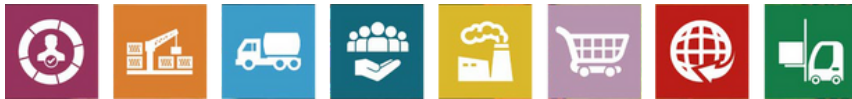


Level 3 Professional Qualifications (RQF) Syllabus

April 2023 | Version 1



Sectors



Version Control

Please refer to appendix 1 for details on any changes made to each version of the syllabus after Version 1.

Document Version	Date Version Introduced
Version 1	April 2023

Table of Contents

3	Version Control	41	Introduction to Logistics Management
5	Introduction	44	Introduction to Ship & Port Operations Management
7	Accreditation & Regulation	47	Introduction to Transport Planning & Operations Management
8	Regulated Qualification Framework (RQF)	50	Introduction to Production Planning & Control Management
10	Qualification Titles and Reference Numbers	53	Introduction to Marketing
11	Entry Requirements	56	Introduction to Inventory Process Management
14	Sector Specific Specifications	59	Introduction to International Trade & Freight Management
15	Units of Study Overview	62	Introduction to Improving Team Performance
18	Qualification Assessment	65	Introduction to MRP/ERP Systems Management
19	Explanation of Assessment Methods	68	Introduction to Manufacturing & Production Management
22	Unit Assessment for IoSCM Professional Qualifications	71	Introduction to Managing Environmental Issues in Manufacturing
23	IoSCM Approved Centres and Partners	74	Introduction to Lean Manufacturing Management
24	Appeals & Reviews	77	Introduction to Customer Service Management
25	Unit Specification Breakdown	80	Introduction to Business Management
26	Introduction to Procurement Management	83	Introduction to Basic Finance Costing
29	Introduction to Procurement Processes Management	86	Introduction to Effective Client & Supplier Relationship Management (SRM)
32	Introduction to Procurement Management in Action	89	Introduction to Business Improvement Techniques
35	Introduction to Supply Chain & Operations Management	92	Introduction to Leadership
38	Introduction to Warehousing Operations Management		

Introduction

About Us

The Institute of Supply Chain Management (IoSCM) provide professional qualifications designed to reflect the needs of the modern supply chain. From Entry level through to Strategic and Entrepreneurial level skillsets, our courses can be tailored to match the needs of each individual and their organisations. With flexible study options and a variation of assessment methods, IoSCM are driving positive change and professional advancement in all sectors of the global supply chain.

As an International Institute and renowned membership body, we work at the forefront of the global supply chain to drive positive change, improve standards, and expand the professionalism of the wider supply chain industry to create a sustainable future.

Through publications, qualifications, resources, toolkits, and in-house expertise, IoSCM educate professionals at all stages of their careers while supporting businesses with meeting their strategic objectives.

With initiatives such as The Sustain Chain, and Choices, IoSCM are committed to the longevity and future of the supply chain.

The Objective of the Level 3 Qualifications

The level 3 qualifications are designed to support the learning needs of individuals entering in to their first leadership role within the supply chain, those moving in to a new role they are not familiar with, and for those individuals who would like to broaden their knowledge of sectors, areas, and objectives within the global supply chain and the industries within it who already have entry-level understanding of the topics of study or sectors within the supply chain industry or supporting business functions.

The Level 3 Qualifications provide a rounded understanding of the topics and are a firm base to enable learners to progress themselves within their professional vocation.

Level 3 Qualifications have been designed for job roles such as,

- Team Leader / Supervisor / First-line Managers
- Logistics Controllers / Route Planners / Import Export Operatives
- Procurement Officers / Purchasing Assistants
- Warehousing / Inventory Controllers
- Production Planners / Manufacturing Controllers

The IoSCM team have consulted with a large range of organisations from all sectors of the supply chain to ensure the level 3 qualifications address the skills and knowledge expectations of individuals working in the aforementioned roles, and similar, in a wide range of businesses.

Key Learning Objectives at Level 3 include:

- Preparing for more responsibility within own role or a leadership position. - Gaining insight into new topics or enhance existing knowledge.
- The ability to transfer learning to real-life job roles.
- Understanding the importance of tasks and responsibilities in line with business objectives.

Accreditation and Regulation of IoSCM Professional Qualifications

The IoSCM level 3 qualifications are industry recognised across the globe. Each unit of study available within the level 3 courses was designed and developed by industry experts to provide first class learning materials that meet National Occupational Standards (NOS).

What are National Occupational Standards?

The NOS framework specifies the UK standards of performance that people are expected to achieve in their work, and the knowledge and skills they need to perform effectively which are approved by UK government regulators.

Essentially, meeting the NOS framework means that with IoSCM you will learn exactly what is required to succeed in your job role and become a more valued asset than someone completing a more academic-based programme.

Awarding Organisation

IoSCM partner with SFEDI Awards to ensure each of our qualifications are accredited by a UK-regulated Awarding Organisation.

Upon successful completion of an IoSCM Level 2 qualification, each learner is awarded with a globally recognised professional qualification from SFEDI Awards, who are also an Ofqual-regulated awarding Organisation.



What is Ofqual?

Ofqual is the government organisation that regulates qualifications and the organisations offering them, maintaining standards and, therefore, confidence in education across England. Because we are Ofqual regulated, you can be assured that every qualification we produce is of a high-quality, valid, and fit for purpose.

The Regulated Qualifications Framework (RQF)

The Regulated Qualifications Framework (RQF) is the vehicle for regulating qualifications within England and vocational qualifications within Northern Ireland. The framework provides a single, simple system for cataloguing all qualifications regulated by Ofqual by both level and size.

Qualifications on the Regulated Qualifications Framework (RQF) have both a level and a size allocated to them in order to support individuals in making an informed choice about the most appropriate qualification for them.

Each RQF qualification title contains the following:

The level of the qualification (from Entry level to Level 8)

- The size of the qualification (Award/Certificate/Diploma/Extended Diploma)
- Details indicating the content of the qualification

Each qualification has a published structure setting out what must be achieved by an individual to demonstrate their knowledge/understanding and competence/skills to meet the required standard as part of the delivery and certification process.

Qualification Level

The level of a qualification relates to the complexity and difficulty associated with the development of knowledge and skills in a particular subject. Qualifications start at entry level and progress through to Level 8

IoSCM Suite of Qualifications

Qualifications are expressed using the terms Award, Certificate, Diploma or Extended Diploma. The type of qualification is an indication of the total amount of time a qualification will take to complete and is labelled,

Total Qualification Time (TQT)

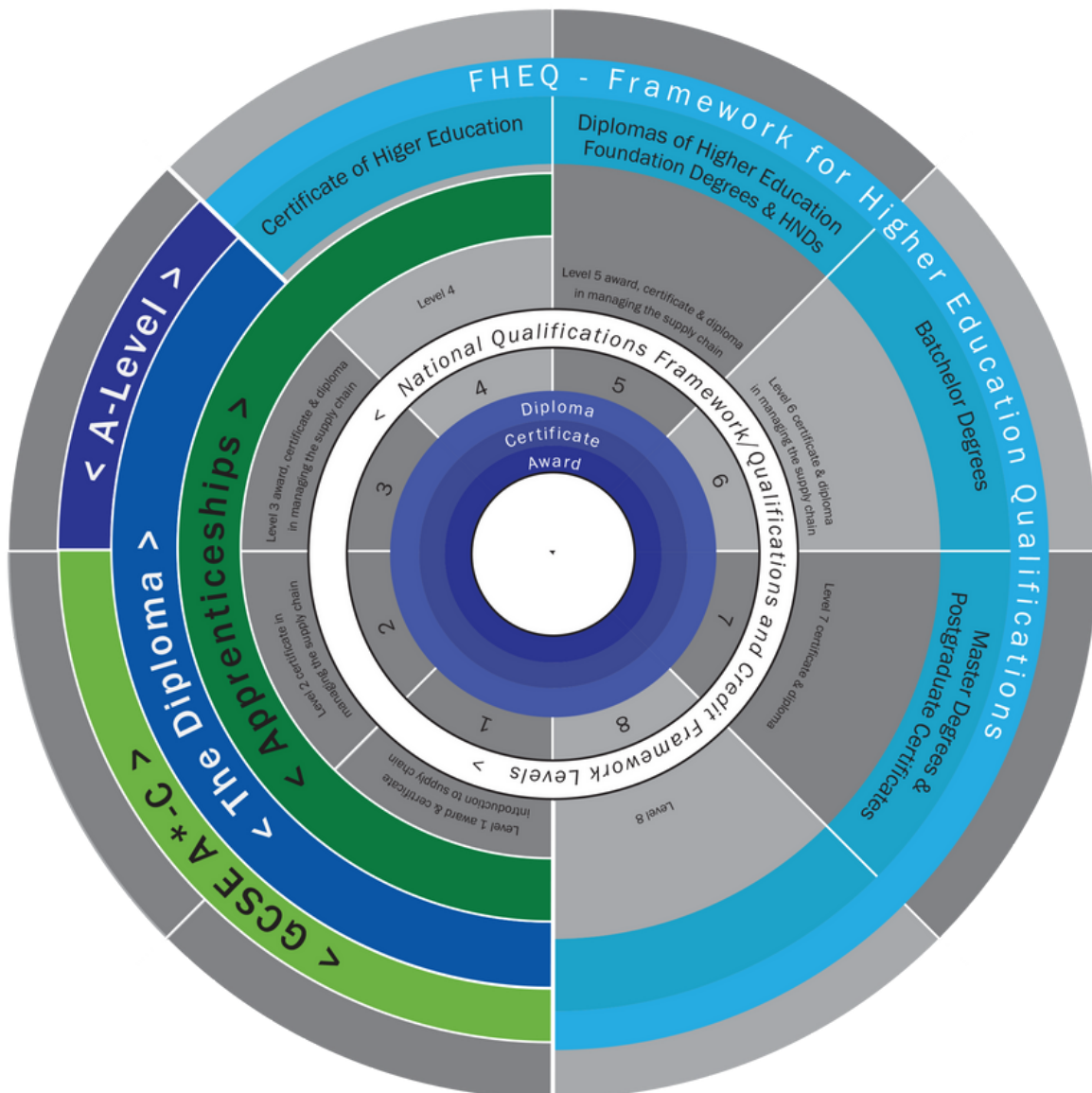
Total Qualification Time (TQT) is a guide to the average time it takes to complete a qualification and can be broken down into two types of activity:

- Guided Learning (GL) – is made up of activities completed by the learner under the direct instruction or supervision of a lecturer, supervisor, or tutor through in situ learning and/or online learning - means and is a measurement of time in hours.
- Total Qualification Time (TQT) – is Guided Learning (GL) and preparation, research, study, or any other form of participation in education or training but not under the direct supervision of a lecturer, supervisor or tutor provided and the total measurement of time in hours.

What are IoSCM Level 3 Qualifications Equivalent To?

The IoSCM Level 3 Qualifications are of the same level as an is of the same level as an A Level, NVQ or BTEC Level 3. The Level 3 is recognised and much sought after by employers and businesses. It gives you realistic, industry-specific knowledge and skills that is entirely tailored to you and the sector, giving you the best chance of increasing employment opportunities within your chosen industry and progressing to the next stage of your career.

Where do IoSCM Level 3 qualifications sit on the Education Framework?



Qualification Titles and Reference Numbers

There are a number of qualifications available at level 3, each one is allocated a unique reference number to ensure learners are registered on to their chosen programme of study. The titles listed below are as they will appear on the learner's certification from the awarding body upon successful completion on their learning journey. The qualification reference number is the number allocated to the qualification by the Regulator at the time of submission, which confirms that this is a regulated qualification on the RQF and on the Register.

Qualification Title	Qualification Reference Number
Award in Introduction to Supply Chain Management	610/2377/2
Certificate in Introduction to Supply Chain Management	610/2378/4
Diploma in Introduction to Supply Chain Management	610/2379/6
Extended Diploma in Introduction to Supply Chain Management	610/2380/2
Diploma in Introduction to Logistics and Transport Management	610/2381/4
Diploma in Introduction to Manufacturing and Production Management	610/2382/6
Diploma in Introduction to Procurement Management	610/2383/8
Diploma in Introduction to Ports and Shipping Management	610/2384/X
Diploma in Introduction to Leadership and Management	610/2385/1
Diploma in Introduction to Business Management	610/2386/3
Diploma in Introduction to Warehousing Management	610/2387/5

Qualification Registration Dates

The Level 3 qualifications listed above are regulated from the 1st of September 2022 with an operational start date (available for learner registration) of the 15th of September 2022. The projected qualification review date will be the 15th of August 2025.

