

SUPPLY CHAIN MANAGER

Knowledge modules

132401-001-01-00 KM-01 Supply chain management theory, NQF level 6, Credits 10

132401-001-01-00 KM-02 Supply chain service delivery operational planning, NQF level 6, Credits 13

132401-001-01-00 KM-03 Risks, compliance management and supply chain vulnerability, NQF level 6, Credits 12

132401-001-01-00 KM-04 Operational performance management and improvement, NQF level 6, Credits 13

132401-002-01-00 KM-05: Management of major programmes and projects, NQF Level 6, Credits 12

Total Credits 60

Module Title	Supply chain management theory, NQF level 6, Credits 10
132401-001-01-00 KM-01	
Purpose	<p>The main focus of the learning in this knowledge module is to build an understanding of management theories for different purposes.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 12.5 days.</p> <p>The learning will enable learners to demonstrate an understanding of</p>
Topics	<p>Theories and challenges of supply chain management (25%)</p> <p>Principles and concepts of organisation structures and culture (25%)</p> <p>Theories of managing work groups and teams (25%)</p> <p>Theories and processes of managing change (25%)</p>

KM-01-KT01 Theories and challenges of supply chain management (25%)	
Topic elements	Assessment Criteria
The challenges facing managers in dynamic and changing organisations	<ul style="list-style-type: none"> Define the challenges of management. Identify the key stakeholder groups who impact directly on the supply chain function, analyse their potential impact and explain how to manage their expectations effectively.
The characteristics of different organisational structures and cultures	<ul style="list-style-type: none"> Evaluate the key roles and functions of managers in the supply chain function. Compare the diverse supply chain management practices of the private and public sectors.
Management decisions	<ul style="list-style-type: none"> Identify the key stakeholder groups who impact directly on the supply chain function, analyse their potential impact and explain how to manage their expectations effectively. Discuss a set of rules for ethical behaviour. Discuss ways of reporting effectively to senior management and securing top level support and sponsorship for initiatives and implementation of plans.
Operational plan alignment with strategic organisational objectives	<ul style="list-style-type: none"> Evaluate the resource requirements for the implementation of operational plans for the purchasing and supply function.
Supply chain operations	<ul style="list-style-type: none"> Discuss supply chain operations including fundamentals of a supply chain, the supply chain environment, elements of a supply chain and supply chain performance.

KM-01-KT02 Principles and concepts of organisation structures and culture (25%)	
Topic elements	Assessment Criteria
The principles and concepts of organisation structures and culture	<ul style="list-style-type: none"> Evaluate the importance of organisational structure to the development and performance of organisations. Evaluate the nature and scope of organisational structures and the implications of such structures for the supply chain function.

Management decision techniques	<ul style="list-style-type: none"> Evaluate methods and formulate plans for managing effectively in international or cross-cultural organisations.
Cross-cultural efficiency in supply chain	<ul style="list-style-type: none"> Define the term culture and assess different models of culture which may exist within organisations.

KM-01-KT04 Theories of managing work groups and teams (25%)	
Topic elements	Assessment Criteria
The theories of managing work groups and teams	<ul style="list-style-type: none"> Discuss techniques for building, motivating and managing successful teams across the supply chain. Discuss the sources of conflict which may arise within the supply chain. Explain how to build relationships and encourage integration with other parts of the business. Assess the benefits of a systematic approach to recruitment, appraisal, training and development.
Key concepts	<ul style="list-style-type: none"> Evaluate the concept of authority, delegation and accountability when managing supply chain functions.
Teams and stages of team development	<ul style="list-style-type: none"> Discuss the concept of teams and stages of team development.

KM-01-KT05 Change management (25%)	
Topic elements	Assessment Criteria
Theories and processes of managing change	<ul style="list-style-type: none"> Differentiate between the need for fundamental and incremental change in organisations. Identify and analyse the current legislation relating to employment and equality of opportunity in organisations. Identify ways to monitor and control the impact of the change process on the performance of the supply chain.
Organisational change and the impact on the organisation	<ul style="list-style-type: none"> Evaluate the causes of organisational change and the potential impact on the organisation. Evaluate the impact of e-commerce and technology on the management of organisations and people, and in particular the benefit to the supply chain.
Change management plans	<ul style="list-style-type: none"> Discuss plans to overcome human resistance to change and to implement change successfully within the supply chain. Discuss the importance of managing continuity of performance whilst implementing change and explain how to do this.
Effective delegation to implement change	<ul style="list-style-type: none"> Explain the differences between authority, responsibility and accountability. Discuss the benefits of delegation and a systematic approach to delegation. Explain the concept of empowerment.

