

## SUPPLY CHAIN EXECUTIVE

### Knowledge modules

132401-004-00-00 KM-01: The supply chain as an integrated system, NQF Level 7, Credits 15

132401-004-00-00 KM-02: Supply chain strategy development, NQF Level 7, Credits 15

132401-004-00-00 KM-03: Risks, compliance management and vulnerability, NQF Level 6, Credits 12

132401-004-00-00 KM-04: Policy drafting principles and procedures and the legal framework, NQF Level 6, Credits 5

132401-004-00-00 KM-05: Strategic performance management and improvement, NQF Level 7, Credits 13

**Total credits 60**

<b>Module Title</b> 132401-004-00-00 KM-01	Supply chain strategy development, NQF Level 7, Credits 15
<b>Purpose</b>	<p>The main focus of the learning in this knowledge module is to develop an understanding of considerations related to the development of an integrated supply chain strategy.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 18.75 days.</p> <p>The learning will enable learners to demonstrate an understanding of:</p>
<b>Topics</b>	<ul style="list-style-type: none"> <li>○ Supply chains and supply chain strategy (25%)</li> <li>○ Inputs to supply chain strategy (12%)</li> <li>○ The concept of strategy in supply chains (12%)</li> <li>○ Main elements of strategy formulation and implementation that impact on supply chains (25%)</li> <li>○ Strategy implementation (15%)</li> <li>○ Strategic supply chain management (11%)</li> </ul>

KM-01-KT01 Supply chains and supply chain strategy (12%)	
Topic elements	Assessment Criteria
Supply chain operations	<ul style="list-style-type: none"> <li>● Discuss supply chain operations including fundamentals of a supply chain, the supply chain environment, elements of a supply chain and supply chain performance</li> </ul>
Supply chains and supply chains management	<ul style="list-style-type: none"> <li>● Explain the basic components of any supply chain, its flows, integration points and enablers with specific reference to product, service and specialised supply chains</li> </ul>
Objectives of supply chain management strategy	<ul style="list-style-type: none"> <li>● Explain the objectives of supply chain management strategy with reference to the increase/decrease in variability, velocity and visibility</li> </ul>
Supply chains strategy: alignment and value proposition	<ul style="list-style-type: none"> <li>● Explain the alignment that must exist between the supply chain strategy and organisational strategies.</li> <li>● Discuss the balancing effort that needs to be maintained between expected value creations for varied stakeholders. (customers, communities, shareholders and employees)</li> <li>● Discuss how and why supply chain strategy must evolve from corporate, competitive strategy.</li> <li>● Discuss the concept “strategic fit” and explain how it is achieved and identify critical obstacles to achieving strategic fit, including the challenge of multiple products and customer segments, product life cycle issues, competitive changes over time, globalization, uncertainty and sustainability</li> </ul>
Supply chains strategy: core capabilities	<ul style="list-style-type: none"> <li>● Discuss how the organisation’s core capabilities need to be leveraged to create competitive advantages whilst determining</li> </ul>

	the requisite supply chain capabilities needed to create value for end customers
Supply chain maturity	<ul style="list-style-type: none"> <li>Reference the stages of supply chain maturity with respect to its ability to cope with uncertainty, especially demand uncertainty</li> </ul>
Business considerations	<ul style="list-style-type: none"> <li>Discuss market, financial and product research and modelling</li> </ul>
Reverse and specialised supply chains	<ul style="list-style-type: none"> <li>Discuss how sustainability needs are playing an increasing role in driving the growth of reverse logistics</li> <li>Discuss reverse flow cost reduction opportunities that present themselves when reviewing different forward and reverse supply chain activities</li> </ul>

KM-01-KT02 Inputs to supply chain strategy (25%)	
Topic elements	Assessment Criteria
Business model	<ul style="list-style-type: none"> <li>Explain the relationship between the supply chain strategy and the organisation's business model.</li> <li>Discuss the trade-offs that exist between different types of supply chains.</li> </ul>
External inputs to supply chain strategy	<ul style="list-style-type: none"> <li>Detail the inputs for consideration into the supply chain strategy.</li> </ul>
The impact of mergers and acquisitions on supply chains	<ul style="list-style-type: none"> <li>Discuss the impact of mergers and acquisitions on supply chains including the reasons for mergers or acquisitions, the impact of mergers or acquisitions on supply chains, the function/role of management buy-outs and venture capitalists, the operation of stock exchanges, valuations of companies and the implications of regulation for mergers and acquisitions</li> </ul>

KM-01-KT03 The concept of strategy in supply chains (12%)	
Topic elements	Assessment Criteria
Characteristics of strategic decisions	<ul style="list-style-type: none"> <li>Evaluate the main characteristics of strategic decisions in organisations in supply chains and critically discuss the vocabulary of strategy, strategic position, strategic choices and strategy in action</li> </ul>
	<ul style="list-style-type: none"> <li>Critically evaluate strategic versus operational management</li> </ul>
Corporate, business and functional levels of strategy in organisations	<ul style="list-style-type: none"> <li>Differentiate between corporate, business and functional levels of strategy in organisations in supply chains including the levels of strategy, strategic business units and common corporate objectives</li> </ul>
Strategy development models	<ul style="list-style-type: none"> <li>Evaluate the main models for the development of strategy in organisations including strategy development through strategic leadership, strategic planning and emergent strategy development and logical incrementalism</li> </ul>
Relationship between the supply chain function and the achievement of corporate objectives	<ul style="list-style-type: none"> <li>Evaluate the relationship between the supply chain function and the achievement of corporate objectives including competitors and markets, strategic groups and supply chains</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate the relationship between the supply chain function and the achievement of corporate objectives in terms of misalignments or gaps including reasons misalignments or gaps occur, recognising misalignments or gaps and resolving misalignments or gaps.</li> </ul>

