



**THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF FINANCE**

**PROCUREMENT AND SUPPLIES PROFESSIONALS  
AND TECHNICIANS BOARD**

**SYLLABUS FOR CERTIFIED PROCUREMENT AND SUPPLY  
PROFESSIONAL IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT  
PRACTICES.**

**Issued and prepared by  
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P.O. Box 2663,  
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## **THE BOARD'S OVERVIEW**

### **1.1 Board's Mandate**

The Procurement and Supplies Professionals and Technicians Board (PSPTB) is a regulatory professional Board established by Act of Parliament, CAP 179 of the laws of Tanzania to oversee and regulate the practice and conduct of Procurement and Supply Professionals and Technicians. The law under Section 7 of PSPTB Act mandates the Board to train and conduct professional examinations leading to grant of professional certificates and other awards of the Board in Procurement and Supply Chain Management. In that regard, the Board has developed professional curriculum and syllabus to guide such trainings and examinations for enhancement of professionalism and professional practices.

### **1.2 Vision, Mission and Core Values**

#### **1.2.1 Vision**

Excellence in procurement and supply chain practices.

#### **1.2.2 Mission**

To oversee the development of Procurement and supply practices by regulating the profession and conduct of professionals in order to achieve the best value for money in procurement and supply chain management.

#### **1.2.3 Core Values (IPIAI)**

##### **(a) Integrity**

We are honest, ethical and transparent in serving our customers.

##### **(b) Professionalism**

We competently provide quality and reliable services to develop greater efficiencies in our work to the public.

**(c) Impartiality**

We behave in the best interests of the public by making fair and objective decisions.

**(d) Accountability**

We are answerable and liable for our conduct.

**(e) Innovation**

We embrace ideas that drive learning and positive changes that add value and improve our service delivery.

### **1.3 Objectives of the CPSP Syllabus**

This syllabus has been developed to:

- (a) equip learners with knowledge, skills and attitude in procurement and supply management practices
- (b) develop certified professionals who can assume managerial and leadership roles in procurement and supply management functions
- (c) develop competent and ethical professionals in procurement and supply chain management
- (d) develop professional in procurement and supply chain management who is globally recognized and can satisfy the need of competitive global labour market
- (e) develop certified professionals who can apply legal frameworks and manage risks in procurement and supply chain management practices
- (f) develop consultancy skills and cultivate culture of self-reliant.

### **1.4 Program Structure and Content**

The general programme structure is built around professional skills that are designed to provide learners with opportunities to learn how to use their knowledge and experience in procurement and supply in order to demonstrate performance in the real working environment. In order to achieve syllabus objectives, the programme has been designed to accommodate CPSP I as an entry level and CPSP II as an exit level. This bloc has been structured to accommodate six subjects in each level.

The two levels are integrated to equip the learners with the desired knowledge, skills, and attitudes. Learning areas for this bloc has been indicated in the Table 1:

**Table 1: Learning areas for CPSP I and II**

STAGE	SUBJECT CODE	SUBJECT NAME	REMARKS
<b>CPSP LEVEL I</b>	C01	Fleet and Logistics Management	All subjects at CPSP I and II are compulsory.
	C02	Consultancy and Entrepreneurship	
	C03	Strategic Supply Chain Management	
	C04	Project Management	
	C05	Business Negotiation	
	C06	Procurement Contract Management	
<b>CPSP LEVEL II</b>	C07	Managing Supply Chain Risks	
	C08	Global Strategic Procurement	
	C09	Leadership and Governance	
	C10	Strategic Asset Management	
	C11	Procurement and Supply Chain Audit	
	C12	Research Paper	

### 1.5 Entry Criteria

The entry qualifications for the Certified Procurement and Supply Professional (CPSP) program accommodate academic certification from college/university or exit qualifications from the Board as shown in Table 2.

**Table 2: Minimum Entry Qualifications**

STAGE	QUALIFICATIONS
Certified Procurement and Supply Professional One (CPSP I)	<ul style="list-style-type: none"> <li>(a) Graduate Professional Certificate in Procurement and Supply management or Professional III issued by the Board.</li> <li>(b) Bachelor Degree or (NTA 8) in Procurement and Supply programs, Procurement and Logistics Management, and Procurement and Supply Management.</li> <li>(c) Certificate of competence for Graduate Professional in Procurement and Supply Management programs issued by the Board.</li> <li>(d) Any other professional qualifications recognized by the Board as equivalent to Graduate Professional Certificate in procurement and Supply programs.</li> </ul>
Certified Procurement and Supply Professional Two (CPSP II)	Certified Procurement and Supply Professional One (CPSP I)

## **1.6 Exemption Criteria**

Candidates holding Master degree or Doctor of Philosophy (PhD) in Procurement and Supply programs will be exempted from conducting research paper, instead they shall be obliged to write independent professional practice project paper as shall be guided by the Board. This will be applicable only for candidates who will be possessing such qualifications during the admission at Certified Procurement and Supply Professional level One (CPSP I) examinations.

## **1.7 Institution's program recognition**

- (a) The curricula from institutions offering procurement and supply management related programmes will be accredited by the Board based on Curriculum Accreditation guidelines.
- (b) Candidates from institutions offering procurement and supply management related programmes which their curricula are not accredited by the Board based on Curriculum Accreditation guidelines will have to sit for qualifying examinations that will lead to the grant of Graduate Professional certificate of competence in procurement and supply programs.

## **1.8 Credit transfer**

Credit Transfer (CT) has been designed such that all candidates who previously passed the Board's examinations or those with a valid referral status in the outgoing syllabi do not suffer or be penalized because of coming into effect of this professional syllabus.

- (a) The syllabus shall limit the credit transfer for candidates with valid referral status to a period of three years following commencement of this syllabus so as to allow them to clear the failed subjects whilst enjoying credits already obtained in their previous examinations.
- (b) The syllabus shall limit credit transfer for a candidate who has passed either examination level from old syllabi to a maximum

period of five years before commencement of this syllabus. Hence, candidates with passes of more than five years shall be required to resume the examination level in the respective examination bloc.

## **1.9 Types of fees and modes of payments**

### **1.9.1 Types of fees**

For the facilitation of the Board's examination processes from entry to exit the following fees shall be applicable to Board's candidates:

**(i) *Examination Application and admission fees***

This is payable upon submission of a duly completed Application Registration Form.

**(ii) *Exemption Fee***

This fee shall be payable by those applicants who by virtue of their prior learning, seek exemptions on parts of the Board's examinations.

**(iii) *Examination Fee***

This fee shall be payable upon submission of duly filled Examination Entry Form.

**(iv) *Penalty Fee***

A candidate who submits an application for admission and/or examination entry after the closing date of receiving such applications shall be liable for a penalty fee charge which shall be paid along with other applicable fees.

**(v) *Transcript fee***

This fee shall be charged to a candidate who lodges a request for preparation of transcript after completion of respective examination scheme exit Bloc. In some circumstances such fee will be applicable to candidate who wishes to get examination progress report or combined levels of examination results.

**(vi) Loss of ID fee**

This fee shall be charged to a candidate who has lost his/her identity after submission of police loss report.

**(vii) Appeal fee**

This fee is charged to a candidate who wishes to appeal against examination results shall be required to pay for the service accompanied with a lodgement of appeal form.

**(viii) Duplicate certificate fee**

This fee is charged to a candidate who requests for a copy of his/her certificate shall be required to pay the required fee and submit a police report on loss of such document and copy of public announcement notification.

**1.9.2 Mode of Payment of the fees**

Payments of fees shall be made through PSPTB Bank Account(s) or control number as will be guided by the Board.

**1.10 Training opportunities and environment**

The Board offers and regulate training opportunities conducted on the basis of part-time or full time in collaboration with accredited training institutions both public and private. Also, it monitors the quality of trainings being offered. Candidates aspiring to sit for the Board's examinations must undertake rigorous training offered by the accredited training providers before sitting for the examinations. The training providers conduct training in different modes depending on the varied choices of the learners. Training opportunities is available as detailed hereunder:

**1.10.1 Part-time trainings**

These are trainings that provides flexibility in terms of time as classes are usually held in the evening, any convenient time in a day or over the weekends. The part-time trainings provide

platforms to exchange knowledge, skills and attitudes even without participating in the physical training.

### **1.10.2 Full time trainings**

This training requires physical attending classes. It is the training that may require candidates in employment to be relieved of all responsibilities for performance of current work to participate in the training program. The full-time trainings provides platform to exchange knowledge, skills and attitudes in the physical classroom setting.