Provider Programme Accreditation Criteria

Physical Requirements:

- Hand-outs, learning materials and resources

Human Resource Requirements:

- Facilitator should have at least a Level 6 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

Module Title 132401-002-00-00 KM-02	Supply chain service delivery operational planning, NQF level 6, Credits 13
Purpose	<p>The main focus of the learning in this knowledge module is to build an understanding of internal supply chain management responsibilities in terms of overall strategic business plan and operational plans.</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>
Topics	<ul style="list-style-type: none"> • Demand sensing and planning (20%) • Distribution planning (20%) • Inventory optimisation (20%) • Production and service delivery planning (20%) • Supply planning (20%)

KM-02-KT01 Demand sensing and planning (20%)	
Topic elements	Assessment Criteria
Planning of demand	<ul style="list-style-type: none"> • Discuss planning of demand for capital projects (engineer to order). • Discuss planning of demand for goods and services provision (make to order) • Discuss planning of demand for stocked items (make to stock)
Communicating demand	<ul style="list-style-type: none"> • Discuss the communication of demand for capital projects (engineer to order) • Discuss the communication of demand for goods and services provision (make to order) • Discuss the communication of demand for stocked items (make to stock)
Influencing demand	<ul style="list-style-type: none"> • Discuss the influencing of demand for capital projects (engineer to order) • Discuss the influencing of demand for goods and services provision (make to order) • Discuss the influencing of demand for stocked items (make to stock)
Demand prioritisation	<ul style="list-style-type: none"> • Discuss demand sensing and prioritising techniques
Demand management functional responsibilities and interfaces	<ul style="list-style-type: none"> • Discuss operational environment for organisations in terms of suppliers, competitors, labour markets, financial institutions, customers, trade unions, governments and customers
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> • Critically compare the differences and different requirements related to demand sensing and planning between capital projects, service projects and commodity projects

KM-02-KT02 Distribution planning (20%)	
Topic elements	Assessment Criteria
Distribution requirements planning	<ul style="list-style-type: none"> • Discuss distribution requirements planning
Inventory planning	<ul style="list-style-type: none"> • Discuss inventory planning across a supply network • Discuss inventory planning across supplier network • Discuss inventory planning integration with international logistics design
Transport planning	<ul style="list-style-type: none"> • Discuss multi-modal planning • Discuss global transportation planning

	<ul style="list-style-type: none"> • Discuss the concept of transport planning, demand for movement and the supply of transport
	<ul style="list-style-type: none"> • Discuss the transport planning process, development and implementation of strategies and plans, appraisal, evaluation and monitoring techniques
	<ul style="list-style-type: none"> • Discuss modes of transportation and considerations for selection
	<ul style="list-style-type: none"> • Discuss transportation objectives and considerations
	<ul style="list-style-type: none"> • Discuss transportation capacity forecasting and planning
Use of logistics service providers	<ul style="list-style-type: none"> • Discuss the use of logistics service providers
Warehousing	<ul style="list-style-type: none"> • Discuss warehousing objectives and considerations
	<ul style="list-style-type: none"> • Discuss warehouse capacity forecasting and planning
	<ul style="list-style-type: none"> • Discuss trade-offs between warehousing and transportation processes
Planning for special cargo requirements	<ul style="list-style-type: none"> • Discuss planning for special cargo requirements
Global logistics	<ul style="list-style-type: none"> • Discuss the concepts of global trade and business and global supply chains and operations. • Discuss global trade controls and international business constraints. • Discuss global trade resource and business activity.
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> • Critically compare the differences and different requirements related to distribution planning between capital projects, service projects and commodity projects.