KM-01-KT04 Main elements of strategy formulation and implementation that impact on supply chains (25%)	
Topic elements	Assessment Criteria
Main sources of competitive advantage	<ul style="list-style-type: none"> <li>Critically compare the main sources of competitive advantage for organisations in supply chains including customer value and the voice of the customer, the 'strategy clock': price based strategies and differentiation strategies, sustaining competitive advantage</li> </ul>

	and competition and collaboration
Main approaches to conducting analysis of the strategic position for organisations	<ul style="list-style-type: none"> <li>Discuss the macro environment and the STEEPLE (social, technical, economic, environmental, legislative and ethical) framework approaches to conducting analysis of the strategic position for organisations in supply</li> </ul>
	<ul style="list-style-type: none"> <li>Critically assess the competitive forces- the five forces framework</li> </ul>
	<ul style="list-style-type: none"> <li>Critically assess the industry and product life cycle and cycles of competition approaches</li> </ul>
Corporate and business strategic decisions	<ul style="list-style-type: none"> <li>Evaluate how strategic directions: market penetration, consolidation, product development and market development impact on supply chains</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate how diversification: related and unrelated impact on supply chains</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate how portfolio matrices: growth/ share, directional policy and parenting matrix impact on supply chains</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate how drivers of internationalisation impact on supply chains</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate how global, regional and local dimensions to strategic choices impact on supply chains</li> </ul>
Strategy development	<ul style="list-style-type: none"> <li>Critically discuss methods of pursuing strategies: organic, mergers and acquisitions or strategic alliances</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss strategy evaluation: suitability, acceptability and feasibility</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the management of intended and realised strategy</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss strategy development in uncertain and complex conditions</li> </ul>

KM-01-KT05 Strategy implementation (15%)	
Topic elements	Assessment Criteria
Relationship between strategy and corporate, business and functional structures in organisations	<ul style="list-style-type: none"> <li>Analyse the relationship between strategy and structural types including simple, functional, multidivisional, matrix and transnational</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the alignment of the supply chain to the organisational structure</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss centralised, devolved and hybrid structures</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss forming structures on lead buyers networks</li> </ul>
Management of resources to support the development and implementation of strategy	<ul style="list-style-type: none"> <li>Discuss the management of people as a resource</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of managing information</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the role of technology in the management process</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of managing finance and the financial aspects of value creation</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of the development and implementation of a funding strategy</li> </ul>
Methods of achieving the commitment to strategic change	<ul style="list-style-type: none"> <li>Assess methods of achieving the commitment to strategic change by achieving cultural acceptance of strategies in organisations in supply chains including the use of vision in strategy, responding to competitive threats, organisational culture and sub-cultures, the cultural web, types of strategic change and styles of managing strategic change</li> </ul>
Change management processes to address resistance to change	<ul style="list-style-type: none"> <li>Evaluate how to use change management processes to address resistance to change</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the causes of strategic drift in organisations in supply chains including the tendency towards strategic drift, path dependency and incremental and transformational change</li> </ul>

KM-01-KT06 Strategic supply chain management (11%)	
Topic elements	Assessment Criteria
The relationship between functional, business and corporate levels of strategy	<ul style="list-style-type: none"> <li>Critically discuss the relationship between the supply chain, business and corporate levels of strategy</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the impact of supply chain management on business and corporate performance</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the impact on profitability of the supply chain's impact on profitability</li> </ul>
The contribution of strategic supply chain management to the corporate and business strategy	<ul style="list-style-type: none"> <li>Discuss sources of competitive advantage such as cost, improved quality, time to market, product and service differentiation</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss enterprise profit optimisation</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the use of outsourcing to achieve competitive advantage</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss off-shoring and sourcing from low cost countries</li> </ul>
The impact of market change on strategic supply chain management	<ul style="list-style-type: none"> <li>Discuss quality improvement methodologies in the supply chain</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the impact of market change on strategic supply chain management to support and influence corporate and business levels of strategy</li> </ul>
Strategic relationship management	<ul style="list-style-type: none"> <li>Discuss STEEPLE (social, technical, economic, environmental, legislative and ethical) factors and their impact and risks on supply chains</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss and compare models of strategic alignment</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss customer and supplier relationship management</li> </ul>
Customer and supplier relationship management	<ul style="list-style-type: none"> <li>Discuss methodologies for the implementation of strategic relationship management</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of customer relationship management (CRM) including how it is centered round the customer to ensure that process design appropriately supports the customer and that communications stream flow frequently and freely</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss how various organisations can leverage CRM</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of supplier relationship management (SRM) including the importance of collaborative planning and sharing of information and how data is critical to synchronised, efficient flow of material/services to end user of the supply chain</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss how various organisations can leverage SRM</li> </ul>

