

SYLLABUS

Higher Certificate in Business (Procurement),

Bachelor of Business, Procurement and Supply Management,

**Bachelor of Business (Honours), Procurement and Supply,
Management**

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1. Aims and Objectives of the Programme

The overall aim of the programme is to provide graduates with the knowledge and competencies in procurement and supply management. It will allow learners to participate and contribute to the development and success of their organisations in a scientific and structured fashion that will add value to the organisation and enhance the skills and abilities of the individual.

A core aim of the programme is to develop a culture of learning and development for the individual adult learner that fosters a life-long commitment to ongoing participation in education.

The overall aims and objectives of the degree programme are to:

- Provide an analytical, conceptual and practical framework necessary for participants to contribute positively to their organisations strategic aims and mission in the areas of procurement and supply management
- Develop a systematic and scientific approach to procurement and supply management.
- Equip learners with the knowledge and competencies needed to contribute to their organisations success through the use of best practice in procurement and supply management
- Provide learners with a broad understanding of how organisations operate and are structured to meet the challenges posed in the global environment, through a deeper understanding of the role of procurement and supply management.

The aims and objectives of each level, leading to a level award are as follows:

Level 6, Higher Certificate in Business (Procurement)

This is an introductory level to business management, procurement and supply management and the combination of modules reflect this. Its modules include; Fundamentals of Accounting, Economics, Business Organisation and Information Technology, Marketing and Business Communications, Principles of Procurement, Purchasing and the Commercial Environment, Statistics and Quantitative Methods, Fundamentals of Management, Introduction to Supply Chain, Commercial Relationships and, Storage and Distribution. This level will lead to a stage award – Higher Certificate in Business.

The objectives and aims of this level are:

- To introduce the learner to supply management and general commercial and industrial aspects of the organisation
- To develop learners basic understanding of supply management and of current issues impacting on the competitive position of the organisation
- To introduce the learner to basic quantitative methods used in research projects.

- To develop learners functional knowledge and its application in the procurement and supply management function
- To emphasise the operational issues in procurement and supply management

Level 7 Bachelor of Business, Procurement and Supply Management

The aim of this level is to build on the earlier level 6 modules and involves mandatory modules that reinforce the technical and analytical aspects of the programme whilst the elective modules stream a learner's degree to suit their needs and those of their employer. Case studies will be a feature of some of the modules and assessments at this level.

The mandatory modules include; Financial Management, Operational Supply Management and, Business Law,. The electives, of which, the learner will select two modules include; *Operations Management, Logistics Management, Retail Channel Management and, Public Sector Procurement*. This combination of modules build on level 6 and supports the aims of that level. This level will lead to a stage award; Ordinary Degree - Bachelor of Business.

The objectives and aims of this level are:

- To develop in-depth learner knowledge of supply management and general commercial and industrial aspects of the organisation
- To allow learners to use their functional knowledge in the analysis and synthesis of problems in the procurement and supply management function
- To allow learners to stream their studies through the selection of elective combinations to suit their individual needs
- To develop in learners an appreciation of the strategic context in which organisations operate
- To develop in learners a deeper awareness of the global nature of the business environment

Level 8, Bachelor of Business (Honours), Procurement and Supply Management

The aim of this level is to develop an in-depth understanding of business management and the purchasing and supply function. The ability to analyse and evaluate issues so that solutions can be developed and employed successfully in an organisation will be an important aspect at this stage in the programme. It will build on the earlier modules at level 6 and level 7.

At this level, learners, are expected to have a capacity to draw complex information together and, reflect on their own practice and skills. They will demonstrate this in their research assignment of 8,500 words along with a skills development statement of a further 1,500 words. This is also required to demonstrate a deeper understanding of procurement and supply management.

The combination of modules reflect this strategic focus and include; Business Policy, Advanced Supply Management; Strategic Procurement and a Research Assignment Project.

This level will lead to a stage award – Bachelor of Business (Honours). Case Studies will feature prominently in both the modules and assessments at this level.

The Business Policy module will make use of case studies as a core element in the delivery of this module.

The aims and objectives of this level are:

- To develop learners skills in analysing and evaluating current issues impacting on the competitive position of the organisation
- To develop learners capacity to move from an operational to a strategic focus and appreciate the difference and need for both perspectives
- To allow learners to take a comprehensive strategic perspective to procurement and supply so that the learner can make a specific contribution through their procurement and supply function to the strategic management of their organisation
- To develop in learners a contextual basis for their studies through the Research Assignment

2. Programme Structure and Content

2.1 Programme Background

The programme is delivered on a modular basis normally over at least four years. The intake on this programme will be adult learners in employment and, the programme will be delivered on a part-time basis. The academic environment of the Institute's learners will be a combination of structured learning and formal and informal experiential learning in the learners work environments.

The combination of both learning environments will facilitate the blending of both theory and practice to produce a strong learning experience. This will ensure that practical experience is placed in an academic context that enables the learner and employer to obtain maximum benefits from the programme.

The programme is intended to develop a creative and scientific approach to procurement and supply management. The aim is to equip the learners with an analytical framework within which they can apply the knowledge to achieve winning solutions in their organisations. The nature of the programme and the emphasis on project work and research is designed to help the learners apply their learning creatively to real-life situations in their organisations.

2.2 Philosophy of Teaching and Learning Methodologies

6) Central to the design of this programme is a learning philosophy that places learners in control as active managers of their own learning, i.e., an approach that actively sets out to foster learning goals in participants.

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The teaching learning methodologies are based on the principles of adult education of affirming and building on what the learner already knows and has experienced. Candidates come to the programme with work experience as a foundation for the broad business modules and their current employment in the fields of procurement and supply management will be a basis for the purchasing and supply chain modules. This will facilitate the emphasis on directed reading, private study and experiential learning and the assessment process of assignments (many of which will be work based), examinations and the Learner Reflection.

2.3 Programme Themes

There are four interrelated themes that run throughout the course.

Theme 1 – Finance

Fundamentals of Accounting will provide learners with an introduction to the basic financial accounting principles and financial analysis, enabling understanding and interpretation of data as the aim of the purchasing professional rather than the calculation and preparation of financial reports as an end in itself. The module, Economics, studies the principles of economics as a means of establishing the

viability of the firm and examines National economic policy. Financial Management aims to build on the earlier modules to integrate financial management into the overall procurement process.

Theme 2 – Business Management

Business Organisation and Information Technology and, Marketing and Business Communications lay the business foundations and provide a theoretical management framework for the learner. These modules focus on the functional and operational aspects of the organisation and prepare the learner for the Fundamentals of Management which places the functional and operational aspects of the organisation in the context of managing people. This module completes the internal focus on the organisation and sets the scene for the later module, Business Policy which focuses on the strategic issues that management face. This theme will provide the learner with the management tools to integrate procurement in the wider context of the modern organisation.

Theme 3 – Supply

Principles of Procurement aims to provide an overview of the nature, scope and content of supply activities. It will focus on the operational aspects of procurement and supply in an organisation. Introduction to Supply Chain builds on this and will introduce the learner to the management of supply chain and its impact on all aspects of the business. Storage and Distribution aims to examine the techniques, methods and factors concerned with the storage and transport of physical stocks. It will also focus on the value-added that can be created in this important aspect of the organisation. Operational Supply Management introduces the learner to the wider aspect of supply chains and their management. It will create a vital linkage between the operational activities that need to be managed and controlled and how these activities fit within an overall strategic framework for the organisation.

This theme also contains three of the four elective modules at this level that stream the learners development into a specific areas namely, Operations Management; Logistics Management or, Retail Channel Management. The learner has a choice of two of four elective modules, the other module being Public Sector Procurement which relates to the Procurement Theme.

Theme 4 - Procurement

Purchasing and the Commercial Environment provides learners with an understanding of the issues that impact on the competitive position of the organisation and introduces them to procurement principles and practices. Commercial Relationships builds on the foundations laid by Purchasing and the Commercial Environment and sets out the complex and interrelated nature of commercial relationships and the legal basis on which such relationships are founded. Business Law builds on the Commercial Relationships module by focusing on company law with a particular emphasis on contract law and, the legal aspects of procurement. This stream contains one of four electives, Public Sector Procurement. This module enables learners to understand and comply with legislation, both Irish and European, governing all Public Sectors bodies . Strategic Procurement aims to build on the earlier modules to develop the learners knowledge

of thinking in procurement to align it with an organisations strategic objectives. The learner development throughout this theme is to move from functional or operational focus to a more strategic focus.

Programme Themes Matrix

<u>Themes</u>	<u>Level 6</u>	<u>Level 6</u>	<u>Level 7</u>	<u>Level 7 (Elective)</u>	<u>Level 8</u>	Research Assignment (capstone)
<u>Finance</u>	Fundamentals of Accounting Economics	Statistics and Quantitative Methods	Financial Management			
<u>Business Management</u>	Business Organisation and Information Technology Marketing and Business Communications	Fundamentals of Management			Business Policy	
<u>Supply</u>	Principles of Procurement	Introduction to Supply Chain Storage and Distribution	Operational Supply Management	<i>Operations Management</i> <i>Logistics Management</i> <i>Retail Channel Management</i>	Advanced Supply Management	
<u>Procurement</u>	Purchasing and the Commercial Environment	Commercial Relationships	Business Law	<i>Public Sector Procurement</i>	Strategic Procurement	

Table One: Programme Themes
Source: IIPMM

2.5 Modular and credits distribution

The programme follows 3 linked levels of learning:

Level 6 Higher Certificate in Business (Procurement)			
Module Title	Credit	Module Title	Credit
Fundamentals of Accounting	10	Statistics and Quantitative Methods	15
Economics	10	Fundamentals of Management	10
Business Organisation and Information Technology	10	Introduction to Supply Chain	10
Marketing and Business Communications	10	Storage and Distribution	15
Principles of Procurement	10	Commercial Relationships	10
Purchasing and the Commercial Environment	10		
	60		60
Level 7 Bachelor of Business, Procurement and Supply Management			
Module Title	Credit	Elective Module Title (Choice of two)	Credit
Financial Management	10	<i>Operations Management</i>	15
Operational Supply Management	10	<i>Logistics Management</i>	15
Business Law	10	<i>Retail Channel Management</i>	15
		<i>Public Sector Procurement</i>	15
	30		30
Level 8 Bachelor of Business, Procurement and Supply Management			
Module Title	Credit	Module Title	Credit
Business Policy	15	Strategic Procurement	15
Advanced Supply Management	15	Research Assignment	15
	30		30

Table Two: Modular and Credits Distribution
Source: IIPMM

3. Assessments

3.1 Assessments Philosophy

The programme is based on the principles of applied learning whereby the learner will integrate their academic studies with their role within the organisation. The mix of assessment methods will reflect this approach. Current thinking in adult education supports the view that assessment is an integrated part of the learning cycle. This is reinforced by:

- setting and discussing clear assessment criteria and a marking scheme for each assessment type
- linking module learning outcomes to assessments
- using sample assessments, model answers and, marking schemes

Learner feedback will be given where appropriate to the assessment method in a supportive and encouraging way. This will enhance motivation as well as encouraging reflection on the learning experience.

