



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

**PROCUREMENT AND SUPPLIES PROFESSIONALS
AND TECHNICIANS BOARD**

**SYLLABUS FOR PROFESSIONAL GRADUATE IN PROCUREMENT AND
SUPPLY CHAIN MANAGEMENT.**

**Issued and prepared by
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APRIL, 2023**

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 the 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 the PSPTB Act mandates the Board to train and conduct professional examinations leading to the grant of professional certificates and other awards of the Board in Procurement and Supply Chain Management. In that regard, the Board has developed a professional curriculum and syllabus to guide such trainings and examinations for the 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 syllabus

This syllabus has been developed to:

- (a) equip learners with knowledge and skills in procurement and supply chain management practices,
- (b) Produce graduate professionals who can work in non routine procurement and supply functions.
- (c) Impart learners with knowledge, skills, and attitude on public procurement and other best practices in the world.
- (d) inculcate ethical values and organizational norms in procurement and supply chain management practices, and
- (e) Develop skills and a culture of self-reliance.

1.4 Program Structure and content

The general program 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 a real working environment.

In order to achieve syllabus objectives, the programme has been designed to accommodate Graduate Professional I as an entry level, Graduate Professional II and Graduate Professional III as an exit level. This bloc has been structured to accommodate five subjects in each level. The three 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 below:

TABLE 1: Learning Areas for Graduate Professionals I, II and III

STAGE	CODE	CORE SUBJECTS	CODE	SUPPORTING SUBJECTS
Graduate Professional I	G01	Procurement Management	G02	Principles of Economics
	G04	Legal Aspects of Procurement	G03	Principles and Practices of Management
	G05	Warehouse Management		
Graduate Professional II	G06	Public Procurement Management	G07	Decision Making Techniques
	G08	Procurement Ethics and Professionalism	G09	Business Consulting Skills
	G10	Asset Management		
Graduate Professional III	G12	Business Research Methods	G11	Financial Management
	G13	Inventory Management		
	G14	Supply Chain Planning		
	G15	Essentials of Procurement and Supply Chain Audit		

1.5 Entry Criteria

The entry qualifications for the graduate professional program accommodated certificates of exit from competent training institutions and exit qualifications from the Board. Table 2 below analyses the minimum entry qualification required for joining of this program.

Table 2: Minimum Entry Qualifications for Graduate I, II and III

STAGE	QUALIFICATIONS
Graduate Professional I	<ul style="list-style-type: none"> (a) Professional Diploma in Procurement and Supply programs or Procurement and Supplies Management Foundation Certificate issued by the Board. (b) Ordinary Diploma/ (NTA 6) in Procurement and Supply programs or Procurement and Logistics programs. (c) Bachelor Degree other than procurement and supply programmes. (d) Certificate of Professional Competence for professional Diploma issued by the Board. (e) Any other professional qualifications recognized by the Board as equivalent to a Professional Diploma in Procurement and Supply programs.
Graduate Professional II	Graduate Professional I
Graduate Professional III	Graduate Professional II

1.6 Exemption Criteria

Exemptions on academic and professional qualifications will base on content analysis as detailed below:

- (a) The Board will grant exemptions to holders of higher qualifications than Graduate professional I, II, and III from other disciplines on none core subjects for curricula bearing five years at the time of the exemption application. For the case of academic qualification acquired outside Tanzania, the applicant will have to obtain confirmation and recognition of such qualification and award from the Tanzania Commission for Universities (TCU) or the National Council for Technical and Vocational Education and Training (NACTVET) or NECTA for secondary education.

- (b) Exemption will also be granted for professional qualification similar to Graduate Professional in Procurement and Supply Chain acquired outside the Country such that the applicant will be required to submit a transcript and detailed syllabus of the program undertaken for exemptions consideration.

- (c) The institutions offering procurement and supply management programs will be granted exemptions so long as their curricula are evaluated and accredited by the Board. Graduates from institutions not accredited by the Board will be exempted on subject to subject basis Under no circumstances the exemptions will be granted on professional subjects to candidates with qualifications in procurement and supply management specialization or programs other than procurement and supply profession.

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, will have to sit for qualifying examinations that will lead to the grant of Certificate of Professional competence in Professional Diploma for procurement and supply management.

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) *Application and admission fees*

This is payable upon submission of a duly completed Application Registration Form as prescribed by the Board.

(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 for quality assurance management.

(iii) Examination Fee

This fee shall be payable upon submission of duly filled professional examinations admission as prescribed by the Board to facilitate the conduct of such professional Examinations.

(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, whom shall be obliged to pay for the service accompanied with 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 made.

1.9.2 Mode of Payment of the fees

Payments of fees/charges 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 regulates 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 will conduct such trainings in different modes depending on the varied choices of the learners;

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 provide platform to

exchange knowledge, skills and attitudes in the physical classroom setting and sharing experiences.

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) Various professional practice circulars
- (iv) Various reports and tools
- (v) 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. Also, Board's examinations at Graduate Professional will be conducted as part of summative assessment.

1.13 Examination process

Examination process includes examination procedures, practices, and activities that are part of administering Board's examinations. In order to sit for the Board's examinations, the candidates are required to apply for admission.

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.

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 3.

Table3: Grading system

SN	Range of Marks	Grade	Classification	Grade Points
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 Graduate Professional 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 when the need arises from the stakeholders similar to GPA computation. Based on the professional examinations, scores for grades A to C will be regarded as pass meanwhile "F" score 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).

1.14.2 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.

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

(a) Graduate Professional Certificate in Procurement and Supply Management

This will be issued upon successful completion of examination scheme at exit level of Graduate level III.

(b) Professional competence certificate for Professional Diploma in Procurement and Supply Management

This certificate will be issued to candidate who have passed qualifying professional examination for the purpose of certification and candidacy admission requirement into Graduate Professional I.

(c) Professional competence certificate for Graduate professional in procurement and supply management.

This certificate will be issued to candidate who have passed qualifying professional examination for the purpose of certification and admission into CPSPi.

Prior to issuance of certificates, successful candidates shall apply and collect their transcripts which will be showing their cumulative status of performance within a period of five years 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.

1.16 Trainers Qualifications

Professional Training shall be conducted by trainers with higher academic and professional qualifications than the respective exit qualification of the trainee. Learning areas in core subjects shall be taught by trainers with qualification in procurement and supply chain profession. While learning areas in none core subjects will be taught by trainers with relevant academic and professional qualifications. Table 7 below shows the minimum trainers' qualifications requirement.

Table 7: Minimum trainers' qualifications requirement

S/N	Learning Blocs	Minimum Trainers Qualifications
1.	Graduate Professional level I, II & III	Minimum qualification for core subjects; CPSP holders and registered in at least approved category with minimum working experience of more than three years or training experience practices.
		Minimum qualification non-core subjects; Master's degree in a relevant field with minimum working experience of more than three years or training experience practices.

1.17 Syllabus coverage

1.17.1 Training duration

The Graduate Professional bloc should be covered in not less than 3,564 notional hours for a maximum of nine months of training. The notional teaching hours in each subject will bear a minimum of 180 teaching hours before a candidate can attempt an examination. The recommended notional teaching hours for Graduate professional I is 1,116, Graduate professional II is 1,118 and Graduate Professional III is 1,260 notional hours.

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

Table 5: Conversion Scheme

Code	SUBJECTS IN THE OLD SYLLABUS	Code	SUBJECTS IN THE CURRENT SYLLABUS	REFERRED SUBJECTS AND CODE		REMARKS
				Code	REFERRED SUBJECT	
Graduate Professional I						
P1	Procurement Management	G01	Procurement Management	G01	Procurement Management	(i) A candidate who has successfully completed Professional Stage I in the old syllabus shall be eligible to sit for Graduate Professional II examination scheme.
P2	Managerial Economics	G02	Principles of Economics	G02	Principles of Economics	
P3	Management Principles and Practice	G03	Management Principles and practice	G03	Management Principles and practice	
P4	Legal Aspects of Procurement	G04	Legal Aspects of Procurement	G04	Legal Aspects of Procurement	
		G05	Warehouse Management			(ii) Referred candidate in the old syllabus will be required to attempt Warehouse Management (G05) together with referred subjects

Graduate Professional II						
P5	Warehouse Management	G06	Public Procurement Management	G05	Warehouse Management	(i) A candidate who has successfully completed Professional Stage II in the old syllabus shall be eligible to sit for the Graduate Professional III examination scheme.
P6	Quantitative Methods	G07	Decision making Techniques	G07	Decision making Techniques	
P7	Freight Forwarding Management	G08	Procurement Ethics and Professionalism	G14	Assets management	
P8	Business Ethics and Corporate Governance	G09	Business Consulting Skills	G08	Procurement Ethics and Professionalism	
		G10	Asset Management			(ii) Referred candidate in the old syllabus will be required to attempt Public Procurement Management (G06) together with referred subjects.
Graduate Professional III						
P9	Marketing Management	G11	Financial Management	G09	Business Consulting Skills	(i) A candidate who has successfully completed Professional Stage III in the old syllabus shall be eligible to sit for the CPSP I examination scheme.
P10	Financial Management	G12	Business Research Methods	G11	Financial Management	
P11	Production and Operations Management	G13	Inventory Management	G15	Essentials of Procurement and Supply Audit.	
P12	Inventory Management	G14	Assets management	G13	Inventory Management	
		G15	Essentials of Procurement and Supply Audit.			(ii) Referred candidate in the old syllabus will be required to attempt Business Research Methods (G12) together with referred subjects

SECTION TWO - SYLLABUS DETAILS ON LEARNING AREAS

Learning areas entails subject content in levels predetermined by specific objectives and learning outcomes. The contents are structured based on topics, sub topics and related tasks.

