



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

**PROCUREMENT AND SUPPLIES PROFESSIONALS
AND TECHNICIANS BOARD**

**PROFESSIONAL CURRICULUM IN PROCUREMENT AND SUPPLY CHAIN
MANAGEMENT.**

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LIST OF 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 Management.
IMF	International Monetary Fund
MMCC	Material management care taker 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

A GLOSSARY OF TERMS

Board:	Means the “Procurement and Supplies Professionals and Technicians Board” established by the Parliament Act No. 23 of 2007.
Candidate:	Means a person enrolled in the Board’s professional training programme and Examinations. This is the person who intends to undertake or is undertaking the PSPTB’s examinations and registered as such by PSPTB.
Certificate of Competence:	Means a certificate to be issued by PSPTB to a candidate who has successfully attended short course or specialized professional training required to bridge competence gap in the certification and registration requirement.
Competence:	Means the combination of knowledge, skills, and attitude that learners acquire through training programme.
CPSP:	Means certified procurement and supply professional attained after successful completion of professional training and examination scheme under this curriculum. It is a post graduate course of study aimed at supporting learners with knowledge, practical skills and attitude that will enable them to demonstrate mastery of complex procurement and supply chain functions.
Curriculum:	A curriculum is a well-planned and structured document showing what a learner is expected to learn and achieve in terms of skills, knowledge, attitude and understanding that describes all aspects of teaching and learning process under the guidance of a school or training institution.
Executive Director:	means the Chief Executive Officer of the Procurement and Supplies Professionals and Technicians Board

appointed in accordance with the provisions of section 9 of the Act.

Graduate Professional: Means the course of study aimed at supporting learners with knowledge, practical skills and attitude that will enable them perform non routine duties similar to holder of Bachelor Degree in Procurement and Supply Chain programs.

Learning outcomes: Means measurable statements that describe what learners should know, be able to do, and value as a result of integrating knowledge, skills, and attitudes learned throughout the topic or course of study.

Professional Curriculum: Means a planned program of study incorporating a structured series of intended learning outcomes and associated learning experiences designed to prepare learners to perform duties based on professional practices.

Professional Diploma Means the course of study aimed at supporting learners with knowledge, practical skills and attitude that will enable them perform routine duties similar to holder of ordinary Diploma in procurement and supply programs.

Professional Training: Means training programme designed by PSPTB.

Trainer: means a professional or an individual qualifies to be engaged in teaching or nurturing candidates and individuals through professional training programme.

Training Programme: means a rolling professional training derived from PSPTB's curriculum and syllabi showing the level of training required and the potential trainer's qualification in each level of training.

SECTION ONE

THE BOARD'S OVERVIEW

1.1 Introduction

The Procurement and Supplies Professionals and Technicians Board (PSPTB) is a regulatory professional Board established by PSPTB Act, CAP 179 of the laws of Tanzania to oversee and regulate the practice and conduct of Procurement and Supply Professionals and Technicians. PSPTB is mandated to ensure all professionals maintain professional competence and professional ethics in the manner that their clients or employers receive competent professional services in line with professional practice, legislation and techniques.

1.2 Board's Vision, Mission and Core Values

1.2.1 Vision

To become a Centre of 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

(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 Background Information to Curriculum Development

The Board's curriculum have been under regular revision since the establishment of materials management caretaker committee (MMCC) in 1977/78 up to the birth of National Board of Materials Management (NBMM) which was established under National for Materials Management Act No.9 of 1981 to take over the roles of MMCC and ultimately, the current Procurement and Supplies Professionals and Technicians Board (PSPTB).

Syllabus was developed and implemented for the first time in 1978 after its approval by National Management development advisory council and the standing committee on awards (SCOA). This culminated the first syllabus review which was done between 1982 to 1988 while the second syllabus review was conducted in 1989, followed by the third review in 1995 and fourth review in 2004. Between 1995 and 2000, no significant review was made, apart from minor patches in replacing a few subjects and topics such as development studies, political economy and political education. This suggests that only curriculum innovation was done.

In 2007, NBMM was repealed by Procurement and Supplies Professionals and Technicians Board (PSPTB) through Parliamentary Act No. 23 of 2007. Two years later in 2009, the fifth syllabus review was carried out to make the syllabi to keep pace with changes in the PSPTB Act. The syllabi came into effective operation in November, 2010. At this period, the profession took a new focus from concentrating on supplies as operational cadre function to strategic cadre focusing on Procurement and Supply Chain Management.

Eventually, the Sixth review commenced in 2014 to 2015 and its syllabi came into effective implementation in November, 2016 up to date in which it will be replaced by the seventh professional curriculum of 2022.

1.4 Rationale for curriculum development, aims and philosophy

1.4.1 Rationale for syllabi review and curriculum development

Curriculum development is a problem-solving process that involves consideration of the problems and needs for the improvement of training programme and implementation of more alternatives to learners' contexts. A curriculum is a well-planned and structured document showing what a learner (student) is expected to learn and achieve in terms of skills, knowledge, attitude and understanding that describes all aspects of teaching and learning process such as teaching and learning approaches or strategies, assessment methods and the intended outcomes such as:

- (a) Purpose and values of learning can be realized;
- (b) Curriculum contents can be identified to support attainment of desired competencies;
- (c) Learners are analysed against the required competencies at a given level of training;
- (d) Activities, methods and media for teaching and learning are decided; and
- (e) Means of assessment are provided in order to measure effectiveness of educational delivery for outcome realization. It is, therefore, necessary to reflect on curriculum issues in order to reach decisions in a dynamic and responsive curriculum review and development process that would guide professional training practices.

The Board conducts various professional trainings for award and non-awards, for capacity building and bridging competence gap through continuous professionals development programmes and tailor made

training to professionals and stakeholders in procurement and supply management.

However, the trainings are not reflected in the existing syllabus, a situation that necessitates the need for this review so as to develop competence based professional curriculum which among other things, will guide these trainings.

In addition, the current social, political, economic and technological developments taking place in the country and around the globe, pose challenges to current syllabi realization and aspirations as indicated in the Board's mission and vision of becoming a centre of excellence in procurement and supply management practices.

Furthermore, the emerging demand to the profession in keeping pace with global procurement systems of the Multinational Financial Institutions (MFIs) such as International Monetary Fund (IMF), World Bank (WB), African Development Bank (AFDB) and professional partner countries in the International Federation of Purchasing and Supply Management (IFPSM), equally justify the need for curriculum review and development.

The influence of technology and various reforms in procurement and supply chain management, impose new competence descriptors on the job performance that need to be addressed in the proposed curriculum. Indeed, the contemporary shift from physical tradition procurement and supply to electronic means like the use of TANePS, simplified software for supplies management and amendment of Public Procurement Act have brought remarkable reforms in the profession. These reforms necessitated the need for syllabi review and development of curriculum so as to deliver appropriate education that accommodates the necessary competencies as a way of nurturing professionals to keep pace with the ongoing reforms.

Moreover, the entry criteria for current technician syllabus, showed weaknesses in allowing form four leavers to join the profession in the two-entry levels of basic stage one and foundation stage one contrary to national education qualification requirement and practices that require form four leavers with at least four credits to join basic certificate programmes. This calls for review and curriculum development to rectify the situation.

The Board seeks to directly address competence shortfalls of its professionals and challenges in the real working environment through syllabi review and curriculum development as an intervention in bridging the professional competence gap and practices. This was championed by scanning the environment through situational analysis conducted to curriculum stakeholders that brought out relevant learning outcomes for curriculum.

The Curriculum will therefore emphasize complex outcomes of the learning process (i.e. knowledge, skills and attitudes to be applied by learners) rather than mainly focusing on what learners are expected to learn about in terms of traditionally defined subject content. In principle, such a curriculum is learner-centred and adaptive to the changing needs of the working environment. It implies also that learning activities and environments are chosen so that learners can acquire and apply the knowledge, skills and attitudes to situations they encounter in everyday life.

The current national industrial economic agenda imposes and opens up challenging opportunities for procurement professionals to contribute their expertise in multiple sectors of the economy beyond the public sector that has been their comfort zone for the past few decades.

As the country advances its economy from low-income status to a middle-income country, the economy becomes more open and the private sector is likely to take a lead. When this happens, the demand

for procurement professionals in booming industries such as construction, manufacturing, mining, Oil and Gas and more others is equally likely to increase which needs to be reflected in the proposed curriculum.

Similarly, advancing economies are characterized by becoming integrated by other similar or advanced economies for enhanced international trade. This integration could involve formation and strengthening of regional blocks such as the East African Community (EAC) and the Southern African Development Community (SADC) whose characteristics include mobility of labour between member states.

Notwithstanding, procurement professionals working either in the public or private sectors of the economy will require requisite training to be able to serve these emerging competitive markets. As much as economies integrate, it is likely that multiple professionals such as engineers, pharmacists, lawyers, accountants and others will be attracted to work as auxiliary personnel in procurement and supply functions. This situation necessitates the Board to devise its curriculum in order to address the need of specialized training programmes that will not only take these professions on board but more importantly strive to cater for the increasing market demand in the specialized sector. Industrialization strategy has been the backbone of a good number of developed and major emerging economies in the world. In 2016, the government of Tanzania declared industrialization as the main strategy that could help the country to achieve the middle-income country status by 2025.

Accordingly, procurement and supply management has received an elevated status as an important discipline in supporting industrialization strategy and stimulating economic growth. In this regard, the government has invested significantly in revamping the dilapidated infrastructure and construction of new ones.

Some of these investments include increasing the depth of Dar es Salaam port and construction of new berth in order to increase cargo volume and ship turnaround, construction of standard gauge railway, construction of Julius Nyerere Hydropower project, increasing tarmac road network, among other initiatives. In order to realize the value of these government projects, the investment in improving procurement and supply competencies is equally important.

The Board's policies manifests to reviewing its curriculum after every five years or anytime whenever there is a major shift of national policies to maintain professional accreditation and accommodate changing needs of the profession. For instance, the President's office, Ministry for Local Governments has been selecting secondary school students with four credit passes and above who missed opportunities to join advanced secondary school to join colleges in different discipline including procurement and supply. Hence, it is therefore considered timely and appropriate to undertake curriculum review in order to take on board all the changes and developments on the ground.

1.4.2 Aims of the Programme

Professional curriculum aims at nurturing graduates from colleges and universities for Technician and professional practices to supply the labour market and promote self-employment.

1.4.3 Programme Philosophy

The Professional curriculum in procurement and supply profession is intended to enhance professional practices for procurement and supply chain management professionals and their associated actors in the field who are committed to the provision of quality services that bring value creation and make the difference by producing competent professionals to meet the needs of the public and private sectors.

To realize this philosophy, the programme combines knowledge, skills, attitudes and abilities that will enable both technicians and professionals to demonstrate best practices in real working environment and inculcate self-reliance at individual level, organization, nation, and global level.

1.5 Objectives of the Programme

1.5.1 General objective

The objective of this professional curriculum is to enhance the provision of professional skills and meet standards of excellence in procurement and supply chain practices.

1.5.2 Specific objectives of the programme

This curriculum has been developed to:

- (a) Equip learners with knowledge and skills in procurement and supply management practices
- (b) Equip learners with related procurement and supply auxiliary knowledge and skills.
- (c) Produce technicians who can work in routine procurement and supply functions.
- (d) Produce graduate professionals who can work in non routine procurement and supply functions.
- (e) Produce certified professionals who can assume managerial and leadership roles in procurement and supply functions.
- (f) Inculcate ethical values and organizational norms in procurement and supply chain management practices.
- (g) Develop skills and culture of self-reliance.

1.6 Programme Structure

The general programme structure is built around professional skills that are designed to provide learners with opportunities to learn how to use their

knowledge and experience in procurement and supply in order to demonstrate performance in the real working environment.

The specific objectives of the programme will be realized through the structured exit blocs of Professional Diploma bloc (Professional Diploma one and two), Graduate Professional bloc (Graduate Professional one, two, and three), and Certified Procurement and Supply Professional (CPSP) bloc (CPSP I, CPSP II and Research Paper).

In enhancing competencies of the three exit blocs, this curriculum has adopted blended curriculum for Content Based Curriculum and Competence Based Curriculum structure to build candidates in higher learning institutions from training institutions under TCU and NACTVET so as to keep pace with the acquisition of knowledge, skills and attitude for professional practices in procurement and supply professionalism.

The content of the learning area were synchronized from challenges emerged in the outgoing syllabus, findings from curriculum situational analysis that drove the curriculum development task force (CDTF) to further perform professional skills job analysis based on the three blocs from professional diploma, graduate professional and CPSP bloc. The aim was to obtain relevant learning areas that suit generic curriculum needs for technicians and professionals who will perform and demonstrate competencies in procurement and supply chain management.

1.7 Generic Curriculum needs and Competence Level Descriptors

Generic curriculum needs are technical education and training qualities that are developed in all learners regardless of the specific area or content of learning in order to facilitate life-long learning within and across fields for professional practice. These education qualities cover many of the desired workplace knowledge, attitudes and life skills characterized by cognitive, affective and psychomotor domains necessary for success in professional performance and one's life within the modern global economies.

The generic curriculum needs and competence level descriptors for this curriculum are reflected in the three desired learning blocs of professional Diploma, Graduate professional and the Certified Procurement and Supply Professional (CPSP) as detailed in Table 1.

Table 1: Generic curriculum needs and competence level descriptors

SN	Learning Bloc	Purpose of qualification	Competence Level Description
1	Professional Diploma in procurement and supply management	To use knowledge and skills to perform various activities of procurement and supply functions as technician personnel similar to holder of ordinary diploma in Procurement and Supply chain management.	Apply knowledge and skills in procurement and supply chain functions which are routine.
2	Graduate Professional in Procurement and supply management	To plan, organize, direct and execute procurement and supply functions similar to holder of bachelor degree in procurement and supply chain management.	Apply knowledge, skills and understanding in procurement and supply chain functions that are non-routine.
3	Certified Procurement and Supply Profesional (CPSP) in procurement and supply management	Use procurement and supply knowledge and skills to perform broad range of complex procurement and supply chain functions and assume leadership roles similar to the holder of Master degree in procurement and supply chain management.	Demonstrate mastery of complex procurement and supply chain functions in employing knowledge and understanding to conduct research or advanced professional activities

1.8 Subject Coding

The code used in this curriculum is an abbreviation of name of the programme in the three entry and exit blocs. The system of coding has a combination of letters and numbers representing programme and its series of subjects as follows:

- D:** Represents professional Diploma programme and its numbers representing series of subjects in professional Diploma I and II.
- G:** Represents Graduate Professional programme and its numbers representing series of subjects in graduate professional I, II, and III.
- C:** Represents Certified Procurement and Supply Professional- Tanzania (CPSP-T) programme and its numbers representing series of subjects in CPSP I and II.

1.8.1 Professional Diploma

The professional Diploma programme has been structured to comprise core subjects in procurement and supply chain profession and related supportive subjects to the profession. Skills analysis was performed based on field findings, PSPTB Act and regulations, schemes of services or job description from public and private sector and global professional practices for the category of assistant procurement, supplies, procurement logistics, and asset management assistant. The obtained duties were further harmonized to get relevant critical skills that was critically discussed to propose learning areas or subjects bloc as shown in Table 2.

Table 2: Learning areas for Professional Diploma I and II

STAGE	CODE	CORE SUBJECTS
Professional Diploma I	D01	Warehouse Operations
	D02	Business Communication and Report writing
	D03	Business Mathematics and Statistics
	D04	Information and Communication Technology
	D05	Procurement Principles
Professional Diploma II	D06	Inventory Control
	D07	Fundamentals of Procurement Contract Management
	D08	Principles of Office and Records Management
	D09	Principles of Assets Management
	D10	Tendering Process and Techniques
	D11	Entrepreneurship and Commercial Knowledge

1.8.2 Graduate Professional

The Graduate Professional programme has been structured to comprise core subjects in procurement and supply chain profession and related supportive subjects to the profession. Skills analysis was performed based on field findings, PSPTB Act and regulations, schemes of services or job description from public and private sector and global professional practices for the category of procurement, supplies, procurement logistics, and asset management officers.

The obtained duties were further harmonized to get relevant critical skills that was critically discussed to propose learning areas or subjects bloc as shown in Table 3.

Table 3: Learning areas for Graduate Professional I, II and III

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

1.8.3 Certified Procurement and Supply Professional

The Certified Professional programme has been structured to comprise core subjects in procurement and supply chain management and related supportive subjects to the profession. Skills analysis was also performed based on situational analysis report, PSPTB Act and regulations, schemes of services or job description from public and private sector and global professional practices for the category of procurement, supplies, procurement logistics, and asset management senior, principal and Managerial positions. The obtained duties were further harmonized to get relevant critical skills that was critically discussed to propose learning areas or subjects as shown in Table 4.

Table 4: Learning areas for Certified Professional I, II and Research

STAGE	SUBJECT CODE	SUBJECT NAME
Certified Procurement and Supply Professional I	C01	Fleet and Logistics Management
	C02	Consultancy and Entrepreneurship
	C03	Strategic Supply Chain Management
	C04	Project Management
	C05	Business Negotiation
	C06	Procurement Contract Management
Certified Procurement and Supply Professional II	C07	Managing Supply Chain Risks
	C08	Global Strategic Procurement
	C09	Leadership and Governance
	C10	Strategic Asset Management
	C11	Procurement and Supply Chain Audit
	C12	Research Paper

1.9 Entry Criteria

The entry qualifications for the proposed programmes: professional diploma, graduate professional and certified professional accommodated certificates of exit from college/university and exit qualifications from the Board. Table 5 below analyses the minimum entry qualification required for joining the proposed programmes.

Table 5: Minimum Entry Qualifications

STAGE	QUALIFICATIONS
Professional Diploma I	<ul style="list-style-type: none"> a) Basic storekeeping or basic certificate issued by the Board. b) Certificate (NTA 4) in either procurement and supply programs, procurement and logistics programs, procurement and supply management, or transport and logistic programmes. c) Ordinary Diploma (NTA6) other than procurement and supply programmes or transport and logistic programs. d) Certificate of competence for basic certificate in procurement and supply programs issued by the Board. e) Any other professional qualifications recognized by the Board as equivalent to certificate in procurement and supply programs.
Professional Diploma II	Professional Diploma I, or Foundation stage I issued by the Board.
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 competence in Professional Diploma for Procurement and Supply programs issued by the Board. (e) Any other professional qualifications recognized by the Board as equivalent to Professional Diploma in procurement and Supply programs
Graduate Professional II	Graduate Professional I
Graduate Professional III	Graduate Professional II
Certified Professional I	<ul style="list-style-type: none"> (a) Graduate Professional Certificate in Procurement and Supply management or Professional III issued by the Board. (b) Bachelor Degree or (NTA 8) in Procurement and Supply programs, Procurement and Logistics Management, and Procurement and Supply Management. (c) Certificate of competence for Graduate Professional in Procurement and Supply Management programs issued by the Board. (d) Any other professional qualifications recognized by the Board as equivalent to Graduate Professional Certificate in procurement and Supply programmes.
Certified Professional II	Certified Professional I

1.10 Exemption Criteria

- (a) The Board will accept and grant exemptions to holders of qualifications from other disciplines on none core subjects for curricula bearing five years at a time of the exemption application from any recognized institutions.
- (b) Candidates holding Master degree or PhD will NOT be required to conduct research paper, instead they shall be obliged to write independent professional practice project paper as shall be guided by the Board. This will be applicable only for candidates who will be possessing such qualifications during the admission at Certified Professional level one (CPSPI) examinations.