KM-02-KT03 Inventory optimisation (20%)	
Topic elements	Assessment Criteria
The need for inventory	<ul style="list-style-type: none"> • Discuss the need for inventory.
Aggregate and intern inventory management	<ul style="list-style-type: none"> • Discuss the concept of aggregate and intern inventory management
Flow of inventory	<ul style="list-style-type: none"> • Discuss the flow of inventory
Functions of inventory	<ul style="list-style-type: none"> • Discuss the functions of inventory
Inventory related cost categories	<ul style="list-style-type: none"> • Discuss inventory related cost categories
Effects of inventory on the financial statements	<ul style="list-style-type: none"> • Discuss the effects of inventory on the financial statements
Inventory planning	<ul style="list-style-type: none"> • Discuss inventory planning including make to stock, assemble to order, make to order, engineer to order, inventory planning for postponement and inventory planning for other inventory management tactics
Inventory control and management	<ul style="list-style-type: none"> • Discuss the concept managing the inventory including why do organisations hold inventory?, alternatives to holding inventory, stock classifications, trade-offs, stockholding costs, forecasting and inventory systems • Discuss the concept manage the performance of inventory including tracking or controlling stock, inventory auditing, inventory key performance, indicators (KPIs), the reporting of inventory
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> • Critically compare the differences and different requirements related to Inventory optimisation between capital projects, service projects and commodity projects

KM-02-KT04 Production and service delivery planning (20%)	
Topic elements	Assessment Criteria
Master planning and sales and operational planning	<ul style="list-style-type: none"> • Discuss master planning and sales and operational planning
Master scheduling	<ul style="list-style-type: none"> • Discuss the concept of master scheduling
Controlling priorities	<ul style="list-style-type: none"> • Discuss the importance of controlling priorities
Capacity management planning and control	<ul style="list-style-type: none"> • Discuss capacity management planning and control

Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> Critically compare the differences and different requirements related to production and service delivery planning between capital projects, service projects and commodity projects
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KM-02-KT05 Supply planning (20%)	
Topic elements	Assessment Criteria
Developing supply plans	<ul style="list-style-type: none"> Discuss processes and methods for developing supply plans
Contracting	<ul style="list-style-type: none"> Discuss the concept of contracting
Expediting	<ul style="list-style-type: none"> Discuss the concept of expediting
Special and unique requirements for different types of supply chains	<ul style="list-style-type: none"> Critically compare the differences and different requirements related to supply planning between capital projects, service projects and commodity projects

Provider Programme Accreditation Criteria

Physical Requirements:

- Hand-outs, learning materials and resources

Human Resource Requirements:

- Facilitator should have at least a Level 6 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

Module Title 132401-001-01-00 KM-03	Risks, compliance management and supply chain vulnerability, NQF Level 6, Credits 12
Purpose	<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>
Topics	<ul style="list-style-type: none"> The nature of risk in supply chains (15%) Social, environmental, safety and quality considerations (25%) Risk identification (25%) Risk assessment and classification (25%) Risk response and risk management processes and structures (25%)

KM-03-KT01 The nature of risk in supply chain (15%)	
Topic elements	Assessment Criteria
Theories and concepts related to the nature of risk in supply chain	<ul style="list-style-type: none"> Define the terminology used in risk assessment and management Distinguish between direct physical loss (e.g. disrupted supply) and indirect consequential loss (e.g. reputation)
The sources of risks and the likely impact of those risks upon the organisation	<ul style="list-style-type: none"> Analyse potential sources of risk to organisations of both internal and external origin
	<ul style="list-style-type: none"> Discuss the use of segmentation and business tools to reduce supply chain vulnerability Distinguish between strategic, operational and project-based

	areas of risk
Systems for testing risks and monitoring them	<ul style="list-style-type: none"> • Discuss the role of an organisation's stakeholders in risk management
	<ul style="list-style-type: none"> • Discuss how effective risk management can positively benefit an organisations
	<ul style="list-style-type: none"> • Discuss risks involved with using technology