Learning Areas for Graduate Professional I

1.0 Subject Code and Name: G01 Procurement Management

1.1 Level: Graduate Professional I

1.2 Contact hours: 252

1.3 Subject Description and outcome

Equip learners with knowledge and skills of procurement management and apply appropriate principles and strategies for effective execution of procurement functions in an organization.

1.4 Learning area and Competences:

1.4.1 An overview of Procurement Management

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

- (a) Describe the concept of procurement management
- (b) Discuss the procurement management objectives
- (c) Explain the role of procurement in organization
- (d) Describe the interdependence of procurement with other functions in the organization
- (e) Describe the principles of procurement
- (f) Describe the drivers of change and future trends of Procurement management

1.4.2 Procurement process

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

- (a) Describe the concept of procurement process
- (b) Analyze the steps involved in procurement process
- (c) Apply procurement methods in acquisition of goods, works and services
- (d) Explain the ways of optimizing organizational procurement process
- (e) Discuss documents used in Procurement management

1.4.3 Introduction to procurement planning

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

- (a) Describe the concept of the procurement planning
- (b) Explain the importance of procurement planning

- (c) Describe the practical steps in preparation of a procurement plan,
- (d) Explain procedures of conducting market survey as prerequisite information to procurement plan,
- (e) Discuss the contents of procurement plan and its format
- (f) Discuss challenges of procurement planning and its mitigation strategies
- (g) Prepare procurement plan

1.4.4 Basics of strategic Procurement planning

By the end of the session, Learners should be able to: -

- (a) Describe the concept of strategic Procurement planning
- (b) Explain procedures of conducting market survey as prerequisite information to strategic procurement plan,
- (c) Discuss the organization administrative principles and procurement forecast
- (d) Discuss the contents of strategic procurement plan and its format
- (e) Discuss challenges of strategic procurement planning and its mitigation strategies
- (f) Prepare strategic procurement plan

1.4.5 Legal and institutional framework in procurement management

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

- (a) Describe the concepts of legal and institutional framework for procurement management
- (b) Explain the procurement legal reforms and its relevance in procurement practices
- (c) Discuss the procurement under donor funded projects and its features
- (d) Explain the role of donor financing institutions in procurement practices.
- (e) Determine role and functions of the institutions governing procurement practices.

1.4.6 Public Private Partnership (PPP) approach in procurement

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

- (a) Describe the concept of PPP approach as used in procurement management
- (b) Describe the importance of PPP approach in Procurement management
- (c) Explain the legal framework of PPP undertakings
- (d) Discuss the models of PPP in Procurement management

- (e) Explain the PPP process in Procurement management
- (f) Determine challenges of PPP implementation in Procurement management and its mitigation strategies

1.4.7 Introduction to strategic procurement

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

- (a) Describe the concepts of strategic management and strategic procurement
- (b) Explain the importance of strategic procurement
- (c) Describe the strategic procurement management process
- (d) Discuss the strategy formulation and implementation in procurement practices
- (e) Discuss the role of strategic procurement practices in organization
- (f) Determine challenges of strategic procurement and its mitigation strategies

1.4.8 Sourcing and outsourcing strategies

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

- (a) Describe the concept of sourcing and outsourcing strategies
- (b) Analyze the sourcing and outsourcing strategies
- (c) Describe the importance of sourcing and outsourcing
- (d) Discuss types of sourcing and outsourcing strategies
- (e) Explain factors to consider in sourcing and outsourcing strategies

1.4.9 Spend Analysis

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

- (a) Describe the concept of spend analysis
- (b) Explain types of spend analysis
- (c) Determine benefits of spend analysis
- (d) Discuss the process of spend analysis
- (e) Identify key performance indicators and metrics in spend analysis
- (f) Describe best practices in spend analysis
- (g) Apply spend analysis tools in procurement management

1.4.10 Green Procurement

By the end of the session, learner should be able to: -

- (a) Describe the concept of green procurement
- (b) Discuss the principles of green procurement
- (c) Determine the drivers of green procurement
- (d) Explain the benefits of green procurement

- (e) Discuss the legal frameworks and international treaties/conventions governing green procurement
- (f) Describe best practices for green procurement

1.4.11 Procurement Performance Measures

By the end of the session, learner should be able to: -

- (a) Describe the concept of procurement performance measures
- (b) Determine performance indicators in procurement management
- (c) Discuss drivers of procurement performance
- (d) Apply performance measurement models in procurement management
- (e) Discuss the barriers and mitigation strategies of procurement performance

1.4.12 Introduction to e- procurement

By the end of the session, learner should be able to: -

- (a) Describe the concept of e-procurement
- (b) Discuss the evolution of e- procurement in global perspective
- (c) Determine e-procurement supporting tools
- (d) Explain the benefits of e-procurement
- (e) Discuss the e-procurement management process
- (f) Explain challenges and mitigation strategies for implementation of e-procurement practices.

1.4.13 Legal framework of e-procurement

By the end of the session, learner should be able to: -

- (a) Describe the concept of legal framework of e-procurement management
- (b) Apply the legal frameworks governing e-procurement in procurement practices
- (c) Evaluate the relevance of legal framework governing e- procurement practices

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2.0 Subject Code and Name: G02 Principles of Economics

2.1 Level: Graduate Professional I

2.2 Contact hours: 180

2.3 Subject Description and outcome

Equip learners with knowledge and skills of principles of economics and apply appropriate techniques, tactics and strategies of economics in executing procurement and supply functions.

2.4 Learning area and competences

2.4.1 Basics of Economics

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

- (a) Describe various concepts of economics
- (b) Explain the objectives of economics
- (c) Describe the principles of economics
- (d) Discuss the importance of economics

2.4.2 Basic Economic Problems

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

- (a) Identify various economic problems
- (b) Explain the scarcity and choice of resources
- (c) Discuss the fundamentals of opportunity cost.
- (d) Describe the Production Possibility Frontier (PPF)
- (e) Discuss factors of production
- (f) Explain the impact of economic problems on a society

2.4.3 Demand and Supply

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

- (a) Describe the concepts of demand and supply
- (b) Identify the determinants of demand and supply
- (c) State the laws of demand and supply
- (d) Analyze the nature of consumers and consumer behavior
- (e) Determine price equilibrium and actual price
- (f) Discuss the effects of shifts in the supply curve
- (g) Compute the price elasticity of demand and elasticity of supply
- (h) Determine the marginal utility and exchange minimizing utility.

2.4.4 An overview of market structure and analysis

By the end of the session, learner should be able to: -

- (a) Describe the concepts of market structure and analysis

- (b) Explain various types of market structures and analysis
- (c) Discuss the conditions of existence of each type of market structure
- (d) Discuss the features of different types of market structures
- (e) Apply market structure and analysis in procurement practices

2.4.5 Production and costs

By the end of the session, learner should be able to: -

- (a) Describe the concepts of production and cost
- (b) Explain the production function.
- (c) Identify types of inputs of production and costs.
- (d) Explain the effect of cost on output under short and long run
- (e) Describe the law of diminishing return and learning curve in optimal input decision
- (f) Describe the cost function, fixed cost, variable cost, total cost, average cost and marginal cost, etc. and their effects in long and short run

2.4.6 Profit and profitability analysis

By the end of the session, learner should be able to: -

- (a) Describe the concepts of profit and profitability analysis
- (b) Explain types of profitability analysis
- (c) Explain the role of economic profit
- (d) Compare and contrast the theories of profit
- (e) Describe and apply break even analysis

2.4.7 Labor & Unemployment

By the end of the session, learner should be able to: -

- (a) Describe the concepts of labour and unemployment
- (b) Evaluate labour market and labour force
- (c) Describe types of unemployment
- (d) Interpret demand and supply curves for labour
- (e) Discuss the causes of unemployment around the globe and its mitigation strategies

2.4.8 Investments

By the end of the session, learner should be able to: -

- (a) Describe the concept of investments
- (b) Explain the role of investments
- (c) Explain the determinants of investments
- (d) Determine the investment uncertainty and cycles
- (e) Describe marginal efficiency of investments, interest rate, capitalization of assets and rate of return on investment.

- (f) Assess the stock market, vertical integration and diversification

2.4.9 Inflation

By the end of the session, learner should be able to: -

- (a) Describe the concept of inflation
- (b) Explain causes of inflation
- (c) Describe the types of inflation
- (d) Explain effects of inflation and its mitigation strategies
- (e) Determine the role of government and financial institutions in managing inflation
- (f) Distinguish between inflationary and deflationary gaps

2.4.10 Legal framework and institutions governing economy

By the end of the session, learner should be able to: -

- (a) Describe the concept of legal framework in governing economy
- (b) Identify the legal and institutional framework in governing economy
- (c) Correlate economic legal framework and policies in procurement and supply function.

