item and it will count as an attempt.

Deadlines for items of assessment and submission guidance

4.13

Coursework

You are responsible for submitting your coursework to us, and for ensuring that your work is submitted on or before the deadline for that course.

4.14

All assessments must be submitted by the deadline dates given on the Virtual Learning Environment.

4.15

For coursework and project elements, you should not exceed the maximum word limits.

Five marks will be deducted if the word count is between 5-10% more than the maximum word limit.

If the word count exceeds the maximum word limit by more than 10%, you will receive a mark of zero for your work.

The content within the main body of text comprises the overall word count, including in-text citations, references, quotes, headings and sub-headings. The cover page, reference list and any appendices do **not** count towards the overall word count.

Final project

4.16

For the final project, to pass the module, you must obtain a weighted mark of least 50%.

Number of attempts permitted at an element of assessment

4.17

The maximum number of attempts permitted for an element of coursework, written examination research proposal or final research report is two.

Resitting an element of assessment

If you need to resit one or more elements of assessment for a module, you will normally be able to take the assessment(s) at the earliest in the following academic year. Please refer to the module running schedule for when you are able to resit your module(s).

If you resit one or more elements of assessment for a module, you will have to pay a module continuation fee when you register for the module.

4.18

You may resit any element of assessment that you have failed, if you have not exceeded the maximum number of attempts.

4.19

If you fail a module but achieve a mark of 50% or more in one element, this mark will be carried forward to the next study session.

4.20

If you are resitting coursework, you will have to answer the brief of your current session and not the session in which you failed.

4.21

If you resit an assessment, your most recent mark will be used for classification.

4.22

You may not resit an element of assessment that you have passed.

Mitigating circumstances

Mitigating circumstances are any serious circumstances beyond a student's control which may have adversely affected their academic performance. For more information about mitigating circumstances, see Section 11 of the General Regulations and the Examinations section of our website.

4.23

You must bring any mitigating circumstances to our attention as soon as you become aware that your performance may be adversely affected by serious circumstances beyond your control. You should do this before the deadline date for coursework, research proposal/report, and no later than three weeks after the written examination date. For details on how to submit notifications and evidence of mitigating circumstances, see the assessment resources section of the student portal.

Award-specific module selection and swapping a module

Students are permitted to withdraw from a module within **14 days of the course start date** with no financial penalty. You will not be permitted to register for an alternative however, until the next study session.

After 14 days from the module start date, you will need to pay a new module fee should you decide to swap for an available alternative.

4.24

If you fail a core or optional module at the second attempt, you will be permitted to swap to an alternative core or optional module, where this is possible. You will only be permitted to do so twice.

4.25

Your mark for the new module will be used for the purposes of classification. You cannot swap a module which you have passed.

4.26

In order to be awarded the MSc, you must complete all core modules. These cannot be swapped.

4.27

PGDip students are permitted to swap core modules, except for *Core Concepts of Supply Chain Management [SCM010],* which must be completed*.*

Postgraduate Certificate students

4.28

In order to be awarded the PGCert Supply Chain Analytics, you must complete the required four core modules. These cannot be swapped.

4.29

In order to be awarded the PGCert Strategic Supply Chain Management, you must complete the required four core modules. These cannot be swapped.

4.30

In order to be awarded the PGCert Supply Chain Management, you must complete one module from Group 1, and any other three modules from either Group 1 or Group 2. Provided that these conditions are met, students are permitted to swap modules.

PGCert Supply Chain Management module groups are listed in Appendix B.

5   Scheme of award

If your last assessments take place in the October session, the date of award will be 1 May in the year of the last assessments that contribute to the award.

If your last assessments take place in the April session, the date of award will be 1 November in the year of the last assessments that contribute to the award.

Mark scheme

5.1

The following mark scheme is used for the MSc, PGDip and PGCert:

Mark range	Outcome
70% and above	Distinction
60% – 69%	Merit
50% – 59%	Pass
0% – 49%	Fail

5.2

To calculate the final grade for the award, the marks for the modules are weighted equally according to credit value.