1.11 Credit transfer and Professional Progression

1.11.1 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 curriculum. The Board may limit the credit transfer to a period of two years following commencement of the current curriculum so as to allow candidates with referred subjects to clear them whilst enjoying credits already obtained earlier in their previous examinations.

In credit transfer, candidates who had previously passed either stage in the phased out syllabi will qualify to continue to the next level within the period of five years. This implies that, the valid time for this curriculum is a maximum of five years. Hence a cleared examination level shall be valid for only five years before it becomes dormant. After the years, the candidate will be obliged to start afresh in the respective examination level.

1.11.2 Professional Progression

Professional progression in this curriculum refers to formal or none formal academic and professional development opportunities that a

bonafide candidate will benefit. Table 6 below shows Professional and Academic Progression.

Table 6: Professional and Academic progression

SN	Exit Program	Professional Certification	Learning progression
1	Professional Diploma level II in Procurement and Supply Management	Professional Diploma Certificate in Procurement and Supply Management.	Graduate Professional in Procurement and Supply Management, Bachelor Degree or NTA 6 in Procurement and Supply Management programs or Continuous Professional Development (CPD).
2	Graduate professional level III in Procurement and supply Management.	Graduate Professional Certificate in Procurement and supply Management.	Certified Procurement and Supply Professional (CPSP) in procurement and supply programmes or any Postgraduate Diploma or Continuous Professional Development (CPD)
3	Certified Procurement and Supply Professional level (CPSP II) in Procurement and Supply Management.	Certified Procurement and Supply Professional Certificate-Tanzania (CPSP-T).	Master Degree programs or Continuous Professional Development (CPD).

1.12 Teaching methods and approaches

Teaching methods are general principles, art of teaching and learning process (Pedagogy) and the management strategies used for class room instruction or training environment. Teaching approach then refers to the set of principles, beliefs, ideas and strategies about the nature of teaching and learning translated into the classroom or training environment practices.

The suggested teaching and learning methods for professional training in this curriculum include but not limited to:

- (i) Peer-tutoring
- (ii) Brainstorming
- (iii) Case-based scenario training
- (iv) Problem-based training

- (v) Role play
- (vi) Lecturing and discussion
- (vii) Apprenticeship, and
- (viii) Study visits

Syllabus and training manuals will support the implementation of teaching and learning approaches that will take place in physical classroom, online and blended training environment.

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

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

Although, the Board does not directly involve itself in teaching, the accredited training providers and training institutions that train on behalf of the Board must ensure quality assurance in teaching delivery and assessment as per Board's standards.

1.13 Trainers Qualifications

Training shall be conducted by trainers with higher academic and professional qualifications than the respective exit qualification of the training and examination scheme. Learning areas in the procurement and supply profession shall be taught by trainers with procurement and supply profession while learning areas in 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	Professional Diploma level I and II	Holders of Bachelor Degree or graduate professional and registered at least in graduate category with minimum working experience of more than two years or training experience practices.
2	Graduate Professional level I, II & III	CPSP holders and registered in at least approved category with minimum working experience of more than three years or training experience practices.
3	Certied Procurement and Supply Professional level I (CPSPI) and II (CSPPII).	Masters Degree and CPSP registered in authorized category with working experience of more than four years in procuremnt and supply functions or training experience practices.

1.14 Training programme structure and coverage

The training programme has been structured from simple to complex competence descriptors' blocs comprising of Professional Diploma, Graduate Professional and Certified Procurement and Supply Professional. The training coverage duration is determined by credit hours allotted in each subject which is the baseline for study scheme notional hours.

1.14.1 Professional Diploma

The notional teaching hours in each subject for Professional Diploma will bear a minimum of 216 teaching hours before one can attempt an examination. A total of 1,188 notional hours for Professional Diploma level I are recommended while a total of 1,476 notional hours are recommended for Professional Diploma leve II. Therefore, the whole programme of Professional Diploma Certificate should be covered in not less than 2,664 notional hours for a maximum of nine months of training as detailed in Table 8.

Table 8: Scheme of study for Professional Diploma subjects

Subject Code	Subject Name	Scheme of Study (Hours per Week)				Total Notional Hours (Week)	Total Notional Hours (Month)	Total Notional Hours (9 Month)	Total Credits
		L	I	D	AS				
PROFESSIONAL DIPLOMA LEVEL I									
D01	Warehouse Operations	2	2	2	1	7	28	252	25
D02	Principles of Assets Management	2	2	2	1	7	28	252	25
D03	Business Mathematics and Statistics	2	1	2	1	6	24	216	22
D04	Information and Communication Technology	2	1	2	1	6	24	216	22
D05	Procurement Principles	2	2	2	1	7	28	252	25
TOTAL CREDIT HOURS FOR PROFESSIONAL DIPLOMA I								1,188	119
PROFESSIONAL DIPLOMA LEVEL II									
D06	Inventory Control	2	2	3	1	8	32	288	29
D07	Fundamentals of Procurement Contract Management	2	2	2	1	7	28	252	25
D08	Principles of Office and Records Management	2	1	2	1	6	24	216	22
D09	Business Communication and Report Writing	2	1	2	1	6	24	216	22
D10	Tendering Process and Techniques	2	2	3	1	8	32	288	29
D11	Entrepreneurship and Commercial Knowledge	2	1	2	1	6	24	216	22
TOTAL CREDIT HOURS FOR PROFESSIONAL DIPLOMA LEVEL II								1,476	148
TOTAL CREDIT HOURS FOR PROFESSIONAL DIPLOMA								2,664	266

Key : L = Lecture, I = Independent Study, D = Group Discussion and AS = Assignment

1.14.2 Graduate Professional

The notional teaching hours in each subject for graduate Professional will bear a minimum of 180 teaching hours before one can attempt an examination. 1,116 notional hours for Graduate Professional I are recommended while a total of 1,118 notional hours are recommended for Graduate Professional II and 1,260 notional hours are recommended for Graduate Professional III. Therefore, the whole programme for Graduate Professional certificate should be covered in not less than 3,564 notional hours for a maximum of nine months of training as detailed in Table 9.

Table 9 Scheme of study for graduate Professional Subjects

Subject Code	Subject Name	Scheme of Study (Hours per Week)					Total Notional Hours (Week)	Total Notional Hours (Month)	Total Notional Hours (9 Month)	Total Credits
		L	I	C	GD	AS				
GRADUATE PROFESSIONAL LEVEL I										
G01	Procurement Management	3	1	1	1	1	7	28	252	25
G02	Principles of Economics	2	1	0	1	1	5	20	180	18
G03	Management Principles and practice	2	1	0	1	1	5	20	180	18
G04	Legal Aspects of Procurement	3	1	1	1	1	7	28	252	25
G05	Warehouse Management	3	1	1	1	1	7	28	252	25
TOTAL CREDIT HOURS FOR GRADUATE PROFESSIONAL LEVEL I									1116	112
GRADUATE PROFESSIONAL II										
G06	Public Procurement Management	3	1	1	1	1	7	28	252	25
G07	Decision making Techniques	3	1	1	1	1	7	28	252	25
G08	Procurement Ethics and Professionalism	2	1	0	1	1	5	20	180	18
G09	Business Consulting Skills	3	1	1	1	1	7	28	252	25
G10	Asset Management	3	1	1	1	1	7	28	252	25
TOTAL CREDIT HOURS FOR GRADUATE PROFESSIONAL LEVEL II									1188	119
GRADUATE PROFESSIONAL LEVEL III										
G11	Financial Management	3	1	1	1	1	7	28	252	25
G12	Business Research Methods	3	1	1	1	1	7	28	252	25
G13	Inventory Management	3	1	1	1	1	7	28	252	25
G14	Assets management	3	1	1	1	1	7	28	252	25
G15	Essentials of Procurement and Supply Audit.	3	1	1	1	1	7	28	252	25
TOTAL CREDIT HOURS FOR GRADUATE PROFESSIONAL LEVEL III									1260	126
TOTAL CREDIT HOURS FOR PROFESSIONAL DIPLOMA									3564	356

Key : **C**= Case Study, **GD** = Group Discussion, **L** = Lecture, **I** = Independent Study, and **AS** = Assignment

1.14.3 Certified Procurement and Supply Professional

The notional teaching hours in each subject for Certified Procurement and Supply Professional will bear a minimum of 288 teaching hours before one can attempt an examination. A total of 1,872 notional hours for CPSP I are recommended while a total of 2,016 notional hours are recommended for CPSP II including research paper. Therefore, the whole programme for a CPSP certificate should be covered in not less than 3,348 notional hours for a maximum of nine months of training as detailed in Table 10.

Table 10: Scheme of study for Certified Procurement and Supply Professional

Subject Code	Subject Name	Scheme of Study (Hours per Week)					Total Notional Hours (Week)	Total Notional Hours (Month)	Total Notional Hours (9 Month)	Total Credits
		L	I	C	GD	AS				
CPSP LEVEL I										
C01	Fleet and Logistics Management	4	1	1	1	1	8	32	288	29
C02	Consultancy and Entrepreneurship	4	1	1	1	1	8	32	288	29
C03	Strategic Supply Chain Management	4	1	2	1	1	9	36	324	32
C04	Project Management	4	1	2	1	1	9	36	324	32
C05	Business Negotiation	4	1	2	1	1	9	36	324	32
C06	Procurement Contract Management	4	1	2	1	1	9	36	324	32
TOTAL CREDIT HOURS FOR CPSP LEVEL I									1,872	187
CPSP LEVEL II										
C07	Managing Supply Chain Risks	4	1	1	1	1	8	32	288	29
C08	Global Strategic Procurement	4	1	1	1	1	8	32	288	29
C09	Leadership and Governance	4	1	1	1	1	8	32	288	29
C10	Strategic Asset Management	4	1	1	1	1	8	32	288	29
C11	Procurement and Supply Chain Audit	4	1	2	1	1	9	36	324	32
C12	Research Paper	0	15	0	0	0	15	60	540	54
TOTAL CREDIT HOURS FOR CPSP LEVEL II									2,016	202
TOTAL CREDIT HOURS FOR CPSP									3,888	389

Key : **C**= Case Study, **D** = Group Discussion, **L** = Lecture, **I** = Independent Study and **AS** = Assignment

1.15 Assessment and examination timing

The assessment and examination scheme in the three learning blocs structure has been designed so that they make an accumulation of professional knowledge and competences. The subjects contained in each level form a progression of knowledge and skills that help the pursuit of procurement and supply functions for routine and non routine tasks. The Board's examinations will be conducted as part of summative assessment to evaluate professional trainings conducted by the Board itself or by training institutions based on this curriculum and professional practices. The examinations will be conducted on the basis of competence based

assessment that measures candidates' competence against a standard performance.

Professional examinations put the focus on learning outcomes to constantly improve academic and professional practices in order to meet the labour market demands. Boards' examinations entail, therefore, both written examinations and oral examinations as shall be prescribed in the syllabi.

1.15.1 Written Examinations

The examination will be conducted on the basis of competence based assessment. Any candidate seeking admission to any examination scheme shall make an application in the prescribed examination registration format within such period as may be prescribed by the Board. The examination and curriculum sections on behalf of the Executive Director shall have power to accept or reject any examination application if considers in appropriate with regard to criteria set in this curriculum and on such terms as may be prescribed in the examination regulations and the syllabi.

Examinations will be set and moderated in accordance with the syllabi and examination preparation guidelines in line with examination quality assurance guidelines or assessment plan as may be prescribed by the Board. A candidate is deemed as having passed the examination scheme if such candidate has passed all subjects examined in the respective examination level. A candidate shall be referred on the failed subject(s) for a maximum of two years since the first sitting of the subject in the examination level. In case he/she fails to clear the failed subjects within prescribed period, the candidate will be required to start a fresh the whole examination level.

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

be awarded to a candidate upon passing all subjects required in the examination scheme.

1.15.2 Research Examination

Candidates are required to submit a research report within two years after successful completion of CPSP examination scheme. The paper should focus in any topic based on procurement and supply chain management programs as shall be guided in the comprehensive research methodology training workshop.

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

Summative assessment in research report will be conducted based on oral research defense examinations that will be presented via physical or online modes with which successful candidates shall be considered to have passed the research report examination. This process will be guided in the professional syllabus and Training research guidelines issued by the Board.

1.16 Grading System

Grading system is the measure of candidates' achievement and performance of established learning objectives and outcomes. Grading system in this curriculum involves percentage grading from 0 to 100 percentage using common scale as Pass (P) or Fail (F). The score will be awarded out of 100 percent. The marks obtained from different assessment components will be graded and classified as indicated in Table 11.

Table 11: Grading system

SN	Range of Marks	Grade	Clasification	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 curriculum focus on summative assessment for Boards' examinations in Professional Diploma, Graduate Professional and CPSP learning blocs that will be stated on either Pass or Fail basis. The classification components for distinction, credit, pass and fail will be used as general education system as the need arises from the graduates similar to GPA computation.

Based on the professional examinations, scores for grades A to C will be regarded as pass grade meanwhile "F" score grade will be considered as fail.

1.17 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.

1.18 Examination results and publication

Provisional results for the examinations may be communicated to the candidates after they have been declared by technical committee for Examination and Certification that will be constituted from competent educational authorities as advisory committee whilst the final results being approved by the Board of Directors. Statements of results bearing the grades score in each subject shall be sent directly to the candidate.

1.19 Certification and award

Upon successful completion of examination scheme at exit level, the candidate shall be issued/awarded with a certificate of accomplishment of the programme undertaken.

The certificates to be issued are:

- (i) Professional Diploma Certificate in Procurement and Supply Management,
- (ii) Graduate Professional Certificate in Procurement and Supply Management, and;
- (iii) Certified Procurement and Supply Professional Certificate - Tanzania (CPSP-T) in Procurement and Supply Management.

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 will be guided in the syllabi.

SECTION TWO - CURRICULUM 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.

2.1 Learning Areas for Professional Diploma I

Subject Name: Warehouse Operations

Subject Code: D01

Subject Objectives

- (a) To equip learners with knowledge on the basics of warehouse operations.
- (b) To examine in depth principles, techniques, and methods involved in efficient warehouse operations.
- (c) To enable learners to apply appropriate warehouse principles and techniques for effective warehouse operations in the organization.

Subject learning outcome: Apply warehouse operation skills and knowledge in organization.

Table 12: Learning Areas Matrix for Warehouse Operations

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply warehouse operation skills and knowledge in organization	1.1 Introduction to warehouse operations	1.1.1 Basics of warehouse operations	(a) Describe various concepts of warehouse operations. (b) Determine the objective of Warehouse (c) Explain the types of warehouses. (d) Identify the functions of a warehouse. (e) Describe the importance of warehouse in organizations.	Warehouse operations is clearly introduced in the organization.
		1.1.2 Principles of warehouse	(a) Describe the basic principles of warehouse. (b) Explain principles of warehouse operations (c) Apply warehouse principles in business operations.	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	1.2 Organization of Warehouse structures	1.2.1 Warehouse layout	(a) Describe various concepts of warehouse layout. (b) Describe the types of warehouse layout. (c) Describe the principles of warehouse layout design. (d) Explain the importance of warehouse layout.	Warehouse structures are properly organized in organizations.
		1.2.2 Materials Arrangements	(a) Describe various concepts of materials arrangements. (b) Identify and classify materials in the warehouse. (c) Explain the importance of materials arrangements (d) Explain the stock location system. (e) Discuss the Challenges and mitigation strategies of stock location in warehouse.	Warehouse materials are properly arranged.
	1.3 Warehouse functions and automation	1.3.1 Warehouse Receiving	(a) Describe the concept of warehouse receiving (b) Explain the functions of warehouse receiving (c) Describe warehouse-receiving process. (d) Explain the procedures of inspection and Undertakings Checking of Items. (e) Explain the challenges and mitigation strategies of receiving function.	Warehouse functions are properly addressed in organizations.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.3.2 Storage in Warehousing	<ul style="list-style-type: none"> (a) Describe various concepts of storage. (b) Explain the principles to consider in storage of materials. (c) Describe storage methods and systems in warehouse. (d) Determine warehouse operation tools and equipment. 	
		1.3.3 Issuing and loading procedures	<ul style="list-style-type: none"> (a) Explain the concepts of issuing and loading. (b) Identify the procedures for issuing and loading. (c) Identify issuing documents used in the warehouse. (d) Describe practices in loading materials. 	
		1.3.4 Warehouse security and safety measures	<ul style="list-style-type: none"> (a) Describe various concepts related to warehouse security and safety. (b) Identify various hazards in warehouse. (c) Describe safety measures in warehouse. (d) Demonstrate the use of safety instructions and signs in warehouse. (e) Identify fire precautions in warehouse. (f) Identify security measures in the warehouse. 	
		1.3.5 stocktaking and verification	<ul style="list-style-type: none"> (a) Describe concepts of stocktaking and stock verification. (b) Differentiate stock verification from stocktaking. (c) Identify types of stocktaking and stock verification. (d) Explain the purpose of stocktaking and 	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			verification. (e) Describe procedures of conducting stocktaking (f) Discuss types of discrepancies, their causes, and control measures.	
		1.3.6 Warehouse automation	a) Describe the concepts of warehouse automations b) Describe the categories of warehouse automation. c) Explain the importance of warehouse automation. d) Describe the challenges in warehouse automation. e) Apply modern ICT tools in warehouse functions	
	1.4 Warehouse records and Documentation	1.4.1 Warehouse documentation	(a) Describe the concept of warehouse documentation (b) Identify documents in warehouse (c) Explain documents involved in warehouse. (d) Explain the importance of documentation in warehouse	Warehouse documentation are properly described in organization.
		1.4.2 Warehouse records	(a) Describe the concepts of warehouse records. (b) Identify the types of warehouse records (c) Explain the reasons for maintaining warehouse records	

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Subject Name: Business Communication and Report Writing

Subject Code: D02

Subject Objectives

- (a) To equip learners with essential knowledge and skills of business communication and report writing.
- (b) To enable learners to apply basic communication skills in procurement and supply functions.
- (c) To enable learners to apply appropriate business communication principles and report writing techniques for effective communication in the organization.

Subject Learning Outcome: Apply basics of business communication and report writing in execution of business operations.