## **1.11 Training methods and aids**

### **1.11.1 Training methods**

These are general principles, art of teaching and learning process (Pedagogy) and the management strategies used for class room instruction or training environment. The suggested teaching and learning methods for professional training in this syllabus include but not limited to peer-tutoring, brainstorming, case-based scenario training, problem-based training, role play, lecturing and discussion, apprenticeship and study visits.

### **1.11.2 Study aids**

These are learning materials that assist candidates to study a course and prepare for professional examinations. These include library resources and learning materials developed by the Board for each subject area which are designed in a manner that candidates can easily grasp and acquire the appropriate knowledge and skills in the area to be examined.

### **1.11.3 Training aids**

In the training practices, relevant teaching and learning aids will be employed to respective subject matter. Training and learning aids will include:



- (i) Solicitation documents (tender and proposals) and guidelines issued by regulators and other competent organs
- (ii) Statutes
- (iii) Case studies
- (iv) Various professional practice circulars
- (v) Various reports and tools
- (vi) Computers and demo systems for information and technology related courses, planning tools and documents for related courses (strategic plan, procurement plan, project plan, business plan etc).

### **1.12 Assessment**

Assessment is the systematic basis for making inferences about the learning and development of candidates which include diagnostic, formative and summative assessments. Diagnostic assessment will be conducted to place learners or candidates in this level base on entry qualifications and exemption criteria. Also, Professional examinations at graduate professional will be conducted on the basis of summative assessment.

### **1.13 Examination process**

Examination process include examination procedures, practices, and activities that are part of administering Board's examinations and will be guided by examination quality assurance guideline. In order to sit for the Board's examinations, the candidates shall be required to apply for admission and pay relevant examinations fee.

The Board will conduct four professionals' examinations sessions such that two examination sessions will be conducted in May and November annually while the other two mid sessions will be held in August and February annually for referred candidates or as may be determined by the Board.

Candidates sitting for the examination under this bloc shall be subjected to research paper. The research paper assessment will consist of

formative assessment based on research proposal that will be graded after presentation either physically or online and passed above average score prior to undertaking field research and report writing. Also, research reports will be subjected to external marking to determine research candidates' performance as a passmark pre-requisite to summative assessment.

Summative assessment in research report will be conducted based on oral research defense examination either physically or through online modes. A successful candidate shall be considered to have passed the CPSP II if all subjects under this bloc are cleared.

## **1.14 Grading system and Grade Point Average (GPA) computation**

### **1.14.1 Grading system**

Grading system is the measure of candidates' achievement and performance of established learning objectives and outcomes. Grading system in this syllabus involves percentage grading from 0 to 100 percentage using common scale as Pass (P) or Fail (F). The score will be given out of 100 percent. The marks obtained from different assessment components will be graded and classified as indicated in Table 03

**Table 03: Grading system**

<b>SN</b>	<b>Range of Marks</b>	<b>Grade</b>	<b>Classification</b>	<b>Grade Points</b>
1	80 -100	A	Excellent	5
2	60 – 79	B	Credit	4
3	40 – 59	C	Average	3
4	00 – 39	F	Fail	0

Grading system in this syllabus focus on summative assessment for Boards' examinations in this learning bloc that will be stated on either Pass or Fail basis.

The classification components for excellent, credit, pass and fail will be used as general education system as the need arises from

the graduates similar to GPA computation. Based on the professional examinations, scores for grades A to C will be regarded as pass grade meanwhile “F” score grade will be considered as fail. Based on examination administrative issues the fail grade upon examination referral, its failed results may be denoted by series of “R” such as referring for the first time (R1), R2, R3, R4, and referring for fifth times R5 etc. Un attempted subject may be denoted as Noted Attempted (NA) and the transferred credit will be denoted as Credit Transfer (CT).

### **Grade Point Average (GPA) Computation**

When the need arises from stakeholders for Board’s graduates, the GPA will be computed as follows:

#### **(a) A cumulative Grade Point Average (cum GPA) computation**

Grade Point Average for each candidate shall be computed by dividing the total number of grade points earned for all subjects by the total number of credits for the award examined.

$$\text{Cumulative GPA} = \frac{\text{Sum of } (P \times N)}{\text{Sum of } N}$$

Where **P** represents a grade point assigned to a letter grade scored by the candidate in a particular subject and **N** represents the number of credits associated with the subject.

#### **(b) Approximation of Grade Point Average (GPA)**

The Grade Point Average (GPA) shall be computed and shortened to single decimal point.

## **1.15 Examination Results and Award**

### **1.15.1 Examination results**

The results of the examinations shall be communicated to the candidates through different communication platforms after the approval process not more than two months from the end of the conduct of the respective examination session.

### **1.15.2 Award**

The Board will award two types of certificates at this bloc as detailed below:

**(a) Certified Procurement and Supply Professional of Tanzania (CPSP-T).**

This will be issued upon successful completion of the examination scheme at the exit level of CPSP II.

**(b) Certified Professional Certificate of Competence in Procurement and Supply Management.**

This certificate will be issued to candidates who have passed the qualifying professional examination for the purpose of certification.

Prior to issuance of certificates, successful candidates shall apply and collect their transcripts or examination results statement which will be showing their cumulative status of performance. The syllabus limit the collection of transcript or results statement within a period of five years only after successful completion of the programme. The Certificates shall be issued once, and in case of any loss, the Board will issue the duplicate certificate as guided in the syllabus.

### 1.15.3 Award

**(a) Certified Procurement and Supply Professional in Procurement and Supply Management - Tanzania (CPSP-T)**

This will be issued upon successful completion of the examination scheme at the exit level of CPSP II.

**(i) Graduate certificate of professional competence in Procurement and Supply Management.**

This will be issued to candidates who have passed the qualifying professional examination(s) for the purpose of fulfilling candidacy admission into CPSP I from bachelor's Degree certificate programs of unaccredited training institution(s) or Advanced Diploma in Procurement and supply Management programs.

**(ii) CPSP- T equivalency certificate of professional competence in procurement and supply management.**

This will be issued to candidates who have passed the qualifying professional examination for the purpose of equivalency certification for professional membership registration from equivalent professional qualification at this level.

Prior to issuance of certificates, successful candidates shall apply and collect their transcripts or examination results statement which will be showing their cumulative status of performance. The syllabus limit the collection of transcript or results statement within a period of five years only after

successful completion of the programme. The Certificates shall be issued once, and in case of any loss, the Board will issue the duplicate certificate will be guided in the Board.

#### **1.16 Trainers Qualifications**

Training shall be conducted by trainers with higher academic and professional qualifications than the respective exit qualification of the training and examination scheme. Learning areas in the procurement and supply profession shall be taught by trainers with procurement and supply profession while learning areas in non core subjects will be taught by trainers with relevant academic and professional qualifications. Table 4 below shows the minimum trainers' qualifications requirement.

**Table 4: Minimum trainers' qualifications requirement**

Learning Blocs	Minimum Trainers' Qualifications
CPSP I and II	<ul style="list-style-type: none"> <li>• Holders of CPSP and Master's degree in procurement and supply management programs registered at least in Approved Category with minimum working or training experience of three years.</li> <li>• Minimum trainers qualification for non core subjects, shall have a minimum of Master's degree in a relevant field with minimum working or training experience of three years.</li> </ul>

## **1.17 Syllabus coverage**

### **1.17.1 Training duration**

Training coverage for CPSP Bloc will be 3,888 notional teaching hours in which notional teaching hours for CPSP I is 1,872 and 2,016 notional teaching hours for CPSP II.

### **1.17.2 Examination coverage**

A candidate will be allowed to attempt any subject of a given examination level and combine with some subjects in the preceding examination level but not exceeding six subjects which are considered to be a maximum weighted average in this syllabus.

## **1.18 Conversion scheme based on subject content and code**

The conversion scheme shows how candidates under the outgoing syllabus will be transferred to the current syllabus and examination scheme. The conversion scheme aims at ensuring that candidates from the outgoing examination scheme are fairly placed in the current syllabus by considering the subjects that have been passed, referred or failed. Passed subjects will be exempted while the referred or failed subjects will be given an alternative subject to be attempted in a new syllabus. Table 5 shows conversion scheme based on subject content and code.