5.3

To be granted the award with Merit, your average mark for modules must be between 60% and 69%.

5.4

To be granted the award with Distinction, your average mark for modules must be 70% or above.

Weighting of the assessments

5.5

The overall mark for core and optional modules is calculated by weighting the marks achieved for the coursework element and the written examination element in a ratio of 30:70.

5.6

The overall mark for the final project is calculated by weighting the marks achieved for the research proposal and the final research report in a ratio of 30:70.

Date of award

5.7

The date of award will correspond to the year that the requirements for the award were satisfied.

Award requirements

5.8

To be awarded the MSc Supply Chain Management and Global Logistics, you must:

- achieve a mark of at least 50% in each of the modules.

5.9

To be awarded the PGDip Supply Chain Management and Global Logistics, you must:

- achieve a mark of at least 50% in each of the modules.

5.10

To be awarded the PGCert Strategic Supply Chain Management, the PGCert Supply Chain Analytics, or the PGCert Supply Chain Management, you must:

- achieve a mark of at least 50% in each of the modules.

Intermediate qualifications

> Only students who first registered in 2022-23 and earlier are able to request Intermediate qualifications as set out in regulations 5.11–5.18.

5.11

While studying on the programme, you can progress from a PGCert to the PGDip, and then onto the MSc and accumulate these awards as you progress.

5.12

If you are registered for the MSc or PGDip and you wish to receive the PGDip or PGCert (respectively) as an intermediate qualification, you **must apply** to be granted those qualifications. The PGDip and the PGCert will **not** be awarded automatically as an intermediate qualification, unless as an exit qualification.

5.13

If you are registered on the MSc and you wish to receive a PGDip Supply Chain Management and Global Logistics as an intermediate qualification, you must have passed the required modules as outlined in the award structure.

If awarded a PGDip exit qualification, you will receive the PGDip Supply Chain Management and Global Logistics.

5.14

If you are registered on the MSc or the PGDip and wish to receive a PGCert as an intermediate qualification, you must have passed the required modules as outlined in the award structure.

If awarded a PGCert exit qualification, you will receive no more than one PGCert.

5.15

If you do not request the PGDip or the PGCert as an intermediate qualification at, or prior to, your final assessment entry for the programme you have registered for, you will **not** be awarded these qualifications at a later date, unless as an exit qualification.

Exit qualifications

5.16

If you have exhausted your permitted number of attempts at module(s) and are unable to complete the MSc or PGDip, you may be considered for an exit qualification of a PGDip or a PGCert (respectively). In such circumstances, you will need to have achieved the credit required for a PGCert (60 credits) or PGDip (120 credits) and have successfully completed the required modules for the award concerned, as outlined in the award structure.

5.17

If you have not completed the required modules, but you have completed the required number of credits for a PGCert (60 credits) or PGDip (120 credits), the Board of Examiners may, at its discretion, consider you for an exit qualification.

5.18

The exit qualification of PGDip or PGCert will be with effect from the year in which you satisfied the requirements for that award. Your registration will cease once the exit qualification has been granted.

Appendix A – Syllabuses

Topics covered in each module may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Core Modules

Core Concepts of Supply Chain Management [SCM010]

The aim of this module is to provide you with an overview of a range of essential supply chain related concepts to prepare you for engagement with later modules. Various topics, from inbound to outbound supply chain, will be covered to provide you with a comprehensive foundation across the field to enable you to explore more specialist topics in SCM in the later part of your studies. This module will support you to develop the required critical analysis and synthesis skills required for master's level study. Moreover, the interdisciplinary links of SCM with other disciplines will be explored and you will have a chance to explore the practical side of SCM by analysing various global cases studies.

Topics covered in this module:

Inbound SCM

- Buy/make decision making

- Supplier selection/management

- Procurement strategy

- Outsourcing management

Company level SCM

- Global SCM

- Inventory management

- Product design and SCM

- Supply chain integration strategy

- Supply chain risk management

Outbound SCM

- Pricing strategy and SCM

- Distribution strategy

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word assignment in which students are required to critically analyse the supply chain of a company (30%).