Table 20: Learning Areas Matrix for Business communication and report writing

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Apply business communication skills in business undertakings	1.1 Business communication	1.1.1 Basics of business communication	(a) Describe various concepts of business communication (b) Explain the principles of communication (c) Describe the elements of communication cycle (d) Explain the factors that promote effective communication (e) Describe the barrier to effective communication (f) Describe ways to solve barriers to effective communication	Business communication skills in business undertakings are applied.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			1.1.2 Grammar	(a) Apply the use of articles (b) Identify active and passive voice (c) Describe the use of Direct and indirect speech (d) Apply Parts of speech in constructing sentences (e) Apply tenses in constructing sentences (f) Apply Phrases and clauses in constructing sentences	
			1.1.3 Basic Communication tools	(a) Describe the concepts of basic communication tools (b) Identify and explain basic communication tools (c) Apply basic communication tools (letter, memo, press release, e-mail etc)	
2	2.0 Explain various concepts of report writing in executing business activities.	2.1 Introduction to report writing	2.1.1 An overview of report writing.	(a) Describe the concept of report writing (b) Identify and distinguish various types of reports (c) Describe the formal and informal reports (d) Describe the advantages of reports (e) Describe pre-requisites to report writing	Various concepts of report writing are explained as used in executing business activities.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			2.1.2 Report writing process	(a) Describe the concept of report writing process (b) Identify and describe basic steps in report writing process (c) Describe the features of an effective report (d) Describe the challenges of writing reports	
3	3.0 Apply fundamental information-gathering skills to create business reports.	3.1. Information sources	3.1.1 Introduction to information sources	(a) Describe the term information (b) Explain the nature of information for report writing (c) Identify and describe the sources of information for report writing (d) Describe the qualities of good information (e) Describe the methods of obtaining information for writing business reports (f) Collect the relevant information for writing business reports (g) Describe the advantages and limitations of methods of obtaining information	fundamental information-gathering skills to create business reports are applied

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			3.1.2 Credibility of information sources	<ul style="list-style-type: none"> (a) Describe the concept of credibility of information source (b) Explain the ways to identify credibility of information sources (c) Identify the features of credible sources of information (d) Determine the credibility of information sources 	
4	4.0 Apply business report writing skills in business undertakings	4.1 Business report writing	4.1.1 Introduction to business report writing	<ul style="list-style-type: none"> (a) Describe the concept of business report writing (b) Discuss contents of business report (c) Explain the purposes of a business report (d) Identify the users of business reports (e) Describe the matters to report (f) Describe various templates of a report (g) Describe the organization of a business report (language, editing, etc.) (h) Prepare a business report. 	business report writing skills in business undertakings are applied.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			4.1.2 Report presentation	(a) Describe the concept of report presentation (b) Identify various techniques of report presentation (e.g. tables, figures, charts, ppt etc) (c) Identify circumstances under which each of the described technique is used	

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Subject Name: Business Mathematics and Statistics

Subject Code: D03

Subject Objectives

- (a) To equip learners with mathematical knowledge necessary in solving business problems.
- (b) To equip learners with statistical knowledge required in solving business problems.
- (c) To enable learners to apply mathematical and statistical skills in supply chain management perspective.

Subject Learning Outcome: Apply Mathematics and Statistics Techniques in business decision making.

Table 14: Learning areas Matrix for Business Mathematics and Statistics

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply mathematics in business decision making	1.1 Introduction to business mathematics	1.1.1 Mathematical operations	<ul style="list-style-type: none">(a) Describe the concept of basic mathematical operations(b) Solve problems related to fractions(c) Compute equations with two unknowns(d) Describe laws governing indices, logarithms, and their relationship(e) Apply laws of indices and logarithms to solve various mathematical problems relating to indices and	Mathematics are applied in business decision making.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			logarithms (f) Compute problems relating to arithmetic and geometrical progressions	
		1.1.2 Ratios, proportions and percentages	(a) Describe ratios, proportions and percentages (b) Convert ratios into any given value in percentage and percentage to decimals (c) Use ratio, percentages and proportion to solve business problems	
		1.1.3 Linear equations and its applications	(a) Describe linear equations concepts (b) Derive linear equations of the straight line (c) Use linear equations in real life	
	1.2 Matrices	1.2.1 Introduction to Matrices	(a) Describe the concepts of matrices (b) Explain different types of matrices (c) Discuss the significance of matrices in business decision making	
		1.2.2 Matrices in business operations	(a) Solve matrices by addition, subtraction and multiplications	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(b) Transpose matrices (c) Describe the matrix inversion concepts (main and leading diagonals) (d) Compute the determinant of matrices (e) Use matrices in business operations (cramer's rule to solve simultaneous equation of 2 x 2, inverse of a matrix, determinants of a square matrix)	
	2.1 Mathematics of Finance	2.1.1 Simple and compound interest	(a) Describe the concepts of simple and compound interest, (b) Explain the difference between simple and compound interest, (c) Compute simple and compound interest.	
		2.1.2 Annuity, sinking fund, amortization and depreciation	(a) Describe the concepts annuity, sinking fund, amortization and depreciation (b) Calculate present and future value of annuity (c) Prepare loan amortization schedule (d) Calculate depreciation.	
2.0 Apply statistics in business decision making	2.1 Fundamentals of business statistics	2.1.1 Introduction to Business Statistics	(a) Describe the concepts of business statistics (b) Explain types of statistical data (c) Identify the sources of data	Statistics are applied in business decision making

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(d) Differentiate between descriptive and inferential statistics (e) Distinguish discrete from continuous data (f) Explain the role of business statistics	
		2.1.2 Data Collection methods and presentation	(a) Explain different sources of data (b) Identify and explain data collection methods (c) Identify and explain data analysis methods (d) Identify and explain data presentation methods	
		2.1.3 Statistical Measures	(a) Describe the measures of central tendency (b) Calculate the mean, median and mode for both ungrouped and grouped data. (c) Explain the relationship among mean, mode and median, (d) Calculate range, mean deviation and standard deviation	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	3.1 Introduction to probability	3.1.1 Elements of Probability	(a) Describe the probability concepts (b) Explain the basic rules of probability (c) Use Venn diagram in probability calculation (d) Compute the sample space of a small experiment, such as three tosses of a fair coin	
		3.1.2 Probability of an Event	(a) Describe the concept probability of an event (b) Explain the difference between mutually exclusive events and independent events (c) Calculate the probability of an event	

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Subject Name: Information and Communication Technology

Subject Code: D04

Subject Objectives

- (a) To equip learners with knowledge and skills of information and communication technology.
- (b) To equip learners with knowledge and skills of computer application and security system,
- (c) To enable learners apply information and communication technology in procurement and supply chain management.

Subject Learning Outcome: Apply information and communication technology (ICT) in execution of business operations.

Table 15: Learning areas Matrix for Information and Communication Technology

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply Information and Communications Technology in procurement and supply functions	1.1 Introduction to Information and Communication Technology (ICT)	1.1.1 Basics of Information and communication technology	a) Describe basic concepts of ICT b) Differentiate between Data and information c) Explain the role of ICT in business operations	Information and communication technology are properly introduced in procurement and supply function.
		1.1.2 Introduction to computer system	a) Describe concepts of computer systems b) Explain evolution of computer c) Explain categories of Computers d) Identify and describe components of computer system e) Explain characteristics of computer f) Describe types and functions of computer system	
		1.1.3 Computer application in	(a) Describe application of computer in business operations	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		business operations	(b) Explain the merits and demerits of computer application in business operations (c) Determine the factors affecting computer application in business operation	
	1.2 Computer file management	1.2.1 Basics of computer file management	(a) Describe computer files (b) Explain the importance of computer file management (c) Describe the procedures for creation and naming of file in computer (d) Create computer file, (e) Determine the uses of files in computer	Computer file management skills is applied
		1.2.2 Essentials of computer folder management	(a) Describe computer folders (b) Explain the procedures for computer folders creation and naming (c) Create a folder in a computer (d) Explain and apply computer folder operations – copying, pasting, cutting, dragging, dropping, arrangement and organization of files and folders etc (e) Determine the uses of folders in computer application	
		1.2.3 File security system to support information and communicatio	(a) Describe the concepts of file security system. (b) Describe the procedures for creation of file passwords (c) Create password for protection of files in computer,	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		n technology	(d) Describe hiding and unhiding of files and folders in a computer	Office application programs are properly operated in business.
	1.3. Office application programmes	1.3.1 Word processing	(a) Describe the interface of word application program (MS word, word for Mac) (b) Perform different operations within word processing application (c) Create and save word documents in a media, (d) Apply various formatting operations in word documents, (e) Print the word document using printing mechanism	
		1.3.1 Spreadsheets programme	(a) Illustrate Worksheet interface (b) create and save workbook in various media, (c) Perform various operations within Spreadsheets program (d) Sort and filter data (e) Apply various formatting operations within spreadsheet, (f) Identify and apply various excel Formula (g) Print the worksheets using printing mechanisms	
		1.3.2 Presentation programmes	(a) Create and save PowerPoint presentations (b) Perform various operations with presentation programmes (c) Apply various formatting operations in PowerPoint presentation	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(d) Deliver presentation (e) Print the slides using printing mechanisms	
	1.4 Internet and emails	1.4.1 Internet	(a) Describe computer network concepts (Client, Server, topology, etc.) (b) Outline essentials of computer networks (c) Explain the importance of computer network (d) Define different Internet terminologies (IP address, www, domain name, browser, bookmark, uniform resource, cloud computing, locator and downloading an uploading, internet and intranet) (e) Search for various information using internet (f) Explain the importance of internet in business operations	Internet and emails are clearly described in computer application
		1.4.2 E-mails	(a) Describe various concepts related to e-mails; (b) Explain types of email (personal and business) (c) Describe parts of an email, (d) Explain and perform e-mail operations	
	1.5 Computer crimes	1.5.1 Forms of computers crimes	(a) Describe various concepts of computer crimes (b) Analyze various types of computer crimes (c) Explain evolution of cybercrimes	Computer crimes are clearly identified.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(d) Discuss merits and demerits of computer crimes	
		1.5.2 Ways of preventing computer crimes	(a) Describe ways of preventing computer crimes (b) Discuss legal and institutional frameworks governing cybercrimes (c) Discuss challenges affecting prevention of computer crimes	
	1.6 Computer application in procurement functions	1.6.1 Introduction to e-procurement	(a) Define e-procurement (b) Describe tools and techniques in e-procurement e.g., TANEPS; (c) Describe e-procurement process (d) Identify various types of electronic payments (e) Discuss challenges facing e-procurement operations	Computer application is properly described in procurement functions.
		1.6.2. Maintenance of stock catalogue	(a) Explain the uses of computer in receiving of stock (b) Explain the uses of computer in issuing of stock (c) Discuss challenges facing maintenance of stock catalogue	

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Subject Name: Procurement Principles

Subject Code: D05

Subject Objectives

- (a) To equip learners with knowledge and skills on the principles of procurement.
- (b) To examine in depth principles, techniques, and methods involved in effective execution of procurement functions.
- (c) To enable learners apply appropriate principles of procurement for effective execution of procurement functions in an organization.

Subject Learning Outcome: Apply principles of procurement in organizations

Table 16: Learning areas Matrix for Procurement Principles

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply procurement principles in execution of procurement operations	1.1 Introduction to procurement principles	1.1.1 An overview of procurement	(a) Describe various concepts of procurement. (b) Differentiate between public and private procurement (c) Identify categories of procurement (d) Explain the importance of procurement (e) Explain procurement objectives	Introduction to Procurement Principles is clearly described

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.1.2 Basic principles of procurement	(a) Describe various principles of procurement (b) Discuss the classified principles of procurement. (c) Narrate the ethical issues in procurement	
	1.2 Procurement procedures	1.2.1 Procurement cycle	(a) Describe the concept of procurement cycle (b) Identify key players involved in the procurement cycle (c) Discuss the roles of key players in procurement cycle	Procurement procedures are properly described in procurement operations.
		1.2.2 Procurement documentation	(a) Describe various concepts of procurement documentation (b) Categorize the documents used in procurement procedures (c) Administer procurement documents	
	1.3 Procurement approaches and methods	1.3.1 Procurement methods and its conditions for use	(a) Describe various methods of procurement methods (b) Explain the factors for consideration in the choice of a procurement methods (c) Discuss the procurement methods and their applicability	Procurement approaches and methods are properly applied in procurement operations
		1.3.2 Procurement approaches	(a) Describe various procurement approaches (b) Discuss the procurement approaches in procurement functions (c) Differentiate between procurement	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			approaches and procurement methods	
	1.4 Electronic procurement	1.4.1 Introduction to e- procurement	(a) Describe e-procurement concepts (b) Explain the importance of e-procurement (c) Discuss the evolution and implementation of electronic procurement in Tanzania (d) Explain the challenges for implementation of e-procurement (e) Classify the drivers of e-procurement (f) Describe enabling tools for e-procurement implementation	Electronic Procurement is properly applied in procurement operations
		1.4.3 Electronic procurement cycle	(a) Describe the concept of e-procurement cycle (b) Explain the e-procurement cycle as used in public and private procurement (c) Determine the procedures for handling e-payments and e-transactions (d) Explain various mechanisms for protection of online transactions	
		1.5.4 Legal aspects of e-procurement	(a) Describe the concept of legal aspect of e-procurement (b) Classify legal aspects of e-procurement operations (c) Explain the classified legal aspects of e-procurement operations	Electronic Procurement is properly applied in procurement operations

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2.2 Learning Areas for Professional Diploma Two

Subject Name: Inventory Control

Subject Code: D06

Subject Objectives

- (a) To equip learners with knowledge and skills of inventory control in business operations.
- (b) To equip learners with knowledge and skills on the application of inventory software in inventory management.
- (c) To enable learners apply appropriate principles and techniques for effective inventory control in the organization.

Subject Learning Outcome: Apply basic principles of inventory control in business operations.

Table 17: Learning Areas Matrix for Inventory Control

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Describe the concepts of inventory control as applied in business operations	1.1 Introduction to Inventory control	1.1.1 Basics of inventory control	(a) Describe the inventory and inventory control (b) Outline the classification of inventory (c) Explain the objectives for keeping inventory (d) Explain the importance of keeping inventory (e) Explain the concept of balancing conflicting goals in inventory control (f) Explain the steps involved in inventory control	Concepts of inventory control as applied in business operations are described.
		1.1.2 Role of inventory control	(a) Explain objectives of inventory control (b) Explain the importance of inventory control (c) Describe the factors affecting inventory control	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.1.3 Inventory control techniques	(a) Describe the concept of inventory control techniques (b) Explain the types of inventory control techniques (c) Describe the procedures for various inventory control techniques (d) Identify the inventory costs (e) Determine the inventory levels (f) Compute EOQ, ABC analysis, VEN etc. (g) Explain the advantages and disadvantages of various inventory control techniques	
2.0 Apply inventory ordering systems in business operations	2.1 Inventory ordering systems	2.1.1 Introduction to inventory ordering systems	(a) Describe the inventory ordering system (b) Describe the process of ordering for inventories (c) Explain the basic types of inventory ordering systems (d) Explain the advantages and disadvantages of inventory ordering systems	Inventory ordering systems in business operations are applied.
		2.1.2 Selection and choice of inventory ordering systems	(a) Explain the available ordering systems for both manufacturing and service organizations (b) Describe the factors affecting the selection and choice of inventory ordering systems (c) Explain the importance of selection and choice of inventory ordering systems	
3.0 Apply inventory control techniques in	3.1 Inventory control techniques	3.1.1 Introduction to	(a) Describe the inventory control techniques	Inventory control techniques in

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
business operations		inventory control techniques	(b) Explain the types of inventory control techniques (c) Explain the advantages and disadvantages of various inventory control techniques	business operations are applied
4.0 Apply inventory accounting techniques in controlling inventories of an organization	4.1 Accounting for inventory	4.1.1 Introduction to stock accounting	(a) Describe the concept of inventory accounting (b) Explain the procedures involved when accounting for inventories (c) Describe the reasons for inventory accounting. (d) Describe a stock account (e) Explain the importance of a stock account (f) Prepare a stock account	Inventory accounting techniques in controlling inventories of an organization is applied
		4.1.2 Methods of inventory accounting	(a) Describe various methods of inventory accounting (b) Identify the conditions for using each method of inventory accounting (c) Explain the advantages and disadvantages of inventory accounting methods (d) Compute various methods of inventory accounting	
5.0 Apply stocktaking and verification in inventory control	5.1 Stock taking and verification	5.1.1 An overview of stocktaking and verification	(a) Describe stocktaking and verification (b) Describe the purpose and types of stocktaking and verification (c) Explain the methods of stocktaking and verification (d) Describe stocktaking and verification procedures	Stocktaking and verification in inventory control are applied

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(e) Explain appointment of stocktaking team and their responsibilities (f) Explain treatment of discrepancies during, after stocktaking and verification of stocks (g) Explain the challenges involved in stocktaking and verification	
		5.1.2 Stocktaking and verification Documentation	(a) Describe the concept of documentation in stocktaking and verification (b) Describe various documents involved in stocktaking and verification (c) Explain the importance of stocktaking and verification documentation (d) Prepare stocktaking and verification documents	
		5.1.3 Introduction to stock disposal	(a) Describe the concept of stock disposal (b) Explain the causes stock disposal (c) Discuss the methods of stock disposal	
6.0 Apply ICTs in inventory control	6.1 ICT in Inventory control	6.1.1 Introduction to ICTs in inventory control	(a) Describe the concept of ICT in inventory control (b) Differentiate the manual from electronic system and their interface in relation with inventory control (c) Explain the reasons for application of ICTs in inventory control (d) Explain the requirements for effective application of ICTs in inventory control; and (e) Describe ICT devices used in inventory control (f) Explain the challenges of applying ICTs in	ICTs in inventory control are applied

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			inventory control	
		6.1.2 Inventory control software	(a) Describe various concepts of inventory control software (b) Describe various application software in inventory control (c) Apply various application software in inventory control (d) Explain the factors for selection of suitable software for inventory control (e) Explain the security consideration in application of ICT in inventory control	

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Subject Name: Fundamentals of Procurement Contract Management**Subject Code: D07****Subject Objectives**

- (a) To equip learners with basic knowledge and skills of Procurement contract management,
- (b) To equip learners with basic knowledge and skills in effective administration of procurement contract,
- (c) To enable learners apply appropriate techniques and practices of contract management for effective execution of procurement contract management in an organization

Subject Learning Outcome: Apply principles of procurement contract management in executing business operations.**Table 18: Learning Areas Matrix for Fundamentals of Procurement Contract Management**

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Explain various concepts of contract management in executing procurement contracts management	1.1 Introduction to contract management	1.1.1 Basics of contract	(a) Describe the concept of a contract (b) Describe terms and conditions of a contract (c) Describe types and features of contracts (d) Differentiate between contract and contract management (e) Explain the importance of contract (f) Describe contract management cycle	Various concepts of contract management are explained in executing procurement contracts management
		1.1.2 Contract formation	(a) Describe the concept of contract formation (b) Describe the elements of contract formation (c) Explain the importance of contract	

			formation	
2.0 Explain contract administration principles in executing procurement contracts	2.1 Essentials of contract administration	2.1.1 Introduction to contract administration	(a) Describe the concept of contract administration (b) Explain the activities involved in contract administration (c) Describe the contract variation (d) Describe the challenges in contract administration	Contract administration principles are explained in executing procurement contracts
		2.1.2 Contract documentation	(a) Describe the concept of contract documentation (b) Identify and describe the common documents related to procurement contract (c) Describe the procurement contract register (d) Explain the contents of procurement contract register (e) State the importance of a procurement contract register	
3.0 Explain contract termination and closure in executing business activities	3.1 Termination and closure of the contract	3.1.1 Contract termination	(a) Describe the concept of contract termination (b) Explain the factors that may lead to contract termination (c) Describe the concept of dispute resolution (d) Describe the remedies for breach of contract (e) Describe various ways of terminating contract	Contract termination and closure in executing business activities is explained
		3.1.2 Contract	(a) Describe the concept of contract	

		closure	closure (b) Explain issues to consider during contract closure (c) Explain importance of contract closure	
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Subject Name: Principles of Office and Records Management

Subject Code: D08

Subject Objectives

- (a) To equip learners with knowledge and skills of office and records management.
- (b) To examine in depth principles and techniques involved in office and records management.
- (c) To enable learners apply appropriate principles of office and records management for effective administration of procurement and supply records.

Subject Learning Outcome: Apply principles of office and records management in business operations.