Entry Requirements for the IoSCM Level 3

The IoSCM Professional Qualifications are available for learners aged 16 years and over. Designed to meet the needs of learners from every sector of the global supply chain, there are no official entry requirements for the level 3; however, centres registering learners on to any of the qualifications at this level need to ensure learners have the capabilities to independently achieve the assessment requirements of their course. The level 3 qualifications assume learners already have entry-level understanding of their chosen topics of study and are ready to build on this knowledge as part of their career progression.

To facilitate this, centres and IoSCM Employees are required to;

- Encourage learners to study the right level of course to meet their needs and abilities.
- Provide accurate information to support learners with their course selection process.
- Enable access to IoSCM-created or approved learning materials.
- Deliver a supportive learning journey for every individual learner.
- Provide opportunity for progression.
- Ensure learning and achievement opportunities match the integrity of IoSCM.

All IoSCM qualifications are offered in English (spoken and written), including the assessment processes for each of the IoSCM study modules.

IoSCM and any delivery centres will need to ensure,

- Information relating to IoSCM, and the associated programme of study is accurate and informative with advice and guidance available to each learner, enabling them to select the most appropriate course and subjects for their requirements.
- Learners are enrolled with integrity, and in turn, centres must demonstrate this.
- Each learner is provided with an induction to their professional qualification, which details
 - How their learning is structured
 - How to access their learning and assessment materials
 - How to progress through their learning in line with course time requirements
 - How to access any additional support

IoSCM presents every learner with further opportunities to enhance their learning and offers individual, direct progression routes upon successful completion of their current qualification.

Qualification Structure

The IoSCM Level 3 Qualifications have been designed to meet the needs of modern business. Employees are often required to have an understanding of how their job responsibilities fit within the wider organisation, how the business operates, and how their supply chain function.

In addition to this, employees often take on responsibilities outside of the usual job function or change career paths to a new sector or industry.

As employees are often promoted from within, it is vital that individual learning journeys are structured to grow knowledge and capabilities to support and encourage promotion or progression to roles with more responsibility. Many learners at level 3 are taking the next step on the career ladder and need to build on their existing skillset to meet increased expectations.

To address skills gap, advance employee capabilities and expand career opportunities within the global supply chain, the level 3 qualifications can be structured in multiple ways to match the learning expectations of each individual or business.

There are minimum requirements each learner must achieve to successfully complete their IoSCM Level 3 Qualifications. These requirements have been set using guidance and regulations set by the UK Regulator Ofqual.

Requirements detailed by Ofqual include, but are not limited to; Guided Learning Hours, Credit Values and Total Qualification times.

Level 3 Supply Chain Qualifications

Award in Introduction to Supply Chain Management

Learners must achieve a minimum of one unit of study with a credit value of ten and guided learning hours of ten to successfully complete their qualification. Any one of the level three units available can be selected to achieve the award.

Certificate in Introduction to Supply Chain Management

Learners must achieve a minimum of three units of study with a credit value of thirty and guided learning hours of thirty to successfully complete their qualification. Any three of the level three units available can be selected to achieve the certificate.

Diploma in Introduction to Supply Chain Management

Learners must achieve a minimum of four units of study with a credit value of forty and guided learning hours of forty to successfully complete their qualification. Any four of the level three units available can be selected to achieve the diploma.

Extended Diploma in Introduction to Supply Chain Management

Learners must achieve a minimum of six units of study with a credit value of sixty and guided learning hours of sixty to successfully complete their qualification. Any six of the level three units available can be selected to achieve the extended diploma.

Sector Specific Qualifications

In addition to the Supply Chain study route, at level 3 learners have the ability to select a qualification tailored to specific sectors of the supply chain. Each successful learner receives certification reflecting their specialist subjects of study.

These qualifications each have a core unit of study. In addition to the core unit, learners are required to select three additional units. To achieve any of the Diplomas listed, learners need to successfully complete four units of study with a minimum credit value of forty and guided learning hours of forty.

Diploma in Introduction to Logistics and Transport Management

Learners need to successfully complete the core unit; Introduction to Logistics Management, plus any three additional units of study.

Diploma in Introduction to Manufacturing and Production Management

Learners need to successfully complete the core unit; Introduction to Manufacturing and Production Management plus any three additional units of study.

Diploma in Introduction to Procurement Management

Learners need to successfully complete the core unit; Introduction to Understanding Management of the Procurement Environment plus any three additional units of study.

Diploma in Introduction to Ports and Shipping Management

Learners need to successfully complete the core unit; Introduction to Ports and Shipping Management plus any three additional units of study.

Diploma in Introduction to Leadership and Management

Learners need to successfully complete the core unit; Introduction to Leadership plus any three additional units of study.

Diploma in Introduction to Business Management

Learners need to successfully complete the core unit; Introduction to Business Management plus any three additional units of study.

Diploma in Introduction to Warehousing Management

Learners need to successfully complete the core unit; Introduction to Warehousing Operations Management plus any three additional units of study.

The Units of Study Available at Level 3

To enable learners to create a personalised study journey that meets their individual learning aims, and to support businesses with the development of their employee capabilities, there is a wide range of units available within the level 3 qualifications.

Spanning the length of the supply chain, the subjects covered within the units of study provide entry-level insight and learning relevant to the responsibilities, processes and requirements at this level within modern business environments.

Each unit of study is registered with the Awarding body, assigned a unique reference number, a credit value and guided learning hours (GLH).

Qualification Title	Qualification Reference Number
Introduction to Procurement Management	D/650/6515
Introduction to Procurement Processes Management	F/650/6516
Introduction to Procurement Management in Action	H/650/6517
Introduction to Supply Chain and Operations Management	J/650/6518
Introduction to Warehousing Operations Management	K/650/6519
Introduction to Logistics Management	R/650/6520
Introduction to Ship and Port Operations Management	K/650/6555
Introduction to Transport Planning and Operations Management	L/650/6556
Introduction to Production Planning & Control Management	T/650/6521
Introduction to Marketing	Y/650/6522

The Units of Study Available at Level 3

Qualification Title	Qualification Reference Number
Introduction to Inventory Process Management	A/650/6523
Introduction to International Trade and Freight Management	D/650/6524
Introduction to Improving Team Performance	F/650/6525
Introduction to MRP/ERP Systems Management	H/650/6526
Introduction to Manufacturing & Production Management	J/650/6527
Introduction to Managing Environmental Issues in Manufacturing	K/650/6528
Introduction to Lean Manufacturing Management	L/650/6529
Introduction to Customer Service Management	T/650/6529
Introduction to Business Management	Y/650/6531
Introduction to Basic Finance Costing	A/650/6532
Introduction to Effective Client and Supplier Relationships Management (SRM)	D/650/6533
Introduction to Business Improvement Techniques	F/650/6534
Introduction to Leadership	H/650/6535

Delivery and Learning Methods

IoSCM Qualifications offer learners the ability to study and be assessed in a flexible and supportive manner. This means IoSCM Approved Centres can deliver the qualifications in a variety of methods, including but not limited to,

- Online Distance Learning
- Classroom Based
- Blended Learning

Learners studying directly with the Institute will be provided with an online distance learning programme, designed to offer a first-class study experience to each individual.

IoSCM Approved centres will need to ensure their method of delivery does not unlawfully or unfairly discriminate against any individual registering to their programme of study.

IoSCM Approved centres will need to confirm that any training methods or learning materials developed themselves meets the quality requirements of IoSCM. The IoSCM Quality Assurance team will review and approve all programmes of learning before delivery to any learners registering with an IoSCM Approved partner or centre.

Accessibility of IoSCM Learning Programmes

Learners studying for their professional qualifications directly with the Institute will be provided with unique log-in details for our online learning platform. The core method of learning delivery is text-based, supported by video's, images, infographics, and other relevant resources and all assessments and learning are presented and carried out in English. Minor adjustments can be made to the platform to enable text/background colour changes and/or text to be larger in scale. We are unable to provide an audio version of this online distance learning programme.

In addition to the learning resources provided at higher levels of study there is a requirement for learners to carry out independent research or to provide evidence-based documentation from the workplace that demonstrates their understanding of the topics described within the study unit.

Reasonable Adjustments

There may be occasions where a learner requires special consideration or reasonable adjustments to the delivery and/or assessment of their IoSCM Qualification. Prior to the commencement of enrolment to an IoSCM Professional qualification any such requests should be discussed and confirmed with the Quality Assurance Team at the Institute. The IoSCM team will endeavour to find a supportive solution to any requests for special considerations or reasonable adjustments in line with the requirements and restrictions of the Awarding Organisation.

Qualification Assessment

To successfully achieve each IoSCM unit of study, a learner is required to produce an assessment. Each assessment is available via one of the approved methods highlighted below. All completed assessments are submitted by the learner to their IoSCM tutor for marking and in turn moderation.

Learners must competently evidence their understanding of the assessment criteria detailed within the unit by utilising one of the approved assessment methods to demonstrate their knowledge.

To ensure fair and unbiased treatment of learners studying for an IoSCM Professional Qualification, each unit of study has a detailed assessment brief that demonstrates what the tutor is looking for within the learner's completed assessment submission.

Each unit of study is also broken down into sections containing multiple assessment questions. Learners can choose the assessment method(s) that best suits their individual requirements, utilising as many options as they wish throughout their learning; for one unit of study; a learner could select one assessment method, or they could choose multiple.

Assessment Methods available for each assessment criteria are,

- Written Assignment
- Product evidence
- Learner statement
- Case study
- Pre-approved worksheets
- Professional Discussion
- Recognition of prior achievement
- Recognition of prior learning
- Witness testimony
- Blended Assessment

When submitting their assessments for marking, learners are required to use IoSCM approved submission documents which are provided to learners upon commencement of their learning.

These documents must be completed and submitted in-line with the requirements of IoSCM and the Awarding body.

Assessment submissions must be a learner's original work and cannot be plagiarised from other sources. Failure to adhere to the submission requirements could result in work being returned to the learner for re-submission.

Explanation of Assessment Methods

Written Assignment

The most popular choice of assessment method, a written assignment enables the learner to reflect upon their learning and detail their knowledge/understanding to the Assessor. Each assessment question will detail key objectives such as 'identify, describe, explain'. There will be a minimum and maximum word count requirement for each assessment question. The learner will be required to adhere to the assessment guidelines to demonstrate their capability to read, interpret and follow instructions. Dependent upon the level of study, learners may be required to carry out independent research which they will need to list utilising the Harvard referencing system.

Professional Discussion

This is a documented report and discussion between the learner and Assessor and should give real examples, where possible, of completed activities. This is a planned assessment and is normally recorded by the Assessor. A Professional Discussion is not a question-and-answer session and should be led by the learner. A template for the collection of a Professional Discussion will be held by the Assessor. The document and format for this assessment method will be discussed with the learner prior to the Professional Discussion and a pre-agreed date and time will also be scheduled for the assessment to take place.

Product evidence

This is a work product, for example a letter or research, that has been produced which can support the evidencing of performance. When using this form of evidence, it is important to ensure that confidentiality is adhered to, and no information is provided that may compromise this. It may be appropriate to reference the location of product evidence within a Professional Discussion so that, if the Internal Quality Assurer wishes to view it, then they can request a copy.

Recognition of Prior Learning

Prior learning can form part of the assessment process where the learner is able to demonstrate that they meet the assessment requirements for a unit through knowledge, understanding or skills that they already possess. In this instance the learner must provide evidence to show that the assessment criteria have been met. The Assessor will make a professional judgement about the evidence presented, which could be in a variety of forms, including, a statement or professional discussion to explain what prior activity has taken place and how this links to the standards to be achieved.

Recognition of Prior Achievement.

Voluntary work, performance at work and/or a professional certificate to practice can be used in terms of recognition of prior achievement – e.g. a case which led to a successful promotion, evidence to demonstrate achievement of objectives within a personal development plan or an assessment undertaken to gain a certificate that was required to practice in a profession.

Explanation of Assessment Methods

Learner statement or Case study

For assessment by the method, the learner could provide a written statement demonstrating their knowledge or understanding or setting the context of some other evidence. It could also be an explanation of the application of their skills. However, if used to support a competency-based claim (i.e., a practical skill) then this statement can only be provided in support of that claim. For competency-based criteria the learner must be observed in some way.

For example, if the learner submitted minutes of a meeting, they might write a statement explaining their involvement in this activity. Did they simply attend the meeting or were they involved in more detail such as instigating the meeting, generating the agenda, writing minutes etc.) Where statements are used to demonstrate knowledge and understanding and/or to set the context of something they must be signed and dated by the learner. Signatures for colleagues in a more senior position to the learner to corroborate their statement are required and should be provided on letter headed paper with their full name and job title. The statement could also be provided from a more senior person within the business instead of the learner writing their own. Again, a full and detailed explanation would be required.