Supply Chain Analytics [SCM020]

This module aims to provide you with an overview of the application of quantitative methods relevant to supply chain management, particularly in the fields of descriptive and predictive analytics. Some major analytical methods for understanding data related to various aspects of managing a supply chain are investigated. In many instances, the application of analytics may improve the quality of business decisions, by grounding those decisions in analyses of evidence

data rather than the gut feelings or preferences of decision makers. By the end of the module you should be able to recognise and tackle supply chain problems which are amenable to a quantitative approach and also be aware of the strengths and limitations of adopting this approach.

Topics covered in this module:

- Mathematical background and introduction to probability

- Exploring data

- The normal distribution and the t-distribution

- Confidence interval estimation

- Hypothesis testing

- Simple regression

- Multiple regression-estimation, interpretation

- Multiple regression-testing

- Multiple regression violations

- Introduction to time series regression

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word report analysing data (30%).

Operations and Process Management [SCM030]

This module is offered to provide supply chain professionals with a foundational knowledge in operations management. The objectives of this module are to:

1. Understand the process-based view of an organisation and how it can be applied at the functional, organisational and inter-organisational level.

2. Introduce a range of operations-related decisions for designing, managing and improving the creation and delivery of products and services.

3. Recognise the challenges in managing operations in the presence of the conflicting priorities of leanness and agility.

4. Present the tools managers utilise in dealing with those operations challenges in order to achieve sustainable and resilient operations.

5. Provide the skills necessary to apply those tools and assess their relevance, strengths and weaknesses under different scenarios.

Topics covered in this module:

- Operations and Process Management
  - The Process View of Organisations
  - Operations Strategy and Performance

- Process Flow Metrics
  - Flow Measures and Flow-Time Analysis
  - Flow Rate and Capacity Analysis

  o Inventory Analysis and Management

- Process Flow Variability

  o Flow Variability and Safety Capacity

  o Flow Variability and Safety Inventory

- Process Synchronisation and Improvement

  o Managing Process Quality

  o Designing Lean Processes

- Sustainable Operations Management

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word report on either a self-selected or tutor provided company, analysing the major operations challenges, and providing reasonable recommendations for operations improvements (30%).

Accounting for Decision Makers [SCM040]

This practical module will demystify the language of accounting from a user's perspective and equip you with the necessary tools and fluency to derive value from this language for decision making purposes.

Topics covered in this module:

The module will cover elements of financial accounting and managerial accounting that are important for decision makers. More specifically, the following topics will be covered:

- Financial Accounting

  o Introduction to Accounting and the main Financial Statements

    ▪ The Statement of Financial Position (i.e. Balance Sheet)

  o The Income Statement I

  o The Income Statement II and preparing a Balance Sheet and an Income Statement

  o The Cash Flow Statement

  o Analysing Financial Statements

- Management Accounting

  o Relevant Costs for Decision Making

  o Cost-Volume-Profit Analysis & Marginal Analysis

  o Full Costing

  o Budgeting

Assessment: Module assessment will be based on an unseen written examination which will include both qualitative and quantitative questions (70%) and a timed online multiple-choice-question test (30%).

Strategy for Delivering Value [SCM050]

This module asks what strategy is, and how developing an efficient and effective strategy leads some firms to achieve and sustain competitive advantage. The module also explores which tools can help managers and executives to enable superior results for their organisations. Particular attention will be given to implications for executives working on supply chain. Given the centrality of this topic for future leaders, this course ambitiously aims at developing professionals who not only master the core topics, tools and perspectives of strategic management, but also are able to adapt their application to the different competitive contingencies on a global scale.