KM-03-KT02 Social, environmental, safety and quality considerations (10%)	
Topic elements	Assessment Criteria
Standards, accreditations and certifications	<ul style="list-style-type: none"> • Discuss the role of ISO and other standards bodies with respect to supply chain management • Discuss risk standards and the implications of ISO 31000, as framework for risk management, as well as some complimentary standards from other ISO references
	<ul style="list-style-type: none"> • Discuss the importance of ISO 9001:2015 certification for a quality management system
	<ul style="list-style-type: none"> • Discuss the importance of SA8000 as a widely recognized international standard for managing human rights in the workplace.
Corporate social responsibility considerations	<ul style="list-style-type: none"> • 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.
	<ul style="list-style-type: none"> • Discuss how supply chain leaders need to address international business ethics and voluntary comprehensive reporting standards
Supply chain sustainability	<ul style="list-style-type: none"> • Discuss the key sustainability issues impacting supply chains.
	<ul style="list-style-type: none"> • Discuss sustainability initiatives that effectively impact the environment while driving profitable outcomes for the supply chain
	<ul style="list-style-type: none"> • Discuss effective sustainability practices that reduce risks of sourcing or manufacturing in developing economies
	<ul style="list-style-type: none"> • Discuss quantify the financial impacts of supply chain sustainability initiatives
	<ul style="list-style-type: none"> • Discuss green and sustainable logistics and supply chain operations today and in the future; • Discuss green logistics management, performance and monitoring.
	<ul style="list-style-type: none"> • Discuss the importance of ISO 26000:2010 to be used guidance for social responsibility
Security and regulatory concerns	<ul style="list-style-type: none"> • Explain how to secure materials, facilities, and information systems with minimal disruption to the supply chain, especially to 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"> • 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
	<ul style="list-style-type: none"> • Discuss supply chain risks and their impact on business and corporate performance
Risk identification and documentation	<ul style="list-style-type: none"> • Explain how to identify supply chain risks and document them so they continue to be tracked and planned for.
Supply chain risk	<ul style="list-style-type: none"> • Compare and contrast the different types of supply chain risks and how they can be controlled or mitigated.

	<ul style="list-style-type: none"> Discuss supply chain risks of achieving expected international minimum standards.
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KM-03-KT04 Risk assessment and classification (25%)	
Topic elements	Assessment Criteria
Qualitative risk analysis	<ul style="list-style-type: none"> Differentiate between qualitative and quantitative risk analysis techniques and when to apply each Explain the categorization method of internal versus external risks
Quantitative risk analysis	<ul style="list-style-type: none"> 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
The impact of corporate governance on globalised supply chains	<ul style="list-style-type: none"> 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

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"> Discuss the importance and benefits of a risk management strategy
Reviewing risk management processes and structures	<ul style="list-style-type: none"> Identify key stages of a risk management process; risk identification, risk analysis, risk evaluation, risk treatment and risk reporting
	<ul style="list-style-type: none"> Discuss the relation between effective risk management processes and an organisation's strategic objectives
	<ul style="list-style-type: none"> Critically discuss the importance of building a risk awareness culture within organisations
	<ul style="list-style-type: none"> Discuss ways in which third party supplier resources can be used to reduce risk and mitigate losses during a risk event
	<ul style="list-style-type: none"> Evaluate insurance as a financial means of risk protection
Risk response planning	<ul style="list-style-type: none"> Discuss the four basic risk responses and illustrate how to develop a risk response plan accordingly.
Preventative and contingent action plans for the supply chain	<ul style="list-style-type: none"> Explain how for to categorise risks and aggregate identified specific risks.
	<ul style="list-style-type: none"> Explain how for each risk, organizations prepare preventive and contingent action plans.
Business continuity and plan implementation	<ul style="list-style-type: none"> 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.
Theories and principles of managing risk and vulnerability	<ul style="list-style-type: none"> Evaluate monitoring and control techniques for testing risk on an on-going basis
Risk mitigation in various supply chain issues	<ul style="list-style-type: none"> Discuss the impact of risk mitigating actions
Contingency plans	<ul style="list-style-type: none"> Discuss the development of contingency plans designed to overcome a risk situation
	<ul style="list-style-type: none"> Critically discuss the supply chain risks and their impact on business and corporate performance

Provider Programme Accreditation Criteria

Physical Requirements:

- Hand-outs, learning materials and resources

Human Resource Requirements:

- Facilitator should have at least a Level 6 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

Module Title 132401-002-00-00 KM-04	Operational performance management and improvement, NQF level 6, Credits 13
Purpose	<p>The main focus of the learning in this knowledge module is to build an understanding of performance management and improvement aspects related to supply chain operational planning.</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>
Topics	<ul style="list-style-type: none"> • Customer and supplier relationship management (17%) • Measures to analyse operational performance (17%) • Measurement of performance and customer service (17%) • Human capacity management (17%) • Process design and improvement (16%) • Systems and technologies (16%)