A Case study is a version of the learner statement. The learner writes a statement, but it is based upon a particular scenario which they have experienced. For example, if they were involved in a slightly more complicated customer service inquiry or complaint there may be a number of activities which happened, and they can outline their involvement in a chronological order.

Pre-approved Worksheets

This assessment method is available for some units of study. Learners are required to complete pre-approved worksheets that reflect the learning criteria of the unit of study. Further information on this assessment will be provided upon request to any learner, client or delivery partner who would like to offer this assessment method.

Witness Testimony

These are provided by external people because the IoSCM Delivery/Assessment team cannot be present at all times when a learner completes a task that could be used as evidence. The testimony will be expected to detail who and what the activity entailed and where the activity took place. A Witness testimony will need to be provided by a professional from within the employee's organisation who holds a position of responsibility higher than the learners, for example the learner's Line Manager.

Blended Assessment

Learners can utilise a range of the assessment options available to them, presenting their work to the Assessor in a way that clearly evidences their understanding or experience of the topics listed within the assessment criteria.

Assessment and Verification

IoSCM Approved Centres will need to confirm which assessment methods they would like to utilise for the learners. Any assessment method not currently available will require approval from The IoSCM Quality Assurance Team.

Assessment and Verification

In addition to meeting the assessment criteria for the unit of study, learners will be required to ensure their work meets the expected standards for their level of study. Information is presented in a way that clearly demonstrates their capabilities in line with assessment criteria and that all work submitted for assessment is accurate and authentic.

A learner must be able to demonstrate their ability to link the theory behind their learning to practical situations and if utilising an assessment method based on workplace experience, they must be able to accurately detail how this practical experience within one organisation meets and matches the expectations of the wider sector or industry.

The assessor reserves the right to discuss any work submitted as part of the assessment process with the learner to seek clarification of their understanding or experience. This discussion could be verbally or in writing.

Verification of Learners Assessment Submissions

To maintain the standards of professional qualifications, IoSCM Assessors must be confident that the work they are assessing is a true reflection of the learners' understanding of their topics of study.

Learners are required to submit a statement of authenticity with each assessment submission that certifies the work submitted is their own, it has not been completed by a third party, is not plagiarised from other sources, has not previously been submitted anywhere else* and accurately reflects their personal experiences.

Statements of authenticity are signed and dated by the learner or can be completed as part of their online submission.

Making an inaccurate statement of authenticity can result in a learner being withdrawn from their professional qualification.

**If a learner is submitting Approved Prior Learning, they are required to utilise the relevant assessment template which explains how to provide this information.*

Unit Assessment for IoSCM Professional Qualifications

Units are marked internally on a Pass or Referral basis; the learner must Understand, Know how to and/or Be able to demonstrate knowledge/understanding and/or competence/skills against all the relevant assessment criteria to achieve the unit.

Pass

If the work is passed, the learner has successfully completed the learning objectives for this section of study. This means they are able to move on to their next learning module or study unit. The IoSCM Assessor will include detailed feedback describing why the learner has successfully met the assessment criteria within their submission. A Pass is subject to any Internal or External Quality Assurance checks.

Refer

If the work is referred, the learner has failed to meet the learning objectives detailed within the assessment brief. This means they are required to address any areas of concern highlighted by the Assessor, updating their assessment ready for resubmission. The IoSCM Assessor will provide detailed feedback which the learner should utilise to strengthen their work submission. A learner can receive a Referral for a number of reasons such as, failing to reference their work correctly, plagiarising material from other sources, not answering each of the assessment criteria to a level 2 standard, poor presentation, or insufficient depth within the information provided.

When a learner receives a Refer the Assessor will highlight what was done well within the submission and areas for improvement.

After making the required changes a learner will have the opportunity to resubmit their work for remarking. This process can be repeated multiple times*; however, learners would be advised to speak with their Assessor before a third submission to ensure they understand why they are failing to meet the assessment criteria.

**A learner can have a maximum of three attempts to submit an assessment before being required to select a new unit of study. The Learning Support Team would confirm any costs involved in doing this.*

Ensuring Quality and Fairness within the Assessment Process

To ensure the Assessment team are upholding the standards of IoSCM Professional Qualifications and our Awarding Organisation, all assessments are subject to Internal and External Quality Assurance checks. This means all work is Passed subject to these checks being carried out and the decisions of the Assessor upheld. This is standard practice for final assessment of all professional qualifications.

IoSCM Approved Centres and Partners

Learners studying for IoSCM Professional Qualifications through an approved centre or partner will be required to meet the minimum standards expected from the Institute as detailed within the assessment criteria for each unit of study. The IoSCM Quality Assurance team will work with each centre or partner to agree a programme of assessment and quality assurance. In some cases, partners will be required to submit their learner's work directly to the Institute for marking and feedback. Approval can be requested for centres or partners to carry out the marking of their learner's work. In these instances, the IoSCM Quality Assurance team will carry out rigorous quality assurance checks on the assessment standards being implemented by the centre or partner.

All assessment submissions and decisions must be readily available for inspection by the IoSCM Quality Assurance Team, the awarding organisation SFEDI Awards or the UK Regulator Ofqual. Failure to produce any requested documentation within specified time-periods could result in IoSCM withdrawing the Centre or partner's approval to deliver IoSCM Qualifications.

Appeals and Reviews

If at any time a learner disagrees with an Assessor's decision, they have the right to appeal that decision.

A learner should make this appeal directly with the assessor in the first instance. Upon receipt of the appeal, the Assessor will discuss the request with the IoSCM Quality Assurance team who will provide an unbiased view of the work submitted and assessment decision provided. If the Quality Assurance Team uphold the decision of the Assessor, the learner will be provided a detailed explanation of the decision. If the learner is still unhappy with the decision and/or explanation, they can submit a formal complaint at any time.

Learners studying through IoSCM Approved Centres or partners must in the first instance raise an appeal directly with their learning provider. If all appeal procedures have been exhausted and the learner is still unhappy with the decision, they may raise a formal complaint directly with the Institute.

IoSCM formal complaints process can be accessed at any time via the learning support team or requested from an IoSCM Approved Centre of partner.

Appeals and Reviews

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Unit Specification Breakdown

For each unit of study within the level 3 qualification, there is a unique reference number assigned by the awarding body to ensure learner certification accurately details the units of study completed, a credit value for each unit, and guided learning hours.

Learner's competencies are assessed using pre-determined assessment criteria with assessments taking place throughout each unit of study.

To ensure learners select the most appropriate unit(s) of study for their individual development aims or those of their employer, IoSCM provide a detailed breakdown of the learning objectives for each unit, the assessment criteria, and what topics the learner will be competent in upon successful completion of their learning journey.

Development, Maintenance and Modifications of the Level 3 Qualifications

IoSCM frequently consult with a variety of businesses and professionals from across all sectors and professions within the supply chain. Where consultation highlights a need for a new topic of learning or changes to current units to reflect real-world developments, the IoSCM Quality Assurance and Development team will add new units to the qualification specification or modify existing units to reflect the latest methodologies, processes or best-practise to ensure learners gain knowledge and understanding that accurately reflects modern industry.

Introduction to Procurement Management

Unit Reference Number: D/650/6515

Credit Value: 12

Guided Learning Hours: 12

The Introduction to Procurement Management unit oversees all the processes involved in acquiring the products, materials, goods, and services needed for efficient business operations.

Organisations across all industries depend on the expertise of procurement management in seeking out and managing external supplier relationships to ensure these required items are purchased at best possible value for the business.

For these reasons, procurement management directly impacts an organisation's bottom line and strategic business operations. Procurement Management will drive the adoption of ethical sourcing strategies in line with a business CSR policy.

The Introduction to Procurement Management unit also introduces learners to a range of activities associated with the Procurement of goods and services to a business focusing on the main objectives of delivering at the right price, the right quality, the right time, the right place, and the correct quantity (The 5 Rights).

Unit Overview

The unit will investigate the strategies, objectives, and methods for delivering products and services to an organisation and explores,

- the role of Procurement in the Value Chain
- the links between Purchasing and Business Strategy
- different procurement sectors.

Learning Outcomes	Value
<p>1. Understand the role of Procurement in the Value Chain.</p>	<p>1.1 Examine the role of Procurement in the Value Chain. 1.2 Assess how Procurement functions impact value chain metrics.</p>
<p>2. Understand the links between Procurement and Business Strategy.</p>	<p>2.1 Describe the areas where Procurement supports an organisation's strategy. 2.3 Explain the features of a strategic sourcing plan.</p>
<p>3. Be able to evaluate the different procurement sectors.</p>	<p>3.1 Outline key differences and commonalities across different procurement sectors. 3.2 Analyse the effects of different market conditions on Perfect and Imperfect Competition. 3.3 Evaluate strategic solutions for a procurement organisation when faced with monopolistic market conditions.</p>

Indicative Content

Without Procurement, it would be impossible for most business operations to function. Procurement management ensures that all items and services are appropriately acquired so that projects and processes can proceed efficiently and successfully.

Procurement can be leveraged as a competitive advantage when optimised to save money, time, and resources. Procurement management can be responsible for negotiating lucrative production and supplier contracts, spearheading innovative new processes, and playing an essential part in taking a domestic business operation global.

Procurement management can also play an important role in spearheading corporate social responsibility in diversity and inclusion by proactively seeking diverse suppliers. The indicative content of this unit also includes;

- Procurement and procurement functions
- The end-to-end purchasing cycle
- Supplier relationships
- The supply chain fundamentals, end to end
- Business and operations strategy and the role procurement plays
- The critical elements of procurement management
- Supplier development and monitoring performance
- Strategic supplier sourcing
- The three distinct procurement sectors (private, public, and third)
- The impact of competition on procurement and purchasing strategy

Introduction to Procurement Processes Management

Unit Reference Number: F/650/6516

Credit Value: 12

Guided Learning Hours: 12

Procurement Management involves buying the goods and services that enable an organisation to operate profitably and ethically. Responsibilities vary from sourcing raw materials and services to managing contracts and supplier relationships. Procurement is often responsible for up to 70% of business spending, so small cost reductions can hugely impact profits. Historically, Procurement and purchasing were considered non-strategic and purely administrative functions required to operate a business. Procurement is now seen as having a key strategic role in most companies. It plays an essential role in delivering against a company's strategy from both a profitability and a Corporate Social Responsibility perspective. The Introduction to Procurement Processes Management unit presents how Procurement works within a business environment explaining the interaction with other functions. The unit also details how external factors, particularly competition, can influence procurement strategy.

Unit Introduction

The Introduction to Procurement Processes Management unit puts procurement processes into context, detailing the range of organisations that interact with procurement, the impact that market conditions can have on the effectiveness of a procurement strategy, and how competition influences that strategy. The unit introduces the concept of the 5 Rights of Procurement, exploring the idea of the 'right' price, not necessarily the lowest price. The unit also examines the stages of supplier selection and provides an overview of purchasing and contract management laws.

Unit Overview

This unit will investigate the key procurement concepts that ensure a business is leveraging its purchasing ability to ensure that goods and services required by the organisation are sourced in a way that generates the most significant value to that organisation and explores,

- how procurement interacts with external organisations to best understand the needs of the business
- how procurement supports a business's objectives
- national legislation relevant to procurement
- the components of the purchasing cycle.

Learning Outcomes	Value
<p>1. Understand how procurement interacts with external organisations.</p>	<p>1.1 Identify a range of organisations participating in the purchasing role. 1.2 Describe how market conditions and competition can impact purchasing activities. 1.3 Evaluate how organisations use PESTLE to influence purchasing decisions from a local, national, and international perspective.</p>
<p>2. Understand the links between Procurement and Business Strategy.</p>	<p>2.1 Compare the operational requirements in the purchasing function across the private, public and third sectors. 2.2 Describe best practices concerning the '5 Rights' to Procurement. 2.3 Explain the process of sourcing suppliers to ensure they meet an organisation's requirements.</p>
<p>3. Understand national legislation relevant to procurement.</p>	<p>3.1 Identify the main sources of information regarding purchasing law and national legislation. 3.2 Discuss the key components involved in drawing up a contract, including the legal remedies available for a breach of contract.</p>
<p>4. Understand the components of the purchasing cycle.</p>	<p>4.1 Explain what is meant by the 'End-to-End' (E2E) cycle. 4.2 Evaluate the range of methods used in the quotation process.</p>

Indicative Content

Effective procurement departments help streamline processes, reduce raw material prices and costs, and identify better sources of supply, improving an organisation's efficiency and profitability.