Topics covered in this module:

- The Concept of Strategy; Goals, Values, Performance and Competitive Advantage

- Industry Analysis and Evolution

- Business Models: Value Creation, Delivery and Capture

- Resources and Capabilities

- Competitive Advantage, Innovation, and Competitive Analysis

- Vertical Integration and the Scope of the Firm

- Global Strategy and the Multinational Corporation

- Diversification Strategy

- Implementing Corporate Strategy: Managing the Multi-business Firm

- Mergers, Acquisitions, and Alliances

Assessment: Module assessment will be based on one two-hour unseen written examination which will comprise qualitative essay-type questions on the key concepts of the modules and the application to real cases (70%) and a 2,500 word report on a competitive rivalry analysis (30%).

Global Purchasing and Supply Management [SCM060]

The aim of this Global Procurement module is to introduce you to the range of issues and related decisions that procurement managers have to face. Through the examination of core procurement principles, frameworks and tools, you will gain an understanding of how to plan and execute a procurement strategy that supports corporate goals and broader business objectives. You will learn how procurement can enhance both the bottom-line by reducing costs and top-line by increasing revenues.

This module examines topics which are central to the strategic management of procurement such as category management, supplier selection and development, supplier relationship management, negotiation and contract management, cost, price, and value analysis; and purchasing ethics.

Assessment: Module assessment will be based on a 2-hour unseen written examination (70%) and a 2,500 word business report, either analysing a case study on procurement and supply management or reflecting on a simulation exercise (30%).

Innovation and Supply Chain Technology [SCM070]

This module examines the processes, issues, and decisions required to manage innovation processes effectively within a firm and its networks. The overall objective of the module is to develop an understanding for how managers can design, manage, and improve innovation processes with the aim to accommodate market needs and the latest technological developments.

This module aims to provide you with a foundational knowledge in innovation management of supply chain technologies.

Topics covered in this module:

- Introduction to Innovation and Supply Chain Technology

- Sources of Innovation

- Forms of Innovation

- Entry Strategies

- Strategy and Technology Innovation

- Innovation Process Management

- Choosing Innovation Projects

- Collaboration Strategies

- Organising Innovation

- Sustainability and Supply Chain Technology

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and an individual consulting report of 2,500 words aimed at analysing the management of innovation for driving supply chain technologies and processes in a case example (30%).

Global Logistics and Transport Management [SCM080]

The aim of this module is to provide you with an in-depth knowledge of the requirements for designing and managing global logistics. This is expected to help companies that are already facing international competition and those planning to enter into the global business arena. Efficient logistics and transport systems can be central to the economic growth and competitiveness of countries connecting people and firms to markets and opportunities.

Topics covered in this module:

- Global macro-trends

- International trade flows

- Freight transport systems and operations

- Warehousing and distribution network design

- Global logistics service providers

- Managing inventory in global logistics networks

- Global logistics management strategy

- Collaboration in global supply networks

- Risk assessment and mitigation in global logistics networks

- IT/IS tools and applications for managing global logistics

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and an individual report of 2,500 words on the analysis of the strategic and operational implications of configuring a global logistics network (30%).

Optional Modules

Project Management [SCM100]

Project management involves managing complex cyclic activities from the evolution of ideas and activities into a realistic endeavour. Other than conventional activities that govern the project management such as plan, coordinate and control, supply chain professionals need to consider risk and uncertainties to mitigate the negative consequences to stakeholders involved in the end to end supply chain. This module will introduce concepts, framework, and tools of project management that are suitable for a supply chain professional to use on a day to day basis in different industries.

This module will provide you with a sound understanding and knowledge of concepts and analytical skills, underpinning effective project management with the exposure to "soft" and "hard" tools or techniques and linking theory to live projects.

Topics covered in this module:

- Introduction to project management and the role

- Developing strategic plans for the project

- Creating a project risk plan

- Scheduling project work

- Project control and evaluation

- Managing change

- Managing a team

- Project stakeholders & stakeholder management

- Project management tools

- Customising project management

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word report (30%).

Business Forecasting and Data Analytics [SCM110]

(Please note that this is a core module for the Postgraduate Certificate in Supply Chain Management Analytics programme).