**Table 05: Conversion Scheme**

CODE	SUBJECTS IN THE OLD SYLLABUS	CODE	SUBJECTS IN THE CURRENT SYLLABUS	REFERRED SUBJECTS AND CODE		
				CODE	REFERRED SUBJECT	REMARKS
CPSP I						
P13	Public Procurement Management	C01	Fleet and Logistics Management	G06	Public Procurement Management	(i) A candidate who has successfully completed Professional Stage II in the old syllabus shall be eligible to sit for CPSP I examination scheme.  (ii) Referred candidate in the old syllabus will be required to attempt Strategic Supply Chain Management (C03) and Project Management (C04) together with referred subject(s).
P14	Procurement Contracts Management	C02	Consultancy and Entrepreneurship	C06	Procurement Contract Management	
P15	International Logistics and Transport	C03	Strategic Supply Chain Management	C01	Fleet and Logistics Management	
P16	Entrepreneurship	C04	Project Management	C02	Consultancy and Entrepreneurship	
		C05	Business Negotiation			
		C06	Procurement Contract Management			



CODE	SUBJECTS IN THE OLD SYLLABUS	CODE	SUBJECTS IN THE CURRENT SYLLABUS	REFERRED SUBJECTS AND CODE		
				CODE	REFERRED SUBJECT	REMARKS
CPSP II						
P17	Procurement and Supply Audit	C07	Managing Supply Chain Risks	C11	Procurement and Supply Chain Audit	(i) A candidate who has successfully completed Professional Stage IV in the old syllabus will be eligible to sit for CPSP II examination scheme.  (ii) Referred candidate in the old syllabus will be required to attempt Strategic Asset Management (C10) together with referred subject(s).
P18	Strategic Procurement and Supply Chain Management	C08	Global Strategic Procurement	C08	Global Strategic Procurement	
P19	Research Methodology and Consultancy	C09	Leadership and Governance	C09	Leadership and Governance	
P20	Procurement and Supply Chain Risks Management	C10	Strategic Asset Management	C07	Managing Supply Chain Risks	
P21	Research Paper	C11	Procurement and Supply Chain Audit	C12	Research Paper	
		C12	Research Paper			

## **Learning Areas for Certified Professional (CPSP) I**

### **1.0 Subject Code and Name: C01 Fleet and Logistics Management**

#### **1.1 Level: CPSP I**

#### **1.2 Contact Hours: 288**

#### **1.3 Subject Description and outcome**

Equip learners with knowledge and skills in fleet and Logistics Management and apply them in execution of Business operations.

#### **1.4 Learning area and competences**

##### **1.4.1 An overview of Fleet Management**

By the end of the session a learner should be able to;

- (a) Describe the concept related to fleet management
- (b) Analyze the objectives of fleet management
- (c) Explain the benefits of fleet management
- (d) Determine the functions of fleet management
- (e) Discuss planning in fleet management
- (f) Identify legislation governing fleet management
- (g) Examine the costs associated with fleet management
- (h) Describe the risk control analysis in fleet management

##### **1.4.2 An overview of Logistics management**

By the end of the session a learner should be able to:

- (a) Describe the concept of logistics management
- (b) Analyze the benefits of logistics management
- (c) Explain the evolution of logistics management
- (d) Determine different types of Logistics Management
- (e) Evaluate trade restrictions and agreements on international Logistics
- (f) Explain the methods of payments in both international logistics and local logistics
- (g) Discuss the reverse logistics and its application in logistics management
- (h) Analyze the green logistics in logistics management

##### **1.4.3 Fleet management operations**

By the end of the session a learner should be able to:

- (a) Describe the concept of fleet management operations

- (b) Discuss the steps for vehicles planning in fleet operations
- (c) Explain the standard operating procedures in vehicles operations
- (d) Apply the vehicles routing and scheduling in fleet operations
- (e) Determine the procedures of fuel maintenance
- (f) Discuss the strategies of fuel management

#### 1.4.4 Fleet safety and security management

By the end of the session a learner should be able to:

- (a) Describe the concepts of fleet safety and security management
- (b) Discuss the elements of fleet safety management
- (c) Determine measures to ensure fleet safety
- (d) Determine safety and security measures and controls in logistics operations
- (e) Discuss challenges of fleet safety and security management in logistics operations and its mitigation strategies

#### 1.4.5 Vehicle selection and replacement

By the end of the session a learner should be able to:

- (a) Describe the concepts of vehicle selection and replacement
- (b) Determine the vehicle selection criteria
- (c) Explain owned or contracted vehicles
- (d) Discuss the vehicles disposal in fleet management
- (e) Explain the vehicle replacement analysis
- (f) Discuss the capital budgeting techniques in vehicles selection
- (g) Prepare operational and technical specification for vehicles selection

#### 1.4.6 Logistic Operations

By the end of the session, a learner should be able to;

- (a) Describe concepts of logistics operation
- (b) Explain packaging and packing requirement decisions
- (c) Describe logistic equipment for handling and storage of goods
- (d) Analyze the load unitization and containerization in logistics operations
- (e) Evaluate the costs and performance considerations
- (f) Determine facility location in facilitating logistics operations
- (g) Explain the requirements of investment in logistics

- (h) Analyze pre-transactional costs from post transactional costs

#### 1.4.7 Transportation Management

By the end of the session, a learner should be able to;

- (a) Describe the concept of transportation in logistics management
- (b) Differentiate inbound and outbound transportation network
- (c) Discuss the modes of transport and their applications in logistics management
- (d) Describe the suitable routes and related clearance requirements in logistics management
- (e) Discuss the outsourcing transport in logistics management
- (f) Apply logistics management skills in route planning and scheduling

#### 1.4.8 Physical Distribution Management

By the end of the session, a learner should be able to;

- (a) Describe the concept of physical distribution
- (b) Discuss the evolution of physical distribution
- (c) Explain the objectives of physical distribution
- (d) Determine the components of physical distribution
- (e) Explain the channels of distribution and their role in logistic management
- (f) Analyze the physical distribution strategies in logistics operations

#### 1.4.9 Logistic and transportation documentation

By the end of the session, a learner should be able to;

- (a) Describe the concepts of logistics and transportation documentation
- (b) Identify the documents used in logistics and transportation
- (c) Describe the procedures involved in clearance of goods from customs.
- (d) Explain the international commercial terms (INCOTERMS) and their uses.
- (e) Discuss the roles of different players in INCOTERMS

#### 1.4.10 ICT in Fleet Management

By the end of the session, a learner should be able to;

- (a) Describe the concept of ICT in Fleet Management

- (b) Explain the uses of ICT in Fleet Management
- (c) Describe the web- based application in Fleet Management
- (d) Apply ICT software in Fleet Management (e,g TMIS software etc)

#### 1.4.11 ICT in Logistic Management

By the end of the session, a learner should be able to;

- (a) Describe the concept of ICT in Logistic Management
- (b) Explain the uses of ICT in Logistic Management
- (c) Describe the Web-based application in logistic cycle
- (d) Apply ICT software in Logistic Management (eg RFDI, TMIS etc)

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## **2.0 Subject Code and Name: C02 Consultancy and Entrepreneurship**

### **2.1 Level: CPSP I**

### **2.2 Contact Hours: 288.**

### **2.3 Subject Description and outcome**

Equip learners with knowledge and skills in consultancy and entrepreneurship and apply principles and techniques for effective business operations.

### **2.4 Learning area and competences**

#### **2.4.1 Overview of Consultancy and Consulting Business**

By the end of the session, a learner should be able to;

- (a) Describe the concepts of Consultancy and consulting business
- (b) Discuss the reasons for engaging consultants.
- (c) Differentiate business consulting from management consulting
- (d) Explain the nature and purpose of consulting assignments
- (e) Determine the relationship of consultant and client.
- (f) Explain the characteristics/etiquette of consultants
- (g) Analyze the consulting services challenges and its mitigation strategies.

#### **2.4.2 Consulting Industry**

By the end of the session, a learner should be able to;

- (a) Describe the concept of Consulting Industry
- (b) Discuss the evolution of the consulting industry
- (c) Explain the range of services provided in consulting
- (d) Determine the generalist and specialist services
- (e) Explain the main types of consulting organizations
- (f) Discuss training and research in consulting industry

#### **2.4.3 Consulting Process**

By the end of the session, a learner should be able to;

- (a) Describe the concept of consulting Process
- (b) Identify the phases of the consulting process
- (c) Determine activities involved in each phase of the consulting process
- (d) Discuss the roles of client and consultant in each phase of the consulting process

#### 2.4.4 Identification of business problem

By the end of the session, a learner should be able to;

- (a) Describe the concept of business consulting problem.
- (b) Explain the factors for generating business problem in consulting
- (c) Apply client's and industry information in framing business problem
- (d) Determine procedures for identifying business problem
- (e) Develop a business consulting problem

#### 2.4.5 Gathering data and designing analysis

By the end of the session, a learner should be able to;

- (a) Describe the concepts of gathering data and designing analysis
- (b) Explain types of data for a business problem in consulting
- (c) Determine appropriate tools for collecting data
- (d) Discuss the do's and don'ts in collecting data for consulting assignment.
- (e) Apply relevant data analysis tools in consulting assignments.