2.4.11 Money and financial systems

By the end of the session, learner should be able to: -

- (a) Describe the concepts of money and financial systems as applied in economics
- (b) Explain money as commodity, measuring of money and exchange rate
- (c) Describe demand and supply of money
- (d) Explain the functions of Central Bank and Commercial banks
- (e) Describe bank deposits and money creation, Banks charges and interests

2.4.12 Fiscal Policy and Government's Economic role

By the end of the session, learner should be able to: -

- (a) Describe the concept of fiscal policy
- (b) Explain the process of formulating Fiscal policies
- (c) Describe Government budgeting process
- (d) Explain the role of government in provision of public good, redistribution of income, stabilization of economy and improving standard of living

2.4.13 International Trade

By the end of the session, learner should be able to: -

- (a) Describe the concept of international trade
- (b) Explain the absolute and comparative advantages

- (c) Discuss the effects of international trade and its mitigation strategies

2.4.14 Globalization and protectionism

By the end of the session, Learner should be able: -

- (a) Describe the concepts of globalization and protectionism
- (b) Discuss the restrictions related to import and export
- (c) Explain the tradeoffs of trade policy
- (d) Explain challenges of globalization and protectionism and their mitigation strategies

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3.0 Subject Code and name: G03 Principles and Practices of Management

3.1 Level: Graduate Professional I

3.2 Contact hours: 180

3.3 Subject Description and Competences

Equip learners with knowledge and skills of principles and practice of management and apply appropriate managerial skills in effective performance in the organization.

3.4 Learning area and outcome

3.4.1 An overview of management

By the end of the session, learner should be able to: -

- (a) Describe the nature and scope of management
- (b) Describe evolution of management
- (c) Explain theories related to evolution of management
- (d) Management's schools of thought
- (e) Identify the functions of management
- (f) Explain the importance of management

3.4.2 Management approaches

By the end of the session, learner should be able to: -

- (a) Explain the concept of management approaches
- (b) Discuss the styles and techniques of management
- (c) Distinguish between management and administration
- (d) Distinguish between management and organization
- (e) Explain the chain of command in an organization

3.4.3 An overview of organization

By the end of the session, learner should be able to: -

- (a) Explain the concepts of organization and organization structure
- (b) Describe various types of organization structures
- (c) Analyze advantages and disadvantages of different types of organizational structure
- (d) Explain factors affecting organizational structure
- (e) Describe organizational chart
- (f) Describe the importance of organization structure

3.4.4 Departmentalization

By the end of the session, learner should be able to: -

- (a) Explain the concept of departmentalization
- (b) Describe different forms of departmentalization
- (c) Explain the reasons for departmentalization
- (d) Explain the advantages of disadvantages of departmentalization

3.4.5 An overview of management principles

By the end of the session, learner should be able to: -

- (a) Describe the concept of management principles
- (b) Explain various principles of management
- (c) Apply the management principles in executing business activities

3.4.6 Management functions

By the end of the session, learner should be able to: -

- (a) Describe the concept of management functions
- (b) Explain various functions of management
- (c) Describe the levels of management

3.4.7 Management environment

By the end of the session, learner should be able to:-

- (a) Describe the concept of management environment
- (b) Explain types of management environment
- (c) Analyze environmental factors affecting management functions

3.4.8 Introduction to leadership

By the end of the session, learner should be able to: -

- (a) Describe the concept of leadership
- (b) Identify characteristics of an effective leader
- (c) Explain various types of leadership
- (d) Determine leadership power and their sources
- (e) Explain the importance of good leadership
- (f) Discuss the principles of leadership

3.4.9 Basics of Motivation

By the end of the session, learner should be able to: -

- (a) Describe the concept of motivation
- (b) Explain motivation process
- (c) Explain motivation theories and techniques
- (d) Apply motivation theories and techniques in business operations

3.4.10 Organizational culture

By the end of the session, learner should be able to: -

- (a) Describe the concept of organizational culture
- (b) Explain the elements of organizational culture
- (c) Determine features of organizational culture
- (d) Explain the types of organizational culture

- (e) Describe importance of organizational culture
- (f) Explain the dimensions of organizational culture

3.4.11 Developing organizational culture

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

- (a) Describe the concept of organizational culture development
- (b) Explain the factors for creating organizational culture
- (c) Determine the process of developing organizational culture
- (d) Describe ways to maintain organizational culture
- (e) Explain the challenges of developing organizational culture and its mitigation strategies

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4.0 Subject Code and Name: G04 Legal Aspects of Procurement and Supply

4.1 Level: Graduate Professional I

4.2 Contact hours: 252

4.3 Subject Description and outcome

Equip learners with knowledge and skills of legal aspects of procurement and supply and apply appropriate legal framework in the execution of procurement and supply functions in the organization.

4.4 Learning area and Competences

4.4.1 An overview of legal aspects of procurement and supply

By the end of the session, learner should be able to: -

- (a) Describe the concepts of legal aspects of procurement and supply
- (b) Examine the Legal instruments affecting procurement and supply functions, (e.g., The Sales of Goods Act, The Law of Contract Act, Public Procurement Act, PPP Act and Environmental Act etc.)
- (c) Discuss the importance of legal aspects of procurement and supply in executing business activities
- (d) Apply laws related to sale of goods, hire purchase and torts in business operations

4.4.2 Contracts and related laws

By the end of the session, learner should be able to: -

- (a) Describe the concepts related to contracts as applied in legal aspects of procurement
- (b) Describe the nature and scope of contract of sale of goods, works and services, transfer of title and risks.
- (c) Distinguish between sale of goods, contracts and other types of Procurement contracts for works and services.
- (d) Determine the law of guarantee, contract of indemnity and contracts of bailment.

4.4.3 Overview of company law

By the end of the session, learner should be able to: -

- (a) Describe the concepts of company and company law

- (b) Classify the types of companies and their characteristics
- (c) describe the implications of company law to procurement and supply operations

4.4.4 Company registration process

By the end of the session, learner should be able to: -

- (a) Describe the characteristics of a company
- (b) Explain the registration process of the company
- (c) Discuss the registration process of various companies based on their types

4.4.5 Legal requirements relating to formation of company

By the end of the session, learner should be able to: -

- (a) Describe the concept of legal instrument related to the formation of company
- (b) State the role of promoters in formation of a company
- (c) Describe types of shares and share capital
- (d) Elaborate the legal requirements in incorporation of a foreign company in Tanzania
- (e) Describe how a foreign company is evaluated when participating in the tender including due diligence
- (f) Explain legal requirements for forming law of agency

4.4.6 Introduction to law of agency

By the end of the session, learner should be able to: -

- (a) Describe the concept of law of agency
- (b) Explain categories of law of agency (partnership, joint venture, consortium, or association)
- (c) Describe the relationship between partners formation and liabilities
- (d) Explain the role of partnership (actual and apparent authority)

4.4.7 Partnership dissolution

By the end of the session, learner should be able to:-

- (a) Describe the concept of partnership dissolution
- (b) Discuss conditions for partnership dissolution
- (c) Discuss rights and obligation after dissolution of the partnership

4.4.8 Introduction to letter of credit

By the end of the session, learner should be able to: -

- (a) Explain the concept of letter of credit
- (b) Describe the types of letters of credit

- (c) Explain the procedures for applying letter of credit
- (d) Discuss the usefulness of letter of credit in international trade

4.4.9 Introduction to negotiable instruments

By the end of the session, learner should be able to: -

- (a) Describe the concept of negotiable instruments
- (b) Explain the types of negotiable instruments
- (c) Discuss the law relating to negotiable instruments.
- (d) Describe the functions and parties of negotiable instruments

4.4.10 Overview to Procurement and supply laws

By the end of the session, learner should be able to:-

- (a) Describe the concepts of procurement and supply laws
- (b) Identify procurement and supply laws
- (c) Discuss the laws governing procurement and supply processes
- (d) Describe the rationale of laws governing procurement and supply
- (e) Discuss the common challenges and mitigation strategies in compliance to procurement and supply laws

4.4.11 Legal enforcement instruments in procurement and supply

By the end of the session, learner should be able to:-

- (a) Describe concept of legal enforcement instruments in Procurement and supply
- (b) Identify the legal enforcement instruments in Procurement and supply
- (c) Determine the functions and relevance of legal enforcement instruments in procurement and supply.

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5.0 Subject Name: G05 Warehouse Management

5.1 Level: Graduate Professional I

5.2 Contact hours: 180

5.3 Subject Description and outcome

Equip learners with knowledge and skills of warehouse management and apply appropriate principles, techniques and methods for effective management of warehouse operations in the organization.

5.4 Learning area and Competences

5.4.1 Basics of Warehouse Management

By the end of the session, learner should be able to: -

- (a) Describe the concept of warehouse management
- (b) Explain types of Warehouses
- (c) Describe classification of Warehouses according to uses
- (d) Determine the advantages and disadvantages of centralization and decentralization of warehouse functions.
- (e) Examine the importance of warehouse in an organization

5.4.2 Warehouse Administration

By the end of the session, learner should be able to: -

- (a) Describe the concept of warehouse administration
- (b) Explain the importance of warehouse administration.
- (c) Describe the legislation relating to warehouse and stockyards.
- (d) Describe the prerequisites for design feature and construction of warehouse
- (e) Describe the stockyard cost consideration in siting and construction
- (f) Describe the warehouse maintenance cost
- (g) Analyze aspect of health, safety risks, security and fire precaution in warehouse and stockyards.
- (h) Apply warehousing procedures and documentation in carrying out business activities

5.4.3 Material handling equipment

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

- (a) Describe the concept of material handling equipment
- (b) Explain the functions of material handling equipment, nature and scope.