Assessment is an integral part of the learning and teaching process. It is a positive activity, which contributes to and enhances learner development and progression. The programme will use a balanced range of assessment techniques.

The assessment methods aim to:

- enhance learning and progression
- provide evidence of learner performance by offering opportunities for learners to demonstrate their knowledge, understanding and skills (cognitive and practical)
- supports the development of learners key transferable skills
- through assignments, assist and enhance learning via feedback and support
- enable learners to relate their academic studies to their work environments and roles.

The choice of assessment methods for each module will reflect the stated objectives and the learning outcomes and the teaching methods employed. The assessment instruments will include:

- Module Assignment
- Terminal Examination
- Learner Reflection
- Research Assignment

3.2 Assessments Matrix

Learners will be expected to demonstrate their achievement of learning outcomes at each level by a combination of self-assessment (this will be a learner reflection), module assignments research projects and terminal examinations.

Level 6 module assessment weightings

	Module	Type	Terminal Examination	Learner Reflection	Module Assignment
Level 6 Higher Certificate					
	Fundamentals of Accounting	Core	70%	0%	30%
	Economics	Core	70%	0%	30%
	Business Organisation and Information Technology	Core	70%	0%	30%
	Marketing and Business Communications	Core	70%	0%	30%
	Principles of Procurement	Core	70%	10%	20%
	Purchasing and the Commercial Environment	Core	70%	10%	20%
	Statistics and Quantitative Methods	Core	70%	0%	30%
	Fundamentals of Management	Core	70%	0%	30%
	Introduction to Supply Chain	Core	70%	10%	20%
	Storage and Distribution	Core	70%	10%	20%
	Commercial Relationships	Core	70%	10%	20%

Table Three: Module Assessment Weightings – Level 6, Source: IIPMM

Level 7 module assessment weightings

	Module	Type	Terminal Examination	Learner Reflection	Module Assignment
Level 7 Ordinary Degree					
	Financial Management	Core	70%	0%	30%
	Operational Supply Management	Core	70%	10%	20%
	Business Law	Core	70%	0%	30%
Electives (select 2)	<i>Operations Management</i>	Elective	70%	10%	20%
	<i>Logistics Management</i>	Elective	70%	10%	20%
	<i>Retail Channel Management</i>	Elective	70%	10%	20%
	<i>Public Sector Procurement</i>	Elective	70%	10%	20%

Table Four: Module Assessment Weightings – Level 7, Source: IIPMM

Level 8 module assessment weightings

Module		Type	Terminal Examination	Learner Reflection	Module assignment
Level 8 Honours Degree					
	Business Policy	Core	70%	0%	30%
	Advanced Supply Management	Core	70%	10%	20%
	Strategic Procurement	Core	70%	10%	30%
	Research Assignment	Core	0%	0%	100%

Table Five: Module Assessment Weightings – Level 8, Source: IIPMM

4. Level 6 Module Descriptors

Module Title	
Fundamentals of Accounting	
Module Code	HC001
Stage	Award 1
Credit Rating	10
Pre-Requisite	N/a
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
To provide learners with an understanding of basic accounting principles and how they can be of practical use to a procurement and supply role.	
Learning Outcomes:	
<ul style="list-style-type: none"> Learners will be able to apply the basic principles of financial accounting and be able to prepare bank and control accounts reconciliations. Learners will be able to prepare financial statements from the trial balance, incorporating typical adjustments. They will be able explain simple financial statements and the interrelationships that exist between the elements that comprise them. Learners will be able to demonstrate an understanding of the nature of costs and costing systems. Learners will be able to distinguish between capital and revenue expenditure from an accounting viewpoint and be able to describe the procedures involved in procuring new capital items for a business 	
Indicative Syllabus:	
<u>Introduction</u>	
Procurement and supply professionals are expected to understand how an accounting system functions and how a set of financial statements are prepared. They should know how to prepare reconciliations and have the ability to check the accuracy of the recorded figures. They should also be aware of the conventions and the fundamental principles that govern accounts preparation. Procurement and supply professionals should display a basic understanding of costing systems and the type of costs and patterns of cost behaviour. The knowledge and skills gained will form a basis of knowledge for Financial Management.	
<u>Introduction to Accounting procedures systems and users</u>	25%
Double Entry bookkeeping and Recording Transactions and Events. Distinguish between types of business transactions and documentation; prepare basic ledger accounts under the double entry system.	
<u>Preparations and Presentation of Financial Statements Adjustments to the financial statements</u>	
30%	
Preparation of financial statements from the trial balance, incorporating all typical adjustments for	

simple business entities e.g., sole traders and small/medium limited companies to comply with relevant legislation and accounting standards. Identify the special features that differentiate limited company financial statements from those of sole traders.

Control Accounts and Bank Reconciliation 20%
Purpose and preparation of control accounts and bank reconciliation

Capital Expenditure 10%
Features of capital goods; capital procurement process and analysis.

Management Accounting Fundamentals 15%
Contrast the nature and purpose of cost and management accounting with financial accounting. The role of the management accountant and the information he/she can generate. An introduction to:

- how costs are classified for costing purpose i.e. material, labour and overhead costs.
- cost behaviour i.e. relevant and irrelevant costs and revenues

Assessment:

Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%

Core Reading

Fundamentals of Accounting, (2013), IIPMM

Dyson, J R,(2010) *Accounting for Non Accounting Students 8th ed, FT Prentice Hall*

Recommended Reading

Mason, R, (2012) *Finance for Non-Financial Managers in a Week, Chartered Management Institute*

Rice, A, (2011) *Accounts Demystified: The astonishing simple guide to accounting 6th ed. Pearson*

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Module Title	
Economics	
Module Code HC002	
Stage	Award 1
Credit Rating	10
Pre-Requisite	N/a
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
(a) To provide learners with an understanding of micro and macro-economic theory.	
(b) To provide learners with a sound economic focus for their studies.	
Learning Outcomes:	
<ul style="list-style-type: none"> Learners will be able to demonstrate an understanding of economic theory Learners will be able to discuss and illustrate the key principles of micro economic theory. Learners will be able to discuss and illustrate the key principles of macroeconomic theory. Learners will be able to demonstrate an understanding of the role of economic theory and its effects on the organisation. 	
Indicative Syllabus:	
<u>Introduction</u>	
It is important that learners understand the basic principles and assumptions on which economic theory is based. This module is designed to place the economic environment as an important backdrop in which all organisations must operate and provide learners with a framework of reference for both their studies and work environment.	
<u>Micro Economic Theory</u>	
Introduction to Economics	10%
Definition of economics; national economic objectives; economic policy; needs; choices; scarcity; definitions of micro- and macro-economics	
Determination of price	25%
Demand – change in demand, the effect of changes in demand variables, supply – change in supply, effect on supply of changes in supply variables, equilibrium price theory.	
Elasticity, Demand and Utility	25%
Basic elasticity of supply and demand, definition and understanding of marginal utility and the law of diminishing marginal utility, Factors and principles of production, cost of production, competition - perfect, imperfect and monopoly.	
<u>Macro-Economic Theory</u>	
National income	10%
Methods of calculation employed in social accounting and the contributions of the different sectors, fiscal and monetary policy, analysis of both as instruments of economic policy,	

unemployment and inflation Explanation of data on, theories and solutions.	
European Monetary Union and the EURO Economic Union, Monetary Union; History of European Monetary Union (EMU); Monetary Policy in the EMU; The EURO; benefits and Costs of Monetary Union;	10%
International trade and exchange rates Balance of trade, balance of payments, terms of trade, free trade and protectionism, trade blocs, determination of rates of exchange, State involvement in business, taxation objectives, purpose and function, income tax.	20%
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%
Core Reading	
McCarthy , Spencer , (2002) <i>Modern Economics for Irish Students, Mentor Books</i>	
(2013) <i>Economics, IIPMM</i>	
Recommended Reading	
McAleese D, (2007) <i>Economics for Business, FT Prentice Hall</i>	
Sloman J, (2006) <i>Economics 6th ed, FT Prentice Hall</i>	
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Module Title	
Business Organisation and Information Technology	
Module Code HC003	
Stage	Award 1
Credit Rating	10
Pre-Requisite	N/a
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
(a) To develop in learners a capacity for recognising how structure is vital to ensure that an organisation continues to meet the needs of its environment and continues to survive.	
(b) To develop an understanding of the role and impact of Information Technology in the business organisation	
Learning Outcomes:	
<ul style="list-style-type: none"> Learners will be able to describe the principal types of organisations and organisation structures and, the factors that affect organisational design. Learners will be able to describe the fundamental principles of organisational development and change. Learners will be able to describe the keys areas of information systems technology and role of the management of information in business and procurement 	
Indicative Syllabus:	
<u>Introduction</u>	
Organisations must continually change in order to anticipate and respond to the needs of their customers and their other stakeholders. The ability to manage an organisation and its processes effectively is essential to organisational survival and improved performance. An important aspect of organisations is information systems and information management. All organisations must ensure that their information systems policies support and compliment the organisation and its structures. Procurement professionals must be aware of this within their own activity and the interrelationship of all business activities with procurement and supply. This module gives the learner an understanding of how organisations are structured and function to best fit with their environment and the role and impact of information systems on the organisation.	
<u>Organisation Structure and Design</u>	
Types of Organisation	20%
What is an organisation? Reasons why organisations exist; organisations in the private sector; organisations in the public and “not for profit” sectors; organisational Stakeholders; the functional relationships of procurement.	
Organisation Structures	20%
Classical, modern and post-modern organisational configurations; evolution of organisational structures; line, staff and functional relationships; span of control; centralisation vs. decentralisation; inter-organisational structures including shared services.	