Every supply chain manager makes plans or decisions that depend on how data are analysed, summarised and translated into forecasts. This module introduces the basic principles in any forecasting and decision making exercise, which are aimed at informing the process of planning, capacity and quality management.

This module will provide you with tools and insights on how to make use of available data in daily operations, generate and evaluate forecasts and make informed decisions.

Topics covered in this module:

- Inventory modelling

- Queuing analysis

- Linear programming

- Integer and binary linear programming

- Network management

- Forecasting: why? Basic forecasting tools. What and why in supply chain management?

- Forecasting trends: simple linear regression and exponential smoothing

- Seasonal time series: forecasting and decomposition and exponential smoothing

- Multiple linear regressions and regression models with time series data

- Expert opinons, judgement and combining forecasts

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a short essay-type report on a forecasting exercise with real data (30%).

Supply Chain Finance and Risk Management [SCM120]

The module aims to provide you with a profound understanding of the role of finance and risk management in supply chains, including the specific techniques that are used by the industry and banks. More specifically, you will explore various supply chain finance related issues such as:

1. Working capital optimisation with a focus on the management of receivables, payables and inventories

2. Trade credit and financing techniques such as reverse factoring or dynamic discounting

3. Risk management strategies including the identification, assessment and mitigation of operational as well as financial risks within the supply chain.

Topics covered in this module:

- Supply chain structure and financial processes

- Introduction to corporate finance basics: capital budgeting, NPV and financial statements

- Financial supply chain management and costs

- Working capital management and optimisation: payables, receivables and inventory

- Trade credit in the supply chain

- Supply chain finance instruments: letter of credit, factoring and reverse factoring

- Supply chain finance from banking perspective

- Supply chain risk management I: definitions, concepts and applications

- Supply chain risk management II: disruptions and risk mitigation strategies

- Supply chain risk management III: interrelating operational and financial risk

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word analytical report based on a case study (30%).

Business to Business Marketing [SCM130]

Business-to-Business (B2B) marketing refers to the marketing activities between businesses. It encompasses a wide range of marketing activities that enable a supplier firm to understand, create, and deliver value to other businesses, governments, and/or institutional customers. The overall economic value of B2B transactions is much higher than the value of Business-to-Consumer (B2C) transactions.

This module is designed to educate you on essential conceptual elements, strategic frameworks and tactical aspects of business marketing.

Topics covered in this module:

- Introduction to Business Marketing

- Organisational Buying Behavior

- Customer Relationship Strategies for Business Markets

- Segmentation, Targeting and Positioning in Business Markets

- Brand Management and Product Strategies in Business Markets

- Innovation Management in Business Markets

- Channel Strategies in Business Markets

- Pricing Strategies in Business Markets

- Communication Strategies in Business Markets

- Digital Marketing Strategies in Business Markets

Assessment: Module assessment will be based on one two-hour unseen written examination including multiple-choice and essay-type questions (70%) and a 2,500 word business report to identify a 'digital leader' that operates in B2B markets (30%).

Project [SCM900]

This module involves the development of business/consultancy research skills and their application where possible, to real world supply chain/logistics-related challenges.

The project provides you with an opportunity to select an area of practice, or an issue or topic of interest to you individually, and one which might be of value to you in your area of work or your intended career plans, in a supply chain/logistics context.

The project area may be organisation/sector-related, and needs to involve identifying and analysing information in relation to supply chain/logistics challenges, a critique and subsequent application of appropriate management theory, an investigation of that theory in the context of its application, researching alternative solutions, and applying a judgment based on assessment of the evidence.