KM-04-KT01 Customer and supplier relationship management (17%)	
Topic elements	Assessment Criteria
Customer relationships	<ul style="list-style-type: none"> • Discuss customer selection or segmentation • Discuss customer relationship types • Discuss customer performance management • Discuss customer technology usage
Supplier relationships	<ul style="list-style-type: none"> • Discuss supplier selection • Discuss supplier relationship types • Discuss supplier performance management • Discuss supplier technology usage
Linkages between CRM and SRM	<ul style="list-style-type: none"> • Discuss the concept of negotiation and consolidation • Discuss terms and conditions • Discuss contracts and enforceability

KM-04-KT02 Measures to analyse operational performance (17%)	
Topic elements	Assessment Criteria
Customer-focused metrics	<ul style="list-style-type: none"> • Discuss the use and value of the customer-focused metrics
Operational metrics	<ul style="list-style-type: none"> • Discuss the use and value of operational metrics

KM-04-KT03 Measurement of performance and customer service (17%)	
Topic elements	Assessment Criteria
Measuring and communicating performance	<ul style="list-style-type: none"> • Discuss the value of measuring and communicating performance
SCOR performance measures	<ul style="list-style-type: none"> • Discuss the SCOR performance measures
Measuring operational and financial performance	<ul style="list-style-type: none"> • Discuss the value and means of measuring operational and financial performance
Measuring customer service levels	<ul style="list-style-type: none"> • Discuss the value and means of measuring customer service levels
Lean and just-in-time	<ul style="list-style-type: none"> • Discuss the concept of lean and just-in-time

KM-04-KT04 Human capacity management (16%)	
Regulations that impact on the employment of people in supply chains	<ul style="list-style-type: none"> Discuss implied and express legal regulations affecting the supply chain including discrimination, equality and diversity, employee redundancy and dismissal, employee redundancy and dismissal, international labour codes, rights of agency workers, health and safety at the workplace, express contracts of employment and regulations affecting workers contracts of employment (including transfer of undertakings and protection of employment regulations)
Communication plan	<ul style="list-style-type: none"> Discuss ways of conducting stakeholder analysis including primary, secondary and key stakeholder Discuss perspectives on stakeholder mapping and explain how it influences the communication plan Discuss leadership/influencing styles to obtain stakeholder buy in Explain how electronic systems can be used to support stakeholder communication Discuss how to obtain buy in to supply chain plans from stakeholders

KM-07-KT05 Process design and improvement (16%)	
Achieving lean and agile supply chains	<ul style="list-style-type: none"> Explain the concept of lean supply and lean thinking and discuss lean and agile supply chains by variety and volume Discuss the importance of matching supply with demand Discuss the impact of promotions and causal events on demand Discuss the use of statistical forecasting as a way of improving demand planning accuracy Discuss the use of technology to communicate data in supply chains
Main approaches to measuring supply chain performance	<ul style="list-style-type: none"> Discuss the use of measuring processes and key performance indicators (KPIs) in supply chain management Discuss the measurement of organisational, functional, team and individual performance Discuss the use of surveys to obtain feedback Discuss the use of balanced scorecards in the supply chain

Provider Programme Accreditation Criteria

Physical Requirements:

- Hand-outs, learning materials and resources

Human Resource Requirements:

- Facilitator should have at least a Level 6 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

Module Title	Management of major programmes and projects , NQF Level 6, Credits 12
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132401-002-00-00 KM-05	
Purpose	<p>The main focus of the learning in this knowledge module is to develop an understanding of the complexities and processes involved in the management of major programmes and projects</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>
Topics	<ul style="list-style-type: none"> ○ Main aspects of major programmes and projects (25%) ○ Main contracting issues (25%) ○ Main approaches to the planning of major programmes and projects (25%) ○ Main approaches to the control of major programmes and projects (25%)