### Provider Programme Accreditation Criteria

#### Physical Requirements:

- Hand-outs, learning materials and resources

#### Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

#### Legal Requirements:

- None

#### Exemptions

- None

<b>Module Title</b> 132401-004-00-00 KM-02	Supply chain strategic planning, NQF level 7, Credits 15
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<b>Purpose</b>	<p>The main focus of the learning in this knowledge module is to develop an comprehensive understanding of the various components in the supply chain to enable the development of an integrated supply chain strategy.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 18.75 days.</p> <p>The learning will enable learners to demonstrate an understanding of:</p>
<b>Topics</b>	<ul style="list-style-type: none"> <li>○ Demand management (20%)</li> <li>○ Product development (15%)</li> <li>○ Global trade (15%)</li> <li>○ Strategic network design (25%)</li> <li>○ Supply management (25%)</li> </ul>

KM-02-KT01 Demand management (20%)	
Topic elements	Assessment Criteria
Segmentation	• Critically discuss the concept segmentation and customer - driven marketing
	• Critically discuss the concept market segmentation
	• Critically discuss the concept customer segmentation
	• Critically discuss the concept segmentation of suppliers or other supply chain partners
	• Critically compare the approaches to managing the product and service mix
Demand fulfilment	• Critically discuss fulfilment strategies considering market requirements
	• Discuss the difference between input and output demand
	• Discuss types of demands and different types including services, infrastructure and commodity type products
Planning of demand	• Discuss the planning of demand for capital projects (engineer to order)
	• Discuss the planning of demand for goods and services provision (make to order)
	• Discuss the planning of demand for stocked items (make to stock)

KM-02-KT02 Product development (15%)	
Topic elements	Assessment Criteria
Management processes for product development	• Discuss the process and requirements for strategic management of product portfolios
	• Discuss management of product complexity as a main driver of supply chain complexity
Product design	• Critically discuss the necessity for alignment between product design and optimal fulfilment strategies
	• Critically discuss the necessity for aligning the type of supply chain design required with the type of product
	• Discuss the concept of product design for supply chain performance
	• Discuss the importance of strategic packaging design
Optimisation of the product life cycle	• Discuss the concept of optimisation of the product life cycle
Managing end user involvement in the product development process	• Critically discuss the management of end user involvement in the product development process
Risk management and compliance in product development	• Critically discuss risk management considerations and compliance in product development
Special and unique requirements for different types of supply chains	• Critically compare the differences and different requirements related to product development between capital projects, service projects and commodity projects

	<ul style="list-style-type: none"> <li>Discuss the process of designing complex infrastructure as products</li> </ul>
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KM-02-KT03 Global trade (15%)	
Topic elements	Assessment Criteria
International standards and regulatory compliance	<ul style="list-style-type: none"> <li>Critically evaluate import/export, intellectual property and licensing compliance</li> <li>Discuss the role of INCOTERMS® Rules</li> <li>Discuss the role of the World Trade Organisation</li> <li>Critically evaluate international accounting, tax and labour laws</li> <li>Discuss the international business environment</li> </ul>
The UN Global Compact and the Global Reporting Initiative	<ul style="list-style-type: none"> <li>Critically discuss the UN Global Compact and the Global Reporting Initiative requirements</li> </ul>
Monetary, regulatory and trade considerations	<ul style="list-style-type: none"> <li>Discuss currency considerations and funds flow</li> <li>Discuss the concept of international commerce</li> <li>Discuss regulatory requirements</li> <li>Discuss trade considerations</li> </ul>
International markets and patterns in global trade	<ul style="list-style-type: none"> <li>Discuss the concept of international markets and patterns in global trade</li> </ul>
Inter-modal transport models	<ul style="list-style-type: none"> <li>Discuss the implications and use of inter-modal transport models</li> </ul>
Risk management in global trade	<ul style="list-style-type: none"> <li>Discuss specific risk management requirements in global trade</li> </ul>
The effect of globalisation on supply chains	<ul style="list-style-type: none"> <li>Discuss the effect that globalisation has on supply chains including trends in global trade, global logistics, supply chain vulnerability, ethical sourcing and the local versus global dilemma</li> </ul>
Global logistics	<ul style="list-style-type: none"> <li>Discuss the concepts of global trade and business and global supply chains and operations and facilities</li> <li>Discuss global trade controls and international business constraints</li> <li>Discuss global trade resource and business activity</li> <li>Discuss the development of a global logistics strategy</li> </ul>
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> <li>Critically compare the differences and different requirements related to global trade between capital projects, service projects and commodity projects</li> </ul>