Factors Affecting Organisational Design	20%
Influence of the external environment on organisational structure and design; organisational classifications; the use of technology; the life cycle concept; power and authority: mission, goals, aims and objectives; outsourcing / insourcing.	
<u>Information Systems and Information Technology</u>	
Information Systems	20%
Introduction to information systems and their underlying technologies, computer hardware, software, database, and networking technologies; internet and World Wide Web technologies. The use of information systems for electronic business, decision making, and business integration, including new innovations such as Cloud, Social Media and Big Data concepts. The management of information systems; managing the development and purchase of information systems; and managing security, disaster recovery, and data retention; information systems and the field of information technology.	
Managing Information and Procurement Systems	20%
The role of IT in procurement and supply management; Management of information flows and issues of performance and planning. Organisational structure and information systems.	
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%
Core Reading	
Mullins W, (2010) <i>Management & Organisational Behaviour 9th ed, Financial Times Management</i>	
Dempsey, O (editor) (2013) <i>Organisation & Management, IIPMM</i>	
<u>Recommended Reading</u>	
Kehoe, M (2013) <i>Make that Grade New Edition, Organisational Behaviour, Gill and Macmillan</i>	
Buchanan D, Huczynski A, (2006) <i>Organisational Behaviour: An Introductory Text, Hyperion Books</i>	
Burt D, Dobler D, Starling S, (2003) <i>World Class Supply Management: The Key to Supply Chain Management, 7th ed, McGraw Hill/Irwin</i>	
Date of Last Revision:	June 2013

Module Title	
Marketing and Business Communications	
Module Code HC004	
Stage	Award 1
Credit Rating	10
Pre-Requisite	N/a
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
<p>(a) To provide learners with an understanding of the nature, techniques and relevance of marketing as a key function to business.</p> <p>(b) To provide learners with an understanding of the role of business communications in marketing.</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will understand the role of Marketing and Business Communications in the organisation. • Learners will be able to recognise the importance of customer service throughout the total supply chain and the role of procurement in decision making. • Learners will recognise the key areas of business communications and appreciate the effect communication flows have on the organisation. • Learners will be able to practice the skills and processes of good communications. • Learners will be able to understand and apply the basic techniques of research methodology 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>This module is an introduction to the nature, techniques and relevance of Marketing and Business Communications as key functions to businesses. It will develop an appreciation of the role of Marketing and Business Communications in an organisation, the importance of customer service throughout the total Supply-Chain and the strategic importance of procurement's involvement in a company's marketing decisions and those of their suppliers and competitors. The module also provides the foundations of research methodology and, along with the later module, Statistics and Quantitative Methods, will provide the skills needed to successfully complete the Research Assignment at level 8.</p>	
<u>Marketing Fundamentals</u>	
Introduction to Marketing	20%
<p>The concept of marketing, the forces in the marketing environment, marketing research, the role of the buyer in contributing to marketing decisions, early procurement involvement and early supplier Involvement, procurement and internal marketing – ideal alliance, negotiation tools.</p>	
Marketing Tools	20%
<p>Marketing Research, marketing segmentation, targeting, and positioning, “marketing-oriented company”, the marketing mix, defining the product.</p>	

Marketing in Action	20%
Marketing channels of distribution in the Supply-Chain, promotion and communication, the marketing of services, marketers understanding of buyer behaviour, business to business marketing.	
<u>Business Communications</u>	
Communications Tools in Practice	20%
Nature, scope and purpose, means and methods of communications, effective communications, business communications format and style, Internal and external communications within organisations and across the supply chain, management communications – communications process and barriers, feedback channels, formal and informal communications; Marketing and Business Communications; written and numeric communications – nature of the written word, forms of communication, numeric communications.	
Introduction to Research Methodology	20%
Purpose and nature of research; primary and secondary research; surveys and questionnaires; statistical analysis tools; data collation; data analysis and interpretation; conclusions and recommendations; report writing – structure and style; presentation of findings.	
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%
<u>Core Reading</u>	
Rogan D, (2011) <i>Marketing - An Introduction for Irish Students</i> , Gill and Macmillan	
McClave, H (2008) <i>Communications for Business 4th ed</i> , Gill and Macmillan	
(2013) <i>Marketing and Business Communications</i> , IIPMM	
<u>Recommended Reading</u>	
Bryman M, Bell E, (2006) <i>Business Research Methods 2nd ed</i> , Open University Press	
Linehan M, Cadogan T, (2007) <i>Marketing (Make that Grade)</i> , 3 rd ed., Gill and Macmillan	
Dibb, Sally, Simkin Lyndon, Pride, William, Farrell, OC. (2012) <i>Marketing: Concepts and Strategies</i> , Houghton Mifflin Company	
Smith , Taylor ,(2004) <i>Marketing Communications: An integrated approach</i> , Kogan Page	
Medcalf , (2004) <i>Marketing Communications: An Irish perspective</i> , Gill & Macmillan	
Date of Last Revision:	June 2013

Module Title	
Principles of Procurement	
Module Code	HC005
Stage	Award 1
Credit Rating	10
Pre-Requisite	N/a
Co-Requisite	N/a
Contact Hours	40
Module Aims	
(a) To provide learners with an understanding of the principles underlying procurement.	
(b) To develop in learners an understanding of the role that procurement plays in an organisation.	
Learning Outcomes	
<ul style="list-style-type: none"> • Learners will be able to demonstrate an understanding of the principles underlying materials requirements. • Learners will be able to describe the key factors in materials analysis and costing requirements. • Learners will be able to analyse the principles underlying supply requirements. • Learners will be able to analyse the key factors in providing and supplying requirements. 	
Indicative Syllabus	
<u>Introduction</u>	
Procurement and supply is now seen as a value-adding activity, able to make a significant contribution to the profitability of the organisation. This module provides the learner with an introduction to the management of supplies in the organisation. It provides an overview of the nature, scope and content of the professional procurement task.	
<u>Materials Requirements</u>	
Analysing Requirements	25%
Main characteristics of specifications; performance and conformance specifications; specifying good and services; service level agreements (SLAs); managing quality; quality control and quality assurance; the customer service imperative.	
Costing Requirements	20%
Capital and revenue procurement techniques; Tendering procedures; EU Procurement Directives; quotation analysis; e-sourcing / e-procurement.	
<u>Supply Requirements</u>	
Providing Requirements	25%
The sourcing stages; the good supplier; sourcing policy decision areas; supplier appraisal / evaluation; ethical sourcing and trading; the negotiation process; introduction to commercial relationships.	

Supplying Requirements	20%
Standardisation and variety reduction; value analysis and value engineering; total acquisition cost (TAC); methods of reducing TAC; dependent and independent demand; materials requirements planning; enterprise resource planning; e-procurement models and benefits.etc.	
<u>Quality Management</u>	10%
Approaches to quality management; business process re-engineering (BPR); organising for quality; benchmarking; quality management systems; international standards – ISO; quality circles; managing the quality of services. The role of innovation in the development of procurement and supply chain management.	
Assessment:	
Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%
<u>Core Reading</u>	
Lysons K, Farrington B, (2012) <i>Purchasing and Supply Chain Management, 8th ed, FT Prentice Hall</i>	
Dempsey O, (editor) (2013) <i>Principles of Procurement, IIPMM</i>	
<u>Recommended Reading</u>	
Burt D, Dobler D, Starling S, (2003) <i>World Class Supply Management: The Key to Supply Chain Management 7th ed, McGraw Hill/Irwin</i>	
Arnold T, Chapman S, (2007) <i>Introduction to Materials Management, Prentice Hall</i>	
Harrison, Van Hoek, (2007) <i>Logistics Management Strategy: Competing Through the Supply Chain. 3rd Ed. FT Prentice Hall</i>	
Date of Last Revision:	June 2013

Module Title	
Purchasing and the Commercial Environment	
Module Code HC006	
Stage	Award 1
Credit Rating	10
Pre-Requisite	N/a
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
<p>(a) To provide learners with an understanding of procurement and the commercial environment of an organisation</p> <p>(b) To provide learners with an understanding of the organisational and management issues involved in matching the demands of the commercial environment and the role of procurement and supply in that process.</p> <p>(c) To provide a framework for integrating business analysis of an organisation with the role of procurement and supply</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to describe the current issues in the near and far environments. • Learners will be able to explain the commercial environmental issues for their organisation using relevant models. • Learners will be able to explain the impact of technology and trends in procurement and supply on their organisation. • Learners will be able to outline an organisations corporate responsibility, and the ethical role of procurement. 	
Indicative Syllabus:	
<u>Introduction</u>	
As the global economy becomes more integrated, procurement and supply professionals must be able to recognise these changes, identify their impacts on supply matters and know how to respond in the interests of their organisations. This module provides learners with an understanding of the current issues impacting on the competitive position of the organisation and introduces them to professional procurement principles and practices.	
The Commercial Environment	20%
Introduction to the commercial environment; internal and external aspects; external factors impacting on procurement and supply; local versus global supply.	
The Procurement Operation	20%
Procurement and organisational variables; procurement and the product variables; the procurement cycle; procurement procedures; the basis of a contract; procurement documentation and automation.	

<u>Procurement and Supply in the Business Environment</u>	
Procurement and Supply Environment	20%
The scope and role of procurement and supply within the organisation; the contribution of procurement to profitability; the value chain concept; procurement and cost reduction; procurement and inter-functional relationships.	
Procurement and Supply Activities	20%
The evolution of professional procurement; the contribution of procurement to the achievement of organisational objectives; corporate responsibility and the procurement environment; the procurement role in dealing with natural environment issues and ethics.	
<i>Procurement and Supply Objectives</i>	20%
The "5 Rights", to acquire the right quality of material, at the right time, in the right quantity, from the right source and at the right price.	
Assessment:	
Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%
<u>Core Reading</u>	
Worthington , Britton , (2006) <i>The Business Environment, 5th Edition, FT Prentice Hall</i>	
Dempsey O, (editor) (2013), <i>Procurement and the Commercial Environment, IIPMM</i>	
<u>Recommended Reading</u>	
Christopher, M. (2010) <i>Logistics and Supply Chain Management. 4th Ed. Prentice Hall.</i>	
Bowersox D, Closs D, Bixby Cooper M, (2012) <i>Supply Chain Logistics 4th Ed. Management, McGraw Hill/Irwin</i>	
Clarke A, (2000) <i>Organisations, Competition and the Business Environment, FT Prentice Hall</i>	
Burt D, Dobler D, Starling S, (2003) <i>World Class Supply Management: The Key to Supply Chain Management 7th ed, McGraw Hill/Irwin</i>	
Date of Last Revision:	June 2013

Module Title	
Statistics and Quantitative Methods	
Module Code	HC007
Stage	Award 1
Credit Rating	15
Pre-Requisite	HC001/HC002
Co-Requisite	N/a
Contact Hours	60
Module Aims:	
<p>(a) To provide learners with an understanding of statistics and statistical analysis</p> <p>(b) To develop in learners an understanding of the underlying principles of interpretation of statistical data</p> <p>(c) To develop in learners a recognition of the importance of the role of statistical analysis in both a business and academic environment</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> Learners will be able to apply basic quantitative methods and statistical analysis techniques to problems of a well-defined and structured nature. Learners will be able to apply a wide variety of analytical techniques. Learners will be able to assess and evaluate a variety of statistical data. Learners will be able to apply the key techniques used in sourcing, collection, presentation and analysis of data used for decision-making in procurement and supply chain management. (MA,Exam) Learners will be able to apply the principles of statistical inference. 	
Indicative Syllabus:	
<u>Introduction</u>	
This module will provide a thorough grounding in basic statistical techniques, enabling learners to apply these to practical business solutions. In addition, the module will, in conjunction with the Marketing and Business Communications module, provide the skills necessary to undertake research with particular emphasis on the Research Assignment at level 8.	
<u>Quantitative Methods</u>	
Presentation of data in graphs and tables	20%
General purpose of tables and graphs, basic rules, grouped frequency tables, cumulative frequency tables and problems in their construction, bar charts, histogram or frequency polygon, cumulative frequency curve and their uses. Measures of central tendency - mean, median, mode, understanding their uses and limitations.	
Sampling methods	20%
Simple random, systematic, stratified quota and cluster sampling methods, advantages and disadvantages, simple calculations. Sampling theory and hypothesis testing - sampling distribution	

of means, proportions, difference of mean, standard errors, point v. interval estimation of population parameters from sample data, confidence levels, precision, significance testing of means, proportions, difference of means.