The indicative content of this unit also includes;

- the types and activities of different organisations that are impacted by or influence procurement
- the different types of external factors that can influence procurement strategy and actions that can mitigate this
- what good practice looks like concerning the 5 Rights
- the critical steps in the purchasing cycle and how to source suppliers
- essential laws and legislation relevant to Procurement

Introduction to Procurement Management in Action

Unit Reference Number: H/650/6517

Credit Value: 8

Guided Learning Hours: 8

Procurement Management oversees all the processes involved in acquiring the products, materials, goods, and services needed for business operations. Procurement consists of various roles and activities carried out within the supply chain. These activities will change from one organisation to another, with different aspects of Procurement being more or less critical depending on the organisation's circumstances. Whatever the organisation's core activity or the environment in which it operates, there are synergies in the elements of Procurement that tend to be carried out in most organisations. For these reasons, procurement management directly impacts an organisation's bottom line and strategic business operations. The Introduction to Procurement Management in Action unit will introduce the learner to purchasing and Procurement within an organisation. It examines the role of Procurement in the public and private sectors and the impact of market competitiveness on the procurement function.

Unit Introduction

The Introduction to Procurement Management in Action unit will inform learners about the role of purchasing and Procurement within an organisation. The unit identifies organisations that affect the procurement function and how to identify stakeholders best to manage those relationships for the organisation's ultimate benefit. The unit discusses the role of Procurement in the public and private sectors and discusses the impact of market competitiveness on the procurement function. The types of contracts used in Procurement are discussed in detail, as are the methods used to evaluate the effectiveness of the services being delivered both at a pre-award stage and during the period the service is being offered.

Unit Overview

The unit will cover,

- the role of purchasing and procurement within an organisation
- the stages of sourcing and procurement
- Contracts and Service Level Agreements (SLA).

Learning Outcomes	Value
<p>1. Understand the role of purchasing and procurement within an organisation.</p>	<p>1.1 Explain the difference between procurement and purchasing. 1.2 Describe the role of purchasing in a supply chain. 1.3 Compare the purchasing role in the private and public sectors.</p>
<p>2. Understand the stages of sourcing and procurement.</p>	<p>2.1 Identify the sourcing activities within the procurement role. 2.2 Discuss the impact of market competitiveness on an organisation. 2.3 Analyse the importance of the quotation process in delivering value to an organisation.</p>
<p>3. Be able to evaluate Contracts and Service Level Agreements (SLA).</p>	<p>3.1 Identify the differences between Contracts and Service Level Agreements (SLA). 3.2 Assess the Terms and Conditions of different types of contracts. 3.3 Justify the need for an organisation to use an SLA to deliver operational objectives. 3.4 Evaluate how an organisation uses metrics to deliver against an SLA.</p>

Indicative Content

Procurement, when done well, adds value by reducing costs without compromising quality and product failures, assuring operational efficiency to enable better quality without any additional cost to achieve the best objectives and output at a reduced cost in the supply chain, ultimately driving profitability.

The indicative content of this unit also includes;

- Procurement and procurement functions
- The identification and influence of Stakeholders (internal and external)
- The different types of supply chains
- The public and private sectors and the procurement commonality
- The 5 Rights of Procurement (time, place, quantity, quality, price) and the new 6th right (source)
- Supplier management and how to negotiate
- External factors impacting procurement strategy
- Types of contracts and service level agreements.

Introduction to Supply Chain & Operations Management

Unit Reference Number: J/650/6518

Credit Value: 12

Guided Learning Hours: 12

Supply Chain Operations Management coordinates all supply chain activities within a manufacturing organisation. It focuses on the end-to-end processes of delivering a product to market in the most cost-effective way and at a level of quality expected by the customer. Today, supply chains have evolved into highly productive operations using tools designed to eliminate waste throughout the supply chain journey. Effective supply chain management has a direct impact on the costs to manufacture goods, and the efficient running of the supply chain has a direct impact on the profitability of an organisation.

Unit Introduction

The Introduction to Supply Chain & Operations Management unit at level 3 provides expert insight into the significant role of supply chain & operations management in meeting organisational strategic goals and objectives. The unit illustrates the role of supply chain and operations management in transforming inputs (labour, raw material, capital, equipment, etc.) into value-added products for the end customer. The unit is designed for those who already understand supply chains and are ready to take on more responsibilities, progress to the next stage of their career or individuals who want to expand their knowledge of modern supply chain management. The unit investigates the value of maintaining a leaner supply chain and how this can be achieved by using various lean tools within different supply chain stages, including supply chain risks that can disrupt effective operations and provides strategies to identify and manage these risks.

Unit Overview

This unit will cover the concept of supply chain management and its importance in meeting organisational goals, with effective utilisation of resources and effective management of the three kinds of flows within a supply chain. The unit also explores

- risk factors that affect a Supply Chain.
- the concept of Lean Operations.
- the links within a Supply Chain.

Learning Outcomes	Value
<p>1. Understand Supply Chain Management.</p>	<p>1.1 Explain the five supply chain relationships. 1.2 Describe the functions of Forward and Reverse Logistics. 1.3 Assess how effective supply chain management can contribute to an organisation's success.</p>
<p>2. Be able to evaluate risk factors that affect a Supply Chain.</p>	<p>2.1 Outline the risk factors within an organisation that disrupt the supply chain. 2.2 Evaluate a range of control measures to mitigate risk.</p>
<p>3. Understand the concept of Lean Operations.</p>	<p>3.1 Identify the five principles of the Lean concept. 3.2 Assess how primary tools are used to optimise a supply chain operation.</p>
<p>4. Understand the links within a Supply Chain.</p>	<p>4.1 Explain the relationship between upstream and downstream linkages. 4.2 Summarise the key elements required for efficient supply chain linkages.</p>

Indicative Content

Overall business performance is determined by its supply chain and operations strategies. In the Introduction to Supply Chain & Operations Management unit, learners will also gain an understanding of the following:

- Supply Chain Management Role in an organisation
- Types of Supply Chains and their key components
- Various linkages in Supply Chain
- Operations Management role in producing value-added goods for the customer
- Resource management
- Forward and Reverse Logistics
- Supply Chain Risk Management
- Lean Supply Chain and their tools

Introduction to Warehousing Operations Management

Unit Reference Number: K/650/6519

Credit Value: 12

Guided Learning Hours: 12

Warehouse management involves supporting and optimising the warehouse and various distribution centre functions. Daily planning and controlling of the resources in the warehouse are crucial and include processes related to transporting, storing, and keeping track of inventory. Warehouse management ensures efficiency and a more streamlined process, especially when it is automated.

Unit Introduction

Warehousing is essential to the logistics chain, as warehouse effectiveness contributes to an organisation's profitability and competitive advantage. The Introduction to Warehousing Operations Management level 3 qualification is designed to provide learners with an understanding of the role of warehousing and the requirements associated with managing a warehouse operation. The unit also covers the methods, activities, equipment, finances, and regulatory legislation applicable to managing a typical warehouse operation.

Unit Overview

This unit will investigate the principles of Warehouses Operations Management and explore,

- the purpose of a warehouse, different warehouse types and departments within a typical warehouse operation
- the use of Manual Handling Equipment and storage equipment in a warehouse
- the H&S requirements within a warehouse, including the safe use of equipment.
- Warehouse operation principles including goods-in, goods verification, picking and despatch processes.
- Warehouse financial budgeting and identification of resource requirements.
- The importance of correctly placing goods within a warehouse and the factors influencing the decision to site a warehouse facility

Learning Outcomes	Value
<p>1. Understand warehouse operation processes.</p>	<p>1.1 Describe the purpose of a warehouse in relation to the supply chain. 1.2 Explain the functions and operational practices within a warehouse.</p>
<p>2. Understand factors that influence site location and safe operations within a warehouse.</p>	<p>2.1 Analyse factors for selecting the best location for a warehouse. 2.2 Describe the equipment (mechanical handling systems, storage systems and information technology equipment) routinely used in a typical warehouse. 2.3 Identify Health and Safety legislation and policies to maintain warehouse equipment (MHE and storage systems) safely and legally.</p>
<p>3. Understand financial warehousing systems, controls, and budgeting.</p>	<p>3.1 Assess best practice processes for the goods receipt and despatch departments, including the causes of inventory discrepancies. 3.2 Summarise the financial systems and controls a warehouse must adhere to.</p>
<p>4. Be able to support the efficient management of warehousing operations.</p>	<p>4.1 Analyse methods of calculating the resource requirements for a warehouse operation. 4.2 Justify the need for warehouse contingency planning. 4.3 Evaluate the benefits of correct stock location within a warehouse.</p>

Indicative Content

The primary function of a warehouse is to store goods before moving them to another location. This process involves multiple teams, departments, specialist equipment, systems, policies, and procedures to achieve an efficient and effective operation. The indicative content of this unit also includes;

- What is a warehouse? The departments and technologies used.
- A description of warehouse MHE and storage equipment.
- Warehouse health and safety and safe operations of equipment.
- Goods receipt and Despatch and transport planning processes.
- Warehouse finances, costs, budgeting, and performance management.
- Evaluation of warehouse resources, picking process, planning essential tasks, and improvements.
- Inventory management and storage methodologies.

Introduction to Logistics Management

Unit Reference Number: R/650/6520

Credit Value: 12

Guided Learning Hours: 12

Logistics Management is efficient planning, implementation, and controlling of the effective movement and storage of goods, work-in-process inventory, finished goods, and related information from the point of origin to the end of consumption to fulfil the customer requirements on time.

The exemplary quality, quantity, and timely delivery of goods to the customer are of utmost importance to an organisation. Logistical infrastructure, such as various modes of transportation, storage facilities, transportation equipment and tools, contribute to more than 60% of companies' investments. Therefore, the importance of effective logistics management is very vital in an organisation. Implementing effective logistics processes across the supply chain requires proper management of various logistics functions with modern tools and techniques and continuous monitoring of the key performance indicators.

Unit Introduction

The Introduction to Logistics Management unit investigates the primary objective of Logistics operations in an organisation and their key components. The unit gives learners a good explanation of the various strategies to effectively control and monitor logistics' vital functions, including the policies and the internal and external factors that influence logistics activities. The unit considers the essential requirements for developing, monitoring and controlling logistics protocols to support the efficient and effective delivery of goods and services to customers.

Best practices and tools to monitor the effectiveness of logistics operations are also explained in this unit to assess the operations performance in logistics and take appropriate decisions to increase efficiency and customer satisfaction.

Unit Overview

The unit explores logistics management and its importance in meeting the primary goal of logistics, which is to deliver the goods to the end customer smoothly with minimal cost. The unit will also cover the following:

- the key factors influencing logistics, such as decisions, processes, and capabilities
- factors that influence logistics activities
- how technology supports logistics operations
- requirements for the development, monitoring and control of logistics protocols

Learning Outcomes	Value
<p>1. Understand the importance of logistics operations.</p>	<p>1.1 Explain the scope of logistics operations. 1.2 Evaluate the inbound and outbound components of logistics.</p>
<p>2. Understand the factors that influence logistics activities.</p>	<p>2.1 Discuss the impact of policies on logistics operations. 2.2 Assess internal and external considerations that affect logistics activities.</p>
<p>3. Understand how technology supports logistics operations.</p>	<p>3.1 Describe a range of technology solutions that support logistics operations. 3.2. Examine how inbound and outbound logistics protocols are supported by technology.</p>
<p>4. Understand the requirements for developing, monitoring, and controlling logistics protocols.</p>	<p>4.1 Identify organisational requirements in the development of logistics protocols. 4.2 Analyse techniques for ongoing monitoring, measuring and evaluation of logistics operations. 4.3 Evaluate operational requirements for the control of logistics operations.</p>

Indicative Content

The Introduction to Logistics Management unit will enable learners to meet the current needs of the logistics industry. The indicative content of this unit also includes;

- Effective strategies for Logistics Management
- The important Logistics Components and Processes
- Inbound and Outbound Logistics Capabilities
- The associated policies which influence logistics operations
- Essential operational requirement for the logistics controls
- How to monitor and measure the effectiveness of logistics operations
- Techniques to track and monitor the logistic operations
- Transportation Network
- Emerging Technology in Logistics Management
- Warehousing

Introduction to Ship & Port Operations Management

Unit Reference Number: K/650/6555

Credit Value: 10

Guided Learning Hours: 10

A cargo ship carries goods and materials from one port to another. Cargo carriers handle 90% of the world's cargo moved by different vessels, including container ships, bulk carriers, and oil tankers. A port is a facility where ships load and discharge cargo and passengers. A container terminal is a part of a port where containerised cargo is transported from land to sea and sea to land. The work involves managing the movement of cargo containers between cargo ships, trucks and freight trains and optimising the flow of goods through customs to minimise the time a vessel spends in port. This unit is designed to introduce the concept of ports and shipping operations to individuals looking to begin or enhance their careers within the industry. It includes the range of activities involved in shipboard operations in the port, at sea, and berthing and unberthing merchant vessels. It also covers marine legislation, dangerous goods classification, maritime publications, environmental legislation, IMO convention, ship's cargo equipment and key terms concerning shipboard geography, nautical and cargo terminology.