- (c) Explain factors to consider in selection of material handling equipment.
- (d) Determine the cost implication of handling materials methods.
- (e) Discuss procedures for outsourcing materials handling equipment
- (f) Determine the factors affecting material handling equipment

5.4.4 Storage management

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

- (a) Describe the concept of storage management in warehouse
- (b) Analyze the classification of materials and their storage requirements in warehouse.
- (c) Discuss the storage methods and systems of storage.
- (d) Describe current storage equipment in warehouse operations

5.4.5 Packaging, packing and preservation

By the end of the session, learner should be able to:-

- (a) Describe the concepts of packaging, packing and preservation
- (b) Analyze the packing and packaging materials.
- (c) Describe types of packaging
- (d) Explain the preservation process
- (e) Describe the packaging standards, packing and packing costs
- (f) Describe control of packages containers for preservation.

5.4.6 Institutional frameworks in warehouse management

By the end of the session, learner should be to: -

- (a) Explain the institutional framework for warehouse management
- (b) Describe procedures for handling different types of goods (Multiple Customers)
- (c) Demonstrate understanding stock and warehouse insurance
- (d) Analyze status of warehousing governance

5.4.7 Warehouse management automation

By the end of the session, learner should be able to:-

- (a) Describe the concept of automation warehouse
- (b) Explain the features of warehouse automation
- (c) Determine the application of warehouse automation
- (d) Explain the importance of warehouse automation

- (e) Discuss the challenges of warehouse automation and its mitigation strategies

5.4.8 Disposal of materials in warehouse

By the end of the session, learner should be able to: -

- (a) Describe the concept of disposal
- (b) Explain the nature and scope of stocks disposal
- (c) Discuss the reasons for conducting disposal of stocks
- (d) Determine the methods of stock disposal
- (e) Discuss disposal process

5.4.9 Legal framework of warehouse disposal

By the end of the session, Learner should be able to: -

- (a) Describe the concepts of legal framework in stock disposal
- (b) Analyze the guiding principles of stock disposal in organization
- (c) Apply legal framework of stocks disposal in the organization

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Learning Areas for Graduate Professional II

6.0 Subject Name: G06 Public Procurement Management

6.1 Level: Graduate Professional II

6.2 Contact hours: 252

6.3 Subject Description and outcome

Equip learners with knowledge and skills on public procurement for effective management of procurement functions in the organization.

6.4 Learning area and Competences

6.4.1 An overview of Public Procurement management

By the end of the session, learner should be able to: -

- (a) Describe the concept of Public Procurement management
- (b) Analyze nature and scope of public procurement in relation to private procurement
- (c) Explain the importance of public procurement management

6.4.2 Evolution of public procurement management

By the end of the session, learner should be able to:-

- (a) Describe the concept of evolution of Public Procurement management
- (b) Explain and analyze Public Procurement reforms in global perspective
- (c) Discuss the relevance of Public Procurement reforms in Tanzania
- (d) Determine factors influencing Public Procurement reforms
- (e) Discuss challenges emerging in evolution of public procurement management and mitigation strategies

6.4.3 Procurement categories

By the end of the session, Learners should be able to:-

- (a) Describe the concept of procurement categories
- (b) Identify procurement categories
- (c) Discuss procurement categories
- (d) Determine application of procurement categories in public procurement process

6.4.4 Procurement methods and procedures

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

- (a) Describe the concept of procurement methods and procedures
- (b) Compare and contrast between procurement methods and procedures
- (c) Identify procurement methods and procedures
- (d) Explain factors influencing choice of procurement methods and procedures
- (e) Explain merits and demerits of procurement methods and procedures.

6.4.5 Overview of public procurement governance

- (a) By the end of the session, learner should be able to:-
- (b) Describe the concept of public procurement governance
 - (c) Identify players and their roles in public procurement governance
 - (d) Determine principles/pillars of public procurement governance
 - (e) Discuss challenges and mitigation strategies for public procurement governance

6.4.6 Legal frameworks governing public procurement

By the end of the session, learner should be able to:-

- (a) Describe the legal frameworks governing public procurement
- (b) Identify legal frameworks governing public procurement
- (c) Discuss application of legal frameworks in public procurement management

6.4.7 An overview of tendering process management

By the end of the session, learner should be able to:-

- (a) Describe the concept of tendering process management
- (b) Describe the key activities in pre-tendering process
- (c) Describe the key activities in tendering process
- (d) Describe the key activities in the post tendering process
- (e) Explain the differences and similarities between tendering process management in public and private sector.

6.4.8 Key players involved in the tendering process management

By the end of the session, learner should be able to:-

- (a) Describe the formation and composition of key players involved in the tendering process management.

- (b) Discuss the roles of key players in the tendering process management.
- (c) Explain the challenges facing key players in the tendering process management and mitigation strategies.

6.4.9 Tender documents

By the end of the session, learner should be able to:-

- (a) Describe the concept of tender documents
- (b) Describe types of tender documents
- (c) Discuss sections and important clauses of standard bidding documents
- (d) Explain the current changes accommodated in standard bidding documents for public sector in Tanzania
- (e) Prepare and customize various tender documents

6.4.10 Pre-bid meeting and site visit

By the end of the session, learner should be able to:-

- (a) Describe the concept of pre-bid meeting
- (b) Describe the concept of site visit
- (c) Identify the participants of pre-bid meeting
- (d) Explain the role of pre-bid meeting and site visit in tendering
- (e) Discuss the significance of clarification in pre-bid meeting and site visit
- (f) Prepare pre-bid minutes and reports

6.4.11 Bid opening, evaluation and contract award

By the end of the session, learner should be able to:-

- (a) Describe the concept of Bid opening, evaluation and contract award
- (b) Describe the bid opening steps
- (c) Determine formulation of evaluation Committee
- (d) Discuss contract award procedures

6.4.12 An overview of e-Tendering management

By the end of the session, learner should be able to:-

- (a) Describe the concept of e-Tendering management
- (b) Explain the forms of e-Tendering management
- (c) Differentiate manual from e-Tendering management
- (d) Explain e-Tendering process management
- (e) Determine the pre-requisites for e-Tendering process management
- (f) Explain the significance of e-Tendering management

- (g) Discuss the drivers and barriers of e-Tendering management

6.4.13 e-Tendering tools

By the end of the session, learner should be able to:-

- (a) Identify and describe e-Tendering tools
- (b) Discuss e-Tendering supportive tools and software
- (c) Determine the web-based tendering tools
- (d) Discuss security aspects in e-Tendering

6.4.14 Procurement Contract formations

By the end of the session, learner should be able to:-

- (a) Describe the concept of procurement contract formation
- (b) Analyze the approaches of contract formation
- (c) Discuss the essentials for procurement contract formation
- (d) Classify the documents that constitute a procurement contract
- (e) Analyze the fundamental terms and conditions of a procurement contract
- (f) Prepare a procurement contract

6.4.15 Relationship management

By the end of the session, learner should be able to:-

- (a) Describe the concept of Relationship management
- (b) Identify relationship management models
- (c) Determine benefits of relationship management in procurement contract management
- (d) Explain challenges and mitigation strategies of relationship management in procurement contract management
- (e) Application of relationship management in procurement contract management.

6.4.16 Procurement contract administration

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

- (a) Describe the concept of procurement contract administration
- (b) Discuss the steps in contract administration
- (c) Analyze the content of procurement contract register and its application
- (d) Discuss the disputes, claims and mitigation strategies arises from the procurement contract management
- (e) Examine the contract variation processes

- (f) Discuss the process of contract termination and closure

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7.0 Subject code and Name: G07 Decision Making Techniques

7.1 Level: Graduate Professional II

7.2 Contact Hours: 252

7.3 Subject Description and outcome

Equip learners with knowledge and skills of decision making and apply quantitative tools and statistical methods and techniques for problem solving in procurement and supply functions in the organization.

7.4 Learning area and Competences

7.4.1 Probability theory

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

- (a) Describe the nature and scope of probability
- (b) Explain the rules of basic probability
- (c) Develop probability distribution by tossing a coin 3 times
- (d) Calculate expected value of probability
- (e) Apply expected value in decision making
- (f) Calculate variance of probability
- (g) Apply probability theories in decision making

7.4.2 Decision theory

By the end of the session, learner should be able to:-

- (a) Describe the concept of decision theory
- (b) Analyze decision environment
- (c) Compute competitive and probability decision models to reach the decision.
- (d) Determine the states of nature and payoff table
- (e) Apply the expected value to reach the decision
- (f) Calculate the expected value under perfect information and value of perfect information
- (g) Apply the decision tree to determine the best alternative
- (h) Apply the decision theory in real life situations

7.4.3 Regression and correlation analysis

By the end of the session, learner should be able to:-

- (a) Describe the concepts of regression and correlation analysis
- (b) Express independent and dependent variables and their application in regression and correlation analysis

- (c) Use scatter diagrams to explain types of relationship that exist between two variables
- (d) Compute regression equation
- (e) Use regression equation to estimate value of dependent variable from the value of independent variables
- (f) Calculate product moment coefficient of correlation and rank correlation coefficient
- (g) Apply regression and correlation in business

7.4.4 Time series analysis

By the end of the session, learner should be able to:-

- (a) Describe the concept of time series analysis
- (b) Explain the nature and scope of time series
- (c) Determine the methods of extracting trend components by using additive model and multiplicative model
- (d) Calculate trend values by using moving average methods
- (e) Compute trend values by using least square method
- (f) Compute seasonal variations for forecasting
- (g) Apply time series in decision making

7.4.5 Introduction to linear programming

By the end of the session, learner should be able to:-

- (a) Describe the concept of linear programming
- (b) Formulate linear programming models
- (c) Use various methods to solve linear programming problems
- (d) Apply linear programming for various decision making