Statistical Methods

Time series analysis and forecasting 20%

Main components, trend, seasonal, cyclical, residual, the additive model, estimation of trend by moving averages, regression line, de-seasonalised data, forecasting and its problems. Index numbers - general definition, relatives, aggregate and relative methods, weighting, Laspeyres and Paasche index, changing the base, choosing the base, Irish consumer price index, construction and meaning, using it as a deflator. Network Analysis, economic order quantities.

Measures of dispersion 20%

Range, quartile deviation, standard deviation, understanding their uses and limitations, coefficient of skewness, coefficient of variation. Linear regression and correlation - Method of least squares, selection of x and y variables, prediction, interpolation, extrapolation, coefficient of correlation and its interpretation, coefficient of determination, explained to unexplained variation, spurious correlation, cause and effect, rank correlation, use and interpretation., Linear programming.

Probability 20%

Measuring uncertainty, definition of probability, laws of probability, expected value, mean, Probability distributions - As models of real problems, binomial, poisson and normal distributions, calculations and use of tables.

Assessment:

Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%

Core Reading

Statistics and Quantitative Methods, 2014, IIPMM

Francis A, (2004) *Business Mathematics and Statistics 6th ed*, CENGAGE Lrng Business Press

Recommended Reading

Reilly J, *Using Statistics, Gill and Macmillan*

Cook , Farquharson , (2006) *Business Economics: Strategy and Application*
 Publisher, FT Prentice Hall

Date of Last Revision:

June 2013

Module Title	
Fundamentals of Management	
Module Code	HC008
Stage	Award 1
Credit Rating	10
Pre-Requisite	HC003/HC004
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
(a) To provide learners with an understanding of management practices	
(b) To introduce learners to the concepts of managing people	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to demonstrate an understanding of the theory, nature and scope of management. • Learners will be able to understand management processes in a wide range of organisational settings. • Learners will be able to demonstrate an understanding of the principles of managing people. • Learners will appreciate the importance for all managers of developing good problem solving and decision making skills. • Learners will be able to recognise and describe the role recruitment and selection of staff plays in organisations. 	
Indicative Syllabus:	
Introduction	
The ability to manage an organisation and its processes effectively is essential to organisational survival and improved performance. Procurement professionals must be aware of this within their own activity, and the interrelationship of all business activities with procurement and supply. This module gives the learner an understanding of how they should be managed to best fit with their environment in the light of best practice.	
Business Management	20%
Introduction to Management Theory – Defining management – functions and roles, skills, effectiveness, efficiency; levels of management; supervision – role and styles of supervisors; Introduction to the principal theories of management – Taylor, Fayol, bureaucracy, Mayo, Maslow, modern approaches, systems and contingency.	
Nature of Management	20%
Elements of Management Planning – Strategic, tactical and operational - the strategic planning process, the operational planning process; organising and coordinating; motivation and leadership – motivation theories, job design, leadership types and power; controlling – types of control, measuring performance, control systems characteristics, financial controls.	

Management Skills	15%
Self-management, time management, analysis of work; developing leadership skills – power and organisational politics; teamwork, managing conflict, training and development; managing employee performance.	
Problem Solving and Decision Making	15%
Causes of poor problem solving and decision making; approaches to problem solving and decision making; steps in the problem solving and decision making process; personality types and problem solving and decision making; bias in problem solving and decision making	
Managing People	15%
Recruitment and Selection of Staff – Recruitment policies and procedures; selection methods; the leadership and management of teams; the importance of teams in organisations; the dynamics of team working; building a successful teams; the role of leadership in effective teams.	
Motivation and Performance	15%
Theories of motivation; empowerment and delegation; management of stress, and health and safety; performance appraisal; recognition and reward systems; employee retention	
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%
Core Reading	
Michael J. Morley, Siobhan D. Tiernan and Edel Foley, (2006) <i>Modern Management</i> , 3rd Edition, Gill and Macmillan	
IIPMM, (2013), <i>Business Management</i> , IIPMM	
Recommended Reading	
Naylor J, (2003) <i>Management</i> , 2 nd Edition, FT Prentice Hall	
Serto S, Serto T, (2012), <i>Modern Management; Concept and Skills</i> , 12 th Edition, Prentice Hall	
Boddy D., (2010), <i>Management - An Introduction</i> , 5 th Edition, FT Prentice Hall	
Hannagan T., (2008), <i>Management Concept & Practices</i> , 5 th Edition, FT Prentice Hall	
Date of Last Revision:	June 2013

Module Title	
Introduction to Supply Chain	
Module Code	HC009
Stage	Award 1
Credit Rating	10
Pre-Requisite	HC005
Co-Requisite	HC010
Contact Hours:	40
Module Aims:	
(a) To provide learners with an understanding of the role of the supply chain management function within an organisation.	
(b) To provide learners with an understanding of the overall impact supply chain management has on all aspects of the business.	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to describe the supply chain models as they affect both the internal and external elements of the supply chain. • Learners will be able to describe the planning, organising and controlling of resources needed to improve quality, efficiency and costs, of both product and service operations. • Learners will be able to analyse the factors that influence supply chain network structure, supply chain management business processes and decisions. • Learners will be able to recognise the interaction between supply chain management and other functional areas of business. 	
Indicative Syllabus:	
Introduction	
Procurement and supply can make a significant contribution to the profitability of the organisation. Private and public sector organisations are turning to professional supply chain measures and processes to reduce costs and utilise internal resources more efficiently. In this environment it is important that procurement and supply professionals develop and promote their activities as critical to satisfying the end customer and organisational success. This module provides the learner with an introduction to the management of supplies in the organisation through its supply chains.	
Introduction to Supply Chain	20%
Organisation of Supply Chains – Organising for effective procurement; introduction to supply chain, history, supply chain models, organisational structure and the supply chain; ordering procedures – the procurement cycle; customers; organisational and professional ethics; supplier relationship management.	
Logistics in the Supply Chain	20%
Physical management of inventory; determination of inventory holding policy; operation and	

location of stores facilities; inventory location, layout and internal movement of goods; coding systems; electronic communications in stores; stocktaking procedures; transport and transport systems; INCOTERMS; physical distribution management (PDM).

Materials Management and the Supply Chain 20%
 Materials Management Concepts – The supply chain concept; supply chain and logistics; defining inventory; inventory policies and influences; inventory valuation and pricing; inventory costs; economic order quantity (EOQ); reducing inventory costs; inventory management and control systems.

Supply and Materials Management in Different Environments 20%
 Supply, and materials in the primary, secondary and tertiary sectors; categorisation of resource needs - raw materials; MRO; capital goods; resale goods and services; lean supply; achieving a lean supply chain.

Aspects of The Supply Chain Concept 20%
 Reverse logistics and product recovery, supply chain risk and vulnerability, supply chain optimisation, green or sustainable supply chains and supply chain management.

Assessment:

Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

Lysons K, Farrington B, (2012) *Purchasing and Supply Chain Management*, 8th Edition, FT Prentice Hall

IIPMM, (2013) *Introduction to Supply Chain*, IIPMM

Recommended Reading

Burt D, Dobler D, Starling S, (2003), *World Class Supply Management: The Key to Supply Chain Management*, 7th Edition, McGraw Hill/Irwin

Date of Last Revision:

June 2013

Module Title	
Storage and Distribution	
Module Code	HC010
Stage:	Award 1
Credit Rating:	15
Pre-Requisite:	HC005
Co-Requisite:	HC008
Contact Hours:	60
Module Aims:	
<p>(a) To provide learners with an understanding of all elements of the storage and distribution function.</p> <p>(b) To develop in learners a capacity to consider how storage and distribution of goods can add value at both a national and global level.</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able describe the principle techniques used in the storage and transportation of physical stocks. • Learners will be able to describe and apply a fundamental knowledge of storage and distribution principles and practices, and demonstrate an ability to apply that knowledge in a variety of organisations. • Learners will be able to evaluate the strategic factors affecting the choice of storage and distribution networks used in the supply chain and demonstrate a comprehension of the legal aspects of storage and transportation of materials. • Learners will be able to evaluate and assess the factors affecting warehouse design and the control of physical distribution. • Learners will be able to apply the main techniques used in the warehousing and storage of goods to satisfy organisational and statutory requirements. 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>All organisations are ultimately involved in “satisfying” the customer, whether internal or external, local or global. Storage and distribution is fundamental to this objective. Procurement and supply professionals need to be aware of the importance of physical storage and distribution to appreciate the upstream and downstream activities in the supply chain. This module examines the methods, techniques and factors concerned with the storage and transport of physical stocks, and consider how added value can be created in the storage and movement of goods.</p>	
<u>Introduction to Storage and Distribution</u>	
Concepts	20%
Objectives for storage and distribution; logistics and the global supply chain; financial aspects of inventory; total costs concept; customer service and added value concepts and measures; cost and	

service trade-offs; raw / input materials warehousing.

Distribution Planning 20%
 Strategic factors affecting the choice of a storage and distribution network; using third party and fourth party contractors and logistics service providers (3PLs and 4PLs); ICT Tools, such as EDI, data capture, voice recognition; INCOTERMS.

Handling Goods

Moving Goods 20%
 Selection of the modes used for freight transport; characteristics of each mode; inter-modal transport; road transport route and load planning; utilisation and containerisation of loads; transport of hazardous goods; legal aspects of moving materials; health and safety legislation and practice; control of substances hazardous to health requirements; legal requirements in transporting goods.

Warehousing and Storage of Goods 20%
 Design of the flow in the warehouse; equipment types: mechanical handling, equipment, and storage; coding and classification of goods; introduction of new items, management of the stock range; stocktaking procedures; control of obsolescent and redundant stocks.

Logistics of Moving Goods

Controlling Physical Distribution 10%
 Security in the transport and warehousing activities; managing returns from customers and reverse logistics; managing the unit loads - pallets, roll cages, tote boxes; costs - fixed and variable; product standards - utilisation and performance ratios, productivity measurement.

Techniques and Tools used in Supply Chains 10%
 Network analysis; distribution modelling, simulation; operations research techniques, including queuing theory, decision trees; distribution requirements planning (DRP).