#### 2.4.6 Interpreting and presenting results

By the end of the session, a learner should be able to;

- (a) Describe the concepts of interpreting and presenting results as applied in consulting process
- (b) Apply different techniques for presenting and interpreting data
- (c) Explain the activities in report writing and aspects of presentation of consultancy report
- (d) Analyze different uses of the consulting reports
- (e) Prepare consulting report

#### 2.4.7 Parties of consulting assignments in Procurement and Supply Management

By the end of the session, a learner should be able to;

- (a) Describe the concept of parties of consulting assignments in Procurement and Supply Management
- (b) Identify clients, competitor partners and their collaboration in consulting assignments

- (c) Determine potential risks and conflict of interest in consulting assignments.
- (d) Describe consulting opportunities, preparation of terms of reference and consulting ethics.

#### 2.4.8 Bidding aspects in consultancy

By the end of the session, a learner should be able to;

- (a) Describe the concept of bidding aspects in consultancy
- (b) Explain the practices of expression of interest and shortlisting in consulting
- (c) Discuss the practices in the preparation of request for proposals,
- (d) Explain the activities involved in evaluation of technical and financial proposals
- (e) Analyze the practices in negotiations and post-qualification
- (f) Explain the prerequisites for contracting and contract management aspects.
- (g) Prepare expression of interest in bidding consultancies
- (h) Prepare technical and financial proposal for consultancy activities

#### 2.4.9 Basics of managing a consulting business

By the end of the session, a learner should be able to;

- (a) Describe the concept of managing a consulting business
- (b) Explain aspects of managing professional service in consulting business
- (c) Explain the rationale for achieving professional excellence in consulting business.
- (d) Discuss the challenges and mitigation strategies in managing business consulting.

#### 2.4.10 The consulting firm's strategy

By the end of the session, a learner should be able to;

- (a) Describe the concept of consulting firm's strategy
- (b) Discuss the strategic approaches in managing consulting firms
- (c) Describe the client base in managing consulting firms
- (d) Explain the growth and expansion of consulting services



- (e) Analyze the tactics and negotiation skills for winning consultancy
- (f) Describe the management of profile and image of a consulting firm

#### 2.4.11 Marketing consulting services

By the end of the session, a learner should be able to;

- (a) Describe the concept of marketing consulting services
- (b) Explain the marketing approaches in consulting services
- (c) Discuss the roles of marketing consultant in consulting services
- (d) Explain the techniques for marketing the consulting business
- (e) Discuss the management of the marketing process in consulting services
- (f) Appraise the application of digital marketing in consulting services

#### 2.4.12 Management Consulting Assignment

By the end of the session, a learner should be able to;

- (a) Describe the concept of Management Consulting Assignment
- (b) Discuss the steps of managing consulting assignment
- (c) Explain the management of consulting assignment execution
- (d) Explain clients' characteristics and methods of managing clients with different behaviors.
- (e) Describe the cost and budgetary controls in conducting consulting assignments
- (f) Evaluate the factors influencing consulting assignment pricing
- (g) Determine deliverables of consulting assignment
- (h) Prepare consulting assignment records and reports

#### 2.4.13 An overview of entrepreneurship

By the end of the session, a learner should be able to;

- (a) Describe the concept of entrepreneurship
- (b) Discuss the evolution of entrepreneurship
- (c) Explain the entrepreneurial motives and characteristics

- (d) Discuss the creative thinking and innovation in entrepreneurship

#### 2.4.14 Entrepreneurship and business environment

By the end of the session, a learner should be able to;

- (a) Describe the concept of business environment
- (b) Analyze business environment for establishing an entrepreneurial venture
- (c) Apply business skills to classify categories of enterprises
- (d) Explain the ways to establish a particular business enterprise
- (e) Discuss the challenges facing entrepreneurship and its mitigation strategies

#### 2.4.15 Market research and intelligence

By the end of the session, a learner should be able to;

- (a) Describe the concept of market research and intelligence
- (b) Explain the role of market research and intelligence in business decisions
- (c) Apply market intelligence in establishing a consulting business
- (d) Plan market research and intelligence for product and services

#### 2.4.16 Business planning

By the end of the session, a learner should be able to;

- (a) Describe the concept of business planning
- (b) Determine components of a business plan and its roles
- (c) Apply strategic planning tools for business strategy
- (d) Explain different sources of funds
- (e) Prepare a business plan

#### 2.4.17 Forms of businesses and legal framework for business formation

By the end of the session, a learner should be able to;

- (a) Describe various forms of businesses and legal framework for business formation
- (b) Explain advantages and disadvantages of each form of a business
- (c) Discuss legal and statutory requirements for forming a business;

- (d) Describe various institutions governing business formations and operations
- (e) Determine legal documents for formation of a business.

#### 2.4.18 Managing risks in business

By the end of the session, a learner should be able to;

- (a) Describe the concept of managing risks in business
- (b) Discuss different types of risks in business
- (c) Analyze the role of insurance in business as risks mitigation strategy
- (d) Apply risk diversification strategy in business operation

#### 2.4.19 Internationalization of Business Enterprise

By the end of the session, a learner should be able to;

- (a) Describe the concept of internationalization of a business enterprise
- (b) Discuss various requirements for import and export in business operations
- (c) Analyze the local context for enhancing exportation (EPZ ect.)
- (d) Discuss the factors that affect foreign facility location
- (e) Perform country risk assessment for international transfers

#### 2.4.20 Mergers and Acquisitions of business

By the end of the session, a learner should be able to;

- (a) Describe the concepts of mergers and acquisition of business
- (b) Explain different types of mergers in business operations
- (c) Evaluate various methods of business acquisition
- (d) Analyze legal provisions in the context of business mergers and acquisition

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### **3.0 Subject Code and Name: C03 Strategic Supply Chain Management**

#### **3.1 Level: CPSP I**

#### **3.2 Contact hours 324**

#### **3.3 Subject Description and outcome**

Equip learners' with knowledge and skills in Strategic supply chain management and apply various techniques and strategic approach for enhancing business performance in the organization.

#### **3.4 learning area and Competences**

##### **3.4.1 An overview of supply chain management**

By the end of the session, learners should be able to:

- (a) Describe the concept of supply chain management
- (b) Determine the nature and scope of supply chain management
- (c) Discuss the evolution of supply chain Management
- (d) explain the supply chain process
- (e) Discuss the flows of supply chain
- (f) Determine the importance of supply chain decision
- (g) Discuss the potential players of supply chain
- (h) Discus the ways to align supply chain with business strategy

##### **3.4.2 An overview strategic management**

By the end of the session, learners should be able to

- (a) Describe the concept of strategic management,
- (b) Explain the strategic management process
- (c) Familiarize with the corporate mission, vision and objectives for business sustainability
- (d) Apply SWOC analysis and strategies formulation in strategic management
- (e) Differentiate business strategies and corporate strategies
- (f) Evaluate strategic performance through relevant strategic tools.

##### **3.4.3 An overview of strategic procurement**

By the end of the session, learners should be able to;

- (a) Describe the concept of strategic procurement
- (b) Determine the nature and scope of strategic procurement
- (c) Explain the significance of strategic procurement

- (d) Compare and contrast strategic procurement with operational procurement
- (e) Develop strategic objective and performance targets
- (f) Evaluate the role of strategic procurement in achieving corporate goals
- (g) Analyze the strategic procurement environment

#### 3.4.4 Supply chain strategic framework

By the end of the session, learners should be able to;

- (a) Describe the concept of supply chain strategic framework
- (b) Apply the strategic triangle in strategic supply chain
- (c) Apply the Porter's five forces model in achieving corporate goals.
- (d) Determine and apply relevant portfolio of strategic procurement in achieving corporate goals (e.g Kraljic, Kaman Ncube, BCG model etc.)
- (e) Apply the Resource Based View (RBV) and the VRIO frameworks in business strategy.