Table 19: Learning Areas Matrix for Office and records management

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Explain basic office management concepts as applied in organizations	1.1 Introduction to office management	1.1.1 An overview of office management	(a) Describe the concepts of office management (b) Explain the elements of an office (c) Explain the elements of office management (d) Explain the importance of an office. (e) Describe the basic and administrative functions of an office (f) Describe various types of offices (g) Explain the advantages and disadvantages of each of the described	Basic office management concepts as applied in organizations are explained.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				office type	
			1.1.2 Office procedures	(a) Describe the concept of office procedures (b) Outline the guidelines in setting up office procedures (c) Describe the advantages of the office procedures (d) Explain the limitations of office procedures	
2	2.0 Explain functions of an office as applied in organizations	2.1 Office administration	2.1.1 An overview of office administration	(a) Describe the concept of office administration (b) Describe the activities involved in office administration (c) Identify the key personnel and chain of commands (d) Describe the concept of 5s in office administration	Functions of office as applied in organizations are explained
			2.1.1 Office designs	(a) Describe the office design and layout (b) Explain various types of office designs (c) Describe the concept of office layout factors to consider in designing office layout	
3	2.0 Explain ethics and workplace etiquette as applied in an organization	3.1 Ethics and workplace etiquette	3.1.1 Basics of workplace etiquette	(a) Describe the concept of workplace etiquette (b) Explain various elements of workplace etiquette (punctuality, neatness, orderliness, confidentiality, integrity etc.) (c) Explain about harassment and discrimination at workplace (d) Explain the importance of workplace etiquette	Ethics and workplace etiquette as applied in organization are explained

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			3.1.2 Workplace ethical behaviors	(a) Describe the concept of ethical behavior (b) Explain the importance of ethical practices at the workplace (c) Describe various ways to promote ethical behavior at workplace (d) Explain the challenges in implementation of ethics at the workplace (e) Explain the consequences of unethical conducts in the workplace (f) Identify tools for enhancing ethical behaviors (company's policies, code of ethics and conduct etc.) (g) Discuss application of ethical practices in procurement and supply chain functions	
4	4.0 Explain occupational health and safety issues as applied at workplace	4.1 Occupational health and Safety at workplace	4.1.1 An overview of occupational health and safety	(a) Describe the concept of occupational health and safety (b) Identify various workplace health and safety hazards (c) Explain the causes and sources of various hazards at workplaces (d) Describe the effects of health, safety and security hazards	Occupational health and safety issues as applies at workplace are explained.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			4.1.2 Health and safety programmes at workplace	(a) Describe various occupational health and safety standards (b) Explain the importance of adhering to occupational health and safety standards at workplaces (c) Explain the impact of implementing Health and Safety programs for improved working conditions. (d) Determine the reasons for office legislation for effective work coordination within an office (e) Describe the concept of ergonomics at workplaces	
			4.1.3 Overview of health and safety policies and legislations	(a) Explain the social protection policies for employees (b) Explain various legislations governing workplaces (workers' rights, OSHA etc.) (c) Describe the role of insurance in mitigating the risks associated with occupational health and safety concerns (d) Identify various social security schemes and funds for proper management of employees' welfare	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
5	5.0 Apply record management skills as used in organizations	5.1 Introduction to record management	5.1.1 An overview of records management	(a) Describe the concept of records management (b) Explain various types of records used in the organization (c) Explain the contents/features of a record (d) Identify the context and structure of records (e) Describe the objectives or purposes of records management (f) Discuss the record management process (record life cycle)	Record management as used in organizations is explained.
			1.1.2 File and filing systems	(a) Describe the concept of file and filing system (b) Explain the characteristics of a good filing (c) Explain the manual filing and file indexing in offices (d) Describe electronic filing system (e) Describe the advantages and disadvantages of filing systems. (f) Identify various tools for storing electronic files (g) Discuss the challenges of adopting electronic filing systems and its mitigation strategies	

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Subject Name: Principles of Assets Management

Subject Code: D09

Subject Objectives

- (a) To equip learners with knowledge and skills on principles of asset management.
- (b) To examine in depth principles and tools involved in effective assets management.
- (c) To enable learners, apply appropriate principles of asset management for effective assets management in the organization.

Subject learning outcome: Apply principles of assets management in organizations

Table 13: Learning areas Matrix for Principles of Asset Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
Apply principles of assets management in procurement and supplies management	1.1 Introduction to assets management	1.1.1 Basic principles of assets management	(a) Describe the concept of asset management (b) Describe the nature and scope of asset management (c) Analyze the asset management principles (d) Explain the categories of assets (e) Explain the importance of asset management	Asset management is clearly introduced
		1.1.2 Asset life cycle	(a) Describe the concept of asset life cycle (b) Describe the concept of asset planning	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(c) Describe the procedures for asset acquisition and maintenance (d) Describe the asset disposal procedures (e) Explain the reasons for disposing asset (f) Describe the concept of total cost ownership of asset	
	1.2 Asset risk management	1.2.1 Risk associated with asset management	(a) Describe the concept of risks in asset management. (b) Identify the risks arising from asset management (c) Analyze the asset risk mitigation strategies	Risk asset is properly managed.
		1.2.2 Asset review and verification	(a) Describe the concepts of asset review and verification (b) Describe the nature and scope of asset review and verification (c) Discuss the asset codification (d) Determine procedure to manage asset verification records (e) Determine the common errors in asset verification	
	1.3 Asset management records	1.3.1 Asset register	(a) Explain the concept of asset register (b) Describe the contents of asset register (c) Explain the role of asset register (d) Explain various categories of asset	Assets management planning is properly introduced.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			register (e) Prepare asset register	
		1.3.2 Asset record keeping	(a) Describe the concept of asset record keeping (b) Describe the asset records life cycle (c) State the importance of asset record keeping (d) Describe the manual and electronic record system (e) Identify various documents related to asset management (f) Discuss the challenges of asset record keeping and its mitigation strategies	

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Subject Name: Tendering Process and Techniques

Subject Code: D10

Subject Objectives

- (a) To equip learners with knowledge and skills on tendering process and techniques.
- (b) To examine in depth techniques and methods involved in tendering process for effective execution of procurement functions.
- (c) To enable learners apply appropriate techniques for effective administration of tendering process in the organization.

Subject Learning Outcome: Apply tendering procedures and techniques in undertaking procurement activities in business operations.

Table 21: Learning Areas Matrix for Tendering process and techniques

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.	1.0 Explain concepts related to tendering process	1.1 Introduction to tendering	1.1.1 An overview of tendering and techniques	(a) Describe the concept tendering (b) Explain the reasons for tendering (c) Identify the benefits of tendering (d) Describe the costs associated with tendering (e) Identify the risks associated with tendering	Concepts related to tendering process are explained.
			1.1.2 Tendering methods and techniques	(a) Describe the concepts of tendering methods and techniques (b) Explain the advantages and disadvantages of each tendering methods (c) Describe the conditions for	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				selecting tendering methods	
2.	2.0 Explain tendering process in business undertakings	2.1 Tendering process and documentation	2.1.1 Tendering process	(a) Describe the concept of tendering process (b) Describe the phases of tendering process (c) Identify the key players in the tendering process	Tendering process in business undertakings is explained.
			2.1.2 Tendering Documentation	(a) Describe the concept of tendering documentation (b) Identify various documents involved in the tendering (c) Describe the importance of tendering documentation (d) Determine the contents of a tender document	
3.	3.0 Describe institutional arrangements in tendering process	3.1 Procurement governance framework	3.1.1 overview of procurement governance	(a) Describe the concept of procurement governance (b) Identify institutions governing procurement (c) Determine the challenges of procurement governance and its mitigation strategies	Institutional arrangements in tendering process are described
			3.1.2 Institutional setup in tendering	(a) Describe the concept of institutional arrangement (b) Identify the key players within organizations who are involved in tendering process; and (c) Describe the role of key players	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				involved in tendering process.	
4.	4.0 Apply electronic tendering as the current trend in procurement context	4.1 Introduction to e-Tendering	4.1.1 An overview of e-Tendering	(a) Describe the concept of e-Tendering (b) Describe the forms of e-Tendering; (c) Differentiate manual from e-Tendering (d) Describe e -Tendering process (e) Describe benefits of e -Tendering (f) Describe challenges of e-tendering and its mitigation strategies	Electronic tendering as the current trend in procurement context is applied.
			4.1.2 e-Tendering tools	(a) Describe e-Tendering tools (b) Describe e-Tendering supportive tools and software (c) Explain the web-based tendering (d) Describe security aspects in e-Tendering	

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Subject Name: Entrepreneurship and Commercial Knowledge

Subject Code: D11

Subject Objectives

- (a) To equip learners with knowledge and skills on entrepreneurship and commercial knowledge
- (b) To examine in depth principles and techniques involved in entrepreneurship for effective business undertakings
- (c) To enable learners apply entrepreneurial skills and commercial knowledge to establish and manage business

Subject Learning Outcomes: Apply entrepreneurship skills and commercial knowledge in business operations.

Table 22: Learning Areas Matrix for Tendering process and Techniques

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Describe concepts of entrepreneurship as applied in business contexts.	1.1 Introduction to entrepreneurship	1.1.1 An overview of entrepreneurship	(a) Describe various concepts of entrepreneurship (b) Explain the evolution of entrepreneurship (c) Explain the myths of entrepreneurship (d) Describe the school of thoughts of entrepreneurship	Concepts of entrepreneurship as applied in business contexts are described
			1.1.2 Entrepreneurial attributes	(a) Describe the concept of entrepreneurial attributes (b) Determine the reasons for becoming an entrepreneur (c) Explain the entrepreneurial motives (d) Explain the challenges facing entrepreneurs and its mitigation strategies	
2	2.0 Apply entrepreneurship creative thinking	2.1 Business idea generation and creative thinking	2.1.1 Business ideas generation	(a) Describe concept of business idea generation (b) Explain the process of developing business ideas (c) Explain various techniques of creative thinking for entrepreneurs	Entrepreneurship creative thinking is applied
			2.1.2 Creativity and innovation	(a) Describe the concepts of creativity and innovation (b) Distinguish between creativity and innovation (c) Determine the stages of the creativity and innovation (d) Explain the factors influencing creativity and innovation (e) Explain the types of innovation	
3		3.1 Business formation	3.1.1 Forms of businesses and legal framework for business formation	(a) Describe the concept of business formation (b) Explain various forms of businesses (c) Explain the advantages and disadvantages of each form of a business	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(d) Describe the legal and statutory requirements for forming a business (e) Identify various institutions governing business formations and operations (f) Identify various legal documents for formation of a business	
			3.1.2 Business environment and Market research	(a) Describe the concepts of business environment and market research (b) Determine the business environment assessment (c) Explain the process of conducting market research.	
			3.1.3 Business plan	(a) Describe the concept of business plan (b) Identify the important components of a business plan (c) Explain the process of business plan review	
			3.1.4 Business financing	(a) Describe the concept of business financing (b) Identify the sources of capital for running a business (c) Explain the challenges for securing finances in business operations and its mitigation strategies	
4	4.0 Apply skills on business evaluation and continuity	4.1 Business evaluation and continuity	4.1.1 Business evaluation	(a) Describe the concept of business evaluation (b) Explain the process of establishing business performance indicators. (c) Identify the business performance measurements (ratio analysis, break-even analysis etc.) (d) Explain the process of business performance evaluation	Skills on business evaluation continuity are applied
			4.1.2 Business life cycle	(a) Explain the business life cycle (b) Explain how to manage business growth (c) Explain the process of business performance evaluation (d) Explain the gap for a niche within the existing business and scanning for opportunity	
			4.1.3 Business Succession and continuity	(a) Describe the concepts of business succession and continuity (b) Explain the importance of business succession and continuity (c) Discuss various types of business ownership	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
5	5.0 Apply commercial knowledge and skills in business operations	5.1 Introduction to commerce	5.1.1 An overview of commerce	(a) Describe the concept of commerce (b) Explain the types of commerce (c) Explain the importance of commerce (d) Describe the role of commerce in the business operations	commercial knowledge and skills in business operations is applied
			5.1.2 Factors of production	(a) Describe the concept of production (b) Discuss the factors of production (c) Explain the importance of production	
			5.1.3 The nature of commercial enterprises	(a) Describe the concept of commercial enterprises (b) Discuss various types of enterprises; (c) Explain the role of SMEs in the business operations	
			5.1.4 Commercial documentation	(a) Describe the concept of commercial documentation (b) Classify various types of commercial documents (c) Explain the importance of commercial documentation in business transactions (d) Explain the challenges associated with commercial documentation and its mitigation strategies	
6	6.0 Use knowledge of trade and aids to trade in business operations	6.1 Trade and aids to trade	6.1.1 Foreign and domestic trade	(a) Describe the concepts of foreign and domestic trade (b) Explain the features of foreign and domestic trade (c) Explain the factors influencing development of foreign and domestic trade (d) Explain the types of foreign and domestic trade (e) Explain the advantages and disadvantages of domestic and foreign trade.	Knowledge of trade and aids to trade in business operations is used.
			6.1.2 Aids to trade	(a) Describe the concept of aids to trade (b) Discuss the aspects of aids to trade (c) Discuss various types of aids to trade (d) Use various aids to trade in conducting business	

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2.3 2.3 Learning Areas for Graduate Professional I
Subject Name: Procurement Management

Subject Code: G01

Subject Objectives

- (a) To equip learners with knowledge and skills on procurement management.
- (b) To appraise principles, techniques, and methods of procurement management for effective execution of procurement functions.
- (c) To equip learners with knowledge and skills on procurement planning and governance.
- (d) To enable learners apply appropriate principles and strategies of procurement for effective execution of procurement functions in an organization.

Subject learning outcome: Apply procurement knowledge and skills in organizations

Table 23: Matrix Learning Areas for Procurement Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0	1.1 Introduction to Procurement management	1.1.1 An overview of Procurement management	<ul style="list-style-type: none"> (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 	Introduction to procurement management is clearly applied in organization
		1.1.2 Procurement process	<ul style="list-style-type: none"> (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 	
	1.2. Procurement Planning	1.2.1 Introduction to procurement	<ul style="list-style-type: none"> (a) Describe the concept of the procurement planning 	Procurement Planning is properly discussed

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		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	
		1.2.2 Basics of strategic Procurement planning	(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	
	1.3. Procurement Governance	1.3.1 Legal and institutional framework in procurement management	(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.	Procurement Governance is properly managed in organization
		1.3.2 Public Private Partnership (PPP)	(a) Describe the concept of PPP approach as used in procurement management	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		approach in procurement	(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. Strategic procurement	1.4.1 Introduction to strategic procurement	(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	Strategic procurement is clearly described in the organization
		1.4.2 Sourcing and outsourcing strategies	(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	
		1.4.3 Spend Analysis	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(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	
		1.4.4 Green Procurement	(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	
		1.4.5 Procurement Performance Measures	(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	
	1.5 Electronic procurement management	1.5.1 Introduction to electronic procurement	(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.	Electronic procurement management is properly described in procurement and supply operation
		1.5.2 Legal framework of e-	(a) Describe the concept of legal framework of e-procurement	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		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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Subject Name: Principles of Economics

Subject Code: G02

Subject Objectives

- (a) To equip learners with principles of economics for problem solving and decision making in procurement and supply management.
- (b) To enable learners apply concepts and theories of economics in procurement and supply management.
- (c) To enable learners, apply appropriate techniques, tactics and strategies of economic governance and financial systems in executing procurement and supply functions.
- (d) To equip learners with economics investment, financial analysis and market structure analysis for effective and efficient execution of procurement and supply functions.

Subject learning outcome: Apply principles of economics in execution of procurement functions.

Table 24: Learning areas matrix for principles of economics

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESMENT CRITERIA
1.0 Apply principles of economics in procurement and supply function.	1.1 Introduction to Economics	1.1.1 Basics of Economics	(a) Describe various concepts of economics (b) Explain the objectives of economics (c) Describe the principles of economics (d) Discuss the importance of economics	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESMENT CRITERIA
		1.1.2 Basic Economic Problems	(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	Principles of economics are efficiently applied in procurement and supply execution.
		1.1.3 Demand and Supply	(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 behaviour (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	
	1.2 Market structure and	1.2.1 An overview of market structure and	(a) Describe the concepts of market structure and analysis	Principles of economics are efficiently applied in

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESMENT CRITERIA
	analysis	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	procurement and supply execution.
		1.2.3 Production and costs	(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	
		1.2.3 Profit and profitability analysis	(a) Describe the concepts of profit and profitability analysis	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(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	
		1.2.4 Labour & Unemployment	(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	
	1.3 Economic investments	1.3.1 Investments	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			integration and diversification	
		1.3.2 Inflation	(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	
	1.4 Economic governance and financial systems	1.4.1 legal framework and institutions governing economy	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.	
		1.4.2 Money and financial systems	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			creation, Banks charges and interests	
		1.4.3 Fiscal Policy and Government's Economic role	(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	
		1.4.4 International Trade	(a) Describe the concept of international trade (b) Explain the concepts of absolute and comparative advantages (c) Discuss the effects of international trade and its mitigation strategies	
		1.4.5 Globalization and protectionism	(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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Subject name: Principles and Practices of Management

Subject code: G03

Subject Objectives

- (a) To equip learners with modern management principles and practice.
- (b) To equip learners with knowledge and skills of leadership to assume management responsibilities in an organization.
- (c) To enable learners apply knowledge and skills of management principles in effective performance of procurement and supply functions.

Subject Learning Outcome: Apply principles of management and practices at an organization.

Table 25: Learning Areas Matrix for Principles and Practices of Management

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.	1.0 Describe concepts of management principles and practices	1.1 Introduction to principles of Management	1.1.1 An overview of management	(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	Various concepts of management principles and practices are described

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				management	
			1.1.2 Management approaches	(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	
2.	2.0 Describe Organization structure and Principles of Organization	2.1 Organizational structure	2.1.1 An overview of organization	(a) Explain the concept 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	Organization structure and principles of organization are described
			2.12 Departmentalization	(a) Explain the concept of departmentalization (b) Describe different forms of departmentalization	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(c) Explain the reasons for departmentalization (d) Explain the advantages of disadvantages of departmentalization	
3.	3.0 Apply management functions skills in the organization	3.1 Management principles	3.1.1 An overview of management principles	(a) Describe the concept of management principles (b) Explain various principles of management (c) Apply the management principles in executing business activities	Management functions skills in the organization are applied.
			3.1.2 Management functions	(a) Describe the concept of management functions (b) Explain various functions of management (c) Describe the levels of management	
			3.1.3 Management environment	(d) Describe the concept of management environment (e) Explain types of management environment (f) Analyze environmental factors affecting management functions	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
4.	4.0 Describe motivation theories and application of authority in an organization	4.1 Leadership and Motivation	4.1.1 Introduction to leadership	(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	Motivation theories and application of authority in an organization are described
			4.1.2 Basics of Motivation	(a) Describe the concept of motivation (b) Explain motivation process (c) Explain motivation theories and techniques (d) Apply motivation theories and techniques in business operation	
5.	5.0 Describe organizational culture	5.1 Organizational culture	5.1.1 An overview of organizational culture	(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	organizational culture is describe

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(e) Describe importance of organizational culture (f) Explain the dimensions of organizational culture	
			5.1.2 Developing organizational culture	(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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Subject Name: Legal Aspects of Procurement and Supply Chain

Subject code: G04

Subject Objectives

- (a) To apprise learners with the legal concepts of procurement and Supply Chain in business transactions.
- (b) To provide learners with requisite knowledge and skills of procurement and supply chain legal framework.
- (c) To enable learners address legal challenges facing the procurement and supply chain functions.
- (d) To enable learners apply appropriate procurement and Supply Chain legal framework when dealing with business operations.

Subject Learning Outcome: Apply legal aspects of procurement and Supply Chain in business operations.