Assessment:

Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

Rushton A, Croucher P, Baker P, (2010) *Handbook of Logistics and Distribution Management 4th Ed, Kogan Pages*

Dempsey O, (editor) (2013) *Storage and Distribution, IIPMM*

Recommended Reading

Lysons K, Farrington B, (2012) *Purchasing and Supply Chain Management, 8th Ed, FT Prentice Hall*

Burt D, Dobler D, Starling S, (2003) *World Class Supply Management: The Key to Supply Chain Management 7th Ed, McGraw Hill/Irwin*

Date of Last Revision:

June 2013

Module Title	
<i>Commercial Relationships</i>	
Module Code HC011	
Stage	Award 1
Credit Rating	10
Pre-Requisite	HC006
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
(a) To provide learners with an understanding of the complex nature of commercial relationships	
(b) To develop in learners a capacity to identify appropriate strategies and policies to manage these relationships	
(c) To provide a framework for integrating commercial relationships as part of a wider value chain for the organisation	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to identify the main types of relationships along the Supply Chain and the issues and difficulties that can arise. • Learners will be able to explain the importance of forming strategic relationships, the value they can bring to the Supply Chain and their impact on the organisation. • Learners will be able to evaluate the role of key stakeholders in the value chain including the internal customers and external suppliers. • Learners will understand the importance of the effective management the relationships with all key suppliers and how this may be carried out. • Learners will be able to assess supplier performance and identify how trust and power can play a major role in the success of a relationship. • Learners will be able to recognise the role that contracts and other forms of relationships, with particular reference to leasing, outsourcing and EU directives have on commercial relationships. 	
Indicative Syllabus:	
Introduction	
Procurement and supply is concerned with acquiring goods and services from external providers to meet the needs of internal and external customers. Concepts such as supply chain management and value stream analysis recognise that many interactions do not exist in isolation, but form part of a longer series of relationships beginning at the origin of primary ideas or materials, and ending with the satisfaction of the needs or wishes of the ultimate consumer. This module identifies their increased importance, and highlights the need to develop and adopt appropriate strategies and policies for the management of these relationships.	
Theory of Relationships	10%
Relationships in Context – Strategic considerations in relationship formation; supply chains, value streams and related concepts and their impact upon commercial relationships.	

Relationship Types	15%
The main types of relationship; internal and external relationships; inter and intra-organisational relationships; relationship issues in public procurement.	
Relationships in Action	20%
Relationships Strategy, Policy and Practice ; Tools of analysis in relationship selection and determination; risk assessment and evaluation in relationship decisions; the contribution of appropriate relationships to organisational success; factors impacting upon relationships; relationships and supply chain policy - ethical, technological, legal, environmental and other relationships constraints and enablers.	
Relationship Management	20%
The role of the internal customer; the role of the supplier; supplier development; supplier associations; technology transfer and upstream management; the relationship life cycle; assessment of performance and management of relationships; trust and power in relationships.	
Supplier Relationship Management	15%
Why supplier relationships matter; what suppliers want; what buyers want; creating closer supply chain relationships; factors in forming supply chain relationships; steps in establishing Supplier Relationship Management (SRM)	
Commercial Aspects of Relationships	20%
Contracting and Relationships; The role of contracts; relationship aspects of contracts; incentive contracting; relationships aspects of service contracts; relationships in connection with hire or lease contracts; the outsourcing relationship; the impact of EU Directives; alternatives to contracts. Seller behaviour - definition of sales; sales techniques; managing sales / marketing personnel; know your supplier / seller; win / win results.	
Assessment:	
Module assignment	20 %
Learner Reflection	10%
Terminal Exam	70 %
Core Reading	
Moore M, (2005), Commercial Relationships, Liverpool Academic Press	
IIPMM (2013) Commercial Relationships, IIPMM	
Recommended Reading	
Lysons K, Farrington B, (2012), <i>Purchasing and Supply Chain Management</i> , 8 th Edition, FT Prentice Hall	
Day M, (editor) (2002), <i>Gower Handbook of Purchasing Management</i> , 3 rd Edition, Chartered Institute of Purchasing and Supply	
Date of Last Revision:	June 2013

Module Title	
Principles Public Sector Procurement	
Module Code	HC012
Stage	Award
Credit Rating	10
Pre-Requisite	None
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
(a) To develop learners understanding of the fundamentals of procurement in the public sector	
(b) To provide a legislative framework in which public sector procurement operates	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will understand the concepts upon which public sector procurement is organised. • Learners will be able to describe the National and EU legislative frameworks which apply to the public sector. • Learners will be able to describe and apply basic public procurement techniques and processes used in the tendering, awarding and debriefing associated with awarding public sector contracts. • Learners will be able to understand the procurement cycle in the public sector and the associated documents, procedures and systems 	
Indicative Syllabus	
<u>Introduction</u>	
<p>This module considers the different environments within which public procurement operates and the impact this has on procurement and supply operations in the Public sector. The emphasis is on developing an understanding of the principles underpinning good procurement practice and to provide the learner with the basic skills to operate in what is a very tightly regulated environment.</p> <p>Given the ongoing developments in this area and the increasing levels of control, a professional approach to procurement is not only warranted by essential in these times. This module sets out to provide the foundations of a professional approach to public sector procurement.</p>	
<u>Public Procurement</u>	25%
<p>Overview procurement in the public sector; documentation and reporting; openness, equity, and transparency in the procurement cycle; market analysis; centralised vs. decentralised procurement; procurement consortia in the public sector; competition, fairness; ethical issues; overview of government expenditure in Ireland / public private partnerships.</p>	

<p>Legislation 25%</p> <p>The EU institutions and trade bodies; EU directives: When do they apply and to whom? / EU directives: History, rationale, rules, operation, implications, opportunities and difficulties / European Public Procurement Directives (works services supplies) (Categories of purchase government and utilities); National legislation and procurement guidelines (gold book).</p> <p>Competitive Procurement 25%</p> <p>Tendering procedures; request for proposal (RFP); contract award; planning of requirements; specifications; quality Assurance; contracting for goods and services; capital equipment; cross functional teams; debriefing</p> <p>Operational Procurement 25%</p> <p>Effective contract management; contracting for services; contract administration; roles of the procurement agency; services provided ; developments in procurement organisations; e-Procurement; project management in the Public Sector; procurement and supply in the private sector</p>							
<p>Assessment:</p> <table> <tr> <td>Module assignment</td> <td>20%</td> </tr> <tr> <td>Learner Reflection</td> <td>10%</td> </tr> <tr> <td>Terminal Exam</td> <td>70%</td> </tr> </table>	Module assignment	20%	Learner Reflection	10%	Terminal Exam	70%	
Module assignment	20%						
Learner Reflection	10%						
Terminal Exam	70%						
<p>Core Reading</p> <p><i>Davis P, (2013) Principles of Public Sector Procurement, IIPMM</i></p> <p><i>Public Procurement (Gold Book), Government Publications</i></p> <p>Recommended Reading</p> <p><i>World Class Supply Management. Burt, Dobler & Starling. 7th Edition (McGraw Hill)</i></p> <p><i>Purchasing Principles & Management, Baily Farmer Jessop & Jones, 8th Edition (Financial Times / Pitman)</i></p>							
<p>Date of Last Revision:</p>	<p>June 2013</p>						

Module Title	
Financial Management	
Module Code OD001	
Stage	Award 2
Credit Rating	10
Pre-Requisite	HC001/HC002/HC007
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
<p>(a) To develop in learners a deeper understanding of finance and financial management</p> <p>(b) To develop in learners a capacity to understand the role of financial management and its importance to all organisations</p> <p>(c) To provide a framework for integrating financial accounting and financial management with supply chain management</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to analyse the financial statements of various types of organisations and relate the analysis to supply chain management needs. • Learners will be able to assess stock valuation methods and how supply chain management can utilise these assessments to impact on company profits and asset values. • Learners will be able to evaluate the role of budgets and costing methods within organisations and link these evaluations to the supply chain management process to enhance company performance. • Learners will be able to assess the sources of business finance and analyse the role of finance within the supply chain management function. • Learners will be able to apply variance analysis techniques to supply chain management related issues. • Learners will be able to evaluate the theoretical and practical considerations inherent in the capital appraisal decision. 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>Good management of its finances is a critical success factor for all organisations - a lack of control in this area is often a key contributor to organisational failure especially where input materials, work-in-progress and finished goods may form a significant part of the organisation's asset base. As procurement and supply professionals spend ever-increasing proportions of their firm's revenues on necessary goods and services, it is very important that they have an understanding of financial accounts and management of finance. This module aims to provide learners with an appreciation of financial and management accounting.</p>	

<u>Analysing Financial Statements</u>	
Interpretation of Financial Statements	20%
Trading, profit and loss accounts and balance sheets; cash flow statements in line with FRSI guidelines; application of ratio analysis to the understanding and interpretation of financial statements; sources of business finance - short, medium and long-term sources; role of the finance function and its interface with procurement.	
<u>Inventory</u>	
	20%
Methods of inventory valuation and its effect on profit and asset values including lowest of cost, replacement price or net realisable value and FIFO, LIFO and average cost (simple and weighted); costs and benefits of maximum and minimum stocking policies; cost of holding inventory, and scarcity and obsolescence.	
<u>Management Accounting Techniques</u>	
Absorption Costing and Marginal Costing	20%
Marginal costing and contribution; preparing profit statements using marginal and absorption costing approaches; allocating overheads; apportioning overheads in job costing; overhead absorption rates and recovery rates; activity-based costing (ABC).	
<u>Standard Costing Variance Analysis</u>	
	20%
Direct material cost variances price and usage; direct labour cost variances, rate and efficiency; variable overhead cost variance; fixed production overhead variance, expenditure and volume; sales variances, price and volume; breakeven analysis - calculating breakeven; margin of safety; contribution to sales ratio; limitations of breakeven analysis.	
<u>Budgetary Control and Capital Investment Appraisal</u>	
Costing and Budgetary Control	20%
Introduction; terminology; role of budgets in business and in procurement department; master budgets; cash budgets; incremental budgets, zero-based budgets, flexible budgets. Capital investment appraisal - net present value (npv); internal rate of return (irr); accounting rate of return (arr); payback method.	
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%
<u>Core Reading</u>	
Malone S, (editor) (2013), <i>Financial Management, IIPMM</i>	
Dyson, J R,(2010) <i>Accounting for Non Accounting Students 8th ed, FT Prentice Hall</i>	
<u>Recommended Reading</u>	
Block S, Hirt G, Danielsen B, (2010) <i>Foundations of Financial Management, 14th ed, McGraw Hill</i>	
Atrill P, McLaney E, (2008) <i>Accounting and Finance for Non-specialist, 6th ed, FT Prentice Hall</i>	
Date of Last Revision:	June 2013

Module Title	
Operational Supply Management	
Module Code	OD002
Stage	Award 2
Credit Rating	10
Pre-Requisite	HC005/HC008/HC010
Co-Requisite	N/a
Contact Hours	40
Module Aims:	
<p>(a) To develop learners knowledge and use of the wide range of techniques, methods and tactics used by buying organisations to achieve maximum value and minimum costs in their supply chain operations</p> <p>(b) To develop in learners a capacity to focus on the need for short-term operational cycles within longer-term strategic aims and objectives</p> <p>(c) To provide a framework for integrating strategic aims with ongoing operational performance</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • The learner will be able to apply knowledge theory and concepts applicable to operational procurement management as it relates to a variety of organisations. • The learner will be able to analyse the scope and role of the operations function in relation to the organisation both nationally and globally. • The learner will be able to select and apply appropriate tactics and techniques in relation to the assessment of supplier quality and price and in supplier performance measurement • The learner will be able to select and apply appropriate tactics in relation to supplier selection and negotiation. • The learner will be able to evaluate new technologies and concepts and, their application to the procurement process. 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>Long-term success for any organisation demands appropriate strategies and a sense of mission; but success ultimately depends upon actual performance. Successful operational performance lies within the key areas of cost, quality, flexibility, dependability and speed. Superior performance in these areas enables organisations to outperform their competitors and ensures long-term success. Procurement is central to all five areas and therefore successful procurement is vital to the long-term success of the organisation. Operational activities primarily focus on shorter-term implementation, but are conducted within a strategic framework. This module sets out the</p>	

operational tools and techniques for the control of supply chain operations.