#### 3.4.5 Value chain analysis

By the end of the session, learners should be able to;

- (a) Describe the concept of value chain analysis
- (b) Differentiate value chain from supply chain
- (c) Discuss the main dimensions of value chain analysis:
- (d) Determine the activities of value chain analysis

#### 3.4.6 An overview of lean supply chain

By the end of the session, learners should be able to;

- (a) Describe the concept of lean supply chain
- (b) Discuss the principles of lean supply chain
- (c) Explain the importance and characteristics of lean supply chain
- (d) Explain the drivers for lean supply chain
- (e) Analyze Lean process mapping tools
- (f) Assess the need for Lean approaches in supply chain
- (g) Apply lean approach in business processes

#### 3.4.7 An overview Agile supply chain

By the end of the session, learners should be able to;

- (a) Describe the concept agile supply chain
- (b) Discuss agile supply chain frameworks
- (c) Explain the features and importance of agile supply chain
- (d) Assess the need for agile approaches in supply chain

#### 3.4.8 Introduction to Operations and Supply Chain Management

By the end of the session, learners should be able to;

- (a) Describe the concept of operations and supply chain Management
- (b) Discuss categories and Strategies of supply chain operations
- (c) Determine the components of Operations and Supply Chain management
- (d) Explain the Integrative Model for Operations and Supply Chain Management
- (e) Discuss cold chain management
- (f) Assess the Product and Process Design and Mapping in supply chain
- (g) Discuss Customer and Supplier Relationship Management
- (h) Analyze the role of strategic Sourcing in supply chain Management

#### 3.4.9 Information Technology in supply chain management

By the end of the session, learners should be able to;

- (a) Describe the concept of Information Technology in supply chain management
- (b) Explain the role of information technology in supply chain Management
- (c) Discuss the application of Information Technology in supply chain Management
- (d) Determine the supply chain information technology frameworks
- (e) Discuss emerging technologies in supply chain i.e, block chain, artificial intelligence, digital marketing, cloud computing etc.

#### 3.4.10 Coordination in supply chain Management

By the end of the session, learners should be able to;

- (a) Describe the concept of coordination in supply chain management
- (b) Discuss the supply chain coordination and the bullwhip effect & their impact on supply chain performance.
- (c) Explain obstacles to coordination in a supply chain management
- (d) Discuss managerial levers that help to achieve coordination in a supply chain.
- (e) Assess potential supply chain distortions/vulnerability/risks
- (f) Evaluate the methods such as collaborative planning, forecasting, and replenishment to improve coordination and combat the bullwhip effect in supply chain.

#### 3.4.11 Supply Chain Performance Measures

By the end of the session, learners should be able to;

- (a) Describe the concept of supply chain performance measures
- (b) Discuss the drivers of supply chain performance
- (c) Determine the ways to collect and display supply chain performance data.
- (d) Analyze the set of metrics for measuring performance of organizational supply chain operations
- (e) Apply performance measurement models (e.g Supply Chain Operations Reference (SCOR) model and balanced scorecard, etc.)

#### 3.4.12 Introduction to sustainable supply chain

By the end of the session, learners should be able to;

- (a) Describe the concept of sustainable supply chain
- (b) Examine the origin of sustainable supply chain
- (c) Discuss the rationale for sustainable supply chain
- (d) Explain the components of a sustainable supply chain
- (e) Discuss supply chain management trends affecting sustainability



#### 3.4.13 Growth of sustainable supply chain practices

By the end of the session, learners should be able to;

- (a) Describe the concept of growth of sustainable supply chain practices
- (b) Identify the main players in sustainable supply chain management and their roles
- (c) Discuss the drivers and barriers of sustainable supply chain
- (d) Develop a sustainable supply chain strategy

#### 3.4.14 Sustainable procurement and policy development

By the end of the session, learners should be able to;

- (a) Describe the concept of sustainable procurement and policy development
- (b) Analyze the preparation of sustainable specifications
- (c) Examine the application of sustainable criteria in procurement process
- (d) Determine steps of developing sustainable procurement policy
- (e) Incorporate green purchasing within the ISO 14000 framework
- (f) Develop sustainable procurement policy in organization

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#### **4.0 Subject Code and Name: C04 Project Management**

##### **4.1 Level: CPSP I**

##### **4.2 Contact hours 324**

##### **4.3 Subject Description and outcome**

Equip learners' with knowledge and skills in Project Management and apply appropriate project techniques and principles in execution of procurement projects in the organization.

#### **4.4 learning area and Competences**

##### **4.4.1 An overview of project management**

By the end of the session, learners should be able to;

- (a) Describe the concept of project management
- (b) Explain the importance of project Management
- (c) Differentiate project from contract management
- (d) Discuss the project life cycle
- (e) Discuss stakeholders' participation and their influence in project management

##### **4.4.2 Project Scope**

By the end of the session, learners should be able to;

- (a) Describe the concept of project scope
- (b) Determine the nature of project scope
- (c) Plan the scope for project
- (d) Determine requirements for project scope
- (e) Prepare work breakdown schedule for project scope
- (f) Validate the scope for project management Control the scope for project management

##### **4.4.3 Project Integration Management**

By the end of the session, learners should be able to;

- (a) Describe the concept of project integration management
- (b) Determine the activities for project integration
- (c) Develop project charter and project management plan
- (d) Discuss procedures for managing project work
- (e) Perform projects integrated change control

##### **4.4.4 Introduction to project management planning**

By the end of the session, learners should be able to;

- (a) Describe the concept of project management planning

- (b) Determine the components for developing project planning
- (c) Discuss the steps involved in preparing project planning
- (d) Discuss the process of conducting feasibility study in project management

#### 4.4.5 Project schedule management

By the end of the session, learners should be able to;

- (a) Describe the concept of project schedule management
- (b) Determine the activities of project schedule management
- (c) Develop the schedule of project management
- (d) Control the schedule of project management

#### 4.4.6 Project Cost Management

By the end of the session, learners should be able to;

- (a) Describe the concept of project cost management
- (b) Determine the budget for project management
- (c) Control costs for project management

#### 4.4.7 Project quality management

By the end of the session, learners should be able to;

- (a) Describe the concept of project quality management
- (b) Explain project quality management process
- (c) Discuss factors influencing project quality management

#### 4.4.8 Project resource management

By the end of the session, learners should be able to;

- (a) Describe the concept of project resource management
- (b) Plan resource for project management
- (c) Determine resources required for project management
- (d) Manage team for project management
- (e) Control resources for project management

#### 4.4.9 Project Proposal

By the end of the session, learners should be able to;

- (a) Describe the concept of project proposal
- (b) Discuss the contents of project proposal
- (c) Explain the importance of project proposal

- (d) Discuss the application of project proposal
- (e) Prepare a project proposal

#### 4.4.10 Project procurement management

By the end of the session, learners should be able to;

- (a) Describe the concept of project procurement planning
- (b) Discuss scope and nature of project procurement management
- (c) Differentiate project procurement management from project management
- (d) Discuss project procurement management process
- (e) Develop the project procurement plan

#### 4.4.11 Project risk management

By the end of the session, learners should be able to

- (a) Describe the concept of project risk management
- (b) Assess the risks associated with the project
- (c) Plan for managing and mitigating risk associated with the project
- (d) Monitor and evaluate risks associated with the project

#### 4.4.12 Project appraisal techniques

By the end of the session, learners should be able to;

- (a) Describe the concept of project appraisal techniques
- (b) Determine the nature and scope of project appraisal
- (c) Explain the significance of project appraisal
- (d) Discuss the steps involved in carrying out project appraisal
- (e) Determine the assessment criteria for project appraisal
- (f) Analyze various forms of project appraisal
- (g) Carry out appraisal performance for project management

#### 4.4.13 Project communication management

By the end of the session, learners should be able to;

- (a) Describe the concept of project communication management
- (b) Discuss the importance of project communication management
- (c) Apply communication management skills for project management

- (d) Determine process for managing project management communications

#### 4.4.14 Project closure

By the end of the session, learners should be able to;

- (a) Describe the concept of project closure
- (b) Explain the importance of project closure
- (c) Discuss the project closure process
- (d) Determine activities in project closure
- (e) Explain deliverables in project closure
- (f) Appraise project closure best practices.

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## **5.0 Subject Code and Name: C05 Business Negotiation**

### **5.1 Level: CPSP I**

### **5.2 Contact hours 324**

### **5.3 Subject Description and outcome**

Equip learners' with knowledge and skills in Business Negotiation and apply appropriate techniques, tactics and strategies of negotiation in business operations.

### **5.4 learning Area and Competences**

#### **5.4.1 Introduction to business negotiation**

By the end of the session, learners should be able to;

- (a) Describe the concept of business negotiation
- (b) Determine the nature and scope of business negotiation
- (b) explain various types of negotiations and their features
- (c) Explain the advantages and disadvantage of business negotiation
- (d) Discuss the rationale of business negotiation
- (e) Explain the stages involved in preparing business negotiation
- (g) Discuss the attributes and factors affecting negotiation
- (h) Explain negotiation outcomes

#### **5.4.2 Negotiation tactics and techniques**

By the end of the session, learners should be able to;

- (a) Describe the concepts of negotiation tactics and techniques
- (b) Discuss the negotiation strategies
- (c) Explain various tactics and techniques in negotiation
- (d) Discuss negotiation patterns and ploys
- (e) Enumerate ways of dealing with tactics and techniques in negotiation

#### **5.4.3 Planning for negotiation**

By the end of the session, learners should be able to;

- (a) Describe the concept of negotiation planning
- (b) Explain the significance of negotiation planning
- (c) Discuss the stages of preparing negotiation plan
- (d) Prepare the negotiation plan.