KM-02-KT04 Strategic network design (25%)	
Topic elements	Assessment Criteria
Supply chain design and configuration	<ul style="list-style-type: none"> <li>Critically discuss the concepts of supply chain design and configuration</li> </ul>
Inventory technology and metrics design	<ul style="list-style-type: none"> <li>Critically discuss the concepts of inventory technology and metrics design</li> </ul>
Network design	<ul style="list-style-type: none"> <li>Discuss the role of network design in a supply chain</li> <li>Discuss and explain the key factors that influence supply chain network design decisions (including strategic, technological, macroeconomic, political, infrastructure, competitive, customer service, and logistics costs)</li> <li>Discuss approaches and frameworks for making network design decisions</li> </ul>
Supply chain network optimisation	<ul style="list-style-type: none"> <li>Critically discuss the concepts of supply chain network optimisation including problems using accepted models for facility location and capacity allocation decisions</li> <li>Critically discuss the concepts of supply chain flows and the use of supply chain and value stream</li> <li>Critically discuss the concepts of tiering in supply chains and the use of network sourcing</li> <li>Critically discuss the concepts of identifying value added</li> </ul>

	activities and the value chain in supply chain networks
	<ul style="list-style-type: none"> <li>• Critically discuss the concepts of network optimisation modelling</li> <li>• Critically discuss the concepts of the use of reverse logistics in supply chain networks</li> </ul>
The role of distribution systems in supply chain management	<ul style="list-style-type: none"> <li>• Discuss the role of distribution systems in supply chain management including channel design, the impact of ecommerce on distribution networks, logistics flow path design, physical network configuration, challenges in transportation management, locations of distribution centres and positioning in local, regional and global chains</li> </ul>
Supply chains strategy: core capabilities	<ul style="list-style-type: none"> <li>• Explain the relationship between the organisation's business strategy and plan and how the supply chain strategy needs to support the value proposition and leverage the organisation's core capabilities.</li> </ul>
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> <li>• Critically compare the differences and different requirements related to strategic network design between capital projects, service projects and commodity projects</li> </ul>

KM-02-KT05 Supply management (25%)	
Topic elements	Assessment Criteria
Total cost of ownership (TCO)	<ul style="list-style-type: none"> <li>• Critically discuss the concept of total cost of ownership (TCO)</li> </ul>
Make-versus-buy analysis	<ul style="list-style-type: none"> <li>• Critically discuss the concept of make-versus-buy analysis</li> </ul>
Range of buyer-supplier relationships	<ul style="list-style-type: none"> <li>• Critically discuss the concept of range of buyer-supplier relationships</li> </ul>
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> <li>• Critically compare the differences and different requirements related to supply management between capital projects, service projects and commodity projects</li> </ul>

### Provider Programme Accreditation Criteria

#### Physical Requirements:

- Hand-outs, learning materials and resources

#### Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

#### Legal Requirements:

- None

#### Exemptions

- None

<b>Module Title</b> 132401-004-00-00 KM-03	Risks, compliance management and supply chain vulnerability, NQF Level 6, Credits 12
<b>Purpose</b>	<p>The main focus of the learning in this knowledge module is to build an understanding of the nature of risks in the supply chain and appropriate risk identification and management processes.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 15 days.</p> <p>The learning will enable learners to demonstrate an understanding of</p>
<b>Topics</b>	<ul style="list-style-type: none"> <li>• The nature of risk in supply chains (15%)</li> </ul>

	<ul style="list-style-type: none"> <li>• Social, environmental, safety and quality considerations (25%)</li> <li>• Risk identification (25%)</li> <li>• Risk assessment and classification (25%)</li> <li>• Risk response and risk management processes and structures (25%)</li> </ul>
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**KM-03-KT01 The nature of risk in supply chain (15%)**

<b>Topic elements</b>	<b>Assessment Criteria</b>
Theories and concepts related to the nature of risk in supply chain	<ul style="list-style-type: none"> <li>• Define the terminology used in risk assessment and management</li> <li>• Distinguish between direct physical loss (e.g. disrupted supply) and indirect consequential loss (e.g. reputation)</li> </ul>
The sources of risks and the likely impact of those risks upon the organisation	<ul style="list-style-type: none"> <li>• Analyse potential sources of risk to organisations of both internal and external origin</li> <li>• Discuss the use of segmentation and business tools to reduce supply chain vulnerability</li> <li>• Distinguish between strategic, operational and project-based areas of risk</li> </ul>
Systems for testing risks and monitoring them	<ul style="list-style-type: none"> <li>• Discuss the role of an organisation's stakeholders in risk management</li> <li>• Discuss how effective risk management can positively benefit an organisations</li> <li>• Discuss risks involved with using technology</li> </ul>

**KM-03-KT02 Social, environmental, safety and quality considerations (10%)**

<b>Topic elements</b>	<b>Assessment Criteria</b>
Standards, accreditations and certifications	<ul style="list-style-type: none"> <li>• Discuss the role of ISO and other standards bodies with respect to supply chain management</li> <li>• Discuss risk standards and the implications of ISO 31000, as framework for risk management, as well as some complimentary standards from other ISO references</li> <li>• Discuss the importance of ISO 9001:2015 certification for a quality management system</li> <li>• Discuss the importance of SA8000 as a widely recognized international standard for managing human rights in the workplace.</li> </ul>
Corporate social responsibility considerations	<ul style="list-style-type: none"> <li>• Discuss the concept of triple bottom line and explain why the three elements of the triple bottom line need to be incorporated into the organisations business model from inception as opposed to as an afterthought.</li> <li>• Discuss how supply chain leaders need to address international business ethics and voluntary comprehensive reporting standards</li> </ul>
Supply chain sustainability	<ul style="list-style-type: none"> <li>• Discuss the key sustainability issues impacting supply chains.</li> <li>• Discuss sustainability initiatives that effectively impact the environment while driving profitable outcomes for the supply chain</li> <li>• Discuss effective sustainability practices that reduce risks of sourcing or manufacturing in developing economies</li> <li>• Discuss quantify the financial impacts of supply chain sustainability initiatives</li> <li>• Discuss green and sustainable logistics and supply chain operations today and in the future;</li> <li>• Discuss green logistics management, performance and monitoring.</li> <li>• Discuss the importance of ISO 26000:2010 to be used guidance for social responsibility</li> </ul>
Security and regulatory concerns	<ul style="list-style-type: none"> <li>• Explain how to secure materials, facilities, and information systems with minimal disruption to the supply chain, especially to</li> </ul>

lead times referencing appropriate international and local regulatory compliance requirements.