Materials Sourcing and Supply

Specifying and Managing Quality 20%
 Specifications and quality standards; linkages of specification, quality and cost; eliminating unnecessary cost; measuring and improving quality; modern approaches to quality; quality in design; Total Quality Management (TQM) and 6 Sigma; early supplier and early buying involvement (ESI / EBI).

Information Systems

Information technology (IT) in the supply chain; IT to lean supply; integrated information systems, networks; electronic data interchange (EDI), electronic point of sale (EPOS) and electronic low value ordering systems (ELVOS); e-procurement tools; bar coding; Enterprise Resource Planning (ERP). 15%

Suppliers, Negotiations, and Inventory Management

Sourcing, Management and Development of Suppliers 20%
 Identifying and selecting suppliers; developing suppliers as partners and improving supplier performance; use of suppliers as a resource; selection and contracting of outsourced service providers, and management of performance standards; make or buy decisions; operational contribution to supply chain management and lean supply; price and cost issues; sourcing overseas versus domestically; problems in buying abroad; import procedures, currency and payments; international freight movement; Inventory demand planning; forecasting; pareto and ABC analysis of inventory.

Negotiations

negotiation strategies; support tools for negotiation; styles of negotiation such as partnership and win / win, win / lose, hard and soft styles, adversarial and non-adversarial; the stages of negotiation. 15%

Major Buying Issues

Capital Buying 15%
 The nature of capital buying and the life cycle approach to asset management; the use of teams in capital buying; investment appraisal and risk analysis; appropriate terms and conditions in capital contracts including payment arrangements, defects liability and after sales support.

Assessment:

Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

Lysons K, Farrington B, (2012) *Purchasing and Supply Chain Management*, 8th Ed, FT Prentice Hall
 Dempsey O, (editor) (2013), *Operational Supply Management*, IIPMM

Recommended Reading

Burt D, Dobler D, Starling S, (2003) *World Class Supply Management: The Key to Supply Chain*

Management 7th ed, McGraw Hill/Irwin

Baily P, Farmer D, Jessop D, Jones D, (2008) *Purchasing Principles and Management 10th ed, Trans Atlantic Publications Inc*

Waller, (2003) *Operations Management: A Supply Chain Approach, 2nd ed, Thompson Learning*

Volman, Berry, Whybark, Jacobs, (2005) *Manufacturing Planning and Control for Supply Chain Management, 5th ed, McGraw Hill*

Date of Last Revision:

June 2013

Module Title	
Business Law	
Module Code	OD003
Stage	Award 2
Credit Rating	10
Pre-Requisite	HC006/HC011
Co-Requisite	N/a
Contact hours	40
Module Aims:	
<p>(a) To provide a framework for the application of the principal areas of business law and their relevance to procurement and supply chain management contracts</p> <p>(b) To develop in learners a capacity to consider and appreciate the capacity for risk mitigation and contractual limitations in commercial transactions</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to apply the principal areas of business law to procurement. • Learners will be able through an understanding of the content of legal agreements, to recognise the implications of the terms of such agreements. • Learners will be able to contribute to the development of legal agreements for their organisations in procurement and supply chain management • Learners will be able to evaluate and assess the potential limitations and difficulties that may arise in legal agreements. • Learners will be able to recognise the overriding legal frameworks in which they are operating and their appropriate application. • Learners will be able to recognise the impact of non-compliance to contractual obligations and their implications for both the supplier and the company 	
Indicative Syllabus:	
<p><u>Introduction</u></p> <p>Procurement and supply professionals need to understand business law and the legal issues that may impact upon their organisation and the liabilities and rights which flow from their actions and the actions of all third parties with which they deal. They need to appreciate the need for risk mitigation or limitation in terms of legal liability and they need to know when to refer an issue to legal professionals. This module sets out the business law framework in which companies operate and relevant legislation, common law, and European and international legal regulation that support this framework. It also develops learner's knowledge in the principle areas of the law relevant to procurement and supply with particular emphasis on Contract and Sale of Goods legislation.</p>	

Company Law	20%
Characteristics of a Company; the Formation of a company; the capital and finances of a company; company borrowing – debentures and charges; the management and administration of a company; company meetings and shareholders’ rights; examinerships and liquidations; the external regulation of companies; employment law	
Law of Contract	20%
Formation, offer and acceptance; capacity, reconciliation of buyers’ and sellers’ terms and conditions; void and unenforceable contracts; exclusion clauses and unfair contract terms; standard and special clauses; force majeure; retention of title; penalties and liquidated damages; express and implied terms; intellectual property rights; misrepresentation; mistake and duress; agency; assignment; bailment and indemnity clauses; remedies; termination; settlement of disputes; arbitration versus litigation.	
Sale and Supply of Goods and Services	20%
Breaches of conditions and warranties; transfer of property, risk and title; limiting risk, indemnity, exclusion and insurance, when to insure; the rules in nemo dat quod non habet; delivery; payment terms – late payments; supply of goods and services.	
Specific Legal Rights and Obligations	20%
Privity of contract; liability in negligence, including product liability and defective goods; relationship with contract conditions; collateral warranties and guarantees; contractual obligations relating to post-tender negotiation, pre-tender undertakings, and letters of comfort; EC Procurement Directives; Acquired Rights Directive; redundancy, TUPE and related legislation in outsourcing of services.	
Competitive Advantage and International Trade	20%
Current competition legislation and directives, Ireland, the European Union (EU) and the World Trade Organisation; patents, design rights, trade marks, copyright; confidentiality and trade secrets; contractual implications of confidentiality and intellectual property rights; Import / export documentation; terms and conditions of international trade. legal implications of using incoterms; payment methods and instruments; settlement of disputes in international trade, determination of venue and appropriate law.	
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%

Core Reading

Murphy E, Business and Company Law for Irish Students, Gill and Macmillan

Griffiths M, Griffiths I, (2002) *Law for Purchasing & Supply*, 3rd ed, FT Prentice Hall

Maurice Keady, (editor) (2013) *Law for Purchasing & Supply Management*, IIPMM

Recommended Reading

Keenan A, (2008) *Essentials of Irish Business Law* 5th ed, Gill and Macmillan

Longdin I, (2007) *Legal Aspects of Supply Chain Management*, 2nd ed, Liverpool Academic Press

Date of Last Revision:

June 2013

Module Title	
Operations Management (Elective 1)	
Module Code OD004	
Stage	Award 2
Credit Rating	15
Pre-Requisite	HC005/HC008/HC010
Co-Requisite	N/a
Contact Hours	60
Module Aims:	
<p>(a) To develop learner's knowledge of the operations function and how it can deliver added value to the customer</p> <p>(b) To develop in learners an understanding of the importance of internal customers in the development and maintenance of competitive advantage</p> <p>(c) To provide a framework for the learner to integrate operational concepts and practices as part of their organisational role</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to assess the relevance of the models of operations management in particular business situations. • Learners will be able to analyse practices and techniques used to deliver competitive advantage including product design and, the design of management operations network. • Learners will be able to evaluate evolving approaches to operations management in particular environmental management • Learners will be able to assess resource planning and control objectives and activities • Learners will be able to appraise project and contract control 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>Every organisation has one or more operations function, which adds value to its inputs in providing saleable goods or services. Operations staff i.e. those responsible for producing and delivering are usually the most important internal customers of procurement and supply personnel. It is therefore essential that learners are able to identify and analyse key operations concepts and the practices and techniques used within operations to deliver competitive advantage. In this module operational processes, techniques, planning and control systems in both services and manufacturing that affect the management of the supply chain are examined.</p>	
<u>The Role of Operations Management</u>	
The Concept of Operations	20%
<p>Defining operations management; the input-transformation-output model; product versus service operations (the product / service mix); the roles, responsibilities and relationships of operations management; performance objectives for the operations function; techniques for analysing the</p>	

strategic contributions of the operations function; the design of products and services - the design process for products and services; design evaluation and improvement; environmentally sensitive design; the contribution of procurement and supply in the design of products and services.

Design, Management and Control

The Design and Management of the Operations Network 20%
 Operations as part of a demand / supply network; facility location; process types in manufacturing and service industries; process layouts and work flow process technologies; principles of job design; ergonomics; material handling principles; work study (method study and work measurement); quality planning and control; asset maintenance and replacement strategies.

Resource Planning and Control 20%
 Objectives and activities of operations planning and control (OPC); measuring capacity and calculating system efficiency; demand and capacity management strategies; loading, sequencing and scheduling the operations system; dependent and independent demand; forecasting demand; JIT supply; network analysis.

Continuous Improvement and Project Management

Evolving Approaches to Operations 20%
 The total quality management (TQM) approach to improvement; business process re-engineering (BPR); lean performance; world-class operations; benchmarking the operation; evolving process technologies; detecting and preventing failure; outsourcing and insourcing. The increasing importance of environmental management in all sectors.

Project and Contract Management 20%
 The elements of project management; planning; project control; project networks; critical path; activity scheduling; activity slack; calculation of earliest and latest start and earliest and latest finish; contract issues and management.