Table 26: Learning Areas Matrix for Legal Aspect of Procurement and Supply

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Explain the legal aspects of procurement and supply chain as applied in business operations	1.1 Introduction to legal aspects of procurement and supply chain	1.1.1 An overview of legal aspects of procurement and supply chain.	<ul style="list-style-type: none">(a) Describe the concepts of legal aspects of procurement(b) Examine the Legal instruments affecting procurement 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 in executing business activities(d) Apply laws related to sale of goods, hire purchase and torts	Legal aspects of procurement and supply chain as applied in business operations are explained.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			1.1.2 Contracts and related laws	(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.	
3	3.0 Explain concepts related to company law	3.1 Concepts relating to company law	3.1.1 Overview of company law	(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	Concepts related to company law are explained
			3.1.2 Company registration process	(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	
			3.1.3 Legal requirements relating to formation of company	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				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	
5	5.0 Explain legal requirements for forming law of agency.	5.1 Law of agency	5.1.1 Introduction to law of agency	(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)	Legal requirements for forming law of
			5.1.2 Partnership dissolution	(a) Describe the concept of partnership dissolution (b) Discuss conditions for partnership dissolution (c) Discuss rights and obligation after dissolution of the partnership	
6	6.0 Apply procedures relating to letter of credit and negotiable instruments	6.1 Letter of Credit and Negotiable Instruments	6.1.1 Introduction to letter of credit	(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	Procedures relating to letter of credit and negotiable instruments are applied
			6.1.2 Introduction to negotiable	(a) Describe the concept of negotiable instruments (b) Explain the types of negotiable instruments (c) Discuss the law relating to negotiable	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			instruments	instruments. (d) Describe the functions and parties of negotiable instruments	
7	7.0 Apply legal requirements governing procurement and supply chain	7.1 Procurement and supply chain laws in Tanzania	7.1.1 Overview to Procurement and supply chain laws	(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	legal requirements governing procurement and supply chain are applied.
			7.1.2 Legal enforcement instruments in procurement and supply chain	(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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Subject Name: Warehouse Management

Subject Code: G05

Subject Objectives

- (a) To equip learners with knowledge and skills on warehouse management.
- (b) To examine in depth principles, techniques and methods involved in efficient management of warehouse.
- (c) To acquaint learners with various software for effective warehouse management.
- (d) To enable learners apply appropriate principles and techniques in warehouse management.

Subject Learning Outcome: Apply warehouse management in organizations.

Table 27: Learning Areas Matrix for Warehouse Management.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply warehouse management knowledge and skills in organizations	1.1 Introduction to Warehouse management	1.1.1 Basics of Warehouse Management.	(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	Warehouse management is clearly introduced in organizations
		1.1.2	(a) Describe the concept of warehouse	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		Warehouse Administration	<p>administration</p> <p>(b) Explain the importance of warehouse administration.</p> <p>(c) Describe the legislation relating to warehouse and stockyards.</p> <p>(d) Describe the prerequisites for design feature and construction of warehouse</p> <p>(e) Describe the stockyard cost consideration in siting and construction</p> <p>(f) Describe the warehouse maintenance cost</p> <p>(g) Analyze aspect of health, safety risks, security and fire precaution in warehouse and stockyards.</p> <p>(h) Apply warehousing procedures and documentation in carrying out business activities</p>	
	1.2 Materials handling and storage in warehouse	1.2.1 Material handling equipment	<p>(a) Describe the concept of material handling equipment</p> <p>(b) Explain the functions of material handling equipment, nature and scope.</p> <p>(c) Explain factors to consider in selection of material handling equipment.</p>	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(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	
		1.2.2 Storage management	(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	
		1.2.3 Packaging, packing and preservation	(a) Describe the concept 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.	
	1.3 Warehouse Governance	1.3.1 Institutional	(a) Explain the institutional framework for warehouse management	Warehouse governance is properly

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		frameworks in 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	applied in organization
		1.3.2 Warehouse management automation	(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	Warehouse automation is properly managed in organization
	1.4 Stocks Disposal management	1.4.1 Disposal of materials in warehouse	(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	Stocks disposal are properly managed in organization
		1.4.2 Legal	a) Describe the concepts of legal	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		framework of warehouse disposal	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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2.4 Learning Areas for Graduate Professional II
Subject Name: Public Procurement Management

Subject Code: G06

Subject Objectives

- (a) To equip learners with knowledge and skills on public procurement management.
- (b) To enable learners examine processes and practices of public procurement for effective execution of procurement in the organization.
- (c) To enable learners determine various public procurement reforms in global perspective
- (d) To acquaint learners with various standard documents for effective public procurement management.
- (e) To enable learners apply knowledge and skills of public procurement management in the organization.

Subject Learning Outcome: Apply skills on management of public procurement in business operations.

Table 28: Learning Areas Matrix for Public Procurement Management

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Explain Public Procurement management concepts as applied in business	1.1 Introduction to Public Procurement management	1.1.1 An overview of Public Procurement management	(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	Public Procurement management concepts in business operations are explained

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	operations		1.1.2 evolution of public procurement management	(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	
			1.1.3 procurement categories	(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	
			1.1.4 Procurement methods and procedures	(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.	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
2	2.0 Apply legal frameworks in Public procurement governance	2.1 Public procurement governance	2.1.1 Overview of public procurement governance	(a) Describe the concept of public procurement governance (b) Identify players and their roles in public procurement governance (c) Determine principles/pillars of public procurement governance (d) Discuss challenges and mitigation strategies for public procurement governance	Legal frameworks in public procurement governance are applied
			2.1.2 Legal frameworks governing public procurement	(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	
2	3.0 Apply skills in the tendering process in procurement activities	3.1 Tendering Process Management	3.1.1 An overview of tendering process management	(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.	Skills in the tendering process in procurement activities are applied
			3.2.2 Key players involved in the	(a) Describe the formation and composition of key players involved in the tendering	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			tendering process management	<p>process management.</p> <p>(b) Discuss the roles of key players in the tendering process management.</p> <p>(c) Explain the challenges facing key players in the tendering process management and mitigation strategies.</p>	
5.			3.2.3 Tender documents	<p>(a) Describe the concept of tender documents</p> <p>(b) Describe types of tender documents</p> <p>(c) Discuss sections and important clauses of standard bidding documents</p> <p>(d) Explain the current changes accommodated in standard bidding documents for public sector in Tanzania</p> <p>(e) Prepare and customize various tender documents</p>	
6.			3.2.4 Pre-bid meeting and site visit	<p>(a) Describe the concept of pre-bid meeting</p> <p>(b) Describe the concept of site visit</p> <p>(c) Identify the participants of pre-bid meeting</p> <p>(d) Explain the role of pre-bid meeting and site visit in tendering</p> <p>(e) Discuss the significance of clarification in pre-bid meeting and site visit</p> <p>(f) Prepare pre-bid minutes and reports</p>	
7.			3.2.5 Bid opening, evaluation and contract award	<p>(a) Describe the concept of Bid opening, evaluation and contract award</p> <p>(b) Describe the bid opening steps</p> <p>(c) Determine formulation of evaluation</p>	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				Committee (d) Discuss contract award procedures	
8.	4.0 Apply skills in electronic tendering as the current trend in procurement context	4.1 e-Tendering management	4.1.1 An overview of e-Tendering management	(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	Skills in electronic tendering as the current trend in procurement context is applied
9.			4.1.2 e-Tendering tools	(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	
		4.2 Introduction to Procurement Contract Management	4.2.1 Procurement Contract formation	(a) Describe the concept of procurement contract Formation (b) Analyze the approaches of contract formation (c) Discuss the essentials for procurement contract formation	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(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	
			4.2.2 Relationship management	(a) Describe the concept of Relationship management (b) Identify relationship management models (c) Determine benefits of relationship management in procurement contract management (a) Explain challenges and mitigation strategies of relationship management in procurement contract management (b) Application of relationship management in procurement contract management.	
			4.2.3 Procurement contract administration	(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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Subject Name: Decision Making Techniques

Subject code: G07

Subject objectives

- (a) To provide learners with analytical skills for decision making.
- (b) To enable learners apply quantitative tools for problem solving in procurement and supply functions.
- (c) To enable learners apply statistical methods and technique to manage inventory.
- (d) To apprise learners with appropriate techniques, tactics and strategies of Linear programming and Network analysis in executing procurement and supply functions

Subject Learning Outcome: Apply Decision Making Techniques in Procurement and Supply Operations

Table 29: Learning Areas Matrix for Decision Techniques

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0. Apply decision making techniques and skills in procurement and supply functions	1.1 Statistical analysis	1.1.1 Probability theory	(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	Statistical analysis is clearly applied in procurement and supply functions

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			making	
		1.1.2 Decision theory	(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	
		1.1.3 Regression and correlation analysis	(a) Describe the concepts and purposes 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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			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	
		1.1.4 Time series analysis	(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	
	1.2 Linear programming	1.2.1 Introduction to linear programming	(a) Describe the concept of linear programming (b) Formulate linear programming models (c) Use various methods to solve linear programming problems	Linear programming are properly applied in procurement and supply functions

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(d) Apply linear programming for various decision making	
		1.2.2 Transportation and assignment	(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	
		1.2.3 Queuing theory	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			making	
	1.3. Network analysis	1.3.1 Introduction to Network analysis	(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	Network analysis is properly applied in procurement and supply functions
		1.3.2 Location technique for operations	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			analysis for cost-volume decision (f) Compute a standard time procedure from normal time (g) Apply location technique for operations	

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Subject Name: Business Ethics and Professionalism

Subject code: G08

Subject Objectives

- (a) To equip learners with knowledge and skills in business ethics and professionalism.
- (b) To enable learners apply principles of business ethical concepts in procurement and supply chain management functions.
- (c) To enable learners address ethical compliance challenges facing the procurement and supply functions and their mitigation strategies.
- (d) To enable learners, apply appropriate techniques, tactics and strategies of professionalism dealing with business operations.

Subject Learning Outcome: Apply business ethics and professionalism in procuring goods.

Table 30: Learning Areas Matrix for Business Ethics and Professionalism

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	1.0 Describe ethical concepts, principles and professionalism to appreciate importance of ethics in business operations.	1.1 Basics of business ethics and professionalism	1.1.1 Introduction to business ethics	(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	Ethical concepts, principles and professionalism to appreciate importance of ethics in business operations are described.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			1.1.2 Introduction to professionalism	(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	
2		2.1 Procurement ethics	2.1.1 An overview of procurement ethics	(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	
			2.1.2 Public procurement ethics	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				malpractices (e) Discuss challenges of adhering to public procurement ethics and its mitigation strategies	
3		3.1 Legislations governing procurement ethics	3.1.1 An overview of legislations governing procurement ethics	(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	
			3.2.2 Procurement code of ethics and conducts	(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	
			3.2.3 Procurement ethical compliance	(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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Subject Name: Business Consulting Skills

Subject Code: G09

Subject Objectives

- (a) To equip learners with knowledge and skills on Business consulting
- (b) To equip learners with knowledge and skills on consultancy bidding aspects and data management in business operations.
- (c) To acquaint learners with knowledge and skills on effective consulting in procurement contract,
- (d) To enable learners apply appropriate techniques, tactics and strategies of consulting business development and operating.

Subject Learning Outcome: Apply business consulting skills in business operations.

Table 31: Learning Areas Matrix for Business Consulting Skills

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Explain business consulting as applied in business operations	1.1 Introduction to Business Consulting	1.1.1 overview business consulting An of	(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	Business consulting as applied in business operations is explained

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(g) Describe the business consulting cycle	
			1.1.2 Ethics in business consulting	(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	
2	2.0 Describe business creation and development process	2.1 Consulting business development	2.1.1 Formation of business consulting	(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	Business creation and development process are described
			2.1.2 Developing consultant and the consulting profession	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			2.1.3 Business consulting environment	(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	
3	3.0 Explain aspects of running a consulting business	3.1 Operating a Consulting Business	3.1.1 Financing a consulting business	(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	Aspects of operating a consulting business are explained
			3.1.2 Human resources aspects in consulting business	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			3.1.3 Alliances in consulting	(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	
			Quality control in consulting business	(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	
4	4.0 Apply marketing of consulting services in business context	4.1 Marketing of consulting business	4.1.1 An overview of marketing of consulting business	(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	Marketing of consulting services in business context is applied

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			4.1.2 Customer relationship management	(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 behaviours (d) Explain ways to ensure trust in client-consultant relationship	
5	5.0 Apply data management and reporting in business consulting	5.1 Data management and reporting	5.1.1 Data management	(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	Data management and reporting in business consulting is applied
			5.1.2 Consulting report	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
6	6.0 Apply aspects of bidding in business consulting	6.1 Bidding aspects in consultancy	6.1.1 Pre-bidding consulting	(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).	Aspects of bidding in business consulting are applied
			6.1.2 Post-bidding consulting	(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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Subject Name: Asset Management

Code: G10

Subject Objectives

- (a) To equip learners with knowledge and skills on asset management.
- (b) To appraise principles and strategies involved in assets management.
- (c) To equip learners with knowledge and skills on assets planning and automation.
- (d) To enable learners apply appropriate principles and strategies of asset management for effective management of assets in the organization.

Subject Learning Outcome: Apply Assets Management Techniques in Organizations

Table 35: Learning Areas Matrix for Assets Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Explain assets management techniques and strategies in organization	1. 1.1 Fundamentals of assets management	1.1.1 An overview of asset management	(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	Fundamentals of assets management is clearly described in organization

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.1.2 Acquisition and development of assets	(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	
	1.2 Asset Management planning	1.2.1 Introduction to asset management planning	(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	Asset management planning is discussed in organization
		1.2.2 Demand forecasting and capital expenditure planning	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(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	
		1.2.3 Asset performance measurement	(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	
	1.3 Asset management Governance	1.3.1 Legal and institutional framework in asset management	(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	Asset management governance is properly applied in organization
		1.3.2 Verification of assets	a) Describe the concept of Assets verification	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			<ul style="list-style-type: none"> b) Explain the purpose of asset verification c) Determine the procedures of conducting Assets verification d) Discuss the relevance of Asset verification in an organization 	
		1.3.3 Asset valuation	<ul style="list-style-type: none"> 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 	
		1.3.4 Disposal of assets	<ul style="list-style-type: none"> 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 	
		1.3.5 Asset management automation	<ul style="list-style-type: none"> 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 	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			e) Analyze the application of assets management automation	

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2.5 Learning Areas for Graduate Professional III

Subject Name: Financial Management

Subject Code: G11

Subject Objectives

- (a) To equip learners with Capital and Financial structure knowledge and skills
- (b) To equip learners with financial analysis knowledge and skills for planning and forecasting financial needs in business operations,
- (c) To acquaint learners with foreign exchange risk management knowledge and skills on in hedging against exchange-related risks in procurement transactions,
- (d) To enable learners, apply appropriate techniques, tactics and strategies of financial markets and their roles negotiation in business operations.

Subject Learning Outcome: Apply financial management skills in analyzing various projects and organizational performance

Table 33: Learning Areas Matrix for Financial Management

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Explain the role of financial management and environments	1.1 Introduction to financial management	1.1.1 An overview of financial management	(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	The role of financial management and environments of financial management are explained

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	of financial management			financial management	
			1.1.2 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	
			1.1.3 Financial goal of a firm	(a) Describe the concept of financial goal of a firm (b) Determine the goal of firm in the context of profit and wealth maximization and its limitations (c) Explain shareholders wealth maximization goal of firm (d) Discuss the advantages and disadvantages of shareholders wealth maximization goal over profit maximization goal	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
2	2.0 Explain various sources of business finance for project financing	2.1 Sources of Business Finance	2.1.1 Short-term sources of finance	(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	Various sources of business finance for project financing are explained
			2.1.2 Long-term sources of finance	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			2.1.3 Internal and external sources of finance	(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	
3	3.0 Apply various investment appraisal techniques in analyzing viability of investment projects	3.1 Investment Decisions	3.1.1 Introduction to investment	(a) Explain the concept of investment (b) Describe the different bases used to classify investment (c) Explain the different types of investments (e.g. direct, indirect, financial; etc.) (d) Explain the importance of investment for an organization	Various investment appraisal techniques in analyzing viability of investment projects are applied
			3.1.2 Investment appraisal	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(NPV, PI, IRR DPBP etc.)	
			3.1.3 Capital budgeting	(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	
4	4.0 Apply capital structure theories and techniques in analyzing financial soundness of a firm	4.1 Capital structure and cost of capital	4.1.1 Capital and financial structure	(a) Explain the capital and financial structure (b) Distinguish between capital and financial structure (c) Identify factors influencing capital structure decisions	Capital structure theories and techniques in analyzing financial soundness of a firm are applied
			4.1.2 Cost of capital	(a) Describe the concept of cost of capital (b) Explain the uses of cost capital (c) Describe various components of cost of capital (d) Compute the component cost of capital (e) Compute the weighted average cost of capital (WACC) (f) Explain the challenges of computing cost of capital	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			4.1.3 Capital structure determination	(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	
5	5.0 Apply Portfolio Theory and Capital Asset Pricing Models in analyzing risks and returns of	5.1 Portfolio Theory and Capital Asset Pricing Models	5.1.1 Risk and return analysis	(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	Portfolio Theory and Capital Asset Pricing Models in analyzing risks and returns of assets are applied.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	assets		5.1.2 Asset pricing	(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	
			5.1.3 Investor's constraints	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
6	6.0 Apply Corporate Dividend Theories and Policies in analyzing dividend decisions in an organization	6.1 Corporate Dividend Theories and Policies	6.1.1 Dividend policies and approach	(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	Corporate Dividend Theories and Policies in analyzing dividend decisions in an organization are applied
			6.1.2 Dividend theories	(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	
7	7. 0 Apply tools for financial analysis in planning and forecasting financial needs	7.1 Financial Analysis and Planning	7.1.1 Overview of financial analysis	(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	Tools for financial analysis in planning and forecasting financial needs are applied

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			7.1.2 Classification and Interpretation of financial ratios	(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	
			7.1.3 Financial forecasting	(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	
8	8.0 Explain financial markets and their roles in an economy	8.1 Financial Markets	8.1.1 Overview of financial markets	(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	Financial markets and their roles in an economy are explained

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			8.1.2 Classes of financial markets	<ul style="list-style-type: none"> (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 	
			8.1.3 he Stock exchange market	<ul style="list-style-type: none"> (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) 	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			8.1.4 The Capital market Authorities	(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	
9	9.0 Apply foreign exchange risk management skills in hedging against exchange-related risks	9.1 Foreign exchange risk management	9.1.1 Foreign exchange markets	(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	Foreign exchange risk management skills in hedging against exchange-related risks are applied
			9.1.2 Foreign exchange exposure	(a) Describe the concept of foreign exchange exposure (b) Explain the types of foreign exchange risks (c) Discuss the factors influencing foreign exchange exposure	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			9.1.3 Hedging	(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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Subject Name: Business Research Methods

Subject Code: G12

Subject Objectives

- (a) To equip learners with knowledge and skills in business research methods.
- (b) To acquaint and enable learners apply research report writing skills in preparing research reports for related with procurement and supplies functions.
- (c) To enable learners apply business research skills in procurement and supplies research and assignments.
- (d) To enable learners apply appropriate techniques, tactics and strategies of sampling techniques and data management in conducting business research.