#### **5.4.4 Managing Negotiation**

By the end of the session, learners should be able to;

- (a) Describe the concept of managing negotiation
- (b) Discuss the issues involved in pre-negotiation, during and post-negotiation process
- (c) Determine the sources of information in managing negotiation
- (d) Develop strategies for managing negotiation

#### 5.4.5 Legal and Institutional frameworks governing negotiation

By the end of the session, learners should be able to;

- (a) Describe concepts of legal and institutional framework governing negotiation
- (b) Discuss relevant legislation to negotiation in business context
- (c) Apply legal and institutional frameworks in governing business negotiation

#### 5.4.6 Ethics and culture of negotiation

By the end of the session, learners should be able to;

- (a) Describe the concepts of ethics and culture in negotiation
- (b) Explain the values and norms of negotiation
- (c) Discuss the principles of ethics in business negotiation
- (d) Apply the principles of ethics in business negotiation

#### 5.4.7 Pre-contract negotiation

By the end of the session, learners should be able to;

- (a) Describe the concept of pre-contract negotiation in procurement context
- (b) Discuss the conduct in pre- contract negotiations in procurement perspective
- (c) Apply the requirements of pre-contract negotiations for effective procurement contract

#### 5.4.8 Post-contract negotiation

By the end of the session, learners should be able to;

- (a) Describe the concept of post -contract negotiation in procurement context
- (b) Discuss the conduct of post - contract negotiations in procurement perspective.
- (c) Determine the outcome of post contract negotiation in the organization

#### 5.4.9 International business negotiation



By the end of the session, learners should be able to;

- (a) Describe the concept of International Business negotiation in procurement perspective
- (b) Discuss the prerequisites of negotiation in International Business
- (c) Discuss the strategies and tactics of international business negotiation
- (d) Explain the etiquettes and protocols applicable in cross-cultural negotiations in international procurement
- (e) Discuss international negotiations obstacles

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## **6.0 Subject Code and Name: C06 Procurement Contract Management**

### **6.1 Level: CPSP I**

### **6.2 Contact hours 324**

### **6.3 Subject Description and Outcome**

Equip learners with knowledge and skills in procurement contract management and apply appropriate principles, practices, and techniques for effectively managing procurement contracts in the organization.

### **6.4 learning Area and Competences**

#### **6.4.1 An overview of procurement contract management**

By the end of the session, learners should be able to;

- (a) Describe the concept of Procurement contract management
- (b) Differentiate contract from contract management
- (c) Explain types of contracts and their legal considerations
- (d) Determine essentials of a valid contract
- (e) Analyze the importance of Procurement Contract Management

#### **6.4.2 Contract management cycle**

By the end of the session, learners should be able to;

- (a) Describe the concept of contract management cycle
- (b) Identify key players in the contract management cycle
- (c) Discuss the role of key players in the contract management cycle

#### **6.4.3 An overview of contract formation**

By the end of the session, learners should be able to;

- (a) Describe the concept of contract formation
- (b) Determine approaches for contract formation
- (c) Explain the key factors to consider in forming a contract

#### **6.4.4 Formation of a procurement contract**

By the end of the session, learners should be able to;

- (a) Analyze the documents that constitute a procurement contract (including standardized, non-standardized and for specialized/customized for a certain industry)
- (b) Explain the fundamental terms and conditions of procurement contract
- (c) Discuss the types of procurement contracts
- (d) Prepare procurement contract

#### 6.4.5 An Overview of contract management plan

By the end of the session, learners should be able to;

- (a) Describe the concept of contract management plan
- (b) Analyze procurement contract management plan
- (c) Describe the steps for preparing contract management plan
- (d) Analyze the procedures for appointing key persons involved in contract management
- (e) Discuss the change process of managing changes in contract management.

#### 6.4.6 Procurement contract planning

By the end of the session, learners should be able to;

- (a) Describe the concept of contract procurement planning
- (b) Discuss the procurement contract deliverables
- (c) Analyze the strategies for contract implementation
- (d) Discuss the key performance indicators for successful performance of a contract
- (e) Explain the communication and reporting process
- (f) Analyze the management of guarantees and securities
- (g) Determine the procurement contract management risks (cost, time and quality, etc.)
- (h) Analyze the key contractual provisions to be monitored

#### 6.4.7 Overview of management of subcontractors (sub-consultants)

By the end of the session, learners should be able to;

- (a) Describe the concept of management of subcontractors
- (b) Determine the types of subcontractors
- (c) Explain the contractual arrangements for subcontracting

#### 6.4.8 Contractors-subcontractor's relationships

By the end of the session, learners should be able to;

- (a) Describe the concept of contractor-subcontractor relationships
- (b) Discuss the roles of a contract manager and contract management team in managing contractors
- (c) Determine the procedures for monitoring subcontractors in procurement contracts

- (d) Explain the advantages and disadvantages of using subcontractors

#### 6.4.9 An overview of contract administration

By the end of the session, learners should be able to;

- (a) Describe the concept of contract administration
- (b) Discuss key steps in contract administration
- (c) Determine procedures for contract administration
- (d) Analyze the techniques for effective contract administration

#### 6.4.10 Procurement contract administration

By the end of the session, learners should be able to;

- (a) Describe the concept of Procurement contract administration
- (b) Analyze the disputes that may arise from the contract administration
- (c) Discuss the way to mitigate disputes that may arise in the contract
- (d) Analyze risk, claims, delays and damages that may arise from the contract
- (e) Explain the ways to deal with various aspects of contract (e.g warranties, indemnity, performance security and performance declaration, etc.)
- (f) Discuss the contract variation process
- (g) Apply contract management skills in dispute resolution
- (h) Describe the process of procurement contract termination

#### 6.4.11 An overview of Services Level Agreements (SLAs)

By the end of the session, learners should be able to;

- (a) Describe the concept of SLAs
- (b) Determine the key components (checklist) of SLAs
- (c) Explain the objectives of SLAs
- (d) Discuss the benefits of SLAs

#### 6.4.12 SLAs in Procurement Operations

By the end of the session, learners should be able to;

- (a) Describe the concept of SLAs in procurement operations
- (b) Explain the use of SLAs in procurement operations
- (c) Discuss the important provisions for SLAs
- (d) Determine the common mistakes in preparing SLAs.

- (e) Appraise the performance and delivery requirements in SLAs.
- (f) Explain ways to measure performance in SLAs

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## **7.0 Subject Code and Name: C07 - Managing Supply Chain Risks**

### **7.1 Level: CPSP II**

### **7.2 Contact hours 288**

### **7.3 Subject Description and outcome**

Equip learners with knowledge and skills in managing supply chain risks and enabling them to apply various techniques, practices, and strategies in monitoring and mitigating risks for effective execution of procurement and supply chain practices in the organization.

### **7.4 Learning Area and Competences**

#### **7.4.1 An overview of risk management**

By the end of the session, learners should be able to;

- (a) Describe the concept of risk management
- (b) Explain the risk management process
- (c) Determine the sources and categories of risks
- (d) Discuss the risk management approaches and methods

#### **7.4.2 An overview of supply chain risk management**

By the end of the session, learners should be able to;

- (a) Describe the concept of supply chain risk management
- (b) Determine the categories of supply chain risks
- (c) Explain the impact of risks in supply chain
- (d) Discuss the significance of managing risks in supply chain

#### **7.4.3 Risk Identification and assessment**

By the end of the session, learners should be able to;

- (a) Describe the concepts of Risk Identification and assessment
- (b) Discuss risk management cycle in supply chain
- (c) Explain risk identification and assessment
- (d) Determine tools for identification of supply chain risks
- (e) Assess various risks in supply chain.
- (f) Determine various risk frameworks (Supply chain risk model) in supply chain
- (g) Apply qualitative and quantitative approaches to risk assessment
- (h) Analyze risks mitigation strategies in supply chain

#### 7.4.4 Risk evaluation in supply chain

By the end of the session, learners should be able to;

- (a) Describe the concept of risk evaluation in supply chain.
- (b) Evaluate risk based on the risk management framework
- (c) Use various tools (e.g. benchmarking and modelling, etc.) to evaluate risk within the supply chain
- (d) Apply disaster recovery strategies in mitigating the effects of various types of risks
- (e) Describe concepts of ripple effect and bullwhip effect as related to evaluation of supply chain risks

#### 7.4.5 Risk response and control measures in supply chain

By the end of the session, learners should be able to

- (a) Describe concepts of risk response and control measures in supply chain
- (b) Determine options available for risk response or treatments
- (c) Analyze the efficiency and feasibility of risk response
- (d) Apply risk resolution to key areas within the supply chain management framework
- (e) Monitor the risk rate in supply chain
- (f) Develop the risk framework and risk register
- (g) Discuss risk mitigation strategies

#### 7.4.6 ICT Implications for Managing Risks in supply chain

By the end of the session, learners should be able to;

- (a) Describe the concept of ICT implications for managing risks in supply chain
- (b) Discuss the role of information communication technology in supply chain risk management.
- (c) Identify the recent technological advances in supply chain risk management
- (d) Apply various software integrations that would suit different types of organizations for supply chain risk management

#### 7.4.7 Monitoring risks associated with ICT in Supply Chain

By the end of the session, learners should be able to;

- (a) Describe the concept of monitoring risks associated with ICT in supply chain
- (b) Determine the risks associated with application of ICT in supply chain

- (c) Apply ICT legal and institutional framework and policy in managing risks in the organization
- (d) Evaluate the risks associated with application of ICT in supply chain
- (e) Develop risk mitigation strategies associated with application of ICT in supply chain.