Unit Introduction

The Introduction to Ship & Port Operations Management investigates shipping and port operations, including the range of activities involved in shipboard operations in port and at sea and the berthing and unberthing of merchant vessels. It also covers marine legislation, dangerous goods classification, maritime publications, environmental legislation, IMO convention, ship's cargo equipment and key terms concerning shipboard geography, nautical and cargo terminology.

Unit Overview

This unit introduces learners to the principles of Shipping and Port Operations and will also explore the following:

- Berthing and unberthing operations of merchant vessels, cargo stowage space calculation, hazardous cargo, and acceleration forces on ships.
- Marine legislation application, including dangerous goods classification, environmental legislation, and IMO conventions.
- A ship's equipment, including decking and cargo securing equipment.
- Key terms concerning shipboard geography, nautical and cargo terminology.

Learning Outcomes	Value
<p>1. Understand the range of activities involved in shipboard operations.</p>	<p>1.1 Explain the basic operations of berthing and unberthing a merchant vessel. 1.2 Assess how to calculate available space and adequately store goods aboard a vessel. 1.3 Describe how to identify hazardous cargo.</p>
<p>2. Be able to support essential marine legislation.</p>	<p>2.1 Outline the use of classification numbers to identify the categories of dangerous cargo. 2.2 Justify the use of Maritime and Coastguard Agency publications. 2.3 Evaluate the impact of International pollution legislation on shipboard operations. 2.4 Review the influence of International Maritime Organisation conventions on shipping.</p>
<p>3. Know how a ship's cargo and deck equipment is employed.</p>	<p>3.1 Describe the critical pieces of deck equipment, including apparatus used to secure cargo. 3.2 Evaluate the advantages and limitations of several vessel types used to transport different types of cargo.</p>
<p>4. Understand nautical terminology relating to shipboard layout and handling.</p>	<p>4.1 Define the nautical terms used to illustrate the layout of a merchant vessel. 4.2 Analyse a range of handling facilities used in shipboard operations.</p>

Indicative Content

The primary function of ships is to move goods via sea routes, most economically and environmentally, via ports or terminals. Ports are required to carry out the unloading and loading activities efficiently and quickly, reducing the ship turnaround time; any time spent in port is costly for the shipping companies.

The indicative content of this unit also includes;

- Basic ship handling, including making fast, ship turning, berthing and unberthing, and cargo space calculations
- Hazardous and dangerous goods identification and classification
- International maritime operational and environmental regulations and legislation
- Decking and cargo-securing equipment used on merchant vessels
- Type of ships used for cargo
- Key nautical and maritime terminology for ship parts, cargo, and handling.

Introduction to Transport Planning & Operations Management

Unit Reference Number: L/650/6556

Credit Value: 8

Guided Learning Hours: 8

At all levels of a supply chain (which is defined as the effort involved in producing and delivering a final product via the supplier's supplier to the customer's customer), there is a connection between transport and storage activities. Concerning the supply chain, transport is the movement of goods or people from one place to another through rail, road, air, and sea. Transport Planning & Operations in a Supply Chain context are essential components of a supply chain. It involves delivering products from the start to the end of a supply chain. For a supply chain to be deemed effective, the transportation segment must be managed efficiently and considered a strategic element of any supply chain optimisation. The Introduction to Transport Planning & Operations Management unit will introduce learners to the most suitable and effective methods of transporting Goods or Materials, including the concepts of transport's role within the overall organisational design.

Unit Introduction

The unit will introduce learners to the most suitable and effective methods of transporting Goods or Materials. The immediate context of Transport Planning is to continually strive to match or improve upon the organisation's customer expectations and requirements. By fully utilising any or all of the resources available to the organisation, it will be able to meet all of its customer's needs. This unit explores the role transport plays in the organisational planning process, considering legislation that impacts this. Consideration will also be placed upon developing an understanding of the use of standardised transport equipment used within logistics, the links between transport planning, and the possible impact of external influences. Furthermore, this unit will determine how the needs and demand for the movement of goods are measured.

Unit Overview

The unit will investigate the role that transport plays in the overall supply chain process, detailing the different modes of transportation and looking towards what new modes of transportation are already being developed. The unit also covers the following:

- transportation modes in the supply chain
- planning, legislation, and regulations influence transportation network design
- types and uses of Transport equipment
- factors that influence Transportation Operations

Learning Outcomes	Value
<p>1. Understand primary transportation modes in the supply chain.</p>	<p>1.1 Explain how transport supports supply chain activity. 1.2 Evaluate the advantages and limitations of four primary modes of transportation.</p>
<p>2. Understand how planning, legislation, and regulations influence transportation network design.</p>	<p>2.1 Describe the principles of transport planning when organising the movement of goods. 2.2 Examine how legislation and regulations impact national and international transport planning, including mandatory Health & Safety procedures.</p>
<p>3. Understand the types and uses of Transport equipment.</p>	<p>3.1 Identify a range of transport equipment to support the movement of goods. 3.2 Evaluate the value of standardised transport equipment within supply chain operations.</p>
<p>4. Understand the factors that influence Transportation Operations.</p>	<p>4.1 Examine the importance of transport planning within an organisation. 4.2 Assess how the demand for the movement of goods impacts organisational planning. 4.3 Evaluate how internal and external factors impact 'cost-effective' transport operations.</p>

Indicative Content

Transport planning is about preparing, assessing, and implementing policies and plans to enable the most suitable and effective method of transporting Goods or Materials. The essential context of transport planning is continually striving to match or improve the organisation's customer expectations and requirements. The indicative content of this unit also includes;

- different modes and uses of transportation
- how a transportation network is designed
- legislation relevant to transportation, including Health & Safety procedures
- types of transport equipment such as cranes and conveyors
- factors that influence Transportation Operations

Introduction to Production Planning & Control Management

Unit Reference Number: T/650/6521

Credit Value: 10

Guided Learning Hours: 10

Production planning is required for scheduling, dispatch, inspection, quality, inventory, supply, and equipment management. Production control ensures that an organisation achieves required production targets, optimum utilisation of resources, quality management, and cost savings.

The Introduction to Production Planning & Control Management unit considers the principles of Production Planning & Control Management, including how organisational strategy aligns with planning and key aspects of planning techniques, forecasting, and control. If you are new to production planning, want to enhance your production planning skills, or are looking for a career change, this Level 3 unit provides the relevant knowledge to assist you in achieving your goals.

Unit Introduction

This Introduction to Production Planning & Control Management unit investigates how production planning relates to organisational strategy. Production planning is a key function in the manufacturing environment, and this unit also looks at factors that can impact the process.

Unit Overview

This unit will explore Production Planning and Control Management within a manufacturing environment and will also cover the following:

- how Production Planning supports business strategy
- a range of processes that support Production Planning
- the relationship between Sales & Operations Planning (S&OP) and Production Planning tools
- how Quality Techniques align with Production Planning

Learning Outcomes	Value
<p>1. Understand how Production Planning supports business strategy.</p>	<p>1.1 Explain how production planning techniques influence corporate strategy. 1.2 Evaluate how physical and financial resources are employed to support production planning.</p>
<p>2. Understand a range of processes that support Production Planning.</p>	<p>2.1 Analyse the relationship between:</p> <ul style="list-style-type: none"> • Long-term forecasting • Short term forecasting • Rough Cut Capacity Planning (RCCP) • Capacity Requirements Planning (CRP)
<p>3. Understand the relationship between Sales & Operations Planning (S&OP) and Production Planning tools.</p>	<p>3.1 Describe the role of the Sales & Operations Planning (S&OP) process in ensuring an organisation can deliver against its objectives. 3.2 Assess the impact of the following tools on efficient Production Planning,</p> <ul style="list-style-type: none"> • Master Production Schedule (MPS) • Bill of Materials (BOM) • Material Requirements Planning (MRP) • Manufacturing Resource Planning (MRP2) • Enterprise Resource Planning (ERP) • Advanced Planning Scheduling (APS)
<p>4. Know how Quality Techniques align with Production Planning</p>	<p>4.1 Compare the advantages and limitations of a range of quality control techniques. 4.2 Consider how benchmarking supports quality improvement techniques</p>

Indicative Content

The indicative content of the Introduction to Production Planning & Control Management unit also includes;

- Production Planning – strategy, factors that impact Production Planning
- Manufacturing processes and activities
- The Planning Cycle – planning and forecasting techniques.
- Quality Techniques – TQM, Lean, Waste, 5S, TPM.

Introduction to Marketing

Unit Reference Number: Y/650/6522

Credit Value: 10

Guided Learning Hours: 10

Marketing as a concept goes back to the dawn of modern times, and many of these original concepts are still in use today. There are many examples of savvy marketing used by the Romans and other civilisations, but what is Marketing? It is simply getting people interested in your company's product or service. This happens through market research, analysis, and understanding your 'ideal' customer's interests. Marketing pertains to all aspects of a business, including product development, distribution methods, sales, and advertising. Every type of business relies on marketing, whether a simple flyer through the letterbox to a targeted digital campaign 'magically' appearing on your social media feed. We are impacted and bombarded by it daily, if not hourly. The Introduction to Marketing unit considers why marketing is essential in business. It explores the relationship between Marketing and other organisational functions and how market research plays a pivotal role in helping companies to decide on their sales strategy.

Unit Introduction

The Introduction to Marketing unit investigates why marketing is essential in business. Marketing is an activity that an organisation undertakes to promote the buying/selling of a product or service. Marketing can involve advertising, selling, and delivering the product to consumers. Marketing is the actions that an organisation undertakes to maintain relationships with customers. Marketing is used for physical products and services, and the unit discusses the different tools marketing organisations employ to evaluate what consumers need. The unit will clarify the relationship between Marketing and other organisational functions and determine how market research plays a pivotal role in helping a business make decisions on its strategy.

Unit Overview

This unit will discover why Marketing plays such a crucial role in business and how marketing is employed throughout the entire lifecycle of products, from concept to development, market introduction, expansion, decline, and withdrawal. Learners will also be introduced to the following:

- The idea of market segmentation and how consumers are targeted based on gender, age, income level, marital status, and geographic location, to name but a few
- Understand the methods used to communicate marketing strategies and analyse consumer behaviour.
- The different techniques for conducting market research and how that data is gathered and analysed - and that analysis then forms the basis for input into the overall marketing strategy

Learning Outcomes	Value
<p>1. Understand the role marketing plays within an organisation.</p>	<p>1.1 Explain how marketing influences organisational strategy. 1.2 Analyse different types of marketing strategies an organisation can deploy. 1.3 Assess how the Product Life Cycle impacts marketing activity.</p>
<p>2. Understand how consumer behaviour impacts marketing communication strategies.</p>	<p>2.1 Describe the steps of developing a marketing plan. 2.2 Discuss the importance of Integrated Marketing Communication (IMC) within a marketing communication strategy. 2.3 Examine the impact of consumer behaviour on communication strategies.</p>
<p>3. Understand how to employ various tools to audit the marketing environment.</p>	<p>3.1 Compare a range of tools to audit the marketing environment. 3.2 Analyse the significance of the Marketing Mix (7P).</p>
<p>4. Understand the processes for conducting market research.</p>	<p>4.1 Assess a variety of market research techniques. 4.2 Evaluate the function of a Marketing Information System (MKIS).</p>

Indicative Content

Businesses invest significantly in Marketing and are typically one of the big three in any industry: Operations, Finance, and of course, Marketing. In any typical household, more than 80% of the items purchased regularly have been marketed to you from one of the many platforms, such as print, media, and digital. Marketing is essential in retaining customer loyalty, and market research is about finding out about you as the consumer and what you value in a product.

The indicative content of this unit also includes;

- What is marketing, and how is it used to satisfy a customer's needs and wants
- The relationship between marketing and other functions in an organisation
- Forms of marketing strategy
- The Product Life Cycle
- Development of a Marketing Strategy
- Marketing Communications Strategy
- Marketing Mix – 7P of Marketing
- Promotional Mix
- Types of Market Research
- Marketing Information System (MKIS)

Introduction to Inventory Process Management

Unit Reference Number: A/650/6523

Credit Value: 10

Guided Learning Hours: 10

Any business that relies on physical inventory items (to say, most businesses) needs a reliable method for recording, analysing, and managing their stock of those items. Creating and implementing an effective inventory management process—sometimes referred to as inventory process management or IPM—makes it possible to accomplish these goals with maximum workflow efficiency/efficacy, optimal return on investment (ROI) and minimum expense.

Unit Introduction

The Introduction to Inventory Process Management unit at level 3 investigates inventory management processes and the different types of inventory models. It considers various components required to calculate an optimal inventory level to avoid stock-outs and reduce inventory holding costs.