7.4.6 Transportation and assignment

By the end of the session, learner should be able to:-

- (a) Describe the concepts of transportation and assignment
- (b) Determine the scope of transportation in route and scheduling
- (c) Explain requirements of a transportation problem
- (d) Compute initial solutions of transportation problem.
- (e) Apply stepping stone method and Modified Distribution to get optimal solution
- (f) Describe the assignment algorithms
- (g) Solve assignment problem by using Hungarian method for decision making
- (h) Apply transportation model in decision making

7.4.7 Queuing theory

By the end of the session, learner should be able to:-

- (a) Describe the concept of queuing theory
- (b) Determine the nature and scope of queuing system
- (c) Explain operating characteristics of queuing theory
- (d) Solve single channel (server) queuing system
- (e) Develop Queuing cost model
- (f) Apply queuing theory in decision making

7.4.8 Introduction to Network analysis

By the end of the session, learner should be able to:-

- (a) Describe the concept of network analysis
- (b) Construct a network diagram
- (c) Perform network calculations on duration: Earliest Start time (EST), Latest Start Time (LST), and Latest start time and calculate duration of the project
- (d) Calculate different types of floats of an activity
- (e) Apply performance evaluation Review Technique (PERT) to analyze network
- (f) Apply crashing procedure to reduce project duration
- (g) Apply Gantt chart to allocate network resources
- (h) Apply network analysis in decision making

7.4.9 Location technique for operations

By the end of the session, learner should be able to:-

- (a) Describe the concept of location technique for operations
- (b) Describe the weighted score method for comparing alternative locations
- (c) Describe the Center of gravity in determining geographic location
- (d) Compute a break-even analysis
- (e) Determine location break-even analysis for cost-volume decision
- (f) Compute a standard time procedure from normal time
- (g) Apply location technique for operations

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8.0 Subject Code and Name: G08 Procurement Ethics and Professionalism

8.1 Level: Graduate Professional I

8.2 Contact hours: 180

8.3 Subject Description and outcome

Equip learners with knowledge and skills of business ethics and professionalism and apply ethical professional practices in procurement and supply chain management

8.4 Learning area and Competences

8.4.1 Introduction to business ethics

By the end of the session, learner should be able to:-

- (a) Describe the concept of business ethics
- (b) Differentiate ethical behavior from unethical behavior
- (c) Explain various types and sources of ethics
- (d) Determine approaches to ethics
- (e) Describe various ethical principles in business operations
- (f) Explain ethical issues in business environment
- (g) Describe the importance of business ethics

8.4.2 Introduction to professionalism

By the end of the session, learner should be able to:-

- (a) Describe the concept of professionalism
- (b) Analyze the attributes of professionalism
- (c) Explain the stages of development of a professional
- (d) Discuss the norms of becoming a professional
- (e) Determine the challenges and mitigation strategies of professionalism in Tanzania

8.4.3 An overview of procurement ethics

By the end of the session, learner should be able to:-

- (a) Describe the concept of procurement ethics
- (b) Explain the core values and norms of procurement ethics
- (c) Describe the role of professional competencies in promoting procurement ethics
- (d) Discuss the role of institutions in promoting procurement ethics
- (e) Explain the importance of procurement ethics
- (f) Discuss challenges of adhering to procurement ethics and its mitigation strategies

8.4.4 Public procurement ethics

By the end of the session, learner should be able to:-

- (a) Describe the ethical concept of public procurement ethics
- (b) Explain the principles governing public procurement ethics
- (c) Analyze the types of conflicts of interest with reference to professional code of ethics and conduct
- (d) Determine illegal acts and professional malpractices
- (e) Discuss challenges of adhering to public procurement ethics and its mitigation strategies

8.4.5 An overview of legislations governing procurement ethics

By the end of the session, learner should be able to:-

- (a) Describe the concept of legislation governing procurement ethics
- (b) Determine various legislations governing procurement ethics
- (c) Apply legislations governing procurement ethics in business operations

8.4.6 Procurement code of ethics and conducts

By the end of the session, learner should be able to:-

- (a) Describe the concepts of procurement code of ethics and conducts
- (b) Identify the relevant provisions of procurement code of ethics and conducts
- (c) Apply the provisions of procurement code of ethics and conducts in business operations

8.4.7 Procurement ethical compliance

By the end of the session, learner should be able to:-

- (a) Describe the concept of procurement ethical compliance
- (b) Discuss the rationale of ethical compliance in procurement operations
- (c) Explain the challenges of procurement ethical compliance
- (d) Describe mitigation strategies for ethical compliance and professionalism inclinations

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9.0 Subject Code and Name: G09 Business Consulting Skills

9.1 Level: Professional I

9.2 Contact hours: 252

9.3 Subject Description and Outcome

Equip learners with knowledge and skills of Business Consulting and apply appropriate techniques, tactics and strategies of consulting business development and operating for effective business management in organization.

9.4 Learning area and Competences

9.4.1 An overview of business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of business consulting
- (b) Explain the forms or types of consulting businesses
- (c) Explain the reasons of hiring business consultants
- (d) Describe the applicability of business consulting as an area of expertise
- (e) Describe the applicability of management consulting as an area of expertise
- (f) Differentiate between business consulting and management consulting
- (g) Describe the business consulting cycle

9.4.2 Ethics in business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of ethics as applied in business consulting
- (b) Explain the ethics and etiquettes of consulting business
- (c) Describe the importance of adhering to ethical conducts in business consulting
- (d) Explain the professional practices in business consulting

9.4.3 Formation of business consulting

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

- (a) Describe the concept of formation of business consulting
- (b) Explain the business consulting formation process
- (c) Discuss the sources of business opportunities and ideas
- (d) Explain the motives for business consulting establishment

9.4.4 Developing consultant and the consulting profession

By the end of the session, learner should be able to:-

- (a) Describe the concepts of consultant and the consulting profession
- (b) Describe the personal characteristics of a consultant
- (c) Identify the procedures of career development for professional consultant
- (d) Describe the concept of training and development of consultants

9.4.5 Business consulting environment

By the end of the session, learner should be able to:-

- (a) Describe the concept of business consulting environment
- (b) Explain the factors for establishing business consulting
- (c) Discuss the common challenges and mitigation strategies in business consulting environment
- (d) Explain the business consulting environmental analysis
- (e) Discuss the process of nurturing and mentoring of a consultant

9.4.6 Financing a consulting business

By the end of the session, learner should be able to: -

- (a) Describe the concept of financing as applied in business consulting
- (b) Explain the sources of financing in a business consulting
- (c) Explain challenges of acquiring finances in business consulting

9.4.7 Human resources aspects in business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of human resources management in business consulting
- (b) Determine the qualities of a consultant
- (c) Explain formation of a consulting team (principal investigators and assistants, etc.)

- (d) Discuss the importance of human resources management in business consulting

9.4.8 Alliances in business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of alliances in business consulting
- (b) Explain the role of associateship and alliances in business consulting
- (c) Explain the reasons for alliances in business consulting
- (d) Discuss the factors affecting alliances in business consulting

9.4.9 Quality control in business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of quality control as applied in business consulting
- (b) Examine the quality control mechanisms in business consulting
- (c) Appraise the role of consultants and clients in ensuring quality of provided services

9.4.10 An overview of marketing business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of marketing business consulting
- (b) Explain the principles of marketing business consulting services
- (c) Discuss the applicability of the marketing mix in business consulting
- (d) Explain the ways of locating clients
- (e) Evaluate the concept of product life cycle in business consulting

9.4.11 Customer relationship management

By the end of the session, learner should be able to:-

- (a) Describe the concept of customer relationship management as applied in business consulting
- (b) Describe the client relationship management in business consulting
- (c) Explain the management of clients with different behaviors
- (d) Explain ways to ensure trust in client-consultant relationship

9.4.12 Data management

By the end of the session, learner should be able to:-

- (a) Describe the concept of data management
- (b) Discuss the types and data sources

- (c) Explain the methods and tools of data collection
- (d) Demonstrate data processing and analysis

9.4.13 Consulting report

By the end of the session, learner should be able to:-

- (a) Describe the concept of consulting report
- (b) Describe the types of reports in consulting assignment
- (c) Explain the significance of consulting reports
- (d) Explain the activities in report writing and aspects of presentation

9.4.14 Pre-bidding in business consulting

By the end of the session, learner should be able to: -

- (a) Describe the concept of pre-bidding as applied in business consulting
- (b) Analyze the terms of reference and its application in problem diagnosis
- (c) Explain the practices of expression of interest and pre-qualification in business consulting
- (d) Discuss the practices in the preparation of request for proposals (technical and financial proposals etc).

9.4.15 Post-bidding in business consulting

By the end of the session, learner should be able to:-

- (a) Describe the concept of post-bidding as applied in business consulting
- (b) Explain the activities of technical and financial proposals evaluation;
- (c) Analyze the practices in negotiations and post-qualification
- (d) Explain the prerequisites for contracting and contract management aspects in business consulting

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10.0 Subject Code and Name: G10 Asset Management

10.1 Level: Professional I

10.2 Contact hours: 252

10.3 Subject Description and Outcome

Equip learners with knowledge and skills of asset management and apply them for effective management of assets in the organization.