Assessment:

Module Assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

Slack , Chambers , Johnston , (2010) *Operations Management, 6th Ed*, FT Prentice Hall. ISBN: 978-0-273-73046-0

Dempsey O, (2013) *Operations Management, IIPMM*

Recommended Reading

Greasley A, (2008) *Operations Management (Sage Course Companions)*, Sage Publications ISBN: 978-1-4129-1882-4

Heizer J, Render B, (2007) *Principles of Operations Management, 9th Ed*, Prentice Hall

Hill, (2005) *Operations Management 2nd Ed*, Palgrave McMillan

Wild, (2003) *Strategic Operations Management, 6th Edition*, Thompson Learning. ISBN: 1-84480-040-7

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Module Title	
Logistics Management (Elective 2)	
Module Code	OD005
Stage	Award 2
Credit Rating	15
Pre-Requisite	HC005/HC008/HC010
Co-Requisite	N/a
Contact Hours	60
Module Aims:	
<p>(a) To provide learners with an in-depth understanding of the effective management of an organisation's supply chain in a global context.</p> <p>(b) To develop in learners a capacity to analyse an organisations supply chain from an international perspective and to appreciate the potential for global partnerships.</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to analyse the strategic concepts and models including the supply chain structure. • Learners will be able to assess supply chain management operations from both an industry and global perspective. • Learners will be able to evaluate successful operations with particular reference to financial flows and information systems. • Learners will be able to evaluate supply chains and formulate plans and resources to optimise their supply chains • Learners will be able to identify and assess the benefits of optimising supply chains to deliver competitive advantage to their customers and own organisations alike. 	
Indicative Syllabus:	
<u>Introduction</u>	
Competitive pressures, the move towards consolidation of global production and improvements in communication and transportation highlight the necessity of effective management of organisations' supply chains. Sourcing of materials and the engagement of service providers is also taking on an international perspective. These changes dramatically lift the materials supply role to a more strategic and global posture. This module identifies the principles, approaches and practices used by world-class organisations in managing their supply chains and emphasises the strategic impact on the procurement role in seeking to proactively influence the value chain.	
<u>Customer Service Supply and Logistics</u>	
Supply Chain Management (SCM)	20%
The changed business environment / role of procurement and supply; the supply chain context and definitions; SCM in practice; benefits of SCM; optimising supply chain investment; trade-offs in SCM; primary and secondary supply chains, internal and external chains; components of the supply chain process; stages of developing SCM; role of forecasting and methods used. customer service -	

importance of customer service; link with competitiveness; key areas of customer service; the “time” element within the supply chain, managing time; the lead-time concepts, the lead-time gap; measurement of customer service.

Logistics 20%
 Upstream and downstream materials flows; materials management; logistics management; definitions of logistics; the logistics mission, aim, goal, benefits and environment; the concept of adding value; important ideas within the logistics concept, the logistics mix; organisational structure for logistics; trade-off scenarios; the role of international logistics; managing international logistics.

Information Management Issues

Financial Information 20%
 Financial flows; total cost of ownership (TCO); direct product profitability (DPP); activity based costing (ABC); target costing (TC); the role of SCM in financial performance; value, value-added and non-value-added activities; cash-flow management; the working capital cycle; customer profitability and relatively unprofitable customers; service level policies.

Business Information 10%
 Information flows; decision support systems; legacy systems; “best of breed” or integrated package solutions; middleware; e-commerce.

International Logistics

International Supply Chains 20%
 Effects of globalisation; the concept of the international supply chain; international supply; impact of trading blocs and customs unions; sourcing internationally; ethics, culture and custom and practice; negotiating globally; specification implications; planning considerations; quality considerations; customs management and planning; import considerations and implications.

Trends in Supply Chain Management 10%
 Review and explore changes and developments in the 21st century. case studies - examples of case studies to demonstrate supply chain management in action and to illustrate the main learning points of the study text.

Assessment:

Module Assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

Chopra S, Meindl P, (2012) *Supply Chain Management, Strategy Planning & Operations, 5th Ed.* Prentice Hall

Dempsey O, (2013) *Supply Chain Management, IIPMM*

Recommended Reading

Lysons K, Farrington B, (2012) *Purchasing and Supply Chain Management, 8th ed, FT Prentice Hall*

Burt D, Dobler D, Starling S, (2003) *World Class Supply Management: The Key to Supply Chain Management 7th ed*, McGraw Hill/Irwin

Christopher, (2005) *Logistics and Supply Chain Management: Creating Value Adding Networks*. FT Financial Times

Harrison, Van Hoek, (2007) *Logistics Management Strategy: Competing Through the Supply Chain*. 3rd Ed. FT Prentice Hall

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Module Title	
Retail Channel Management (Elective 3)	
Module Code OD006	
Stage:	Award 2
Credit Rating:	15
Pre-Requisite:	HC005/HC008/HC010
Co-Requisite:	N/a
Contact Hours:	60
Module Aims:	
(a) To develop learners knowledge of retail buying and product management	
(b) To develop in learners a capacity to assess the impact of competition, consumer tastes and technological developments in the retail sector	
(c) To provide a strategic framework in which retail merchandise management operates	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to apply the concepts and models upon which modern retail merchandise management is based. • Learners will be able to assess the key strategic differences between retail merchandise management and supply chain management in other organisations and the economic importance of these differences in a retail environment • Learners will be to apply appropriate techniques in retail merchandise planning, budgeting and control • Learners will able to assess the benefits and constraints of own brand development and its implications for the retailer, supplier and customer • Learners will be able to assess space management, selling retail space and store layout 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>The retailing environment today is characterised by increasing turbulence and competitive activity. Developments in information technology and telecommunications help create more sophisticated and demanding consumers. As a result product lifecycles are becoming shorter and the rate of new product development is increasing. Retailers are becoming ever larger and more powerful and often offer a range of services other than the supply of tangible consumer products. Retailer's own brands are gaining market share and in many categories are challenging the brand leaders. As a result of these pressures the role of the retail buyer is also developing and becoming more professional. This module provides learners with the opportunity to explore retail buying and product management.</p>	

<u>Channel and Inventory Management</u>	
Introduction to Retailing	15%
Size, economic importance and competitive structure; common retail formats; the retail marketing mix; the role of the retail buyer and the work of the buying office / merchandise department; organisational structures and the organisation of retail buying.	
<u>Inventory Management</u>	
	15%
Key performance ratios, how to calculate them and what they mean – margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); stocktaking methods, advantages, disadvantages and usage; the causes of markdown, strategies to limit markdowns; the advantages and disadvantages of rapid stock turn, techniques to manage stock turn; the implications for effective management of GMROI on the financial health of the business; merchandise management for maximum GMROI.	
<u>Product Branding and Space Considerations</u>	
Merchandising	20%
Product assortment strategies related to retail format; branding and retailers' own brand development; range assortment planning and budgeting, model stock, never-out lists, open-to-buy; forecasting and modeling techniques.	
<u>Visual Merchandising</u>	
	15%
Space management, its importance financially and the different techniques used to manage space; the customer decision making process and its affect on store layout and product; image and atmosphere and how these are affected by visual merchandising; generic store layouts and their advantages and disadvantages; direct product profit (DPP), ABC analysis and implications for visual merchandising.	
<u>Buying and Supplying Considerations</u>	
Key operational objectives	15%
Speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers.	
<u>Product sourcing</u>	
	20%
Researching the customer's needs, researching supply markets; The product development process in retailing; Quality assurance, use of agencies, Sale of Goods and Supply of Services Act; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI); The future of EDI and use of web based solutions to create extranets, from supply chains to demand chains.	
Assessment:	
Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

McGoldrick P, (2002) *Retail Marketing, 2nd ed, Mayfield*

Dempsey O, (2007) *Retail Merchandise Management, IIPMM*

Recommended Reading

Brittain P Cox R, (2004) *Retailing - An Introduction, 5th ed, Financial Times Management*

Varley R, (2006) *Retail Product Management and Merchandising 2nd ed, Routledge*

Date of Last Revision:**June 2013**

Module Title	
Public Sector Procurement (Elective 4)	
Module Code	OD007
Stage	Award 2
Credit Rating	15
Pre-Requisite	HC006/HC011
Co-Requisite	N/a
Contact Hours	60
Module Aims:	
(c) To develop learners understanding of procurement in the public sector	
(d) To develop in learners capacity for understanding the constraints and considerations that are specific to public sector procurement	
(e) To provide a legislative framework in which public sector procurement operates	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to apply the concepts and models upon which public sector procurement is organised in a variety of public sector organisations. • Learners will be able to analyse public sector procurement issues within the national and EU legislative framework in which the public sector must operate. • Learners will be able to apply public procurement techniques and processes used in the tendering, awarding and debriefing associated with awarding public sector contracts • Learners will able to evaluate broad supply chain management techniques and how they can be of benefit in a public sector procurement environment. • Learners will be able to evaluate the procurement cycle in the public sector and the associated documents, procedures and systems 	
Indicative Syllabus:	
<u>Introduction</u>	
<p>This module considers in detail the different environments within which public procurement operates and the impact this has on procurement and supply operations and strategy. Public Sector Buyers have a key role in assisting in the control and management of public expenditure. It describes, classifies and analyses the purchased needs of central and local government and the semi-state bodies and agencies, emphasising the need for accountability, transparency and openness when spending taxpayer's money. It develops a thorough understanding of the nature of public procurement, the techniques and processes used when awarding public contracts and the constraints and considerations within which public sector buyers must operate i.e. EU Public Procurement Directives. The procurement cycle in the public sector and the associated documentation, procedures, and systems are examined. This module will enable learners to understand the various legislation both Irish and European which all Government Agencies must comply with.</p>	

Public Procurement Context	25%
Macro-economic and political factors, breadth of perspective, regional and international trading arrangements, socio-cultural factors, impact on demand, effect on HRM issues, technological factors, legal factors, green issues and environmental protection, changing ideas of management and organisations as a response to changing environmental conditions, perspective from institutional economics, contrasting perspectives of management and organisation, the traditional model, the business process model, the lean approach	
Operational Procurement	25%
The role of procurement / the procurement process, the Role of Procurement in the Supply Chain, Value Chain, procurement, new developments, changes in the business context, models of industrial buying behaviour, buyer – supplier relationships, models of buying behaviour, buying behaviour: an interactive process, the Procurement Process, the buyer’s role in the procurement process, ethics in procurement.	
Public Procurement Legal Requirements	25%
The Irish legal framework, The EU legal framework and directives, principles of public procurement, selection of procedures, competitive dialogue, Public Private Partnerships.	
Managing the Procurement Function	25%
Management of the procurement function, supplier assessment, and procurement performance factors influencing procurement, performance measurement, performance evaluation and measurement problems in procurement performance supply chain management performance Indicators.	
Assessment:	
Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%
Core Reading	
Knight P, Harland C, (2007) <i>Public Procurement, International Cases and Commentary</i> , Routledge	
Davis P, (2013) <i>Public Sector Procurement</i> , IIPMM	
Recommended Reading	
Burt D, Dobler D, Starling S, (2003) <i>World Class Supply Management: The Key to Supply Chain Management 7th ed</i> , McGraw Hill/Irwin	
<i>Public Procurement (Gold Book)</i> , Government Publications	
Date of Last Revision:	June 2013