The unit explores modern inventory systems available to control and manage inventory and their role in improving stock control. The unit also discusses the key performance indicators that must be continuously monitored and measured for effective inventory management.

Unit Overview

This unit will focus on the importance of inventory management, including the different types of inventory and the financial implication based on inventory policy. The unit will also cover the following:

- inventory process management
- stock control and the techniques used to plan stock levels
- the economic impact of inventory management
- a range of modern inventory systems

Learning Outcomes	Value
1. Understand inventory process management.	1.1 Describe different types of inventory. 1.2 Examine the importance of inventory management. 1.3 Compare a range of methods for 'Holding Inventory'.
2. Understand stock control and the techniques used to plan stock levels.	2.1 Identify the variable's that impact stock levels. 2.2 Assess how an organisation's stock rotation policy determines re-order levels.
3. Understand the economic impact of inventory management.	3.1 Consider the financial implications of 'Holding Inventory'. 3.2 Evaluate how an organisation optimises inventory policy to reduce costs.
4. Understand a range of modern inventory systems.	4.1 Explain how inventory auditing methods and 'Key Performance Indicators (KPIs)' measure inventory management performance. 4.2 Summarise the impact of ABC Stock Classification on inventory systems.

Indicative Content

Inventory affects all aspects of a business, primarily finance; inventory management provides critical knowledge to learners on how to manage the inventory demanded by customers effectively.

The indicative content of this unit also includes;

- Inventory Control Process and their importance
- Modern Inventory Management techniques and benefits
- Inventory Identification and tracking
- Stock Level planning and their primary factors
- Material Requirement Planning (MRP)
- Warehouse Management System (WMS)
- Demand Management
- Supplier appraisal methods and their benefits
- Key Performance Indicators in Inventory Management

Introduction to International Trade & Freight Management

Unit Reference Number: D/650/6524

Credit Value: 8

Guided Learning Hours: 8

International trade is exchanging capital, goods, and services across international borders or territories because of the need or wants of goods or services. In most countries, such trade represents a significant share of the gross domestic product. International Freight can be between countries connected by land or sea and is usually handled by specialist freight forwarders. Freight management involves planning and executing shipments by all modes of transport, moving freight across a network from its point of origin to its desired destination. It requires understanding routes, rates, customs, and carriers, making arrangements for shipments, monitoring shipments, and managing transportation documentation.

International trade and freight are the key drivers of the world economy and are intrinsically linked with 'containerisation' and 'globalisation'. This unit is designed to introduce the concept of international trade and freight management to individuals looking to begin or enhance their careers within the industry. The unit enables learners to look at the links between trade and freight across international borders from various transport modes using a system of processes, documentation, technology, and freight management experience.

Unit Introduction

This Introduction to International Trade & Freight Management level 3 unit will explore international trade and freight management. International trade allows countries to expand their markets and access goods and services that otherwise may not have been available domestically. As a result of international trade, the market is more competitive, resulting in more competitive pricing and a cheaper product for the end consumer. Freight transportation increases the value of goods by moving them to locations where they are worth more. It encourages competition and production by extending the spatial boundaries of commodity and labour markets.

Unit Overview

The unit will cover the following:

- International trade and freight strategies
- International freight planning
- Operations processes for international trade and freight
- Monitoring and implementation of different financial processes.

Learning Outcomes	Value
<p>1. Understand international trade and freight strategies.</p>	<p>1.1 Explain the purpose of international trade and freight.</p> <p>1.2 Examine the function of import and Export within international trade.</p> <p>1.3 Discuss the methods of obtaining information relating to international trade.</p>
<p>2. Understand international freight planning.</p>	<p>2.1 Identify the elements of a marketing plan for international trade.</p> <p>2.2 Assess the factors that affect costs within international trade.</p> <p>2.3 Analyse the influence of agents and distributors on the effective use of distribution channels.</p>
<p>3. Understand operations processes for international trade and freight.</p>	<p>3.1 Identify current international import and export customs procedures.</p> <p>3.2 Describe the international order process and the documentation used in international trade.</p> <p>3.3 Define the term INCOTERMS and their benefits to international trade.</p>
<p>4. Understand the monitoring and implementation of different financial processes.</p>	<p>4.1 Analyse the impact of maintaining statutory requirements applicable to international trade.</p> <p>4.2 Summarise the influence of the following processes on international trade,</p> <ul style="list-style-type: none"> • payment methods • trade finance • bonds • money laundering

Indicative Content

The primary purpose of trade and freight is the movement of different goods through a complex supply chain from supplier to customer; to facilitate manufacturing or sale to the appropriate marketplace. This also involves multiple stakeholders working together to move the goods efficiently and effectively across international borders whilst satisfying the legislation and regulations of different countries.

The indicative content of this unit also includes;

- Import and Export and the difference between local and international trade.
- International trade marketing plans and trade financials
- The role of agents, distributors and freight forwarders and channels of distribution in international freight
- The international order process, legal contract criteria, and customs regulations, including documentation, licenses and permits
- The modes of transportation for international freight, including advantages and disadvantages
- Import and export procedures and processes, including incoterms and insurance
- International trade methods of payment, bonds and money laundering legislation.

Introduction to Improving Team Performance

Unit Reference Number: F/650/6525

Credit Value: 12

Guided Learning Hours: 12

The central aim of team performance management is to promote and improve employee effectiveness, either by working independently or in a team. A business cannot measure the effectiveness of a team without a performance management system. The Introduction to Improving Team Performance unit will explore the theory associated with team development and define the difference between a team and a group.

Learners will explore how to identify ways to develop and train teams using models such as Tuckman's stages of team development and how to implement approaches to effective communication with a team by understanding the correct methods of communication; for example, appropriate techniques to conduct verbal presentations. Understanding how to identify and deal with the barriers to team effectiveness will be included, along with how team evaluation and continuous performance monitoring will increase performance.

Unit Introduction

The Introduction to Improving Team Performance unit will cover theory associated with team development and define the difference between a team and a group, including group structure and what makes an influential group using theoretical models from Belbin, Maslow, and Herzberg's Two-Factor Theory.

The unit will investigate team-building activities, team management and team evaluation using the five steps of Management by Objectives (MBO), Key Performance Indicators (KPIs) to increase Customer Satisfaction. Understanding how to identify and deal with the barriers to team effectiveness will be shown together with how team evaluation, SMART, and continuous performance monitoring will improve performance, including implementing a Balanced Scorecard approach and the PDCA cycle.

Unit Overview

The unit will cover

- theoretical models associated with teams, team development, and team improvement strategies
- how to prepare and lead a team-building activity
- how to identify and address barriers to improve a team's performance
- how to support effective communication methods

Learning Outcomes	Value
<p>1. Understand theoretical models associated with teams, team development, and team improvement strategies.</p>	<p>1.1 Examine the unique differences between a group and a team. 1.2 Discuss a range of theories relating to team development. 1.3 Assess how issues can be mitigated when improving a team's performance.</p>
<p>2. Know how to prepare and lead a team-building activity.</p>	<p>2.1 Describe how to prepare and lead a team-building activity to meet agreed objectives. 2.2 Clarify how to evaluate the effectiveness of a team-building activity against agreed objectives. 2.3 Explain how to provide constructive feedback and recommendations for improving future team-building activities.</p>
<p>3. Know how to identify and address barriers to improve a team's performance.</p>	<p>3.1 Identify barriers to team efficiency. 3.2 Explain how to appraise individual and team performances. 3.3 Discuss the approaches that can be adopted to improve a team's performance.</p>
<p>4. Be able to support effective communication methods.</p>	<p>4.1 Outline the role of communication in team management. 4.2 Review techniques to communicate information effectively to team members. 4.3 Justify how to select and apply the best method to communicate information successfully.</p>

Indicative Content

Team performance management aims to ensure that a whole team works together efficiently and effectively, achieving results and identifying where the team requires further development.

The indicative content of this unit also includes;

- The difference between a group and a team
- What is meant by the term Team development
- The issues that can be encountered when developing a team
- How to prepare a team-building activity to meet agreed objectives
- You will be able to explain a team-building exercise to achieve agreed goals
- How to provide constructive feedback and recommendations to improve future team-building activities
- The barriers to team effectiveness
- How to implement an appropriate approach to enhance team performance
- The role of communication in team management
- How to select and apply the best method to communicate information effectively

Introduction to MRP/ERP Systems Management

Unit Reference Number: H/650/6526

Credit Value: 10

Guided Learning Hours: 10

The Introduction to MRP/ERP Systems Management unit explores the basic principles of MRP/ERP Systems Management. This includes MRP and ERP systems, how they play a part within an organisation, and how monitoring and controlling such systems can benefit the organisation. This unit has been designed for those individuals who need to strengthen their knowledge of MRP/ERP Systems Management with a Production Control role within an organisation.

Unit Introduction

The Introduction to MRP/ERP Systems Management unit focuses on the critical aspects of MRP/ERP Systems and their role in efficient planning. Techniques, including Material Requirements Planning (MRP), Enterprise Resource Planning (ERP), and the modules within these systems are investigated. MRP/ERP Systems management is the scheduling and aligning of materials needed for production and the capacity required to optimise efficiency and deliver customer satisfaction.

Unit Overview

The Introduction to MRP/ERP Systems Management unit will also cover the following:

- Application of Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP) systems within an organisation
- Inputs to Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP) systems.
- The impact of Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP) systems on an organisation
- Monitoring and controlling of Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP) systems

Learning Outcomes	Value
<p>1. Understand MRP and ERP systems.</p>	<p>1.1 Explain the purpose of MRP & ERP systems in manufacturing. 1.2. Identify the main components of MRP/ERP systems.</p>
<p>2. Understand the interrelationship between MRP and ERP systems.</p>	<p>2.1 Discuss the advantages and disadvantages of using MRP and ERP systems. 2.2 Evaluate how MRP and ERP systems can produce a competitive advantage.</p>
<p>3. Understand the scope of MRP/ERP systems within an organisation.</p>	<p>3.1 Describe the introduction of an MRP / ERP system into a manufacturing organisation. 3.2 Consider how an organisation can further develop ERP & MRP systems.</p>
<p>4. Understand the reasons for monitoring and controlling MRP/ERP systems.</p>	<p>4.1 Discuss the importance of monitoring and controlling ERP & MRP systems. 4.2 Identify the KPIs used to monitor ERP & MRP systems.</p>

Indicative Content

MRP/ERP Systems management is a critical factor in Production Control to optimise efficiency and deliver customer satisfaction.

The indicative content of this unit also includes;

- What are Material Requirements Planning (MRP)
- What is an Enterprise Resource Planning (ERP)
- Implementation of MRP/ERP Systems
- MRP Systems – components of an MRP System, inputs including inventory records, Master Production Schedule (MPS), Sales and Operations Planning (SOP)
- ERP Systems – components of an ERP System, modules available for an ERP System – finance, supply chain, human resources, and customer relationship monitoring

Introduction to Manufacturing & Production Management

Unit Reference Number: J/650/6527

Credit Value: 12

Guided Learning Hours: 12

Production Management involves the planning, organisation, direction, and execution of production activities. The ultimate goal of any production management solution is to convert a collection of raw materials into a finished product. An efficient production management solution will also deliver products at the lowest possible cost when the market requires them. Any successful production management solution requires optimum production capacity utilisation to reduce costs to a minimum.

Unit Introduction

The unit will explore the manufacturing and production process and the techniques used to plan production. It also looks at how a business measures efficiency and how new technology and external factors can impact production.

This includes how manufacturing and production processes are organised and various production planning techniques to optimise efficiencies. The importance of monitoring and measuring production activities and the benefits of these being utilised by an organisation are covered.

Unit Overview

This unit has been designed for those individuals who want to strengthen their knowledge in manufacturing and production management. The unit will investigate the foundations and principles of Manufacturing and Production Management and covers the following:

- how manufacturing processes are organised
- the techniques used to plan production
- how technology and external factors impact production
- how businesses monitor the efficiency of production activities
- how production efficiency contributes to business profitability

Learning Outcomes	Value
<p>1. Understand how manufacturing processes are organised.</p>	<p>1.1 Compare the methods of organising Job, Batch, and Flow production. 1.2 Describe the criteria that determine which production methods should be used based on demand and competition.</p>
<p>2. Understand the techniques used to plan production.</p>	<p>2.1 Examine three sales forecasting techniques for production planning. 2.2 Explain how stock control methods impact production planning. 2.3 Evaluate the correlation between Material Requirement Planning (MRP), Just in Time (JIT) techniques and Review Systems (lead times and buffer stocks).</p>
<p>3. Understand how technology and external factors impact production.</p>	<p>3.1 Consider how analysis tools recognise external factors that impact production. 3.2 Analyse the influence of three technological systems on production.</p>
<p>4. Know how businesses monitor the efficiency of production activities.</p>	<p>4.1 Assess how a business increases productivity by monitoring the following activities,</p> <ul style="list-style-type: none"> • inputs and outputs • waste and rejects • Overall Equipment Effectiveness (OEE)
<p>5. Understand how production efficiency contributes to business profitability.</p>	<p>5.1 Evaluate how production management solutions contribute to optimum production capacity and cost reduction.</p>

Indicative Content

Modern production and manufacturing incorporate tools, techniques, and methods into their processes to optimise production to achieve maximum efficiency.