KM-03-KT03 Risk identification (25%)	
Topic elements	Assessment Criteria
Risk management	<ul style="list-style-type: none"> <li>Interpret the definition of risk management in the context of how a risk-seeking organization and a risk averse organization differentiate how they use risk management</li> <li>Discuss supply chain risks and their impact on business and corporate performance</li> </ul>
Risk identification and documentation	<ul style="list-style-type: none"> <li>Explain how to identify supply chain risks and document them so they continue to be tracked and planned for.</li> </ul>
Supply chain risk	<ul style="list-style-type: none"> <li>Compare and contrast the different types of supply chain risks and how they can be controlled or mitigated.</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss supply chain risks of achieving expected international minimum standards.</li> </ul>

KM-03-KT04 Risk assessment and classification (25%)	
Topic elements	Assessment Criteria
Qualitative risk analysis	<ul style="list-style-type: none"> <li>Differentiate between qualitative and quantitative risk analysis techniques and when to apply each</li> <li>Explain the categorization method of internal versus external risks</li> </ul>
Quantitative risk analysis	<ul style="list-style-type: none"> <li>Discuss how, once risks are identified, selected risks might be further analysed to determine their monetary impact and aid in selecting the appropriate response plan</li> </ul>
The impact of corporate governance on globalised supply chains	<ul style="list-style-type: none"> <li>Critically discuss separation of duties of the executive and senior management, ethical practices and standards in supply chains, detection of breaches of ethical practices and compliance and taking remedial actions for breaches of ethical practices</li> </ul>

KM-03-KT05 Risk response and risk management processes and structures (25%)	
Topic elements	Assessment Criteria
Risk management strategy	<ul style="list-style-type: none"> <li>Discuss the importance and benefits of a risk management strategy</li> </ul>
Reviewing risk management processes and structures	<ul style="list-style-type: none"> <li>Identify key stages of a risk management process; risk identification, risk analysis, risk evaluation, risk treatment and risk reporting</li> <li>Discuss the relation between effective risk management processes and an organisation's strategic objectives</li> <li>Critically discuss the importance of building a risk awareness culture within organisations</li> <li>Discuss ways in which third party supplier resources can be used to reduce risk and mitigate losses during a risk event</li> <li>Evaluate insurance as a financial means of risk protection</li> </ul>
Risk response planning	<ul style="list-style-type: none"> <li>Discuss the four basic risk responses and illustrate how to develop a risk response plan accordingly.</li> </ul>
Preventative and contingent action plans for the supply chain	<ul style="list-style-type: none"> <li>Explain how for to categorise risks and aggregate identified specific risks.</li> <li>Explain how for each risk, organizations prepare preventive and contingent action plans.</li> </ul>
Business continuity and plan implementation	<ul style="list-style-type: none"> <li>Explain how businesses prepare continuity plans and how to ensure that all types of risk plans get implemented as intended, referencing best practices such as Coordinated Risk Management and Supply Chain Designed to Manage Risk.</li> </ul>

Theories and principles of managing risk and vulnerability	<ul style="list-style-type: none"> <li>Evaluate monitoring and control techniques for testing risk on an on-going basis</li> </ul>
Risk mitigation in various supply chain issues	<ul style="list-style-type: none"> <li>Discuss the impact of risk mitigating actions</li> </ul>
Contingency plans	<ul style="list-style-type: none"> <li>Discuss the development of contingency plans designed to overcome a risk situation</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the supply chain risks and their impact on business and corporate performance</li> </ul>

### Provider Programme Accreditation Criteria

#### Physical Requirements:

- Hand-outs, learning materials and resources

#### Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

#### Legal Requirements:

- None

### Exemptions

- 132401-001-01-00 KM-03

<b>Module Title</b> 132401-004-00-00 KM-04	Policy drafting principles and procedures and the legal framework, NQF Level 6, Credits 5
<b>Purpose</b>	<p>The main focus of the learning in this knowledge module is to develop an understanding of how to write policy to manage behaviour and decisions, mitigate risks and maximize compliance that promote good strategy execution.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 6.25 days.</p> <p>The learning will enable learners to demonstrate an understanding of:</p>
<b>Topics</b>	<p>Importance and use of policies (30%)</p> <p>Policy drafting principles (35%)</p> <p>Legislation and regulations impacting on supply chains (35%)</p>

KM-04-KT01 Importance and use of policies (30%)	
<b>Topic elements</b>	<b>Assessment Criteria</b>
Types and functions of policies	<ul style="list-style-type: none"> <li>Discuss the importance of and difference between various types of policies including policy, institutional policy, guideline and procedure</li> </ul>
Measurement, evaluation and use of policies	<ul style="list-style-type: none"> <li>Critically discuss the role and purpose of policy as a mechanism to manage behaviour and decisions, mitigate risks and maximize compliance that promote good strategy execution</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the purpose of policy as a mechanism for ensuring consistency in the performance of activities especially in cases where operating units are geographically or strategically scattered</li> </ul>
	<ul style="list-style-type: none"> <li>Critically discuss the purpose of policy as a mechanism for ensuring compliance with legal and other requirements of the organisation and serving as a tool for quality improvement within</li> </ul>

	the organisation
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**KM-04-KT02 Policy drafting principles (35%)**