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## **8.0 Subject Code and Name: C08 - Global Strategic Procurement**

### **8.1 Level: CPSP II**

### **8.2 Contact hours 288**

### **8.3 Subject Description and Outcome**

Equip learners with knowledge and skills in global strategic procurement and apply appropriate principles and techniques for effective execution of international procurement in the organization.

### **8.4 Learning Area and Competences**

#### **8.4.1 An overview of global strategic procurement**

By the end of the session, learners should be able to;

- (a) Describe the concept of global strategic procurement
- (b) Discuss procurement strategy
- (c) Determine the levels of strategy and their applicability
- (d) Discuss the contribution of strategic procurement management

#### **8.4.2 Global strategic procurement process**

By the end of the session, learners should be able to;

- (a) Describe the concept of global strategic procurement process
- (b) Explain the steps involved in global strategic procurement process
- (c) Identify key stakeholders involved in strategic procurement process

#### **8.4.3 An overview of global procurement strategies**

By the end of the session, learners should be able to;

- (a) Describe the concept of procurement strategies
- (b) Determine various global procurement strategies
- (c) Explain the essential steps for an effective global sourcing strategy
- (d) Discuss the relationship between strategy and corporate, business and functional structures in organizations
- (e) Explain the alignment of corporate strategies with procurement strategies
- (f) Analyze the management of resources to support the development and implementation of strategy

#### **8.4.4 Globalization and strategic Procurement**

By the end of the session, learners should be able to;

- (a) Describe the concept of globalization and strategic procurement
- (b) Determine the nature and scope of globalization and strategic procurement
- (c) Explain the drivers of change in global supply markets
- (d) Evaluate the strategies to address changes and challenges in global procurement
- (e) Discuss the global procurement operations amidst risky environment
- (f) Appraise the application of emerging technologies in global procurement (e.g. blockchain, artificial intelligence, etc.)
- (g) Discuss challenges and mitigation strategies for globalization and strategic procurement

#### 8.4.5 Application of global procurement strategies

By the end of the session, learners should be able to;

- (a) Describe the concept of global procurement strategies
- (b) Discuss the value analysis and value engineering
- (c) Explain early buyer involvement in global procurement strategies
- (d) Analyze the applicability of 'make or buy' decisions in global sourcing
- (e) Discuss the supplier development and early supplier involvement
- (f) Appraise the aspects of supplier mapping and supplier base rationalization
- (g) Elaborate the applicability of green and sustainable sourcing

#### 8.4.6 Outsourcing in procurement

By the end of the session, learners should be able to;

- (a) Describe the concept of outsourcing in procurement
- (b) Differentiate between off-shoring and outsourcing in procurement
- (c) Discuss the drivers and reasons for outsourcing in procurement
- (d) Validate the benefits and challenges of outsourcing
- (e) Discuss the process of outsourcing in global procurement
- (f) Ascertain the contemporary trends and practices in global outsourcing

#### 8.4.7 Global sourcing decisions

By the end of the session, learners should be able to;

- (a) Describe the concept of Global sourcing decisions
- (b) Determine various global sourcing decisions
- (c) Evaluate characteristics of global strategic decisions in organizations
- (d) Determine factors for global sourcing

#### 8.4.8 Global sourcing process

By the end of the session, learners should be able to;

- (a) Describe the concept of global sourcing process
- (b) Determine stages of formulating a global sourcing strategy
- (c) Explain the operationalization of global sourcing for procurement
- (d) Analyze the strategic sourcing process in procurement
- (e) Explain hidden costs in global sourcing
- (f) Manage risks in global sourcing

#### 8.4.9 Introduction to international procurement

By the end of the session, learners should be able to;

- (a) Describe the concept of international procurement
- (b) Differentiate local from international procurement.
- (c) Explain the forms of international procurement
- (d) Describe the reasons for international procurement
- (e) Determine the motives for international procurement
- (f) Explain the countertrade, free trade and restrictions arrangements in global procurement
- (g) Determine the relationship between international and global procurement

#### 8.4.10 International procurement process

By the end of the session, learners should be able to;

- (a) Describe the concept of international procurement process
- (b) Discuss the international procurement cycle
- (c) Determine the process of handling international procurement disputes
- (d) Explain the applicability of International Commercial Terms (INCOTERMS)
- (e) Discuss the import and export management (regulating organs, process and documentations)

- (f) Appraise the use of International Procurement Offices (IPOs) in sourcing

#### 8.4.11 Multinational firms, economic integration and regional blocs

By the end of the session, learners should be able to;

- (a) Describe the concepts of Multinational firms, economic integration and regional blocs
- (b) Discuss the functionality of commercial organizations in international procurement
- (c) Differentiate multinational firms from strategic alliances
- (d) Determine the applicability of the economic integration aspects in procurement practices
- (e) Discuss the applicability of international agencies regulations in procurement practices

#### 8.4.12 Managing international procurement risks

By the end of the session, learners should be able to;

- (a) Describe the concept of managing international procurement risks
- (b) Discuss various risks associated with international procurement
- (c) Determine the sources of risks associated with international procurement
- (d) Explain the challenges in managing risks associated with international procurement
- (e) Discuss mitigation strategies for managing risks in international procurement

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**9.0 Subject Code and Name: C09 - Leadership and Governance**

**9.1 Level: CPSP II**

**9.2 10.2 Contact hours 288**

**9.3 10.3 Subject Description and Outcome**

Equip learners with knowledge and skills of leadership and Governance and enable them to apply appropriate principles, techniques, approaches and practices for effective execution of strategic procurement and supply chain in the organization.

**9.4 Learning area and Competences**

**9.4.1 Introduction to leadership concepts**

By the end of the session, learners should be able to;

- (a) Describe the concept of leadership
- (b) Explain various types of leadership
- (c) Determine characteristics of an effective leader
- (d) Explain sources of leadership power
- (e) Apply the emerging leadership theories in corporate governance practices

**9.4.2 Principles of Leadership**

By the end of the session, learners should be able to;

- (a) Explain the principles of leadership
- (b) Discuss various approaches and styles of leadership
- (c) Analyze the application of leadership approaches in organizational practices

**9.4.3 Leadership opportunities and challenges**

By the end of the session, learners should be able to;

- (a) Determine leadership opportunities
- (b) Explain the challenges of leadership and mitigation strategies
- (c) Analyze lobbying and advocacy
- (d) Classify the types of lobbying; and
- (e) Demonstrate application of lobbying and advocacy as applied in leadership

**9.4.4 Introduction to corporate governance**

By the end of the session, learners should be able to;

- (a) Describe the concept of corporate governance
- (b) State the objectives of corporate governance
- (c) Determine the elements of effective corporate governance
- (d) Explain the importance of corporate governance

- (e) Apply the theories and models of corporate governance in managing organization
- (f) Explain the challenges of corporate governance and its mitigation strategies

#### 9.4.5 Organization structure

By the end of the session, learners should be able to;

- (a) Describe the concept of organization structure
- (b) Explain the objectives of an organization structure
- (c) Analyze various designs of organization structure
- (d) Evaluate different forms of span of control

#### 9.4.6 Principles of corporate governance

By the end of the session, learners should be able to;

- (a) Discuss the principles of corporate governance
- (b) State core values in corporate governance
- (c) Explain corporate legal frameworks as a tool to effective corporate governance;
- (d) Determine key performance indicators in corporate governance

#### 9.4.7 Corporate governance control system

By the end of the session, learners should be able to;