The indicative content of this unit also includes;

- Production Processes – batch and flow production
- Demand management – moving average, exponential smoothing, linear trend line, executive judgement.
- Planning techniques – Materials Requirements Planning (MRP), Just in Time (JIT), Kanban and Review Systems – lead times, buffer stocks,
- Technology - Total Quality Management (TQM), Automated Stock Control, Management Information Systems (MIS), World Class Manufacturing, Total Productive Maintenance (TPM)
- Monitoring production – inputs, outputs, waste and rejects, Overall Equipment Effectiveness (OEE)

Introduction to Managing Environmental Issues in Manufacturing

Unit Reference Number: K/650/6528

Credit Value: 10

Guided Learning Hours: 10

Manufacturing has a significant impact on worldwide energy use and resource consumption. Society and consumers are becoming increasingly aware that the environmental and social impacts of manufacturing need to be better controlled and reduced. Environmental degradation jeopardises the long-term health and security of animals, plants, and humans. To become more environmentally aware, we also need to take measures to protect the planet and undo some of the damage already caused by human activity. Manufacturing is not immune from these effects. As a sector, it represents nearly one-fifth (19 %) of domestic direct emissions and is indirectly responsible for an additional 11 % of emissions through electricity use. In this unit, the learner is introduced to the significant contribution that manufacturing has on the environment and the measures that the industry is taking to mitigate this. It presents the main activities contributing to environmental damage and discusses new and emerging technologies used in today's industry.

Unit Introduction

The Introduction to Managing Environment Issues in Manufacturing unit introduces learners to the significant impact manufacturing has on the environment and the measures that the industry is taking to mitigate this. The unit considers the critical manufacturing processes/activities and their environmental impact. Learners are presented with well-known, manufactured ecological disasters and their lasting environmental impact. Manufacturing now and in the future must be fully sustainable, and governments and businesses are leading this effort. Many leading organisations are committing to carbon-neutral manufacturing within a concise time frame, recognising that this effort is vital in protecting the planet for future generations. The unit informs learners about the key challenges facing manufacturing and how the industry is tackling those challenges.

Unit Overview

The unit explores the challenges manufacturing faces due to its environmental impact (resource consumption or the processes that cause damage) and covers the following:

- Fundamental theories on Global Warming and Ozone Depletion, the relationship between manufacturing processes, and the consequent negative impact on the environment
- How businesses are working to limit, offset, or mitigate these impacts and how these efforts are being communicated to their internal and external stakeholders
- The measures introduced to reverse these effects and the government policies designed to ensure that the manufacturing industry prioritises this effort.
- The tools, including international standards, used by the industry to ensure robust adherence, accountability and sustainable improvement in processes are achieved

Learning Outcomes	Value
<p>1. Understand environmental issues in manufacturing.</p>	<p>1.1 Identify a range of environmental hazards and risks generated by manufacturing.</p>
<p>2. Understand the influence of environmental legislation in manufacturing.</p>	<p>2.1 Discuss the advantages of implementing environmental policy. 2.2 Evaluate the suitability of Key Performance Indicators (KPIs) in measuring environmental impact.</p>
<p>3. Understand infrastructure requirements for managing environmental issues in manufacturing.</p>	<p>3.1 Analyse three infrastructure requirements for dealing with environmental issues. 3.2 Describe current approaches to mitigating the impact of environmental issues caused by manufacturing.</p>
<p>4. Understand how a business monitors environmental issues within manufacturing.</p>	<p>4.1 Explain the value of monitoring environmental issues within manufacturing. 4.2 Summarise the purpose and benefits of implementing Environmental Management Systems.</p>

Indicative Content

It is now a fact that human activity is the leading cause of global warming, and human activity is responsible for the vast majority of environmental damage. Manufacturing plays a significant role in global warming, unsustainable resource consumption, and irreversible environmental damage. The knowledge and technology are available to mitigate and eradicate each of these contributing elements, whether that be emissions impacting warming, using sustainable materials, or process improvements lessening or eliminating environmental damage.

Learners will also delve into the following topics.

- Global Warming & Ozone Depletion
- Different types and examples of manufactured environmental damage
- Organisations that focus on raising awareness, such as Greenpeace and the WWF
- Environmental legislation
- The measures that the industry is taking to combat environmental damage
- Workplace policies and management of hazardous materials
- Environmental Management Systems (EMS) in business
- ISO 14001-2015 overview
- Processes and tools used to measure environmental impact.

Introduction to Lean Manufacturing Management

Unit Reference Number: L/650/6529

Credit Value: 8

Guided Learning Hours: 8

Every organisation has room for improvement in producing high-quality products and lowering production costs. Companies must review and monitor the procedure to identify and eradicate non-value-adding activities. Lean manufacturing emphasises the need for waste elimination from systems or processes. Lean manufacturing improves the productivity and quality of products and reduces waste in crucial areas to improve overall customer satisfaction levels.

Lean is a systematic method that utilises Lean principles, tools, and techniques to identify waste in crucial business areas. An organisation needs to know the types of waste and how it affects the business operation to implement the Lean principles effectively to eliminate waste and maximise production. The waste is categorised as; Overproduction, Defects, Unnecessary inventory, Excess motion, Inappropriate processing, Waiting, Transportation and underutilised employees.

In the Introduction to Lean Manufacturing Management unit, learners will discover primary Lean tools for improving the process by eliminating all waste disrupting an effective business operation.

Unit Introduction

The Introduction to Lean Manufacturing Management at Level 3 investigates the primary requirement of Lean Manufacturing, including the factors that influence Lean manufacturing operations in an organisation.

The unit is designed to highlight the importance of Lean Manufacturing and how Lean practices increase efficiency and effectiveness in production. The various techniques to monitor the effectiveness of Lean Manufacturing are also incorporated in this unit, including the organisation's requirements for developing and monitoring Lean Manufacturing. The advantage of implementing the Lean concept in production is detailed, including how Lean principles and tools align the process with customer expectations and reduce waste while increasing overall organisational efficiency.

Unit Overview

The Introduction to Lean Management unit and its importance in meeting the primary goals of an organisation is at its core. The unit also covers,

- the concept of Lean Manufacturing
- the development and monitoring of Lean Manufacturing
- factors that influence Lean operations

Learning Outcomes	Value
<p>1. Understand the concept of Lean Manufacturing.</p>	<p>1.1 Define the term Lean Manufacturing. 1.2 Evaluate the principles of three Lean models.</p>
<p>2. Understand the development and monitoring of Lean Manufacturing.</p>	<p>2.1 Identify three organisational requirements for the development of Lean Manufacturing. 2.2 Assess how to select the best techniques to monitor the effectiveness of Lean Manufacturing.</p>
<p>3. Understand the factors that influence Lean Manufacturing operations.</p>	<p>3.1 Describe the policies that impact Lean Manufacturing. 3.2 Examine various internal and external factors that influence Lean Manufacturing operations. 3.3 Analyse the inter-relationship between Total Quality Management (TQM) and Lean Methodology.</p>

Indicative Content

Lean Management is the key to optimising the workplace. The indicative content of this unit also includes;

- Lean Management Principles, Tools, and Techniques
- Lean manufacturing's role in achieving higher efficiency
- Benefits of implementing Lean practices
- Techniques to monitor the effectiveness of Lean Manufacturing
- Factors that influence the development of Lean Manufacturing

Introduction to Customer Service Management

Unit Reference Number: T/650/6529

Credit Value: 10

Guided Learning Hours: 10

The Introduction to Customer Service Management unit introduces learners to the concepts of service excellence for internal and external customers. Customer Service Management is a term that refers to practices, strategies, and technologies that companies use to manage and analyse customer interactions and data throughout the customer lifecycle, aiming to improve business relationships with customers, assist in customer retention, and drive sales. It is about creating relationships built upon trust and loyalty with customers and has uses such as creating a competitive advantage through engaging with the customers in ways that rivals cannot, streamlining the delivery of goods, lowering expectations and satisfying customers by giving them exactly what was promised and to raise expectations by providing customers with more than they wanted.

Unit Introduction

Customer Service could be deemed as a direct, one-on-one interaction between a consumer making a purchase and a company representative involved in the transaction. This touchpoint is crucial to ensure buyer satisfaction, whether a product or service, to encourage return business, and, ideally, to get customers to spread the word about your business in person and online. The unit examines the difference between these types of customers and delves into the concepts and practices of why Customer Service is essential and how businesses work to enhance that customer experience, including the need for robust policies and procedures to deal with dissatisfied customers.

Unit Overview

The Introduction to Customer Service Management unit explores,

- the importance of internal and external customers and exceptional customer service
- specific customer interactions in terms of 'Moment of Truth' and the significance this plays in customer loyalty.
- the concept of customer satisfaction and the importance of this approach
- the need to have robust policies and procedures to deal with customer complaints.

Learning Outcomes	Value
<p>1. Know how to identify internal and external customers.</p>	<p>1.1 Describe internal and external customers and their importance to a business.</p>
<p>2. Understand how the 'Moments of Truth' model enhances service delivery.</p>	<p>2.1 Assess the different stages of the customer service cycle to meet customer needs and expectations. 2.2 Evaluate how the 'Moments of Truth' model improves service delivery management.</p>
<p>3. Understand how to improve the customer service experience.</p>	<p>3.1 Examine the critical attributes of delivering good customer service. 3.2 Discuss what is meant by customer service standards. 3.3 Explain the quality criteria for evaluating customer service standards. 3.4 Describe a range of methods to collect customer feedback. 3.5 Summarise how customer feedback is utilised to improve the quality of service.</p>
<p>4. Be able to support procedures to address customer complaints.</p>	<p>4.1 Outline the procedures used for complaint handling within your business or one you are familiar with. 4.2 Assess the methods a business uses to prevent repeated complaints. 4.3 Review the consequences of failing to resolve complaints for a business.</p>

Indicative Content

Attracting new business is far more complex than retaining existing customers. It is inescapable - Customer Service is vital to the success of any organisation. Companies know this, so understanding what it takes to make and keep customers happy is crucial. Effective Customer Service can add value to the product or service, help retain loyal customers, resulting in positive reviews, improve employee satisfaction and retention, and improve the bottom line. The indicative content of this unit also includes;

- Internal and external Customer Service
- Delivering and improving internal Customer Service
- The Customer Service lifecycle
- The 'Moment of Truth' model
- What is meant by Customer Service Standards
- Getting, evaluating, and acting upon Customer Service Feedback
- The importance of effectively managing negative Customer Service Feedback

Introduction to Business Management

Unit Reference Number: Y/650/6531

Credit Value: 12

Guided Learning Hours: 12

Business Management is concerned with effective leadership, coordination, and organisation of business activities, including men, machines, material, etc. By implementing innovative methods and strategies to align and coordinate the resources to achieve the business goals. There are five main functions of business management (Planning, Organising, Staffing, Directing and Controlling), and each function blends and affects the performance of each other.

Effective Business management upsurges competency by utilising physical and human resources. The Introduction to Business Management unit will provide learners with a good grounding in commercial awareness and practical leadership skills valuable to business operations. It will also equip learners with the key concepts and principles of Business Management.

Unit Introduction

The Introduction to Business Management unit investigates the strategic and operational context of business functions and structures and different legislative issues, including the mandatory legal requirements for health and safety. The unit explores the strategic importance of business planning in the long-time running of a business, the primary needs, objectives, and the different roles and responsibilities of designing a successful and effective business plan. The unit considers the part effective communication flows play between business functions using various modes of communication.