Topics:

1. Introduction to Business and Management Research

1.1 Nature of Research in Business and Management

1.2 Process of Research in Business and Management

1.3 Choosing a Topic and Refining a Research Question

2. Literature Review, Research Strategies, Designs, and Ethical Issues

2.1 Reviewing the Literature and Dealing with Ethics

2.2 Business Research Strategies

2.3 Business Research Designs

2.4 Writing up a Research Proposal

3. Quantitative Approaches

3.1 Nature of Quantitative Research and its Sampling Techniques

3.2 Methods of Quantitative Data Collection and Instrument Design

3.3 Quantitative Research with Secondary Data

4. Qualitative Approaches

4.1 Nature of Qualitative Research and its Sampling Techniques

4.2 Methods of Qualitative Data Collection

4.3 Secondary Data in Qualitative Research

5. Analysis of Quantitative and Qualitative Findings

5.1 Analysis of Quantitative Findings

5.2. Analysis of Qualitative Findings

5.3 Mixed Methods Research

6. Finalising Proposal and Planning Final Project

7. Working on Literature Review Chapter

8. Working on Methodology Chapter

9. Writing Up Projects (& Working on Findings Chapter)

9.1 Writing Up the Project

10. Finalising Draft Until Submission Deadline

Assessment:

1. Research Proposal (30%)

The assessment of this phase of the module is a narrative of the literature surrounding a research topic of your choice, demonstrating a critical understanding of research and its methodologies. This phase of the critique of the literature will lead to and justify your research objectives and questions. This output has a maximum 2000-word limit.

2. Final Research Report (70%)

A final written Research Report of a maximum 8000 words.

Appendix B – PGCert Module Groups

PGCert Supply Chain Management modules are selected from one of the following two groups. Four modules must be selected, including at least one module from Group 1.

Group 1:

- Core concepts of Supply Chain Management
- Supply Chain Analytics
- Global Purchasing and Supply Management
- Innovation and Supply Chain Technology
- Global Logistics and Transport Management
- Supply Chain Finance and Risk Management

Group 2:

- Operations and Process Management
- Accounting for Decision Makers
- Strategy for Delivering Value
- Business to Business Marketing
- Business Forecasting and Data Analytics
- Project Management

Appendix C – Assessment Criteria

This is an indicative description of expectations at each grade level. Overall grades comprise qualitative and quantitative elements. The setting of questions, tasks and requirements and the accompanying marking scheme should take account of the criteria below.

Award	%		Literary	Knowledge	Independent thought, uses of sources and research materials	Presentation
Distinction	85-100	A	Outstanding	Comprehensive and informative knowledge of subject area, may include - new knowledge derived from which the marker and wider community may learn; addresses the learning outcomes/ assessment criteria in full	Where relevant, evidence of independent reading, thinking and analysis and strong critical ability	Well-constructed
	80-84		Excellent			
	75-79		Very good	Sophisticated or strong - shows knowledge of complex issues or a broad range of issues and addresses the learning outcomes/assessment criteria well	Where relevant, show evidence of wide and comprehensive reading and critical ability	Clearly written
	70-74					
Merit	60-69	B	Good	Sound knowledge of a broad range of issues or detailed knowledge of a smaller number of issues; makes a good attempt to address the learning outcomes/assessment criteria, realising all to some extent and some well	Evidence of thorough research of the topic(s) but some answers may not be complete or arguments sufficiently explored. Some critical ability will be evident	Well-structured and logically written
Pass	50-59	C	Satisfactory	Adequate knowledge of important issues – some level of response to all learning outcomes/assessment criteria but may not include important elements or information that is fully accurate	Where relevant, development of ideas is limited but attempts will be made to analyse materials critically	Expression and structure may lack clarity
Fail (0%-49%)	41-49	D	Poor	Unsatisfactory work - inadequate knowledge of the important issues and doesn't succeed in grasping key issues, therefore learning outcomes/ assessment criteria will not be realised	No real development of ideas and critical analysis will be very limited	Presentation is confused or incoherent
	20-40	E	Very poor	Knowledge is lacking either through omission, the inclusion of large amounts of irrelevant information or evidence of significant misunderstanding - totally inadequate attempt to address the learning outcomes/ assessment criteria	No critical ability will be displayed	Confused, incoherent or unstructured presentation