Topic elements	Assessment Criteria
Conducting policy audits	<ul style="list-style-type: none"> <li>Discuss the importance and process of conducting business policy audits from a legal, regulatory, and organizational standpoint</li> </ul>
Language use	<ul style="list-style-type: none"> <li>Critically discuss the use of plain language the clarify the intent without changing the meaning</li> </ul>
Policy structure	<ul style="list-style-type: none"> <li>Critically discuss best practices related to the layout and structure of policies</li> </ul>
Policy evaluation techniques	<ul style="list-style-type: none"> <li>Critically discuss the criteria for evaluating policies including accuracy, brevity and clarity</li> </ul>

**KM-04-KT03 Legislation and regulations impacting on supply chains (35%)**

Topic elements	Assessment Criteria
The competition law	<ul style="list-style-type: none"> <li>Discuss the main aspects of competition law</li> </ul>
Regulatory requirements exercised by industry regulators and international bodies	<ul style="list-style-type: none"> <li>Discuss regulatory requirements exercised by industry regulators and international bodies including such as price and service controls</li> </ul>
Standards	<ul style="list-style-type: none"> <li>Discuss the role of the International Organisation for Standardisation (ISO) and other bodies publishing standards</li> </ul>
Licensing of imports and exports	<ul style="list-style-type: none"> <li>Discuss Licensing of imports and exports</li> </ul>
Controls through tariffs and duties on imports	<ul style="list-style-type: none"> <li>Discuss controls through tariffs and duties on imports</li> </ul>
International contracts and precedent of jurisdiction	<ul style="list-style-type: none"> <li>Discuss the requirements for international contracts and precedent of jurisdiction</li> </ul>

**Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Hand-outs, learning materials and resources

*Human Resource Requirements:*

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

*Legal Requirements:*

- None

**Exemptions**

- None

<b>Module Title</b> 132401-004-00-00 KM-05	Strategic performance management and improvement, NQF Level 7, Credits 13
<b>Purpose</b>	<p>The main focus of the learning in this knowledge module is to develop an understanding of aspects and measures to manage and improve strategic performance in the supply chain</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 16.25 days.</p> <p>The learning will enable learners to demonstrate an understanding of:</p>
<b>Topics</b>	<ul style="list-style-type: none"> <li>Strategy metrics (15%)</li> </ul>

	<ul style="list-style-type: none"> <li>○ Strategic systems and technology design (15%)</li> <li>○ Strategic process design and improvement (15%)</li> <li>○ Theories and techniques for measuring and improving supply chain efficiency and effectiveness (25%)</li> <li>○ Strategic human capacity development (15%)</li> <li>○ Financial aspects that affect supply chains (15%)</li> </ul>
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KM-05-KT01 Strategy metrics (15%)	
Topic elements	Assessment Criteria
Supply chain strategy and metrics selection	<ul style="list-style-type: none"> <li>● Describe the various supply chain metrics</li> <li>● Explain how being measured creates incentives for the participants and how the selection of the incorrect metric can drive the a behaviour contrary to that of the strategic objective.</li> </ul>
Financial metrics	<ul style="list-style-type: none"> <li>● Explain the relationship between metrics related to customer satisfaction and cost and profit measurement.</li> </ul>

KM-05-KT02 Strategic systems and technology design (15%)	
Topic elements	Assessment Criteria
Information technology and supply chain management	<ul style="list-style-type: none"> <li>● Describe basic terminology like databases, networks, software, and configuration</li> <li>● Discuss the benefits and costs of technologies so the ROI of technology can be determined</li> <li>● Explain how the various IT supported supply chain management systems work together</li> </ul>
Electronic business considerations	<ul style="list-style-type: none"> <li>● Describe how electronic business addresses all of the varied uses of the internet to conduct modern business and the implications for supply chain leaders.</li> </ul>
Key technology applications	<ul style="list-style-type: none"> <li>● Describe the use case for ERP systems as well as all of the best of breed supply chain-specific technologies.</li> </ul>
Data acquisition and management	<ul style="list-style-type: none"> <li>● Explain how to get data from one system to another.</li> <li>● Explain how software developers have ways of building reusable code</li> <li>● Explain how databases work at a high level</li> <li>● Explain the hows and whys of data capture</li> <li>● Discuss the use case for various automatic identification technologies.</li> </ul>
	<ul style="list-style-type: none"> <li>● Describe how to develop and implement appropriate information and knowledge sharing systems between purchasing departments and suppliers to provide benefits from both parties</li> <li>● Analyse the application of technology to automate and streamline key operational processes within the supply chain (both internal and external to the organisation) as a way of improving supply chain efficiency and effectiveness</li> <li>● Evaluate and explain the benefits of automated processes and information flows and their impact on the supply chain performance as a way of improving supply chain efficiency and effectiveness</li> </ul>
The integration of systems in globalised supply chains	<ul style="list-style-type: none"> <li>● Critically discuss the integration of systems in globalised supply chains including The use of systems to achieve control in organisations, capturing data on information systems, systems integration within globalised organisations and systems integration across supply chains</li> </ul>