KM-06-KT01 Main aspects of major programmes and projects (25%)	
Topic elements	Assessment Criteria
Main aspects	<ul style="list-style-type: none"> • Discuss the relationship between programmes and projects and the elements thereof • Discuss stakeholder identification, analysis and involvement in major programmes and projects • Discuss measures of safety, quality, cost and delivery in major programmes and projects • Discuss success and failure of programmes and projects • Discuss the concept of work breakdown structure
Supply chain relationships in terms of undertaking major programmes and projects	<ul style="list-style-type: none"> • Discuss the impact on supply chain relationships in terms of supply chain networks for major programmes and projects • Discuss relationships with sub-contractors, consortiums and joint ventures, traditional and contemporary relationships and project partnering and strategic partnering for major programmes and projects
Main resources for major programmes and projects	<ul style="list-style-type: none"> • Discuss main resources for major programmes and projects including resource loading and levelling, multi project scheduling and resource allocation, Information Technology systems for project management, leading and managing projects, critical chain methodology and asset finance and the role of banks
Project life cycles of major programmes and projects	<ul style="list-style-type: none"> • Discuss perspectives on project life cycles of major programmes and projects • Discuss the project life cycles of major programmes and projects with regards to project initiation, organising projects and project implementation, co-ordination in project management, project control, project closure and project review

KM-06-KT02 Main contracting issues (25%)	
Topic elements	Assessment Criteria
Contract forms	<ul style="list-style-type: none"> • Discuss the role of institutes and professional bodies in developing contract forms including the role of institutes and professional bodies in developing contract forms, the New Engineering Contract (NEC) core and optional clauses, International Federation of Consulting Engineers (FIDIC) contract forms, Institution of Mechanical Engineers (IMechE) contract forms, Joint Contracts Tribunal (JCT) contract forms and CIPS model forms of contract
Main contractual terms and schedules	<ul style="list-style-type: none"> • Discuss the concepts of fixed lump sum pricing, activity schedule pricing, bills of quantity, target costing methods and risk and reward pricing mechanisms and cost reimbursable contracts
Contracting options	<ul style="list-style-type: none"> • Critically compare different contracting options for major programmes and projects including client co-ordinated

	approaches to major projects, engineering, procurement and construction (EPC)/ design and build forms of contract, management contracting and construction management, design, build, operate and ownership forms of contract, public and private sector partnerships
Methods of investment appraisal techniques	<ul style="list-style-type: none"> Discuss the strengths and weaknesses of different methods of investment appraisal including purpose of investment appraisal, payback analysis, average rate of return, discounted cash flow, the choice of discount factor, calculating net present values and calculating the internal rates of return

KM-06-KT03 Main approaches to the planning of major programmes and projects (25%)	
Topic elements	Assessment Criteria
Structures for corporate governance	<ul style="list-style-type: none"> Critically discuss the main aspects of structures for corporate governance including project boards/ executive, project responsibility charting, the use of project initiation documents and project reporting Critically discuss structures of project management such as project, functional and matrix
Common objectives	<ul style="list-style-type: none"> Critically appraise the common objectives for major programmes and projects including identifying goals and objectives of projects, the balance between cost, quality and time in projects, technology project development, Building sustainability into major projects, impact on the community for major projects and communicating project objectives to the supply chain
Management of risks	<ul style="list-style-type: none"> Discuss assumptions and risks related to major programmes and projects Discuss the concepts of risk simulation, risk registers, risk accountability and the management of risk in supply chains with regards to major programmes and projects
Methodologies for the planning of major programmes and projects	<ul style="list-style-type: none"> Discuss methodologies for the planning of major programmes and projects including sequencing activities, network techniques including project evaluation and review techniques (PERT) and critical path method (CPM) and , Gantt charts and baselines

KM-06-KT04 Main approaches to the control of major programmes and projects (25%)	
Topic elements	Assessment Criteria
Main approaches to strategic cost	<ul style="list-style-type: none"> Discuss the main approaches to strategic cost management for major programmes and projects including fixed and variable pricing methods, budgetary control and variance analysis, value engineering, consortium based procurement and the use of open book costing and cost transparency
Financial and management information	<ul style="list-style-type: none"> Discuss the use of financial and management information on the performance of major programmes and projects including estimating budgets for projects, measurement, monitoring control and improvement, project tracking and control mechanisms, controlling variations, claims/ compensation events, implementing remedial actions
Performance issues	<ul style="list-style-type: none"> Discuss the impact on the supply chain that performance issues can have on major programmes and projects including consequential losses resulting from default, assessment of damages, contractual warranties and conditions, specific performance and termination clauses
Implications	<ul style="list-style-type: none"> Discuss the implications on the supply chain of the closure of major programmes and projects including obtaining client acceptance, installing deliverables, conducting project audits,

Provider Programme Accreditation Criteria

Physical Requirements:

- Hand-outs, learning materials and resources

Human Resource Requirements:

- Facilitator should have at least a Level 6 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