Unit Overview

The unit will examine Key Business Management functions and their importance in meeting the goals of an organisation and covers the following;

- business structures and functions
- legislation requirements within a business
- strategic business planning and communication
- the role of Human Resources in business
- how marketing is applied in business

Learning Outcomes	Value
<p>1. Understand a range of business structures and functions.</p>	<p>1.1 Compare three different types of business organisations.</p> <p>1.2 Describe the structure of an organisation by utilising an organisational chart to aid the description.</p> <p>1.3. Assess the key functions in business and the importance of communication flows between them.</p>
<p>2. Understand legislation requirements within a business.</p>	<p>2.1. Identify a range of legislation that impacts a business.</p> <p>2.2 Evaluate a business's procedures to introduce and action systems.</p>
<p>3. Understand the importance of strategic business planning and communication.</p>	<p>3.1 Assess the importance of a business plan to run a business effectively.</p> <p>3.2 Explain the roles and responsibilities within business planning.</p> <p>3.3 Compare three different types of information used within a business.</p> <p>3.4 Discuss electronic and non-electronic methods for communicating business information to various audiences.</p>
<p>4. Understand the role of Human Resources in business.</p>	<p>4.1 Examine the internal and external factors when planning the human resources requirements of a business.</p> <p>4.2 Evaluate how organisations motivate their employees and measure performance.</p>
<p>5. Understand how marketing is applied in business.</p>	<p>5.1. Describe how the 'Marketing Mix' is utilised within a business.</p> <p>5.2 Summarise the main benefits of effective Public Relations (PR).</p>

Indicative Content

As organisations continuously face global challenges, our business management course will equip learners with appropriate skills, quality, and capabilities in demand.

The indicative content of this unit also includes;

- Different types of Business Organisations and their essential functions
- Importance of Communication and their modes
- The Key Roles and Responsibilities of various business functions
- The types of legislation and their impact on the business activities
- The importance of Health and Safety legal requirements

Introduction to Basic Finance Costing

Unit Reference Number: A/650/6532

Credit Value: 8

Guided Learning Hours: 8

It is essential to control costs and have systems and procedures to monitor these activities in any working environment. This unit looks at costing components and how costs can be owned and managed using different methods. It also considers how to record inventory values and other budgeting methods and their use in decision-making. This unit will provide knowledge and skills to understand the role of cost accounting in an organisation. It will detail how organisations use this information to help manage decision-making. This unit will examine the purpose of internal reporting, providing accurate information to management, and the relationship between the various costing systems within an organisation. The learner will identify the responsibility, profit, and investment centres within an organisation and describe the characteristics of different cost classifications and their use in costing.

Unit Introduction

The unit provides information on direct costs and revenues and details procedures required for effective decision-making using short, medium, and long-term estimates of revenues and expenses. The unit also investigates the basic principles of managing costs in an organisation and why different organisations treat costs differently.

Unit Overview

The Introduction to Basic Finance Costing unit will cover the following,

- the role of costing systems within an organisation
- recording and analysis of cost information
- apportioning costs according to organisation requirements
- budget variances
- cost information and how it facilitates decision-making.

Learning Outcomes	Value
<p>1. Understand the role of costing systems within an organisation.</p>	<p>1.1 Define the purpose of accurate internal reporting of cost information to management.</p> <p>1.2 Clarify different types of Cost Classifications.</p> <p>1.3 Explain an organisation's responsibility for its Profit and Investment centres.</p>
<p>2. Understand how to record and analyse cost information.</p>	<p>2.1 Describe material, labour, and expense information relative to an organisation's costing procedure.</p> <p>2.2 Compare the difference between direct and indirect costs and direct and indirect materials.</p> <p>2.3 Examine how inventory value is calculated using inventory valuation methods.</p>
<p>3. Be able to apportion costs according to organisational requirements.</p>	<p>3.1 Review methods for the apportionment of overhead cost centres.</p> <p>3.2 Assess the impact of over and under-absorption on an organisation's financial performance.</p>
<p>4. Be able to evaluate budget variances.</p>	<p>4.1 Outline how variance analysis indicates an organisation's actual versus budgeted performance.</p> <p>4.2 Evaluate the effect that budget variances have on an organisation.</p>
<p>5. Understand how cost information facilitates decision-making.</p>	<p>5.1 Describe how future income is estimated using historical budgeting information.</p> <p>5.2 Analyse the factors that influence short, medium, and long-term decision-making.</p>

Indicative Content

Product costing is the process of calculating the costs incurred with manufacturing a single product. This total cost includes the consumption of raw materials and components, labour, and overhead allocated to a single unit. This allows an organisation to work out the overall business financials to support the profitable execution of all activities. The indicative content of this unit also includes;

- the nature and role of costing systems within an organisation
- how to record and analyse cost information
- how to apportion costs according to organisational requirements
- the differences in budgets and how to report on them
- how to use information gathered from the costing system to aid decision making

Introduction to Effective Client & Supplier Relationship Management (SRM)

Unit Reference Number: D/650/6533

Credit Value: 5

Guided Learning Hours: 5

Supplier Relationship Management, also known as SRM, is a systematic approach to assessing suppliers' contributions to your business. It helps you determine which suppliers are providing the best influence on your success and ensure they perform well. SRM helps to foster positive relationships with your suppliers and helps guide the activities you should engage in with each supplier. The main goal of SRM is to improve business processes between you and your suppliers. Creating a streamlined approach improves efficiency for your business and your suppliers. The approach to SRM can vary from one organisation to the next. The main focus is on developing a mutually beneficial relationship with all of your suppliers, especially those considered strategic partners for your business. The Introduction to Effective Client & Supplier Relationship Management (SRM) unit will introduce the learner to effective communications concerning SRM. The unit discusses the significance of creating the right type of relationship according to the strategic importance of the supplier.

Unit Introduction

The Introduction to Effective Client & Supplier Relationship Management (SRM) unit will introduce the learner to the importance of effective communications concerning SRM. The unit introduces the importance of establishing the right type of relationship according to the strategic importance of the supplier. Effective relationships between buyers and suppliers can lead to positive outcomes such as:

- Trust
- Transparency
- Higher level of commitment
- Greater cooperation and understanding
- Higher level of satisfaction

Historically, the act of buying goods or services was seen as purely transactional, with little benefit being seen or even identified by establishing collaborative and even strategic relationships. Today, effective SRM is considered one of many strategic approaches to delivering exceptional business results.

Unit Overview

The unit highlights the importance of effective communication and the specific relevance of this within a buyer/supplier relationship. The unit will also explore,

- how different relationships need to be maintained
- how various economic factors will define effectiveness, and the metrics used to measure supplier performance
- The relationship between purchasing and supply

Learning Outcomes	Value
<p>1. Understand the importance of internal and external communications.</p>	<p>1.1 Explain the difference between internal and external relationships. 1.2 Compare various techniques for successful communication between networks.</p>
<p>2. Understand how to monitor supplier performance.</p>	<p>2.1 Evaluate a range of tools to determine the type of relationship that should be established. 2.2 Describe how to monitor supplier performance. 2.3 Discuss the importance of monitoring supplier performance.</p>
<p>3. Understand the relationship between Purchasing and Supply.</p>	<p>3.1 Describe the types of information shared between Purchasing and Supply. 3.2 Evaluate the benefits of using a Customer Relationship Management tool. 3.3 Clarify why different types of supplier relationships are necessary.</p>

Indicative Content

Supplier Relationship Management is about integrating the right technology, processes, resources, and tools needed to align your organisation with your suppliers to create stronger and more loyal relationships. It allows for greater focus on what is critically important to your business.

The indicative content of this unit also includes;

- Effective communication techniques
- How to communicate effectively with suppliers
- How to establish the correct type of relationship depends on strategic relevance
- The tools used to determine the overall competitiveness of a given market
- Measuring performance using Key Performance Indicators (KPIs)
- Purchasing processes in supply relationships
- The documents used in purchasing transactions.

Introduction to Business Improvement Techniques

Unit Reference Number: F/650/6534

Credit Value: 10

Guided Learning Hours: 10

For a business to function effectively, a range of processes is utilised to maximise efficiency, reduce waste, and improve profitability. Business improvement is the process of measuring, changing, and measuring again to improve a business's revenue, efficiency, and reputation. Understanding the organisation's flow is crucial to understanding where potential opportunities exist, allowing systemic evaluation to drive out waste. Business improvement techniques, such as performance scorecards, are designed to be in place continually or are specific tools employed to evaluate a part of the business to identify whether improvement is possible.

This unit will introduce learners to various tools and processes businesses use to drive improvements continually, such as Lean Manufacturing and Value Stream Mapping. Roles and Responsibilities will also be examined, given that the concept of continuous improvement is only possible through Total Employee Involvement.

Unit Introduction

The Business Improvement Techniques unit explores the need and requirements for improvement within a business. This unit aims to give learners a background in the basic knowledge of Business Improvement Techniques and develop their skills.

It will cover areas including the need and application of business within organisations. In addition, it will look at the requirements for improvement within a company by applying various business improvement techniques and lean principles to an organisation.

Unit Overview

Learners will discover the importance of utilising business improvement techniques as a continuous process within an organisation. The unit also explores,

- Business Improvement Techniques
- how a business manages improvement activities
- requirements of project planning
- the importance of effective stakeholder communication

Learning Outcomes	Value
<p>1. Understand Business Improvement Techniques.</p>	<p>1.1 Explain the requirements for improvement within a business.</p> <p>1.2 Examine the application of three business improvement techniques.</p> <p>1.3 Describe how Lean principles are utilised within a business.</p>
<p>2. Know how a business manages improvement activities.</p>	<p>2.1 Identify the benefits of Total Employee Involvement (TEI) when managing improvement.</p> <p>2.2 Analyse the impact of the Terms of Reference (ToR) document on business improvement.</p> <p>2.3 Evaluate how team performance is determined by applying GAP analysis.</p>
<p>3. Understand the improvement planning process.</p>	<p>Assess how resources are identified for improvement activities.</p> <ul style="list-style-type: none"> a. Clarify the reasons for setting time scales for the completion of improvement activities. b. Compare the benefits of performance measures used in improvement activities.
<p>4. Understand the importance of stakeholder communication.</p>	<p>4.1 Discuss how potential changes are communicated effectively to stakeholders.</p> <p>4.2 Recommend methods to present improvement activity outcomes to stakeholders.</p>

Indicative Content

In any business operation, there is a constant need to identify areas for improvement to implement plans and processes to achieve the organisation's strategic objectives.

The indicative content of the Introduction to Business Improvement Techniques unit also includes the following:

- The need and requirements for improvement within a business
- The application of Business Improvement Techniques
- What is meant by Lean, and how is it utilised in business
- Terms of reference for improvement activities
- Individual roles that are responsible for improvement activities
- Identifying resource requirements for an improvement activity
- The reasons for setting time scales for the completion of improvement activities.
- Performance measures used in improvement activities.
- Who should be involved and consulted at each stage of the improvement planning process.

Introduction to Leadership

Unit Reference Number: H/650/6535

Credit Value: 12

Guided Learning Hours: 12

The Introduction to Leadership Level 3 unit of study is wide ranging and provides the Learner to obtain an overview and understanding of the role and functions of leadership within the business, including a wide range of concepts, techniques, and theories.

These include understanding the skills and attributes of a team leader, understanding leadership styles, understanding how to develop personal skills to be an effective leader, understanding the key features of the theories of motivation in a team, and understanding the most common challenges that team leaders face.

This unit has been designed for those individuals who are practising or aspiring to be a manager and will supervise or manage a team to achieve organisational objectives

Unit Overview

This unit will allow the learner to gain an understanding of the foundations and principles of Leadership. Indicative content will cover:

- Attributes and skills of a leader
- Challenges that Team leaders face in their role
- Leadership styles and how they can be used to achieve success
- Motivating a team and theories of motivation

Learning Outcomes	Value
<p>1. Understand the attributes and skills to be an effective leader.</p>	<p>1.1 Discuss the qualities apparent in an effective leader.</p> <p>1.2 Evaluate how the John Adair model of Action-Centred Leadership, can be applied in an organisation to improve team, individual, and task performance.</p>
<p>2. Understand the challenges that Team leaders face</p>	<p>2.1 Explain at least two challenges that team leaders face in their role.</p> <p>2.2 Discuss how Team leaders can create a sense of purpose in an organisation.</p>
<p>3. Be able to evaluate leadership styles</p>	<p>3.1 Analyse two different leadership styles to show how you would select the correct style depending on a situation in the workplace.</p> <p>3.2 Evaluate the benefits of adapting different leadership styles in response to developments within a team.</p>
<p>4. Understand the key features of the theories of motivation in a team</p>	<p>4.1 Describe the advantages and limitations of various motivational theories.</p> <p>4.2 Consider what causes demotivation within a team suggesting ways to resolve.</p>

Indicative Content

Due to the ever-changing environment, leadership can be an evolving role dealing with different situations whilst achieving organisational objectives. A leader needs to be able to adapt and this unit will provide the learner with the knowledge to do this.

Within Introduction to Leadership a learner will gain an understanding of:

- Attributes of a leader – responsibilities, John Adair Action Centred Leadership Model
- Teams – purpose of a team, establishing a team, characteristics of a team, team development, SMART objectives
- Challenges faced by leaders - overcoming challenges
- Communication – methods of communication, feedback
- Leadership Styles – behavioural, contingency, transactional, transformational, power, advantages and disadvantages of leadership styles
- Motivation – Maslow Hierarchy of Needs, Herzberg Two Factor Theory, McGregor X&Y Theory

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