KM-05-KT03 Strategic process design and improvement (15%)	
Topic elements	Assessment Criteria
Strategic analysis tools	<ul style="list-style-type: none"> <li>● Explain how analysis tools such as SWOT, marketing plan</li> </ul>

	analysis, network modelling and operations research can be utilised in a supply chain context.
Continuous improvement	<ul style="list-style-type: none"> <li>Describe continuous improvement as a process and the role of key performance indicators.</li> <li>Explain how to utilise the seven quality tools</li> </ul>
Continuous improvement philosophies	<ul style="list-style-type: none"> <li>Discuss and compare Six Sigma, Total Quality Management, and the Theory of Constraints.</li> </ul>
Change management	<ul style="list-style-type: none"> <li>Explain how an organisation can prepare for change and ensure it becomes part of the standard operating procedures of an organization rather than an event</li> </ul>
Developing industry level collaboration	<ul style="list-style-type: none"> <li>Discuss supply chain evolution from transactional information sharing to collaborative approaches in supply chain management</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of applying PADI (Pragmatic/ Performance, Administrative, Divergent/ Development and Integration) frameworks for collaboration</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the concept of creating collaborative relationships with customers and suppliers</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss the use of shared services in supply chains</li> <li>Discuss data integration in supply chains</li> </ul>

KM-05-KT04 Theories and techniques for measuring and improving supply chain efficiency and effectiveness (25%)	
Topic elements	Assessment Criteria
Maximising competitiveness	<ul style="list-style-type: none"> <li>Evaluate and explain different ways in which to manage and maintain effective communications between an organisation and suppliers in the development, presentation and transfer of quality specifications for the assurance of compliance</li> <li>Analyse different supply markets and conditions, and develop proposals for the revision of associated operational processes, in conjunction with suppliers and logistics functions</li> </ul>
Supplier network	<ul style="list-style-type: none"> <li>Explain how to manage systematic organisational efforts to create and maintain networks of competent suppliers and to develop their capabilities to meet competitive challenges</li> <li>Explain how to manage systematic organisational efforts to create and maintain networks of competent suppliers and to develop their capabilities to meet competitive challenges</li> </ul>
Cost reduction models	<ul style="list-style-type: none"> <li>Explain ways in which to manage cost reduction for organisational efficiency and provide added value to customers</li> </ul>
Stakeholder feedback on the impact of supply chain strategy	<ul style="list-style-type: none"> <li>Discuss stakeholder feedback on the impact of supply chain strategy including articulating the supply chain strategy, determining measurable outcomes of success, devising metrics of performance including feedback from 3rd parties and suppliers, and other stakeholders and reporting structures and processes</li> </ul>
Approaches to benchmarking	<ul style="list-style-type: none"> <li>Discuss approaches to benchmarking that can be applied to measuring the performance of the supply chain including comparisons of business unit, competitors or other industry players and gap analysis and performance improvement</li> </ul>

KM-05-KT05 Strategic human capacity development for supply chain management (15%)	
Topic elements	Assessment Criteria
Leadership versus management	<ul style="list-style-type: none"> <li>Define leadership and critically discuss the importance of leadership and the role of a leader and the activity of leadership</li> </ul>
	<ul style="list-style-type: none"> <li>Critically evaluate the differences between leadership and management</li> </ul>
Approaches to leadership for improving supply chain management	<ul style="list-style-type: none"> <li>Critically analyse and compare the main approaches to leadership for improving procurement and supply chain management including the qualities or traits approach to</li> </ul>