10.4 Learning area and Competences

10.4.1 An overview of asset management

By the end of the session, learner should be able to:-

- (a) Describe the concept of asset management
- (b) Explain the nature and scope of assets management
- (c) Discuss the principles of assets management
- (d) Describe asset life cycle
- (e) Discuss the rationale of asset management
- (f) Integrate organizational functions with asset management

10.4.2 Acquisition and development of assets

By the end of the session, learner should be able to:-

- (a) Describe the concepts of acquisition and development of asset
- (b) Discuss the asset acquisition and development 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) Assess asset safety, Compatibility and Environmental Concerns

10.4.3 Introduction to asset management planning

By the end of the session, learner should be able to:-

- (a) Describe the concept of asset management planning
- (b) Discuss the asset management planning process
- (c) Describe the total asset management planning

- (d) Explain the importance of asset management planning in organization
 - (e) Prepare asset management plan
- 10.4.4 Demand forecasting and capital expenditure planning
- By the end of the session, learner should be able to:-
- (a) Describe the concepts of demand forecasting and expenditure planning in Asset management
 - (b) Determine the demand and supply of Assets in the market
 - (c) Compute the costs associated with demand levels of assets
 - (d) Appraise the investment options in assets
 - (e) Discuss the cost and benefit analysis of Asset
 - (f) Determine the total cost of ownership (TCO) and life cycle costing of asset in the organization
- 10.4.5 Asset performance measurement
- By the end of the session, learner should be able to:-
- (a) Describe the concept of asset performance measurement
 - (b) Determine the key performance indicators for asset performance measurement
 - (c) Explain the ways of measuring asset performance
 - (d) Explain the factors affecting asset performance measurement
- 10.4.6 Legal and institutional framework in asset management
- By the end of the session, learner should be able to:-
- (a) Describe the concept of legal and institutional framework in asset management
 - (b) Discuss legal framework governing public assets management
 - (c) Discuss institutional tools governing assets management
 - (d) Explain the role and functions of the Institutions governing Asset managements
 - (e) Develop asset register
- 10.4.7 Verification of assets
- By the end of the session, learner should be able to:-
- (a) Describe the concept of Assets verification
 - (b) Explain the purpose of asset verification
 - (c) Determine the procedures of conducting Assets verification
 - (d) Discus the relevance of Asset verification in an organization
- 10.4.8 Asset valuation

By the end of the session, learner should be able to:-

- (a) Describe the concept of Assets valuation,
- (b) Explain the purpose of assets valuation,
- (c) Determine the methods of conducting Assets Valuation,
- (d) Determine the value of an asset
- (e) Discuss the significance of valuation of assets in an organization

10.4.9 Disposal of assets

By the end of the session, learner should be able to:-

- (a) Describe the concept of Disposal of Assets,
- (b) Determine the methods of Disposing an Asset
- (c) Discuss the reasons for disposing assets
- (d) Discuss the cost implications of disposal of asset
- (e) Prepare asset disposal guidelines

10.4.10 Asset management automation

By the end of the session, learner should be able to:-

- (a) Describe the concept of asset management automation
- (b) Identify various assets management software
- (c) Explain features of asset management automation
- (d) Explain the role of Information System in asset management
- (e) Analyze the application of assets management automation

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Learning Areas for Graduate Professional III

11.0 Subject Code and Name: G11 Financial Management

11.1 Level: Professional I

11.2 Contact hours: 252

11.3 Subject Description and Outcome

Equip learners with knowledge and skills of financial management and apply them in procurement and supply chain functions.

11.4 Learning area and Competences

11.4.1 An overview of financial management

By the end of the session, learner should be able to:-

- (a) Describe the concepts of financial management
- (b) Explain the role of financial management
- (c) Describe the importance of financial management
- (d) Explain the managerial decisions of financial management

11.4.2 Financial management environments

- (a) Describe the concept of financial management environments
- (b) Explain various financial management environments
- (c) Describe financial systems
- (d) Explain financial institutions
- (e) Describe how financial systems interact

11.4.3 Financial goal of a firm

By the end of the session, the learner should be able to:-

- (a) Describe the concept of the financial goal of a firm
- (b) Determine the goal of the firm in the context of profit and wealth maximization and its limitations
- (c) Explain shareholders' wealth maximization goal of the firm
- (d) Discuss the advantages and disadvantages of shareholders wealth maximization goal over profit maximization goal

11.4.4 Short-term sources of finance

By the end of the session, learner should be able to:-

- (a) Describe the concept of short-term sources of finance
- (b) Explain the reasons for using short-term sources of finance

- (c) Describe various types of short-term sources of finance
- (d) Explain the differences and similarities between various sources of short-term sources of finance
- (e) Describe the factors influencing access to short-term sources of finance

11.4.5 Long-term sources of finance

By the end of the session, learner should be able to:-

- (a) Describe the concept of long-term sources of finance
- (b) Explain the reasons for using long-term sources of finance
- (c) Discuss various types of long-term sources of finance
- (d) Explain the differences and similarities between various sources of long-term sources of finance
- (e) Describe the factors influencing access to long-term sources of finance

11.4.6 Internal and external sources of finance

By the end of the session, learner should be able to: -

- (a) Describe the concepts of internal and external sources of finance
- (b) Identify internal and external sources of finance
- (c) Discuss the advantages and disadvantages of internal and external sources of finance

11.4.7 Introduction to investment

By the end of the session, learner should be able to:-

- (a) Describe the concept of investment
- (b) Analyse the different bases used to classify investments
- (c) Explain the different types of investments (e.g. direct, indirect, financial; etc.)
- (d) Explain the importance of investment for an organization

11.4.8 Investment appraisal

By the end of the session, learner should be able to:-

- (a) Describe the concept of investment appraisal
- (b) Explain characteristics of long-term capital investment decisions
- (c) Describe the framework of capital budgeting decisions
- (d) Analyze the basic principles of capital budgeting
- (e) Appraise the investments using traditional techniques for investment appraisal (ARR, PBP etc.)

- (f) Appraise investments by using modern techniques for investment appraisal (NPV, PI, IRR DPBP etc.)

11.4.9 Capital budgeting

By the end of the session, learner should be able to:-

- (a) Describe the concept of capital budgeting
- (b) Determine the mutually exclusive and independent projects
- (c) Explain the externalities in project investment
- (d) Describe the capital rationing in investment
- (e) Discuss the factors affecting capital budgeting
- (f) Demonstrate investment appraisal under risk assumption condition

11.4.10 Capital and financial structure

By the end of the session, learner should be able to:-

- (a) Describe the concepts of capital and financial structure
- (b) Distinguish between capital and financial structure
- (c) Identify factors influencing capital structure decisions

11.4.11 Cost of capital

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

- (a) Describe the concept of cost of capital
- (b) Explain the uses of cost of capital
- (c) Discuss various components of cost of capital
- (d) Compute the component of cost of capital
- (e) Compute the weighted average cost of capital (WACC)
- (f) Explain the challenges of computing cost of capital

11.4.12 Capital structure determination

By the end of the session, learner should be able to:-

- (a) Describe the concept of capital structure determination
- (b) Evaluate appropriate options for financing projects based on a given business scenario
- (c) Determine the situations in which company's overall cost of capital and project cost of capital are used as valuation and decision tools
- (d) Discuss the relevance of capital structure in evaluating the going concern of an entity
- (e) Evaluate the operational and financial gearing

11.4.13 Risk and return analysis

By the end of the session, learner should be able to:-

- (a) Describe the concepts of risk and return analysis
- (b) Determine the relationship between risk and return
- (c) Explain the types of risks
- (d) Explain the principle of diversification of risks
- (e) Identify portfolio in investment
- (f) Construct simple investment portfolio

11.4.14 Asset pricing

By the end of the session, learner should be able to:-

- (a) Describe the concept of Asset pricing
- (b) Determine factors affecting capital asset pricing
- (c) Explain Capital Asset Pricing Model (CAPM)
- (d) Explain Arbitrage Pricing Theory (APT)
- (e) Explain the concept of risky and risk-free assets
- (f) Compute risks and returns using CAPM and APT
- (g) Illustrate the Security Market Line (SML), Capital Market Line (CML) and Efficient Frontier

11.4.15 Investor's constraints

By the end of the session, learner should be able to:-

- (a) Describe the concept of investor constraints
- (b) Determine the objectives and constraints of individual investors
- (c) Explain risk-averseness and risk lover
- (d) Describe the evaluation of projects on the basis of their total risk

11.4.16 Dividend policies and approach

By the end of the session, learner should be able to:-

- (a) Describe the concepts of dividend policies and approach
- (b) Explain the different dividend policies
- (c) Describe the factors influencing dividend policies
- (d) Determine the alternative dividend policies that companies can adopt
- (e) Discuss the significance of dividend policies in business operations
- (f) Classify dividend approaches

11.4.17 Dividend theories

By the end of the session, learner should be able to: -

- (a) Describe the concept of dividend theory
- (b) Explain different dividend theories
- (c) Evaluate the various arguments put forward by different schools of thoughts about dividend theories
- (d) Apply various dividend models in computing and interpreting share prices

11.4.18 Overview of financial analysis

By the end of the session, learner should be able to:-

- (a) Describe the concept of financial analysis
- (b) Explain the framework of financial statement analysis
- (c) Determine the financial ratios in financial statements
- (d) Discuss the purposes and uses of financial ratio analysis
- (e) Determine the users of financial statements

11.4.19 Classification and Interpretation of financial ratios

By the end of the session, learner should be able to:-

- (a) Describe the concepts of classification and interpretation of financial ratios
- (b) Explain various financial ratios
- (c) Compute different types of financial ratios
- (d) Explain yard stick used in ratio analysis
- (e) Describe the concept of working capital cycle/cash operating cycle
- (f) Describe trend/time series analysis of ratios
- (g) Describe industrial analysis of ratios
- (h) Explain the limitations of financial ratio analysis