Subject Learning Outcome: Apply Business Research Methods and Skills in Business Operations

Table 34: Learning Areas Matrix for Business Research Methods

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.	1.0 Apply basic concepts of research methodology in conducting business research	1.1 Introduction to business research methods	1.1.1 An overview of business research	(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	Basic concepts of research methodology in conducting business research are applied.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
				(e) Discuss the limitations and challenges of business research	
			1.1.2 Research process	(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	
2.		2.1 Research proposal development	2.1.1 A research problem	(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	
			2.1.2 Literature review	(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	
			2.1.3 Business research proposal	(a) Describe the concept of business research proposal (b) Determine the contents of the business research proposal (c) Prepare business research proposal	
3.	3.0 Apply	3.1 Research	3.1.1 Research	(a) Describe the concept of research design,	Sampling

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	sampling techniques skills in conducting business research.	designs and sampling techniques	designs	(b) Explain the types of research design (c) Determine the features of good research design. (d) Describe the importance of research design	techniques skills in conducting business research are applied.
			3.1.2 Sampling techniques	(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	
4.	4.0 Apply research skills in managing research data	4.1 Measurement scales and data management	4.1.1 Measurement scales	(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	Research skills in managing research data are applied.
			4.1.2 Data collection methods	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			4.1.3 Data reliability and validity	(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	
			4.1.4 Data analysis and interpretation	(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	
5.	5.0 Apply writing research report skills in preparing research reports	5.1 Ethical consideration and Report writing	5.1.1 Ethical consideration in business research	(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	Research report writing skills for writing research report are applied.
			5.1.2 An overview of research report writing	(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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Subject Name: Inventory Management

Subject Code: G13

Subject Objectives

- (a) To equip learners with knowledge and competences in relation to the management of physical stocks and related inventory in supply management.
- (b) (ii) To enable learners examine in depth the economies of good flow systems and sound accountability of inventories thus avoiding stock outs and overstocking.
- (c) To apprise learners with suitable Information systems for effective Inventory Management in an organization.
- (d) To enable learners apply appropriate principles and techniques in inventory management.

Subject Learning Outcome: Apply Inventory Management Skills in Business Operations.

Table 34: Learning Areas Matrix for Inventory Management

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1	1.0 Explain concepts of inventory management as applied in business operations	1.1 Introduction to Inventory management	1.1.1 An overview of inventory management	(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	Concepts of inventory management as applied in business operations are explained.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			1.1.2 Principles of inventory management	(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	
2	2.0 Apply inventory management planning in business operations	2.1 Inventory management planning	2.1.1 Inventory forecasting	(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	Inventory management planning in business operations is applied.
			2.1.2 Inventory scheduling and budgeting	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
3	3.0 Apply determination of stockholding policy in managing inventories in organization	3.1 Determination of stock holding policy	3.1.1 Introduction to stock holding policy	(a) Describe the concept of stock holding policy (b) Explain the importance of stock holding policy (c) Explain the factors affecting stock holding policy	Determination of stockholding policy in managing inventories in organization is applied.
			3.1.2 stock costs	(a) Describe the concept of stock costs (b) Identify types of stock costs (c) Explain the ways of managing stock costs (d) Determine the economic benefits, constraints and techniques of zero stock	
			3.1.3 Customer expectations	(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	
4	4.0 Apply inventory ordering systems in business organizations.	4.1 Inventory ordering systems	4.1.1 Introduction to inventory ordering systems	(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	Inventory ordering systems in business organizations are applied.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			4.1.2 Independent and dependent demand	(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	
5	5.0 economic ordering and production quantity business organizations	5.1 Economic ordering and production quantity	5.1.1 Economic order quantity and reorder levels	(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	Economic ordering and production quantity in business organizations are applied.
			5.1.2 Determination of inventory costs	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
6	6.0 Apply inventory management techniques in business organizations	6.1 Inventory Management techniques and Practices	6.1.1 Introduction to inventory management techniques	(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	Inventory management techniques in business organizations are applied
			6.1.2 Stocktaking and verification	(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	
			6.1.2 Standardization and variety reduction	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
7	7.0 Explaining measurement of inventory management system in organizations	7.1 Performance measurement in inventory management	7.1.1 An overview of performance measurement	(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	Measurement of inventory management system in organizations is explained.
			7.1.2 Performance measurement in inventory management	(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	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
8	8.0 Apply management of obsolete and surplus materials in organizations	8.1 Management of obsolete and surplus materials	8.1.1 An overview of obsolete and surplus materials	(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	Management of obsolete and surplus materials in organizations is applied.
			8.1.2 Disposal of materials	(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	
9	9.0 Apply inventory management information systems in organizations	9.1 Inventory management information systems	9.1.1 Introduction to inventory management information systems	(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	Inventory management information systems in organizations is applied.

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			9.1.2 Application of ICTs in inventory management	(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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Subject Name: Supply Chain Planning

Subject Code: G14

Subject Objectives

- (a) To equip learners with knowledge and skills on supply chain planning.
- (b) To equip learners with knowledge and skills on supply chain management.
- (c) To acquaint learners with various software for effective supply chain management.
- (d) To enable learners apply appropriate techniques and strategies of supply chain planning for effective execution of supply chain.

Subject Learning Outcome: Integrate Supply Chain Planning in Organization

Table 32: Learning Areas Matrix for Supply Chain Planning

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Explain supply chain management in business operation	1.1 Introduction to supply chain management	1.1.1 Basics of supply chain management	(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	Supply chain management in business operations is clearly explained
		1.1.2 Supply chain	(a) Describe the concept of supply chain	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		management process	management process (b) Determine the supply chain frameworks (c) Explain the order fulfillment process in supply chain management	
		1.1.3 e - Supply Chain management (e-SCM)	(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.	
		1.1.4 Supply Chain Performance	(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	
	2.1 introduction to supply chain	2.1.1 An overview of supply chain planning.	(a) Describe the concept of supply chain planning (b) Explain the strategies of supply chain planning (c) Analyze the categories of supply chain planning	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	planning.		(d) Describe the supply chain planning process (e) Apply supply chain theories in planning	
		2.1.2 Demand and supply in Supply chain.	(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	
		2.1.3 Value Chain	(a) Describe the concept of value chain (b) Identify the components and actors of value chain (c) Discuss the activities of value chain	
		2.1.4 Supply chain Coordination	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	3.1 Logistics and transportation Planning	3.1.1 An overview of Logistics planning	(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	
		Logistics network Planning	(a) Describe the concept of logistics network planning (b) Discuss the role of distribution network in logistics (c) Evaluate logistics performance of an organization	
		An overview of Transportation Planning	(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	
	Supply chain strategies for materials acquisition	An overview of supply chain strategies	(a) Describe the concept of supply chain strategies (b) Analyze the levels of supply chain strategies (c) Examine the rationale of supply chain strategies	
		Supplier development	(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	
		Vertical and horizontal integration	(a) Describe the concepts of vertical and horizontal integration (b) Explain the reasons for vertical and horizontal integration in supply chain	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(c) Explain the challenges of vertical and horizontal integration and its mitigation strategies	

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Subject Name: Essentials of Procurement and Supply Chain Audit

Subject Code: G15

Subject Objectives

- (a) To equip learners with Basics of Auditing principles and practices.
- (b) To equip learners with principles of conducting auditing in procurement and supply chain practices.
- (c) To acquaint learners with legal framework governing audit practices.
- (d) To enable learners apply appropriate techniques of auditing in conducting procurement and supply audit in the organization.

Subject Learning Outcome: Apply auditing principles and practices in organizations

Table 36: Learning Areas Matrix for Auditing Principles and Practices

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
Apply auditing principles and practices in organizations	1.1 Principles of auditing	1.1.1 Introduction to auditing	(a) Describe the concept of auditing (b) Describe 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 qualities of an auditor	Principles of audit are clearly introduced.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.1.2 Audit programme	(a) Describe the concept of audit programme (b) Discuss the objectives of audit programme (c) Discuss the contents of audit programme (d) Discuss the audit working papers, their types and contents (e) Discuss the ownership of audit working papers	
	2.1 Audit governance	2.1.1 Legal framework governing audit	(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	Audit governance is applied in the conduct of audit in the organization.
		2.1.2 Internal control	(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	
		2.1.3 Audit evidence	(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	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			evidence	
		2.1.4 Audit risks	(a) Describe the concept of audit risk (b) Explain the types audit risk and its sources (c) Describe the audit test and its types	
		2.1.5 Professional ethics in auditing	(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.	
	3.1 Introduction to procurement and supply audit	3.1.1 Procurement audit	(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	Procurement and supply audit is introduced in the

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.2.2 supply audit	(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.	organization.

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2.6 Learning Areas for Certified Professional (CPSP) I

Subject: Fleet and Logistics Management

Subject Code: C01

Subject Objectives

- (a) To equip learners with knowledge and skills on Fleet and Logistics Management.
- (b) To equip learners with knowledge and skills on Transport and distribution in logistics management.
- (c) To acquaint learners with knowledge and skills on managing vehicle fleets and reducing cost in effective execution of Fleet and logistics operations.
- (d) To enable learners apply various software in effective execution of Fleet and Logistics operations.

Subject Learning Outcome: Apply Fleet and Logistics Management Skills in Business Operations

Table 37: Learning Areas Matrix for Fleet and Logistics Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
Apply fleet and logistics management skills and knowledge in business operations	1.1 Introduction to Fleet and logistics management	1.1.1 An overview of Fleet Management	(a) Describe the concepts related to fleet management (b) Analyze the objective of fleet management (c) Analyze the benefits of fleet management (d) Explain the functions of fleet management (e) Discuss the planning in fleet management (f) Describe the management of fleet legislation (g) Examine the costs associated with fleet management (h) Describe the risk control analysis in fleet management	Fleet and logistics management are clearly introduced in business operations

		1.1.2 An overview of Logistics management	<ul style="list-style-type: none"> (a) Describe the concept of logistics management (b) Analyze the benefits of logistics management (c) Explain the evolution of logistics management (d) Determine different types of Logistics Management (e) Evaluate trade restrictions and agreements on international Logistics (f) Explain the methods of payments in both international logistics and local logistics (g) Discuss the reverse logistics and its application in logistics management (h) Analyze the green logistics in logistics management 	
	2.1 Fleet and logistics Management operations	2.1.1 Fleet management operations	<ul style="list-style-type: none"> (a) Describe the fleet management operations (b) Discuss the steps for vehicles planning in fleet operations (c) Discuss the standard operating procedures in vehicles operations (d) Apply the vehicles routing and scheduling in fleet operations (e) Discuss the procedures of fuel maintenance (f) Discuss the strategies of fuel management 	Fleets and logistics operations are properly applied in business
		2.1.2 Fleet safety and security management	<ul style="list-style-type: none"> (a) Describe the concepts of fleet safety and security management (b) Discuss the elements of fleet safety management (c) Determine measures to ensure fleet safety 	

			<ul style="list-style-type: none"> (d) Determine safety and security measures and controls in logistics operations (e) Discuss challenges of fleet safety and security management in logistics operations and its mitigation strategies 	
		2.1.3 Vehicle selection and replacement	<ul style="list-style-type: none"> (a) Describe the concepts of vehicle selection and replacement (b) Determine the vehicle selection criteria (c) Explain owned or contracted vehicles (d) Discuss the vehicles disposal in fleet management (e) Explain the vehicle replacement analysis (f) Discuss the capital budgeting techniques in vehicles selection (g) Prepare operational and technical specification for vehicles selection 	
		2.1.4 Logistics operations	<ul style="list-style-type: none"> (a) Describe concepts of logistics operation (b) Explain packaging and packing requirement decisions (c) Describe logistic equipment for handling and storage of goods (d) Analyze the load unitization and containerization in logistics operations (e) Evaluate the costs and performance considerations (f) Determine facility location in facilitating logistics operations (g) Explain the requirements of investment in logistics (h) Analyze pre-transactional costs from post transactional costs 	
	3.1 Transport and distribution in logistics	3.1.1 Transportation management	<ul style="list-style-type: none"> (a) Describe the concept of transportation in logistics management (b) Differentiate inbound and outbound transportation 	Transportation and distribution are clearly

	management		<p>network.</p> <p>(c) Discuss the modes of transport and their applications in logistics management</p> <p>(d) Describe the suitable routes and related clearance requirements in logistics management</p> <p>(e) Discuss the outsourcing transport in logistics management</p> <p>(f) Apply logistics management skills in route planning and scheduling</p>	described in logistics management
		3.1.2 Physical distribution management	<p>(a) Describe the concept of physical distribution</p> <p>(b) Discuss the evolution of physical distribution</p> <p>(c) Describe the objectives of physical distribution</p> <p>(d) Explain the components of physical distribution</p> <p>(e) Explain the channels of distribution and their role in logistics management</p> <p>(f) Analyze the physical distribution strategies in logistics operations</p>	
		3.1.3 Logistic and transportation documentation	<p>(a) Describe the concepts of logistics and transportation documentation</p> <p>(b) Identify the documents used in logistics and transportation</p> <p>(c) Describe the procedures involved in clearance of goods from customs.</p> <p>(d) Explain the international commercial terms (INCOTERMS) and their uses.</p> <p>(e) Discuss the roles of different players in INCOTERMS</p>	
	4.1 ICT application in fleet and logistics	4.1.1 ICT in Fleet Management	<p>(a) Describe the concept of ICT in Fleet Management</p> <p>(b) Explain the uses of ICT in Fleet Management</p> <p>(c) Describe the web-based application in Fleet Management</p>	ICT application is clearly applied in fleet and logistics

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

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Subject Name: Consultancy and Entrepreneurship**Subject Code C02****Subject Objectives**

- (a) To equip learners with knowledge and skills in consultancy and entrepreneurship
- (b) To equip learners with knowledge and skills of conducting consultancy services in procurement and supply chain practices.
- (c) To acquaint learners with principles and techniques involved in consultancy and entrepreneurship for effective business undertakings.
- (d) To enable learners apply appropriate consultancy techniques and entrepreneurship principles to initiate and manage business ventures.

Subject Learning Outcome: Apply consulting and entrepreneurship skills in executing business operations.

Table 43: Learning Areas Matrix for Consultancy and Entrepreneurship

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0Apply consulting and entrepreneurship skills in executing business operations	1.1 Introduction to consulting business	1.1.1 An overview of consulting business	(a) Describe the concept of Consultancy and consulting business (b) Discuss the reasons for engaging consultants. (c) Differentiate business consulting from management consulting (d) Explain the nature and purpose of consulting assignments (e) Describe the roles and relationship of consultant and client. (f) Explain the characteristics/etiquette of consultants (g) Identify and analyze the consulting services	Consulting and Entrepreneurship skills is applied in business operations

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			challenges and their mitigation strategies	
		1.1.2 Consulting industry	(a) Describe the concept of Consulting Industry (b) Discuss the evolution of the consulting industry (c) Explain the range of services provided in consulting (d) Determine the generalist and specialist services (e) Explain the main types of consulting organizations (f) Discuss training and research in consulting industry	
		1.1.3 Consulting process	(a) Explain the consulting process (b) Identify the phases of the consulting process (c) Describe activities involved in each phase of the consulting process (d) Describe the roles of client and that of consultant in each phase of the consulting process	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
2.0 Design an appropriate business problem and methodology to address a complex business challenge based on research	2.1 Framing the business consulting problem	2.1.1 Identification of business problem	(a) Describe the concept of business consulting problem. (b) Explain the necessity of generating business problem in consulting (c) Use available client's and industry information in framing business problem (d) Use various procedures in identifying a business problem (e) Develop a business consulting problem	Appropriate business problem and methodology to address a complex business challenge based on research is designed
		2.1.2 Gathering data and designing analysis	(a) Describe the concepts of gathering data and designing analysis (b) Explain types of data for a business problem in consulting (c) Determine appropriate tools for collecting data (d) Discuss the do's and don'ts in collecting data for consulting assignment. (e) Apply relevant data analysis tools in consulting assignments.	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		2.1.3 Interpreting and presenting results	<ul style="list-style-type: none"> (a) Describe the concepts of interpreting and presenting results as applied in consulting process (b) Apply different techniques for presenting and interpreting data (c) Explain the activities in report writing and aspects of presentation of consultancy report (d) Analyze different uses of the consulting reports (e) Prepare consulting report 	
3.0 Procurement and Supply consulting is applied in Business operations.	3.1 Procurement and supply consulting	3.1.1 Parties of consulting assignments in Procurement and Supply Management	<ul style="list-style-type: none"> (a) Describe the concept of parties of consulting assignments in Procurement and Supply Management (b) Identify clients, competitor partners and their collaboration in consulting assignments (c) Determine potential risks and conflict of interest in consulting assignments. (d) Describe consulting opportunities, preparation of terms of reference and consulting ethics. 	Procurement and supply consulting is applied in business operations
		3.1.2 Bidding aspects in consultancy	<ul style="list-style-type: none"> (a) Describe the concept of bidding aspects in consultancy (b) Explain the practices of expression of interest and shortlisting in consulting (c) Discuss the practices in the preparation of request for proposals, (d) Explain the activities involved in evaluation of technical and financial proposals (e) Analyze the practices in negotiations and post-qualification 	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(f) Explain the prerequisites for contracting and contract management aspects. (g) Prepare expression of interest in bidding consultancies (h) Prepare technical and financial proposal for consultancy activities	
4.0 Business consulting assignment is managed in business operations	4.1 Managing a consulting firm	4.1.1 Basics of managing a consulting business	(a) Describe the concept of “management of a consulting business” (b) Explain aspects of managing professional service in consulting business (c) Explain the rationale for achieving professional excellence in consulting business. (d) Discuss the challenges and mitigation strategies in managing business consulting.	Business consulting assignment is effectively executed in business operations.
		4.1.2 The consulting firm’s strategy	(a) Describe the concept of consulting firm’s strategy (b) Discuss the strategic approaches in managing consulting firms (c) Describe the client base in managing consulting firms (d) Explain the growth and expansion of consulting services (e) Analyze the tactics and negotiation skills for winning consultancy (f) Describe the management of profile and image of a consulting firm	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		4.1.3 Marketing of consulting services	(a) Describe the concept of marketing consulting services (b) Explain the marketing approaches in consulting services (c) Discuss the roles of marketing consultant in consulting services (d) Explain the techniques for marketing the consulting business (e) Discuss the management of the marketing process in consulting services (f) Appraise the application of digital marketing in consulting services	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		4.1.4 Management Consulting Assignment	(a) Describe the concept of Management Consulting Assignment (b) Discuss the steps of managing consulting assignment (c) Explain the management of consulting assignment execution (d) Explain clients' characteristics and methods of managing clients with different behaviors. (e) Describe the cost and budgetary controls in conducting consulting assignments (f) Evaluate the factors influencing consulting assignment pricing (g) Determine deliverables of consulting assignment (h) Prepare consulting assignment records and reports	
5.0 Entrepreneurship skills and knowledge is applied in Business operations.	5.1 Introduction to entrepreneurship	5.1.1 An overview of entrepreneurship	(a) Describe the concept of entrepreneurship and entrepreneur (b) Describe the evolution of entrepreneurship (c) Discuss the entrepreneurial motives and characteristics (d) Discuss the concept of creative thinking and innovation in entrepreneurship	Various concepts of entrepreneurship are applied in business operations.
		5.1.2 Entrepreneurship and business environments	(a) Describe the concept of business environment (b) Analyze business environment for establishing an entrepreneurial venture (c) Apply business skills to classify categories of	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			enterprises (d) Explain the ways to establish a particular business enterprise (e) Discuss the challenges facing entrepreneurship and its mitigation strategies	
6.0 Apply business skills in forming and managing business enterprises	6.1 Business formation	6.1.1 Market research and intelligence	(a) Describe the concept of market research and intelligence (b) Explain the role of market research and intelligence in business decisions (c) Apply market intelligence in establishing a consulting business (d) Plan market research and intelligence for product and services	Business skills in forming and managing business enterprises are applied
		6.1.2 Business planning	(a) Describe the concept of business planning (b) Determine components of a business plan and its roles (c) Apply strategic planning tools for business strategy (d) Explain different sources of funds (e) Prepare a business plan	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		6.1.3 Forms of businesses and legal framework for business formation	(a) Describe various forms of businesses and legal framework for business formation (b) Explain advantages and disadvantages of each form of a business (c) Discuss legal and statutory requirements for forming a business; (d) Describe various institutions governing business formations and operations (e) Determine legal documents for formation of a business.	
7.0 Apply business and risk management skills in managing growth and expansion of business operations	7.1 Risk Management and Business growth strategy	7.1.1 Managing risks in business	(a) Describe the concept of managing risks in business (b) Discuss different types of risks in business (c) Analyze the role of insurance in business as risks mitigation strategy (d) Apply risk diversification strategy in business operation	Business and risk management skills in managing growth and expansion of business operations are applied in organization.
		7.1.2 Internationalization of Business Enterprise	(a) Describe the concept of internationalization of a business enterprise (b) Discuss various requirements for import and export in business operations (c) Analyze the local context for enhancing exportation (EPZ ect.) (d) Discuss the factors that affect foreign facility location (e) Perform country risk assessment for international transfers	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		7.1.3 Mergers and Acquisitions of business	(a) Describe the concepts related to mergers and acquisition of business (b) Analyze different types of mergers in business operations (c) Evaluate various methods of business acquisition (d) Analyze legal provisions in the context of business mergers	

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Subject Name: Strategic Supply Chain Management

Subject Code: C03

Subject Objectives

- (a) To equip learners with knowledge and skills in Strategic Supply Chain Management.
- (b) To equip learners with knowledge and skills on effective adoption of lean and agile in enhancing performance in organization supply chain.
- (c) To acquaint learners with knowledge and skills on impact of information technology in managing supply chain.
- (d) To enable learners apply various techniques and strategic approach for enhancing business performance in the organization.