	<p>leadership, the functional or group approach and action- centered leadership</p> <ul style="list-style-type: none"> <li>• Critically analyse the styles of leadership including the authoritarian or autocratic, democratic and laissez- faire styles</li> <li>• Critically discuss the path-goal contingency theory for leadership</li> </ul>
Skills and behaviours that contribute to effective leadership	<ul style="list-style-type: none"> <li>• Evaluate the main skills and behaviours that contribute to effective leadership for improving supply chain management including the continuum of leadership behaviour, the main forces in deciding the type of leadership, situational leadership and transformational and inspirational leadership</li> </ul>
Influencing styles that can be used in the effective leadership of a supply chain	<ul style="list-style-type: none"> <li>• Evaluate the main influencing styles that can be used in the effective leadership of a supply chain including implementing a vision of improved procurement and supply chain management, models for managing in four different directions, the relevance of managing upwards and across to achieve desired results for improved supply chain management, the merits of escalation as a means of influencing and influencing styles for cross functional leadership both within and outside the bounds of formal teams</li> </ul>
Leadership techniques that can be used to influence personnel	<ul style="list-style-type: none"> <li>• Evaluate the main leadership techniques that can be used to influence personnel involved in a supply chain including assessing the readiness of followers or groups, leaders attitudes to people, management by objectives</li> </ul>
Key performance indicators for individuals, team and suppliers	<ul style="list-style-type: none"> <li>• Critically discuss the setting of key performance indicators for individuals, team and suppliers as a method for measuring and improving supply chain efficiency and effectiveness</li> </ul>
Sources of power	<ul style="list-style-type: none"> <li>• Critically analyse the sources of power and how they can be used to overcome common challenges faced by supply chain managers including perspectives on individual power, processual, institutional and organisational levels of power, perspectives on organisational power and the balance between order and flexibility</li> </ul>
Main tactics that can be used to influence stakeholders within supply chains	<ul style="list-style-type: none"> <li>• Evaluate the main tactics that can be used to influence stakeholders within supply chains to overcome common challenges faced by supply chain managers including proactive influencing tactics and the psychological principles of influence</li> </ul>
Equality and diversity issues relating to the supply chain	<ul style="list-style-type: none"> <li>• Analyse how equality and diversity issues relating to the supply chain can be managed to improve the effectiveness of the supply chain</li> </ul>
	<ul style="list-style-type: none"> <li>• Define and discuss diversity, equality and inclusion</li> </ul>
	<ul style="list-style-type: none"> <li>• Critically discuss the benefits of diversity in organisations, the impact of discrimination, harassment and victimisation and the implementation of policies to enhance diversity</li> </ul>
Change management	<ul style="list-style-type: none"> <li>• Critically evaluate effective change management and the main methods and concepts of change management that can be used to develop the supply chain including the nature of organisational change, planned organisational change, dealing with resistance to change</li> </ul>
	<ul style="list-style-type: none"> <li>• Discuss the concept of communicating plans with customers, suppliers senior management and other organisational functions</li> </ul>
	<ul style="list-style-type: none"> <li>• Discuss the concept of gauging resources for strategic supply chain management</li> </ul>
	<ul style="list-style-type: none"> <li>• Discuss the concept of The role of the change agent</li> </ul>
	<ul style="list-style-type: none"> <li>• Discuss the concept of gauging the acceptance of strategic change</li> </ul>
Methods for resolving conflict with internal and external stakeholders	<ul style="list-style-type: none"> <li>• Critically assess the main methods for resolving conflict with internal and external stakeholders to support change in the supply chain including contingency models of organisations and</li> </ul>

	the functions of the informal organisation
	<ul style="list-style-type: none"> <li>• Critically discuss the positive and negative outcomes of organisational conflict and strategies for resolving conflict</li> </ul>
The development of knowledge and skills	<ul style="list-style-type: none"> <li>• Critically discuss the concept of knowledge management within the organisation and with suppliers</li> </ul>
	<ul style="list-style-type: none"> <li>• Critically discuss the concept of developing procurement and supply chain competences</li> </ul>
	<ul style="list-style-type: none"> <li>• Critically discuss the concept of training and development to improve knowledge and skills within the organisation and with suppliers</li> </ul>
	<ul style="list-style-type: none"> <li>• Critically discuss approaches to measurement, analysis, improvement and control to develop knowledge and skills</li> </ul>

KM-05-KT06 Financial aspects that affect supply chains (15%)	
Topic elements	Assessment Criteria
The impact of cost and finance on supply chains	<ul style="list-style-type: none"> <li>• Discuss how costs and finance can impact on supply chains including the financial objectives of organisations (e.g. value for money, maximising shareholder wealth and providing a surplus), the costs of materials, labour and overheads, funding working capital and credit insurance, project funding, medium and long term financing options and corporate financing decisions in investment, finance and dividends</li> </ul>
Methods for managing the volatility of currencies in supply chains	<ul style="list-style-type: none"> <li>• Critically assess the main methods for managing the volatility of currencies in supply chains, demand and supply factors in foreign exchange and the reasons for exchange rate volatility, spot, forward and derivative instruments in foreign exchange and services provided by the banking sector in foreign exchange</li> </ul>
Managing the volatility of commodities in supply chains	<ul style="list-style-type: none"> <li>• Discuss the main methods for managing the volatility of commodities in supply chains including demand and supply factors in commodities, the differentiation of commodities, soft and hard commodity markets, speculation in commodity markets, the use of spot, forward, futures and hedging in the buying and selling of commodities and the use of a Contract for Difference (CFD) in the buying and selling of commodities</li> </ul>
Main financial measures that can be applied to measuring the performance	<ul style="list-style-type: none"> <li>• Critically discuss the measurement of costs, timescales, processing, quality and satisfaction as financial measures that can be applied to measure the performance of the supply chain</li> </ul>
	<ul style="list-style-type: none"> <li>• Critically discuss the profitability, return on investment, sales growth and cash flow as financial measures that can be applied to measure the performance of the supply chain</li> </ul>
	<ul style="list-style-type: none"> <li>• Critically discuss the use of balanced scorecard methodologies as financial measures to measure the performance of the supply chain</li> </ul>
Macro and micro economic considerations	<ul style="list-style-type: none"> <li>• Discuss the supply chain implications of macro-economic theories such as those proposed by laissez-faire economists and John Maynard Keynes</li> <li>• Discuss and relate the micro-economic principles of supply/demand, price elasticity, substitution effects and marginal utility</li> </ul>
Accounting and financial reporting information	<ul style="list-style-type: none"> <li>• Explain the function of financial reporting within a supply chain context with respect to topics such as standard costing, balance sheet, income statement and Cash flow analysis.</li> </ul>

## Provider Programme Accreditation Criteria

*Physical Requirements:*

- Hand-outs, learning materials and resources

*Human Resource Requirements:*

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

*Legal Requirements:*

- None

**Exemptions**

- None