11.4.20 Financial forecasting

By the end of the session, learner should be able to:-

- (a) Describe the concept of financial forecasting
- (b) Explain the importance of financial forecasting
- (c) Describe various approaches used in financial forecasting
- (d) Explain the working capital management in financing activities

11.4.21 Overview of financial markets

By the end of the session, learner should be able to:-

- (a) Describe the concept of financial markets
- (b) Determine financial institutions
- (c) Explain the functions of financial markets
- (d) Discuss the economic importance of financial markets

11.4.22 Classes of financial markets

By the end of the session, learner should be able to:-

- (a) Identify classes of financial markets
- (b) Explain the capital and money markets
- (c) Explain types of capital markets (i.e. primary market & secondary market)
- (d) Explain the functions of each type of capital market
- (e) Explain financial instruments in money markets

11.4.23 The Stock exchange market

By the end of the session, learner should be able to: -

- (a) Describe the concept of stock exchange market
- (b) Explain the functions of stock exchange market
- (c) Explain various stock market terminologies (e.g. bulls, speculators, brokers, etc.
- (d) Analyze the economic role of stock market
- (e) Explain the listing rules and requirements of companies to stock exchange
- (f) Describe the trading mechanism at Dar es Salaam Stock Exchange (DSE)

11.4.24 The Capital market Authorities

By the end of the session, learner should be able to: -

- (a) Describe the concept of capital market authorities
- (b) Explain the role of Capital Markets and Securities Authority (CMSA) of Tanzania
- (c) Explain the reasons of regulating financial sector

11.4.25 Foreign exchange markets

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

- (a) Describe the concept of foreign exchange market
- (b) Explain Characteristics of foreign exchange market
- (c) Explain the functions of foreign exchange Market
- (d) Describe the structure of the foreign exchange Market
- (e) Analyze the types of transactions & settlements in FOREX market
- (f) Describe the exchange rate systems
- (g) Analyze the factors influencing exchange rates

11.4.26 Foreign exchange exposure

By the end of the session, learner should be able to:-

- (a) Describe the concept of foreign exchange exposure
- (b) Explain the types of foreign exchange risks
- (c) Discuss the factors influencing foreign exchange exposure

11.4.27 Hedging

By the end of the session, learner should be able to:-

- (a) Describe the concept of hedging
- (b) Explain foreign exchange rates forecasting
- (c) Describe types of internal and external hedging techniques
- (d) Distinguish between spot price and strike price
- (e) Compute spot and forward price values

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12.0 Subject Code and Name: G12 Business Research Methods

12.1 Level: Graduate Professional III

12.2 Contact hours: 252

12.3 Subject Description and Outcome

Equip learners with knowledge and skills of business research methods and apply appropriate techniques, tactics and strategies in solving procurement and supply challenges.

12.4 Learning area and Competences

12.4.1 An overview of business research

By the end of the session, learner should be able to: -

- (a) Describe the concept of business research
- (b) Explain the types and approaches of business research
- (c) Describe the objectives of conducting business research
- (d) Explain the importance of business research in decision making
- (e) Discuss the limitations and challenges of business research

12.4.2 Research process

By the end of the session, learner should be able to: -

- (a) Describe the concept of research process
- (b) Identify the stages of research process
- (c) Apply the phases of research process in conducting business research

12.4.3 Research problem

By the end of the session, learner should be able to: -

- (a) Describe the concept of a research problem
- (b) Explain the sources of a research problem
- (c) Determine the features of a good research problem
- (d) Describe the procedures for formulating a research problem
- (e) Formulate research problem

12.4.4 Literature review

By the end of the session, learner should be able to:-

- (a) Describe the concept of literature review
- (b) Explain the importance of literature review
- (c) Explain the types of literature review
- (d) Describe the conceptual framework and related variables.

12.4.5 Business research proposal

By the end of the session, learner should be able to:-

- (a) Describe the concept of business research proposal
- (b) Determine the contents of the business research proposal
- (c) Prepare business research proposal

12.4.6 Research designs

By the end of the session, learner should be able to:-

- (a) Describe the concept of research design,
- (b) Explain the types of research design
- (c) Determine the features of good research design.
- (d) Describe the importance of research design

12.4.7 Sampling techniques

By the end of the session, learner should be able to:-

- (a) Describe the concept of sampling technique
- (b) Identify various types of sampling techniques
- (c) Discuss the key steps of each sampling techniques
- (d) Explain the advantages and disadvantages of sampling techniques

12.4.8 Measurement scales

By the end of the session, learner should be able to: -

- (a) Describe the concept of measurement scales in business research
- (b) Discuss the types of measurement scales in business research
- (c) Apply the measurement scales in business research

12.4.9 Data collection methods

By the end of the session, learner should be able to: -

- (a) Describe the concept of data collection methods
- (b) Identify various data collection methods and tools
- (c) Explain the sources of data
- (d) Apply the tools for data collection
- (e) Explain the advantages and disadvantages of data collection methods

12.4.10 Data reliability and validity

By the end of the session, learner should be able to:-

- (a) Describe the concepts of data reliability and validity
- (b) Explain the types of reliability and validity
- (c) Outline various ways to test reliability and validity in business research

12.4.11 Data analysis and interpretation

By the end of the session, learner should be able to: -

- (a) Describe the concepts of data analysis and interpretation
- (b) Determine the main types of data analysis and interpretation
- (c) Apply data analysis skills in business research

12.4.12 Ethical consideration in business research

By the end of the session, learner should be able to: -

- (a) Describe the concept of ethical consideration as applied in business research
- (b) Explain the ethical obligations in conducting business research
- (c) Identify unethical practices in conducting business research

12.4.13 An overview of research report writing

By the end of the session, learner should be able to:-

- (a) Describe the concept of research report writing
- (b) Explain the purposes of research report
- (c) Discuss the uses of research reports
- (d) Determine the contents of a research report
- (e) Write a research report

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13.0 Subject Code and Name: G13 Inventory Management

13.1 Level: Graduate Professional III

13.2 Contact hours: 252

13.3 Subject Description and Outcome

Equip learners with knowledge and skills of inventory management and apply appropriate principles and techniques for effective management of inventory in the organization.

13.4 Learning area and outcome

13.4.1 An overview of inventory management

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory management
- (b) Determine the classes of inventories
- (c) Explain the reasons for holding inventories
- (d) Discuss the importance of inventories in operations of the organization

13.4.2 Principles of inventory management

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory management principles
- (b) Explain various principles of inventory management
- (c) Apply various principles of inventory management in business operations
- (d) Discuss the challenges of inventory management and its mitigation strategies

13.4.3 Inventory forecasting

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory forecasting
- (b) Explain the inventory forecasting requirements
- (c) Determine the forecasting approaches
- (d) Discuss the role of forecasting in inventory management
- (e) Forecast inventory demand with seasonality and trend in business operations

13.4.4 Inventory scheduling and budgeting

By the end of the session, learner should be able to:-

- (a) Describe the concepts of inventory scheduling and budgeting
- (b) Describe the inventory aggregate planning
- (c) Determine the ways for demand planning
- (d) Explain the effects of inventory forecasting on budgeting

13.4.5 Introduction to stock holding policy

By the end of the session, learner should be able to: -

- (a) Describe the concept of stock holding policy
- (b) Explain the importance of stock holding policy
- (c) Explain the factors affecting stock holding policy

13.4.6 Customer expectations

By the end of the session, learner should be able to:-

- (a) Describe the concept of customer expectations
- (b) Analyze the customer expectation, supply market condition, stock holding risks; and
- (c) Describe the categories of inventory risk and their expectation.

13.4.7 Introduction to inventory ordering systems

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory ordering system;
- (b) Determine the inventory ordering process
- (c) Explain the types of inventory ordering systems
- (d) Discuss the advantages and disadvantages of inventory ordering system

13.4.8 Independent and dependent demand

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

- (a) Describe the concepts of independent and dependent demands
- (b) Explain the techniques for dealing with independent and dependent demand
- (c) Determine the challenges of dealing with independent and dependent demand

13.4.9 Economic order quantity and reorder levels

By the end of the session, learner should be able to:-

- (a) Describe the concepts of economic Order Quantity and reorder levels
- (b) Determine the different approaches for EOQ, EBQ;
- (c) Calculate the EOQ and the associated costs
- (d) Describe the re-order levels, sensitivity analysis
- (e) Determine the effects of discounts in reorder levels

13.4.10 Determination of inventory costs

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory costs
- (b) Determine ordering and carrying costs
- (c) Analyze cost of being out of stock, cost of holding stock
- (d) Explain the procedures of safety stock
- (e) Discuss the effects of inventory costs on the business operations

13.4.11 Introduction to inventory management techniques

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory management techniques
- (b) Explain different inventory management techniques
- (c) Determine the conditions for applicability of inventory management technique
- (d) Explain the advantages and disadvantages of inventory management techniques

13.4.12 Stocktaking and verification

By the end of the session, learner should be able to:-

- (a) Describe the concepts of stocktaking and verification
- (b) Discuss the stocktaking and verification processes
- (c) Classify the types of stocktaking
- (d) Discuss the stocktaking and verification discrepancies
- (e) Determine the stocktaking documentations
- (f) Examine the challenges and mitigation strategies of stocktaking and verification

13.4.13 Standardization and variety reduction

By the end of the session, learner should be able to:-

- (a) Describe the concepts of standardization and variety reduction
- (b) Differentiate standardization from variety reduction
- (c) Describe the methods of inventory standardization; and
- (d) Explain the procedures of inventory standardization and variety reduction