Subject Learning Outcome: Apply Strategic Supply Chain Management in Business Operations

Table 39: Learning Area Matrix for Strategic Supply Chain Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Analytical and application skills	1.1 Introduction to Strategic Supply Chain Management	1.1.1 An overview of supply chain management	(a) Describe the concept of supply chain management (b) Determine the nature and scope of supply chain management (c) Discuss the evolution of supply chain Management (d) explain the supply chain process (e) Discuss the flows of supply chain (f) Determine the importance of supply chain decision (g) Discuss the potential players of supply chain (h) Discuss the ways to align supply chain with business strategy	Introduction to strategic supply chain management is clearly applied in business operation

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.1.2 An overview strategic management	(a) Describe the concepts related to strategic management, (b) Explain the strategic management process (c) Familiarize with the corporate mission, vision and long objectives for business sustainability (d) Apply SWOC analysis and strategies formulation in strategic management (e) Differentiate business strategies and corporate strategies (f) Evaluate strategic performance through relevant strategic tools.	
		1.1.3 An overview of strategic procurement	(a) Describe the concept of strategic procurement (b) Determine the nature and scope of strategic procurement (c) Explain the significance of strategic procurement (d) Compare and contrast strategic procurement with operational procurement (e) Develop strategic objective and performance targets (f) Evaluate the role of strategic procurement in achieving corporate goals (g) Analyze the strategic procurement environment	
		1.1.4 Supply chain strategic framework	(a) Describe the concept of supply chain strategic framework (b) Apply the strategic triangle in strategic supply chain (c) Apply the Porter's five forces model in achieving corporate goals. (d) Determine and apply relevant portfolio of strategic	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			procurement in achieving corporate goals (e.g Kraljic, Kaman Ncube, BCG model etc.) (e) Apply the Resource Based View (RBV) and the VRIO frameworks in business strategy.	
		1.1.5 Value chain analysis	(a) Describe the concept of value chain (b) Differentiate value chain from supply chain (c) Discuss the main dimensions of value chain analysis: (d) Discuss the activities of value chain analysis	
	2.1 Lean and agile supply chain	2.1.1 An overview of lean supply chain	(a) Describe the concept of lean supply chain (b) Discuss the principles of lean supply chain (c) Explain the importance and characteristics of lean supply chain (d) Explain the drivers for lean supply chain (e) Analyze Lean process mapping tools (f) Assess the need for Lean approaches in supply chain (g) Apply lean approach in business processes	Lean and agile supply chain are properly applied in business operations
		2.1.2 An overview Agile supply chain	(a) Describe the concept agile supply chain (b) Discuss agile supply chain frameworks (c) Explain the features and importance of agile supply chain (d) Assess the need for agile approaches in supply chain	
	3.1 Managing the Supply chain and operations	3.1.1 Introduction to Operations and Supply Chain Management	(a) Describe the concept of operations and supply chain Management (b) Discuss categories and Strategies of supply chain operations	Operations and Supply Chain Management are properly

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(c) Determine the components of Operations and Supply Chain management (d) Explain the Integrative Model for Operations and Supply Chain Management (e) Discuss cold chain management (f) Assess the Product and Process Design and Mapping in supply chain (g) Discuss Customer and Supplier Relationship Management (h) Analyze the role of strategic Sourcing in supply chain Management	managed in business operations
		3.1. 2 Information Technology in supply chain management	(a) Describe the concept of Information Technology in supply chain management (b) Explain the role of information technology in supply chain Management (c) Discuss the application of Information Technology in supply chain Management (d) Determine the supply chain information technology frameworks (e) Discuss emerging technologies in supply chain i.e, block chain, artificial intelligence, digital marketing, cloud computing etc.	
		3.1.3 Coordination in supply chain Management	(a) Describe the concept of coordination in supply chain management (b) Discuss the supply chain coordination and the bullwhip effect & their impact on supply chain performance.	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			<ul style="list-style-type: none"> (c) Explain obstacles to coordination in a supply chain management (d) Discuss managerial levers that help to achieve coordination in a supply chain. (e) Assess potential supply chain distortions/vulnerability/risks (f) Evaluate the methods such as collaborative planning, forecasting, and replenishment to improve coordination and combat the bullwhip effect in supply chain. 	
		3.1.4 Supply Chain Performance Measures	<ul style="list-style-type: none"> (a) Describe the concept of supply chain performance measures (b) Discuss the drivers of supply chain performance (c) Determine the ways to collect and display supply chain performance data. (d) Analyze the set of metrics for measuring performance of organizational supply chain operations (e) Apply performance measurement models (e.g Supply Chain Operations Reference (SCOR) model and balanced scorecard, etc.) 	
	4.1 Sustainable supply chain management	4.1.1 Introduction to sustainable supply chain	<ul style="list-style-type: none"> (a) Describe the concept of sustainable supply chain (b) Examine the origin of sustainable supply chain (c) Discuss the rationale for sustainable supply chain (d) Explain the components of a sustainable supply chain (e) Discuss supply chain management trends affecting 	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			sustainability	
		4.1.2 Growth of sustainable supply chain practices	(a) Describe the concept of growth of sustainable supply chain practices (b) Identify the main players in sustainable supply chain management and their roles (c) Discuss the drivers and barriers of sustainable supply chain (d) Develop a sustainable supply chain strategy	
		4.1.3 Sustainable procurement and policy development	(a) Describe the concept of sustainable procurement and policy development (b) Analyze the preparation of sustainable specifications (c) Examine the application of sustainable criteria in procurement process (d) Determine steps of developing sustainable procurement policy (e) Incorporate green purchasing within the ISO 14000 framework (f) Develop sustainable procurement policy in organization	

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Subject: Project Management

Subject Code: C04

Subject objectives

- (a) To equip learners with knowledge and skills in project management.
- (b) To equip learners with knowledge and skills of conducting project monitoring and evaluation of Procurement and Supply Chain projects practice.
- (c) To acquaint learners with principles and techniques involved in project management for effective business undertakings.
- (d) To enable learners apply appropriate project techniques and principles to initiate and manage procurement projects in business organizations.

Subject Learning Outcome: Apply Project Management Skills in Business Operations

Table 40: Learning Areas Matrix for Project Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply project management knowledge and skills in organizational operations	1.1 Introduction to project management	1.1.1 An overview of project management	(a) Describe the concept of project management (b) Explain the importance of project Management (c) Differentiate project from contract management (d) Discuss the project life cycle (e) Discuss stakeholders' participation and their influence in project management	Project management skill is applied in organization
		1.1.2 Project Scope management	(a) Describe the concept of project scope (b) Determine the nature of project scope (c) Plan the scope for project	

			<ul style="list-style-type: none"> (d) Determine requirements for project scope (e) Prepare work breakdown schedule for project scope (f) Validate the scope for project management Control the scope for project management 	
		1 1.2 Project Integration Management	<ul style="list-style-type: none"> (a) Describe the concept of project integration management (b) Determine the activities for project integration (c) Develop project charter and project management plan (d) Discuss procedures for managing project work (e) Perform projects integrated change control 	
	1.2 Project management planning	1.2.1 Introduction to project management planning	<ul style="list-style-type: none"> (a) Describe the concept of project management planning (b) Determine the components for developing project planning (c) Discuss the steps involved in preparing project planning (d) Discuss the process of conducting feasibility study in project management 	Project management planning is executed in organization
		1.2.2 Project schedule management	<ul style="list-style-type: none"> (a) Describe the concept of project schedule management (b) Determine the activities of project schedule management (c) Develop the schedule of project management (d) Control the schedule of project management 	

		1.2.3 Project Cost Management	<ul style="list-style-type: none"> (a) Describe the concept of project cost management (b) Determine the budget for project management (c) Control costs for project management 	
		1.2.4 Project quality management	<ul style="list-style-type: none"> (a) Describe the concept of project quality management (b) Explain project quality management process (c) Discuss factors influencing project quality management 	
		1.2.5 Project resource management	<ul style="list-style-type: none"> (a) Describe the concept of project resource management (b) Plan resource for project management (c) Determine resources required for project management (d) Manage team for project management (e) Control resources for project management 	
		1.2.6 Project Proposal	<ul style="list-style-type: none"> (a) Describe the concept of project proposal (b) Discuss the contents of project proposal (c) Explain the importance of project proposal (d) Discuss the application of project proposal (e) Prepare a project proposal 	
	1.3 Project Procurement Management	1.3.1 Project procurement planning	<ul style="list-style-type: none"> (a) Describe the concept of project procurement planning (b) Discuss scope and nature of project procurement management (c) Differentiate project procurement management from project management (d) Discuss project procurement management 	Project procurement management is clearly managed in organizations

			process (e) Develop the project procurement plan	
		1.3.2 Project risk management	(a) Describe the concept of project risk management (b) Assess the risks associated with the project (c) Plan for managing and mitigating risk associated with the project (d) Monitor and evaluate risks associated with the project	
		1.3.3 Project delivery models	(a) Describe the concept of project delivery modes (b) Identify project delivery models (c) Discuss relevance of project delivery models in project procurement management (d) Challenges of Project delivery models in project management	
	1.4 Project monitoring and evaluation	1.4.1 Project appraisal techniques	(a) Describe the concept of project appraisal techniques (b) Determine the nature and scope of project appraisal (c) Explain the significance of project appraisal (d) Discuss the steps involved in carrying out project appraisal (e) Determine the assessment criteria for project appraisal (f) Analyze various forms of project appraisal (g) Carry out appraisal performance for project management	Project monitoring and evaluation are clearly applied in organization

		1.4.2 Project communication management	<ul style="list-style-type: none"> (a) Describe the concept of project communication management (b) Discuss the importance of project communication management (c) Apply communication management skills for project management (d) Determine process for managing project management communications 	
		1.4.3 Project closure	<ul style="list-style-type: none"> (a) Describe the concept of project closure (b) Explain the importance of project closure (c) Discuss the project closure process (d) Determine activities in project closure (e) Explain deliverables in project closure (f) Appraise project closure best practices. 	

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Subject Name: Business Negotiation

Subject Code: C05

Subject Objectives

- (a) To equip learners with knowledge and skills on Business Negotiation.
- (b) To equip learners with knowledge and skills on negotiation in business operations.
- (c) To acquaint learners with knowledge and skills on effective negotiation in procurement contract.
- (d) To enable learners, apply appropriate techniques, tactics and strategies of negotiation in business operations.

Subject Learning Outcome: Apply Business Negotiation in Procurement and Supply Operations

Table 41: Learning Areas Matrix for Business Negotiation

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply negotiation skills and techniques in procurement and supply operations	1.1 Negotiation in business operations	1.1.1 Introduction to business negotiation	(a) Describe the nature and scope of business negotiation (b) Discuss various types of negotiations and their features (c) Explain the advantages and disadvantage of business negotiation (d) Discuss the rationale of negotiation (e) Explain the stages involved in preparing negotiation (f) Discuss the qualities of a negotiator (g) Discuss the attributes and factors affecting negotiation (h) Explain negotiation outcomes	Negotiation is applied in business operations.
		1.1.2 Negotiation tactics and techniques	(a) Describe the concepts of negotiation tactics and techniques (b) Discuss the negotiation strategies	

			(c) Explain various tactics and techniques in negotiation (d) Discuss negotiation patterns and ploys (e) Enumerate ways of dealing with tactics and techniques in negotiation	
	2.1 Planning and Managing Negotiations	2.1.1 Planning for negotiation	(a) Describe the concept of negotiation planning (b) Explain the significance of negotiation planning (c) Discuss the stages of preparing negotiation plan (d) Prepare the negotiation plan.	Planning and managing negotiation are conducted in business operations.
		2.1.2 Managing negotiation	(a) Describe the concept of managing negotiation (b) Discuss the issues involved in pre-negotiation, during and post-negotiation process (c) Determine the sources of information in managing negotiation (d) Develop strategies for managing negotiation	
	3.1 Negotiation governance	3.1.1 legal and Institutional frameworks governing negotiation	(a) Describe concepts of legal and institutional framework governing negotiation (b) Discuss relevant legislation to negotiation in business context (c) Apply legal and institutional frameworks in governing business negotiation	Negotiation governance is applied in business operations
		3.1.2 Ethics and culture of negotiation	(a) Describe the concepts of ethics and culture in negotiation (b) Explain the values and norms of negotiation (c) Discuss the principles of ethics in business negotiation (d) Apply the principles of ethics in business negotiation	
4.0 Apply negotiation skills for executing procurement	4.1 Negotiation in procurement contract	4.1.1 Pre-contract negotiation	(a) Describe the concept of pre-contract negotiation in procurement context (b) Discuss the conduct in pre- contract negotiations in procurement perspective (c) Apply the requirements of pre-contract negotiations for	Negotiation skills are used for executing Procurement contract in daily

contract in business operations		effective procurement contract	business operations
	4.1.2 Post-contract negotiation	(a) Describe the concept of post -contract negotiation in procurement context (b) Discuss the conduct of post - contract negotiations in procurement perspective. (c) Determine the outcome of post contract negotiation in the organization	
	4.1.3 International business negotiation	(a) Describe the concept of International Business negotiation in procurement perspective (b) Discuss the prerequisites of negotiation in International Business (c) Discuss the strategies and tactics of international business negotiation (d) Explain the etiquettes and protocols applicable in cross-cultural negotiations in international procurement (e) Discuss international negotiations obstacles	

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Subject: Procurement Contract Management

Subject Code: C06

Subject Objectives

- (a) To equip learners with knowledge and skills in Procurement Contracts Management.
- (b) To equip learners with knowledge and skills of principles, practices and techniques for effective managing Procurement Contracts.
- (c) To acquaint learners with knowledge on ethical challenges and issues that may arise in the context of procurement contract management.
- (d) To enable learners apply principles, practices and techniques for effective managing procurement contract in the organization.

Subject Learning Outcome: Apply Procurement Contract Management Skills in Executing Business Activities

Table 42: Learning Areas Matrix for Procurement Contract Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Ability to execute procurement contract management in business operations.	1.1 Introduction to procurement contract management	1.1.1 An overview of procurement contract management	(a) Describe the concept of Procurement contract management (b) Differentiate contract from contract management (c) Explain types of contracts and their legal considerations (d) Determine essentials of a valid contract (e) Analyze the importance of Procurement Contract Management	Procurement contract management in business operations are properly executed.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		1.1.2 Contract management cycle	(a) Describe the concept of contract management cycle (b) Identify key players in the contract management cycle (c) Discuss the role of key players in the contract management cycle	
2.0 Apply contract formation strategies in procurement contract formulation	2.1 Contract formation and strategies	2.1.1 An overview of contract formation	(a) Describe the concept of contract formation (b) Determine approaches for contract formation (c) Explain the key factors to consider in forming a contract	Procurement contract are formulated in the organization
		2.1.2 Formation of a procurement contract	(a) Analyze the documents that constitute a procurement contract (including standardized, non-standardized and for specialized/customized for a certain industry) (b) Explain the fundamental terms and conditions of procurement contract (c) Discuss the types of procurement contracts (d) Prepare procurement contract	
3.0 Apply procurement contract management plan in executing business activities	3.1 Procurement contract management plan	3.1.1 An Overview of contract management plan	(a) Describe the concept of contract management plan (b) Analyze procurement contract management plan (c) Describe the steps for preparing contract management plan (d) Analyze the procedures for appointing key persons involved in contract management (e) Discuss the change process of managing	Procurement contract management plan is applied in executing business operations

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			changes in contract management.	
		3.1.2 Procurement contract planning	(a) Describe the concept of contract procurement planning (b) Discuss the procurement contract deliverables (c) Analyze the strategies for contract implementation (d) Discuss the key performance indicators for successful performance of a contract (e) Explain the communication and reporting process (f) Analyze the management of guarantees and securities (g) Determine the procurement contract management risks (cost, time and quality, etc.) (h) Analyze the key contractual provisions to be monitored	
4.0 Describe the management of subcontractors (sub-consultants) in executing procurement contracts	4.1 Management of subcontractors (sub-consultants)	4.1.1 Overview of management of subcontractors (sub-consultants)	(a) Describe the concept of management of subcontractors (b) Determine the types of subcontractors (c) Explain the contractual arrangements for subcontracting	The management of subcontractors (sub-consultants) in executing procurement contracts is described

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		4.1.2 Contractors-subcontractor's relationships	(a) Describe the concept of contractor-subcontractor relationships (b) Discuss the roles of a contract manager and contract management team in managing contractors (c) Determine the procedures for monitoring subcontractors in procurement contracts (d) Explain the advantages and disadvantages of using subcontractors	
5.0 Apply contract administration in managing procurement contracts	5.1 Contract administration	5.1.1 An overview of contract administration	(a) Describe the concept of contract administration (b) Discuss key steps in contract administration (c) Determine procedures for contract administration (d) Analyze the techniques for effective contract administration	Contract administration in managing procurement contracts is applied in organization
		5.1.2 Procurement contract administration	(a) Describe the concept of Procurement contract administration (b) Analyze the disputes that may arise from the contract administration (c) Discuss the way to mitigate disputes that may arise in the contract (d) Analyze risk, claims, delays and damages that may arise from the contract (e) Explain the ways to deal with various aspects of contract (e.g warranties, indemnity,	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			performance security and performance declaration, etc.) (f) Discuss the contract variation process (g) Apply contract management skills in dispute resolution (h) Describe the process of procurement contract termination	
6.0 Apply service level agreements in executing procurement activities	6.1 Service Level Agreements (SLAs)	6.1.1 An overview of Services Level Agreements (SLAs)	(a) Describe the concept of SLAs (b) Determine the key components (checklist) of SLAs (c) Explain the objectives of SLAs (d) Discuss the benefits of SLAs	Service level agreements in executing procurement activities is applied
		6.1.2 SLAs in procurement operations	(a) Describe the concept of SLAs in procurement operations (b) Explain the use of SLAs in procurement operations (c) Discuss the important provisions for SLAs (d) Determine the common mistakes in preparing SLAs. (e) Appraise the performance and delivery requirements in SLAs. (f) Explain ways to measure performance in SLAs	

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2.7 Learning Areas for Certified Procurement and Supply Professional (CPSP) II

Subject: Managing Supply Chain Risks

Subject Code: C07

Subject Objectives

- (a) To equip learners with knowledge and skills on Supply Chain Risk Management
- (b) To equip learners with knowledge and skills on identifying and managing risks in supply chain of the organization.
- (c) To acquaint learners with knowledge and skills on impact of information technology in managing supply chain risks.
- (d) To enable learners apply various techniques and strategies in monitoring and mitigating risks in procurement and supply chain practices.