- (a) Describe the concept of corporate governance control systems
- (b) Explain the role of corporate governance control systems in enhancing corporate governance
- (c) Apply the knowledge of leadership and practices to demonstrate corporate governance control systems
- (d) Discuss the role of board of directors in corporate governance control system

#### 9.4.8 Change management

By the end of the session, learners should be able to;

- (a) Describe the concept of change management
- (b) Discuss change management process
- (c) Explain factors leading to change
- (d) Apply models, theories and approaches of change management for corporate governance
- (e) Discuss the challenges encountered in change management
- (f) Explain mitigation strategies for change management



#### 9.4.9 Corporate risk management

By the end of the session, learners should be able to;

- (a) Describe the concept of corporate risk management
- (b) Explain the objectives of managing corporate risks
- (c) Discuss the risk management process in corporate governance;
- (d) Explain the challenges encountered when managing corporate risks

#### 9.4.10 Corporate risk management framework

By the end of the session, learners should be able to;

- (a) Describe the concept of corporate risk management framework
- (b) Determine corporate risk management framework
- (c) Apply institutional framework in corporate risk management
- (d) Discuss mitigation strategies for managing corporate risks

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## **10.0 Subject Code and Name: C10 – Strategic Asset Management**

### **10.1 Level: CPSP II**

### **10.2 Contact hours 288**

### **10.3 Subject Description and outcome**

Equip learners with knowledge and skills in strategic asset management and apply appropriate principles, strategies and best practices in managing asset in the organization.

### **10.4 Learning areas and Competences**

#### **10.4.1 An overview of strategic asset management**

By the end of the session, a learner should be able to;

- (a) Describe the concept of strategic asset management
- (b) Explain the strategic asset management objectives
- (c) Determine the elements of strategic asset management

#### **10.4.2 Integrated strategic asset management**

By the end of the session, a learner should be able to;

- (a) describe the concept of integrated strategic asset management
- (b) Explain the dimensions of integrated strategic asset management
- (c) Determine the Integrated asset management approaches

#### **10.4.3 Strategic assets acquisition and development**

By the end of the session, a learner should be able to;

- (a) Describe the concepts of strategic asset acquisition and development
- (b) Discuss strategic asset acquisition options in organizations
- (c) Assess strategic fit between corporate objectives and asset management strategy
- (d) Analyze risks and risk management approaches for acquisition options
- (e) Examine the asset safety, compatibility and environmental concerns in the organization

#### **10.4.4 Verification and valuation of asset**

By the end of the session, a learner should be able to;

- (a) Describe the concepts of verification and valuation of assets

- (b) Explain the purpose of asset verification and valuation of asset
- (c) Determine the procedures for conducting verification and valuation of assets
- (d) Apply Modern techniques in conducting asset tracking, verification and valuation
- (e) Discuss the barriers of verification and valuation of asset

#### 10.4.5 Introduction to strategic planning for asset management

By the end of the session, a learner should be able to;

- (a) Describe the concepts of strategic planning for asset management
- (b) Explain the strategic asset management planning process
- (c) Discuss the importance of strategic planning for asset management in the organization
- (d) Prepare strategic asset management plan

#### 10.4.6 Asset life cycle management

By the end of the session, a learner should be able to;

- (a) Describe the concept of asset life cycle management
- (b) Discuss the stages of asset life cycle management
- (c) Appraise the best practices of asset life cycle management

#### 10.4.7 Demand planning strategies for asset management

By the end of the session, a learner should be able to;

- (a) Describe the concept of Demand planning strategies for asset management
- (b) Explain various strategies for asset management planning
- (c) Determine demand and supply of Assets in business operations
- (d) Analyze the demand forecasting techniques and expenditure planning in Asset management
- (e) Determine Total Cost of Ownership (TCO) and Life cycle costing of Asset in the organization

#### 10.4.8 Asset performance measures

By the end of the session, a learner should be able to;

- (a) Describe the concept of asset performance measures
- (b) Identify the asset performance measurement tools

- (c) Determine the key performance indicators for asset management
- (d) Discuss the key factors affecting performance measures in asset management

#### 10.4.9 Legal framework in asset management

By the end of the session, a learner should be able to;

- (a) Describe the concept of legal framework in asset management
- (b) Discuss the legal framework governing assets management
- (c) Determine various policies and guidelines for asset management

#### 10.4.10 Asset Management Governance

By the end of the session, a learner should be able to;

- (a) Describe the concept of asset management governance
- (b) Differentiate asset management from asset governance
- (c) Discuss the application of international standards for asset management
- (d) Discuss the governance models for successful asset management
- (e) Analyze non-financial asset measurement, accounting and reporting
- (f) Apprise risks in asset management
- (g) Develop an asset register

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**11.0 Subject Code and Name: C11 – Procurement and Supply Chain Audit**

**11.1 Level: CPSP II**

**11.2 Contact hours 288**

**11.3 Subject Description and Outcome**

Equip learners with knowledge and skills of Procurement and Supply Chain Audit and apply appropriate techniques of auditing in conducting risk based procurement and supply audit in the organization.

**11.4 Learning area and Competences**

**11.4.1 An overview of auditing**

By the end of the session, a learner should be able to ;

- (a) Describe the concept of auditing
- (b) Discuss the fundamental principles of audit
- (c) Explain types and classes of audits
- (d) Determine the objectives and importance of audit
- (e) Explain similarities and differences between private and public audit

**11.4.2 Auditing methodology**

By the end of the session, a learner should be able to ;

- (a) Describe the concept of auditing methodology
- (b) Explain the audit approaches
- (c) Discuss the familiarization, planning and formulation of audit strategy
- (d) Explain the records required for audit work;
- (e) Determine audit evidence, and types of audit evidence
- (f) Explain contents of working papers
- (g) Explain the aspects of audit reporting.

**11.4.3 Auditing tools**

By the end of the session, a learner should be able to ;

- (a) Explain the concept of auditing tools
- (b) Analyze various audit tools
- (c) Discuss the advantages and disadvantages of audit tools.

#### 11.4.4 An overview of procurement and supply chain audit

By the end of the session, a learner should be able to ;

- (a) Describe the concept of procurement and supply chain audit
- (b) Determine the scope of audit in procurement and supply
- (c) Discuss auditing basic procedures and internal controls in procurement and Supply
- (d) Determine audit requirements for entry and exit meetings.
- (e) Describe procurement and supply chain audit for technical and economic evaluations
- (f) Discuss value for money and contract performance auditing
- (g) Explain technical audit in procurement for works, goods and services
- (h) Discuss auditing in supply activities like warehousing, transportation and distribution
- (i) Explain corruption red flags exposed in procurement audit

#### 11.4.5 Risk based procurement and supply auditing

By the end of the session, a learner should be able to ;

- (a) Describe the concept of risk based in procurement and supply audit
- (b) Identify the risks involved in procurement and supply audit
- (c) Determine the procedures involved in risk assessment in procurement and supply audit
- (d) Develop checklist of risk-based procurement and supply auditing,
- (e) Explain the procedures for undertaking forensic audits in procurement and supply.
- (f) Determine differences and similarities between investigation and audit
- (g) Discuss the procurement fraud schemes
- (h) Apply the best practices in procurement audit and risk management

#### 11.4.6 Legal and institutional framework

By the end of the session, a learner should be able to ;

- (a) Describe the concept of legal and institutional framework as applied in procurement and supply audit
- (b) Identify the parties involved in procurement and supply audit
- (c) Explain the rights and responsibilities of parties involved in audit
- (d) Determine the skills and qualities of a procurement and supply auditor
- (e) Discuss the fundamental principles, standards and ethics of audit
- (f) Demonstrate the types of auditor reports and their respective circumstances of application
- (g) Appraise the scope and process of audit in procurement and supply

#### 11.4.7 Audit and Internal control system

By the end of the session, a learner should be able to ;

- (a) Describe the concept of internal control system
- (b) Review internal control systems
- (c) Discuss the authorization and approval procedures in the organization
- (d) Develop audit plan and set-up for internal control checks
- (e) Prepare an audit implementation plan, verification and investigation programs.



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## **ABBREVIATIONS**

AFDB	African Development Bank (AFDB)
CPSP- T	Certified Procurement and Supply Professional – Tanzania.
CT	Credit Transfer.
GPA	Grade Point Average
IFPSM	International Federation of Purchasing and supply and Management.
IMF	International Monetary Fund
MMCC	Material Management Caretaker Committee
NACTVET	National Council for Technical and vocational education and Training
NBMM	National Board of Materials Management.
NTA	Nationational Technical Awards
PSPTB	Procurement and Supplies Professionals and Technicians Board
SCOA	Standing Committee On Awards
TCU	Tanzania Commission for Universities