13.4.14 An overview of performance measurement

By the end of the session, learner should be able to:-

- (a) Describe the concept of performance measurement

- (b) Discuss the need for performance measurement
- (c) Discuss the challenges of performance measurement and its mitigation strategies

13.4.15 Performance measurement in inventory management

By the end of the session, learner should be able to:-

- (a) Describe the concept of performance measurement in inventory management
- (b) Determine the approaches of measuring inventory performance
- (c) Describe the performance measurement by using stock turnover rates, customers' service level, stock out, cost considerations, accuracy goals, and their purpose
- (d) Analyze the balance score card knowledge in planning inventory system
- (e) Discuss the advantages and disadvantages of performance measurement in inventory management

13.4.16 An overview of material obsolete and surplus

By the end of the session, learner should be able to:-

- (a) Describe the concepts of material obsolete and surplus
- (b) Explain the differences between obsolete and obsolescent materials
- (c) Identify the causes of obsolete and surplus materials
- (d) Determine the preventive measures of obsolete and surplus materials
- (e) Explain the impact of obsolete and surplus inventories
- (f) Discuss the measures and techniques for dealing with obsolete and surplus materials

13.4.17 Disposal of materials

By the end of the session, learner should be able to:-

- (a) Describe the concept of disposal of materials
- (b) Explain the reasons for disposing materials
- (c) Describe the methods of reclaiming and salvaging of the materials

13.4.18 Introduction to inventory management information systems

By the end of the session, learner should be able to:-

- (a) Describe the concept of inventory management information systems

- (b) Differentiate manual and electronic systems and their interface in relation with inventory management
- (c) Identify the need for inventory management information systems and
- (d) Describe the characteristics of inventory management information systems

13.4.19 Application of ICTs in inventory management

By the end of the session, learner should be able to:-

- (a) Apply information and communication technology in inventory management
- (b) Apply electronic media, development of electronic data interchange bar coding in inventory management
- (c) Describe the uses of internet in inventory management, cross docking, stock minimization, electronic point of sales etc.
- (d) Discuss challenges associated with the application of inventory management information systems and its mitigation strategies

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14.0 Subject Code and Name: G14 Supply Chain Planning

14.1 Level: Graduate Professional III

14.2 Contact hours: 252 Hours

14.3 Subject Description and Outcome

Equip learners with knowledge and skills of Supply Chain Planning and apply appropriate techniques and strategies of supply chain planning for effective execution of supply chain management in the organization.

14.4 Learning area and Competencies

14.4.1 Basics of supply chain management

By the end of the session, learner should be able to:-

- (a) Describe the concept of supply chain management
- (b) Discuss the nature and scope of supply chain management
- (c) Discuss the evolution of supply chain management
- (d) Describe the supply chain flows and their impact in business operations
- (e) Explain the drivers of supply chain management

14.4.2 Supply chain management Process

By the end of the session, learner should be able to: -

- (a) Describe the concept of supply chain management process
- (b) Determine the supply chain frameworks
- (c) Explain the order fulfillment process in supply chain management

14.4.3 e - Supply Chain management (e-SCM)

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

- (a) Describe the concept of e-supply chain management
- (b) Determine the different terminologies used in e-supply chain management. i.e. EDI, B2B, EPOS etc.
- (c) Explain the process and activities of e-supply chain management
- (d) Describe the critical success factors of e-supply chain management

- (e) Explain the roles of information and communication technologies in supply chain management.

14.4.4 Supply Chain Performance

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

- (a) Describe the concept of Supply chain performance
- (b) Explain the drivers of Supply chain performance
- (c) Determine key performance indicators in supply chain
- (d) Explain the barriers and mitigation strategies of supply chain performance

14.4.5 An overview of supply chain planning.

By the end of the session, learner should be able to: -

- (a) Describe the concept of supply chain planning
- (b) Explain the strategies of supply chain planning
- (c) Analyze the categories of supply chain planning
- (d) Describe the supply chain planning process
- (e) Apply supply chain theories in planning

14.4.6 Demand and supply in Supply chain.

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

- (a) Describe the concepts of demand and supply in supply chain
- (b) Explain the demand forecasting in supply chain
- (c) Determine the aggregate demand in supply chain
- (d) Discuss the sales and operations planning in supply chain
- (e) Discuss capacity planning in supply chain

14.4.7 Value Chain

By the end of the session, learner should be able: -

- (a) Describe the concept of value chain
- (b) Identify the components and actors of value chain
- (c) Discuss the activities of value chain

14.4.8 Supply chain Coordination

By the end of the session, learner should be able to:-

- (a) Describe the concept of supply chain coordination
- (b) Determine the drivers of supply chain coordination
- (c) Explain supply Chain Mapping
- (d) Describe stakeholders' analysis in supply chain
- (e) Analyze the supply chain networks
- (f) Describe the supply chain architecture

- (g) Examine the impact of coordination in supply chain

14.4.9 An overview of Logistics planning

By the end of the session, learner should be able to:-

- (a) Describe the concept of logistics planning
- (b) Determine the components of logistics plan
- (c) Discuss the logistics planning process
- (d) Identify key logistics activities

14.4.10 Logistics network Planning

By the end of the session, learner should be able to: -

- (a) Describe the concept of logistics network planning
- (b) Discuss the role of distribution network in logistics
- (c) Evaluate logistics performance of an organization

14.4.11 An overview of Transportation Planning

By the end of the session, learner should be able to:-

- (a) Describe the concept of transportation planning
- (b) Discuss transportation planning process
- (c) Analyze various modes of transport
- (d) Examine the challenges and mitigation strategies of transportation planning

14.4.12 An overview of supply chain strategies

By the end of the session, learner should be able to:-

- (a) Describe the concept of supply chain strategies
- (b) Analyze the levels of supply chain strategies
- (c) Examine the rationale of supply chain strategies

14.4.13 Supplier development

By the end of the session, learner should be able to:-

- (a) Describe the concept of supplier development
- (b) Explain the role of supplier development
- (c) Determine steps of supplier development
- (d) Explain the supplier appraisal and evaluation
- (e) Discuss the barriers of supplier development

14.4.14 Vertical and horizontal integration

By the end of the session, learner should be able to:-

- (a) Describe the concepts of vertical and horizontal integration
- (b) Explain the reasons for vertical and horizontal integration in supply chain
- (c) Explain the challenges of vertical and horizontal integration and its mitigation strategies

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15.0 Subject Code and Name: G15 Essentials of Procurement and Supply Chain Audit

15.1 Level: Graduate Professional III

15.2 Contact hours: 252

15.3 Subject Description and Outcome

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

15.4 Learning area and Competencies

15.4.1 Introduction to auditing

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

- (a) Describe the concept of auditing
- (b) Explain the characteristics of auditing
- (c) Discuss the objectives of auditing
- (d) Differentiate accounting and auditing
- (e) Explain the types and classes of audit
- (f) Distinguish internal and external auditing
- (g) Compare and contrast between fraud and errors
- (h) Discuss the preliminary activities before commencement of new audit
- (i) Determine the skills and qualities of an auditor

15.4.2 Audit program

By the end of the session, learner should be able to:-

- (a) Describe the concept of audit program
- (b) Explain the objectives of audit program
- (c) Determine the contents of audit program
- (d) Discuss the audit working papers, their types and contents
- (e) Discuss the ownership of audit working papers

15.4.3 Legal framework governing audit

By the end of the session, learner should be able to:-

- (a) Describe the concept of audit legal framework
- (b) Determine the rights and responsibilities of parties involved in audit
- (c) Describe the fundamental principles, standards and ethics of audit
- (d) Demonstrate the types of auditor' reports and their respective circumstances of application

15.4.4 Internal control system

By the end of the session, learner should be able to: -

- (a) Describe the concept of internal control system
- (b) Discuss the objectives of internal control system
- (c) Explain the types of internal control system
- (d) Discuss the limitation of internal control system
- (e) Determine procedure of reviewing the internal control system
- (f) Discuss the internal check

15.4.5 Audit evidence

By the end of the session, learner should be able to: -

- (a) Describe the concept audit evidence
- (b) Explain the sources of audit evidence
- (c) Determine factors affecting audit evidence
- (d) Explain types of audit evidence
- (e) Discuss the sufficiency and reliability of audit evidence
- (f) Explain the procedures for obtaining audit evidence

15.4.6 Audit risks

By the end of the session, learner should be able to: -

- (a) Describe the concept of audit risk
- (b) Explain the types audit risk and its sources
- (c) Describe the audit test and its types

15.4.7 Professional ethics in auditing

By the end of the session, learner should be able to: -

- (a) Describe the concept of professional ethics in auditing
- (b) Explain the objectives of professional ethics in auditing
- (c) Determine the principles of professional ethics in auditing
- (d) Discuss the professional code of ethics and conduct in auditing.

15.4.8 Procurement audit

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

- (a) Describe the concept of procurement audit
- (b) Describe auditing basic procedures and internal controls in procurement
- (c) Explain the importance of procurement audit.
- (d) Determine auditing of procurement functional organs.
- (e) Explain the corruption red flags in procurement audit

15.4.9 Supply Audit

By the end of the session, learner should be able to:-

- (a) Describe the concept of supply audit.
- (b) Explain the importance of supply audit
- (c) Distinguish stock checking, verification, stock taking from supply audit.
- (d) Describe authorization and approval procedures of supplies.
- (e) Explain the importance of stock checking, verification and stock taking in auditing;
- (f) Describe the aspects of assets management audit.

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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