Subject Learning Outcome: Apply Supply Chain Risk Management Skills in Business Operations

Table 38: Learning Areas Matrix for Managing Supply Chain Risks

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply supply chain risks management skills and knowledge in business operations	1.1 Introduction to supply chain risk management	1.1.1 An overview of risk management	(a) Describe the concept of risk management (b) Explain the risk management process (c) Determine the sources and categories of risks (d) Discuss the risk management approaches and methods	Supply chain risks management skills and knowledge are applied in business operations
		1.1.2 An overview of supply chain risk management	(a) Describe the concept of supply chain risk management (b) Determine the categories of supply chain risks (c) Explain the impact of risks in supply chain (d) Discuss the significance of managing risks in supply chain	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	2.1 Risk management cycle in supply chain	2.1.1 Risk Identification and assessment	<ul style="list-style-type: none"> (a) Describe the concepts of Risk Identification and assessment (b) Discuss risk management cycle in supply chain (c) Explain risk identification and assessment (d) Determine tools for identification of supply chain risks (e) Assess various risks in supply chain. (f) Determine various risk frameworks (Supply chain risk model) in supply chain (g) Apply qualitative and quantitative approaches to risk assessment (h) Analyze risks mitigation strategies in supply chain 	
		2.1.2. Risk evaluation in supply chain	<ul style="list-style-type: none"> (a) Describe the concept of risk evaluation in supply chain. (b) Evaluate risk based on the risk management framework (c) Use various tools (e.g. benchmarking and modelling, etc.) to evaluate risk within the supply chain (d) Apply disaster recovery strategies in mitigating the effects of various types of risks (e) Describe concepts of ripple effect and bullwhip effect as related to evaluation of supply chain risks 	
		2.1.3 Risk response and control measures in supply chain	<ul style="list-style-type: none"> (a) Describe concepts of risk response and control measures in supply chain (b) Determine options available for risk response or treatments (c) Analyze the efficiency and feasibility of risk response 	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(d) Apply risk resolution to key areas within the supply chain management framework (e) Monitor the risk rate in supply chain (f) Develop the risk framework and risk register (g) Discuss risk mitigation strategies	
2.0 Apply Information and communication Technology in managing supply chain risks	2.1 Information, communication and monitoring in supply chain risk management	3.1.1 ICT Implications for Managing Risks in supply chain	(a) Describe the concept of ICT implications for managing risks in supply chain (b) Discuss the role of information communication technology in supply chain risk management. (c) Identify the recent technological advances in supply chain risk management (d) Apply various software integrations that would suit different types of organizations for supply chain risk management	Information and communication Technology is applied in managing supply chain risks
		3.1.2 Monitoring risks associate with ICT in Supply Chain	(a) Describe the concept of monitoring risks associated with ICT in supply chain (b) Determine the risks associated with application of ICT in supply chain (c) Apply ICT legal and institutional framework and policy in managing risks in the organization (d) Evaluate the risks associated with application of ICT in supply chain (e) Develop risk mitigation strategies associated with application of ICT in supply chain.	

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Subject Name: Global Strategic Procurement

Subject Code: C08

Subject Objectives

- (a) To equip learners with knowledge and skills in Global Strategic Procurement
- (b) To equip learners with knowledge and skills of evaluating the influence of strategic supply chain management in assessing the supply chain performance.
- (c) To acquaint learners with principles and techniques involved in global sourcing decision for effective undertaking strategic procurement.
- (d) To enable learners apply appropriate principles and techniques in conducting global strategic procurement in the organization.

Subject Learning Outcome: Apply global strategic procurement skills and knowledge in execution of business activities.

Table 44: Learning Areas Matrix for Global Strategic Procurement

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Use the concept of global strategic procurement in execution of business operations.	1.1 Introduction to global strategic procurement	1.1.1 An overview of global strategic procurement	(a) Describe the concept of global strategic procurement (b) Discuss procurement strategy (c) Determine the levels of strategy and their applicability (d) Discuss the contribution of strategic procurement management	The concept of global strategic procurement are applied in the execution of business operations
		1.1.2 Global	(a) Describe the concept of global	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		strategic procurement process	strategic procurement process (b) Explain the steps involved in global strategic procurement process (c) Identify key stakeholders involved in strategic procurement process	
2.0 Apply global procurement strategy in executing business activities	2.1 Global procurement strategy	2.1.1 An overview of global procurement strategies	(a) Describe the concept of procurement strategies (b) Determine various global procurement strategies (c) Explain the essential steps for an effective global sourcing strategy (d) Discuss the relationship between strategy and corporate, business and functional structures in organizations (e) Explain the alignment of corporate strategies with procurement strategies (f) Analyze the management of resources to support the development and implementation of strategy	Global procurement strategy in executing business activities is applied
		2.1.2 Globalization and strategic Procurement	(a) Describe the concept of globalization and strategic procurement (b) Determine the nature and scope of globalization and strategic procurement	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(c) Explain the drivers of change in global supply markets (d) Evaluate the strategies to address changes and challenges in global procurement (e) Discuss the global procurement operations amidst risky environment (f) Appraise the application of emerging technologies in global procurement (e.g. blockchain, artificial intelligence, etc.) (g) Discuss challenges and mitigation strategies for globalization and strategic procurement	
		2.1.3 Application of global procurement strategies	(a) Describe the concept of global procurement strategies (b) Discuss the value analysis and value engineering (c) Explain early buyer involvement in global procurement strategies (d) Analyze the applicability of 'make or buy' decisions in global sourcing (e) Discuss the supplier development and early supplier involvement (f) Appraise the aspects of supplier mapping and supplier base	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			rationalization (g)Elaborate the applicability of green and sustainable sourcing	
		2.1.4 Outsourcing in procurement	(a)Describe the concept of outsourcing in procurement (b)Differentiate between off-shoring and outsourcing in procurement (c)Discuss the drivers and reasons for outsourcing in procurement (d)Validate the benefits and challenges of outsourcing (e)Discuss the process of outsourcing in global procurement (f) Ascertain the contemporary trends and practices in global outsourcing	
3.0 Apply global sourcing strategy in executing business operations	3.1 Global sourcing	3.1.1 Global sourcing decisions	(a)Describe the concept of Global sourcing decisions (b)Determine various global sourcing decisions (c)Evaluate characteristics of global strategic decisions in organizations (d)Determine factors for global sourcing	Global sourcing strategy in executing business operations is applied
		3.1.2 Global sourcing process	(a)Describe the concept of global sourcing process (b)Determine stages of formulating a global sourcing strategy	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(c) Explain the operationalization of global sourcing for procurement (d) Analyze the strategic sourcing process in procurement (e) Explain hidden costs in global sourcing (f) Manage risks in global sourcing	
4.0 Apply international procurement skills and knowledge in executing business operations	4.1 International procurement	4.1.1 Introduction to international procurement	(a) Describe the concept of international procurement (b) Differentiate local from international procurement. (c) Explain the forms of international procurement (d) Describe the reasons for international procurement (e) Determine the motives for international procurement (f) Explain the countertrade, free trade and restrictions arrangements in global procurement (g) Determine the relationship between international and global procurement	International procurement skills and knowledge in executing business operations are applied
		4.1.2 International procurement process	(a) Describe the concept of international procurement process (b) Discuss the international procurement cycle	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(c) Determine the process of handling international procurement disputes (d) Explain the applicability of International Commercial Terms (INCOTERMS) (e) Discuss the import and export management (regulating organs, process and documentations) (f) Appraise the use of International Procurement Offices (IPOs) in sourcing	
		4.1.3 Multinational firms, economic integration and regional blocs	(a) Describe the concepts of Multinational firms, economic integration and regional blocs (b) Discuss the functionality of commercial organizations in international procurement (c) Differentiate multinational firms from strategic alliances (d) Determine the applicability of the economic integration aspects in procurement practices (e) Discuss the applicability of international agencies regulations in procurement practices	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		4.1.4 Managing international procurement risks	(a) Describe the concept of managing international procurement risks (b) Discuss various risks associated with international procurement (c) Determine the sources of risks associated with international procurement (d) Explain the challenges in managing risks associated with international procurement (e) Discuss mitigation strategies for managing risks in international procurement	

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Subject Name: Leadership and Governance

Subject Code: C09

Subject Objectives

- (a) To equip learners with knowledge and skills in Leadership and Corporate Governance.
- (b) To equip learners with knowledge and skills in Leadership required achieving organizational and stakeholder commitment in Supply chain perspective.
- (c) To acquaint learners with principles involved in leadership and corporate governance for effective managing the supply chain.
- (d) To enable learners apply appropriate principles in leadership and corporate governance in execution of strategic procurement and supply chain in the organization.

Subject Learning Outcome: Apply leadership and governance in managing organizations

Table 45: Learning Areas Matrix for Leadership and Governance

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.	1.0 Apply leadership principles and skills in managing organizations	1.1Leadership	1.1.1 Introduction to leadership concepts	(a) Describe the concept of leadership (b) Explain various types of leadership (c) Determine characteristics of an effective leader (d) Explain sources of leadership power (e) Apply the emerging leadership theories in corporate governance practices	Leadership principles and skills are applied in managing organizations

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			1.1.2 Principles of Leadership	(a) Explain the principles of leadership (b) Discuss various approaches and styles of leadership (c) Analyze the application of leadership approaches in organizational practices	
			1.1.3 Leadership opportunities and challenges	(a) Determine leadership opportunities (b) Explain the challenges of leadership and mitigation strategies (c) Analyze lobbying and advocacy (d) Classify the types of lobbying; and (e) Demonstrate application of lobbying and advocacy as applied in leadership	
	2.0 Apply corporate governance process in managing organizations	2.1 Corporate governance	2.1.1 Introduction to corporate governance	(a) Describe the concept of corporate governance (b) State the objectives of corporate governance (c) Determine the elements of effective corporate governance (d) Explain the importance of corporate governance (e) Apply the theories and models of corporate governance in managing organization (f) Explain the challenges of corporate governance and its mitigation strategies	Corporate governance process are compiled in managing organizations.
			2.1.3 Organization structure	(a) Describe the concept of organization structure (b) Explain the objectives of an organization structure (c) Analyze various designs of organization structure (d) Evaluate different forms of span of control	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			2.1.4 Principles of corporate governance	(a) Discuss the principles of corporate governance (b) State core values in corporate governance (c) Explain corporate legal frameworks as a tool to effective corporate governance; (d) Determine key performance indicators in corporate governance	
			2.1.5 Corporate governance control system	(a) Describe the concept of corporate governance control systems (b) Explain the role of corporate governance control systems in enhancing corporate governance (c) Apply the knowledge of leadership and practices to demonstrate corporate governance control systems (d) Discuss the role of board of directors in corporate governance control system	
			2.1.6 Change management	(a) Describe the concept of change management (b) Discuss change management process (c) Explain factors leading to change (d) Apply models, theories and approaches of change management for corporate governance (e) Discuss the challenges encountered in change management (f) Explain mitigation strategies for change management	

SN	SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
3	3.0 Apply risk management skills in corporate governance	3.1 Risk management in corporate governance	3.1.1 Basics of corporate risk management	(a) Describe the concept of corporate risk management (b) Explain the objectives of managing corporate risks (c) Discuss the risk management process in corporate governance; (d) Explain the challenges encountered when managing corporate risks	Risk management skills are applied in corporate governance.
			3.1.2 Corporate risk management framework	(a) Describe the concept of corporate risk management framework (b) Determine corporate risk management framework (c) Apply institutional framework in corporate risk management (d) Discuss mitigation strategies for managing corporate risks	

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Subject Name: Strategic Asset Management

Code: C10

Subject Objectives

- (a) To equip learners with knowledge and skills on Strategic asset management.
- (b) To equip learners with knowledge and skills on strategic planning for assets management.
- (c) To apply strategies for assets management in business operations.
- (d) To appraise Legal framework and Governance for strategic asset management in business operations.

Subject Learning Outcome: Apply Strategic Assets Management Techniques in Organizations

Table 46: Learning Areas Matrix for Strategic Assets Management

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
	1. 1.1 Introduction to strategic assets management	1.1.1 An overview of strategic asset management	(a) Describe the concept of strategic asset management (b) Explain the strategic asset management objectives (c) Determine the elements of strategic asset management	Strategic asset management techniques are introduced in Business operations.

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Use strategic asset management in business operations		1.1.2 Integrated strategic asset management	(a) Describe the concept of integrated strategic asset management (b) Explain the dimensions of integrated strategic asset management (c) Determine the Integrated asset management approaches	
		1.1.3 Strategic assets acquisition and development	(a) Describe the concepts of strategic asset acquisition and development (b) Discuss strategic asset acquisition options in organizations (c) Assess strategic fit between corporate objectives and asset management strategy (d) Analyze risks and risk management approaches for acquisition options (e) Examine the asset safety, compatibility and environmental concerns in the organization	
		1.1.4 Verification and valuation of asset	(a) Describe the concepts of verification and valuation of assets (b) Explain the purpose of asset verification and valuation of asset (c) Determine the procedures for conducting verification and valuation of assets (d) Apply Modern techniques in conducting asset tracking, verification and valuation (e) Discuss the barriers of verification and valuation of asset	
2.0 Ability to	2.1 Strategic	2.1.1 introduction	(a) Describe the concepts of strategic planning	Strategic asset

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
develop strategic asset planning for asset Management.	planning for asset management	to strategic planning for asset management	for asset management (b) Explain the strategic asset management planning process (c) Discuss the importance of strategic planning for asset management in the organization (d) Prepare strategic asset management plan	management planning process are applied in business operations.
		2.2.2 Asset life cycle management	(a) Describe the concept of asset life cycle management (b) Discuss the stages of asset life cycle management (c) Appraise the best practices of asset life cycle management	
		2.2.3 Demand planning strategies for asset management	(a) Describe the concept of Demand planning strategies for asset management (b) Explain various strategies for asset management planning (c) Determine demand and supply of Assets in business operations (d) Analyze the demand forecasting techniques and expenditure planning in Asset management (e) Determine Total Cost of Ownership (TCO) and Life cycle costing of Asset in the organization	
		2.2.4 Asset performance	(a) Describe the concept of asset performance measures	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
		measures	(b) Identify the asset performance measurement tools (c) Determine the key performance indicators for asset management (d) Discuss the key factors affecting performance measures in asset management	
3.0 Apply legal frameworks and governance process for asset management.	3.1. Asset management legal framework and governance	3.1.1 Legal framework in asset management	(a) Describe the concept of legal framework in asset management (b) Discuss the legal framework governing assets management (c) Determine various policies and guidelines for asset management	Legal instrument governing asset management and governance are complied in business operations.
		3.2.2 Asset Management Governance	(a) Describe the concept of asset management governance (b) Differentiate asset management from asset governance (c) Discuss the application of international standards for asset management (d) Discuss the governance models for successful asset management (e) Analyze non-financial asset measurement, accounting and reporting (f) Apprise risks in asset management (g) Develop an asset register	

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Subject Name: Procurement and Supply Chain Audit

Subject Code: C11

Subject Objectives

- (a) To equip learners with knowledge and skills in Procurement and Supply Audit.
- (b) To equip learners with knowledge and skills of conducting risk-based auditing in Procurement and Supply Chain practices.
- (c) To acquaint learners with knowledge on professional etiquette in conducting procurement and supply audit.
- (d) To enable learners apply appropriate techniques of auditing in conducting risk based procurement and supply audit in the organization.

Subject Learning Outcome: Apply Procurement and Supply Auditing Skills in Organizations

Table 47: Learning Areas Matrix for Procurement and Supply Audit

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
1.0 Apply audit knowledge and skills in procurement and supply operations	1.1 Introduction to auditing	1.1.1 An overview of auditing principles	(a) Describe the concept of auditing (b) Discuss the fundamental principles of audit (c) Explain types and classes of audits (d) Determine the objectives and importance of audit (e) Explain similarities and differences between private and public	Auditing skills are clearly applied in procurement and supply operations
		1.1.2 Auditing methodology	(a) Describe the concept of auditing methodology (b) Explain the audit approaches (c) Discuss the familiarization, planning and formulation of audit strategy (d) Explain the records required for audit work;	

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			(e) Determine audit evidence, and types of audit evidence (f) Explain contents of working papers (g) Explain the aspects of audit reporting	
		1.1.3 Auditing tools	(a) Explain the concept of auditing tools (b) Analyze various audit tools (c) Discuss the advantages and disadvantages of audit tools.	
	1.2 Risk based procurement and supply chain audit	1.2.1 An overview of procurement and chain supply audit	(a) Describe the concept of procurement and supply chain audit (b) Determine the scope of audit in procurement and supply (c) Discuss auditing basic procedures and internal controls in procurement and Supply (d) Determine audit requirements for entry and exit meetings. (e) Describe procurement and supply chain audit for technical and economic evaluations (f) Discuss value for money and contract performance auditing (g) Explain technical audit in procurement for works, goods and services (h) Discuss auditing in supply activities like warehousing, transportation and distribution (i) Explain corruption red flags exposed in procurement audit	Risk based procurement and supply audit are cleared identified in the organizations
		1.2.2 Risk based procurement and supply auditing	(a) Describe the concept of risk based in procurement and supply audit (b) Identify the risks involved in procurement and supply audit (c) Determine the procedures involved in risk assessment in procurement and supply audit (d) Develop checklist of risk-based procurement and supply auditing,	

SPECIFIC LEARNING OUTCOMES	TOPIC	SUB TOPIC	RELATED TASKS	ASSESSMENT CRITERIA
			(e) Explain the procedures for undertaking forensic audits in procurement and supply. (f) Determine differences and similarities between investigation and audit (g) Discuss the procurement fraud schemes (h) Apply the best practices in procurement audit and risk management	
	1.3 Procurement and supply audit governance	1.3.1 Legal and institutional framework	(a) Describe the concept of legal and institutional framework as applied in procurement and supply audit (b) Identify the parties involved in procurement and supply audit (c) Explain the rights and responsibilities of parties involved in audit (d) Determine the skills and qualities of a procurement and supply auditor (e) Discuss the fundamental principles, standards and ethics of audit (f) Demonstrate the types of auditor reports and their respective circumstances of application (g) Appraise the scope and process of audit in procurement and supply	Procurement and supply audit governance is applied in organization
		1.3.2 Audit and Internal control system	(a) Describe the concept of internal control system (b) Review internal control systems (c) Discuss the authorization and approval procedures in the organization (d) Develop audit plan and set-up for internal control checks (e) Prepare an audit implementation plan, verification and investigation programs.	

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