Module Title	
Business Policy	
Module Code	HD001
Stage	Award 3
Credit Rating	15
Pre-Requisite	Level 7
Co-Requisite	HD002/HD003
Contact Hours	60
<p>Module Aims:</p> <p>(a) To develop in learners a strategic perspective on the management of the total enterprise</p> <p>(b) To develop learners knowledge of the concepts and frameworks for strategic development and analysis.</p>	
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> • Learners will be able to analyse the purpose and nature of corporate strategy and understand its role in planning aimed at securing the future of the organisation. • Learners will be able to assess the business environment and formulate strategic solutions for different types of businesses and at different levels within them. • Learners will be able to analyse the complexities faced by organisations operating in challenging and volatile business environments and how this analysis can lead to value adding solutions for businesses • Learners will be able to analyse and assess the nature, scope and purpose of strategic management when seeking to execute the organisation's chosen strategies. • Learners will be able to recognise the symptoms and causes of failure and the principles underpinning recovery, retrenchment and turnaround. • Learners will be able to appreciate the need for and nature of change, the change process and the role of change management in leading successful change programmes. 	
<p>Indicative Syllabus:</p> <p>Introduction</p> <p>This module is designed to introduce the learner to strategic management. It will develop knowledge and understanding of the key strategic models and concepts and how they relate to the business environment. This is an important aspect of this level in the programme as it is the foundation on which the remaining honours degree modules are based. This module will make use of case studies to develop the concepts and models in the syllabus and to underpin the learning outcomes.</p> <p>Strategy Context and Development 20%</p> <p>Introduction to the key elements of strategy; Development of business strategy; Environmental scanning; Scenario development; Stakeholder expectations; Culture and strategy: Strategic positioning; Building organisational capability; Sustainable development; Strategic continuity and change.</p> <p>Strategic Analysis 20%</p> <p>Rational model of strategy; Experience curve; BCG growth-share matrix; Porter's models for industry analysis and competitive positioning (5-Forces; generic strategies; value chain; diamond; 4 corner</p>	

analysis); Core competencies; Value Innovation; Strategic choice. Strategy and Organisation in the Multi-Business Firm	15%
Creating more value than the sum of the parts; The 7-S Framework; Diversification strategy and relatedness; Ansoff's product / market grid; Adding value through corporate organisation and leadership.	
Strategy Execution	15%
The alignment of organisation, incentives and measurement systems; Strategy and culture, values, ethics and social responsibility; Structure and strategy; Strategic leadership.	
Failure and Turnaround	15%
Managing risk; Early warning systems; Causes of failure; Feasibility of recovery; Retrenchment strategies; Turnaround strategies.	
The Management of Change	15%
Change and the change process; Diagnosing the need for change; Change models; Changing organisational culture; People and change; Change management and leadership; Successful change.	
Assessment:	
Module assignment	30%
Learner Reflection	0%
Terminal Exam	70%
Core Reading	
Johnson G, Scholes K, Whittington R, (2011), <i>Exploring Corporate Strategy</i> , 9 th Edition, Prentice Hall IIPMM, (2013), <i>Business Policy</i> , IIPMM	
Recommended Reading	
Capon C., (2008), <i>Understanding Strategic Management</i> , FT Prentice Hall	
Hill C, Jones G, (2013), <i>Strategic Management Theory: An Integrated Approach</i> , 10 th Edition, Houghton Mifflin Company	
Stacey R, (2010) <i>Strategic Management and Organisational Dynamics</i> , 6 th Edition, Prentice Hall	
Wheelen T, Hunger D, (2011) Concepts in Strategic Management and Business 13th Edition, Prentice Hall	
Hitt M, Ireland R, Hoskisson E, (2012), Strategic Management: Concepts and Cases, 12th Edition , Southwestern College Publications	
Dess G, Lumpkin G, Eisner A, (2012), Strategic Management: Text and Cases , 6 th Edition, McGraw Hill	
Lynch R, (2005), Corporate Strategy , 4 th Edition, Prentice Hall	
De Wit R, Meyer R, (2004), Strategy: Process, Content, Context – An International Perspective , 3 rd Edition, Southwestern College Publications	
Porter M, (2004), Competitive Strategy: Techniques for Analyzing Industries and Competitors , Free Press	
Date of Last Revision:	June 2013

Module Title	
Advanced Supply Management	
Module Code	HD002
Stage	Award 3
Credit Rating	15
Pre-Requisite	Level 7
Co-Requisite	HD001/HD003
Contact Hours	60
Module Aims:	
<p>(a) To develop learner knowledge of the specific contribution that strategic supply chain management makes to an organisation's success.</p> <p>(b) To develop in learners a deeper capacity for strategic thinking and an understanding of how supply chain management fits into the overall value chain of an organisation from a global perspective.</p> <p>(c) To provide the learner with a strategic framework within which they can contribute to the growth and development of an organisation.</p>	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to analyse and apply the strategic concepts and models to specific issues in their organisations • Learners will be able to analyse and evaluate strategic options and develop implementation strategies in both the wider strategic context and from a supply chain management perspective. • Learners will be able to identify, analyse and evaluate the risks and threats that the environment poses to an organisation • Learners will be able to analyse and evaluate the international dimension of supply chain management 	
Indicative Syllabus:	
<u>Introduction</u>	
Organisations rely heavily on the supply of goods and services to maintain competitive advantage in their markets. Procurement professionals must be aware of how effective strategies are developed and executed within organisations and the impact of strategic procurement and supply chain management on the success of these strategies. This module provides learners with the information and knowledge needed to understand the nature of strategy within the organisation, and identifies the specific contribution that strategic supply chain management can make to overall success.	
Strategy and Strategic Procurement	25%
The concept of strategy, strategy development; corporate purpose and scope for organisations; levels of strategy in the organisation; strategic management in different sectors; the nature of strategic supply chain management; strategic procurement and supply chain models; the internal procurement and supply interface; the role, basis and influence of customer perception.	

Global Supply chain management and Commodities 25%
Global supply chains; true delivered cost and the basis of overseas quotations using inco-terms; Foreign Exchange management; problems of buying capital items abroad; international freight movement. commodity buying - the nature of commodities; how markets operate; influences on commodity markets; control of expenditure through techniques such as cost averaging and budget buying; the markets in gas, electricity, communications and environmental quotas.

Strategic Supply Chain Management 25%
Development and evolution of the procurement and supply function; role, objectives and contribution of supply chain strategies to corporate strategy; the strategic supply chain planning process; strategic supply chain frameworks; the operation of supply chain strategies through all organisational functions; configuration and co-ordination of the supply chain; control and creation of added value in supply chain management; innovation in supply chain management; designing products and services through the strategic supply chain; managing environmental procurement within strategic supply chain management.

Supply Chain Policy Issues 25%
Ethics; environmental considerations; identifying risks; setting standards and policies; selecting, monitoring and managing suppliers; greening the supply chain.

N.B. This module will include an integrative assessment linked to the other two taught modules in level 8.

Assessment:	
Module assignment	20%
Learner Reflection	10%
Terminal Exam	70%

Core Reading

Lysons K, Farrington B, (2012) *Purchasing and Supply Chain Management*, 8th ed, FT Prentice Hall

(2013) *Advanced Supply Management*, IIPMM

Recommended Reading

Chopra S, Meindl P, (2006) ***Supply Chain Management: Strategy, Planning, and Operations, Prentice Hall***

Burt D, Dobler D, Starling S, (2003) *World Class Supply Management: The Key to Supply Chain Management 7th ed, McGraw Hill/Irwin*

Ballou R, (2004) *Business Logistics / Supply Chain Management*, 5th ed, Prentice Hall

Stadtler H, Kilger C, (2007) ***Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case Studies 4th ed, Springer***

Poirier C, (2007) ***Advanced Supply Chain Management: How to Build a Competitive Supply Chain Advantage, Berrett Kohler Publications***

Martin J, (2006) *Lean Six Sigma for Supply Chain Management, McGraw Hill Professional* Chopra S, Meindl P, (2006) ***Supply Chain Management: Strategy, Planning, and Operations, Prentice Hall***

Trent R, Handfield R, Monczka R, (2010) ***Purchasing and Supply Chain Management 4th Ed. , Southwestern College Publications***

Cousins P, Lamming R, Lawson B, Squire B, (2008) ***Strategic Supply Management: Principles, Theories and Practice, Prentice Hall***

Bowersox D, Closs D, Bixby Cooper M, (2012) ***Supply Chain Logistics 4th Ed. Management, McGraw Hill/Irwin***

Date of Last Revision:

June 2013

Module Title	
Strategic Procurement	
Module Code	HD003
Stage:	Award 3
Credit Rating:	15
Pre-Requisite:	Level 7
Co-Requisite:	HD001/HD002
Contact Hours:	60
Module Aims:	
To develop the learners knowledge in the area of procurement with a view to aligning it with an organisations strategic objectives.	
Learning Outcomes:	
<ul style="list-style-type: none"> • Learners will be able to analyse and critically assess the strategic nature of procurement in organisations. • Learners will be able to analyse and apply strategic procurement toolsets. • Learners will be able to construct and critically appraise an integrated corporate procurement plan that aligns procurement in their organisation with corporate objectives. • Learners will be able to analyse and assess the contribution that strategic procurement can make in the pursuit of corporate goals and objectives in the wider business context. 	
Indicative Syllabus:	
<u>Introduction</u>	
Procurement is a strategic business activity and throughout the programme its importance as a business function has been underscored at each succeeding level. Organisations need to incorporate procurement into their business planning cycle to ensure that they maximise the potential benefits from a well resourced and planned procurement activity. This module puts the procurement function firmly within the strategic context and will provide the learner with the insight and skills to achieve goal congruence between overall corporate and procurement aims and objectives.	
<u>General Introduction</u>	5%
This will be an introduction to the topic of strategic procurement and will show an integration with both HD001 and HD002.	
<u>Business Strategy and Procurement</u>	20%
This section will introduce a number of procurement tool-sets that learners can use in assisting the development of a business strategy.	
<u>Networks</u>	20%
This section develops the thematic concepts of supply networks and role of strategic procurement in creating and managing these supplier networks.	

<p><u>Innovation and Technology</u> 20%</p> <p>This section develops the themes of innovation and technology, both from the role of procurement in introducing both elements into an organisation but also in how procurement can be strategically innovative and can introduce strategic technologies for supporting procurement.</p>						
<p><u>Corporate Procurement Planning</u> 20%</p> <p>Setting the agenda, Private Sector Planning, Public Sector Planning, and Toolsets For Planning.</p>						
<p><u>Topics in Strategic Procurement</u> 15%</p> <p>This section develops a number of current topics that are of strategic importance to an organisation. These topics will be updated on an annual basis and may include, Private Partnerships, Sustainable Procurement, and Future Trends.</p> <p><i>N.B. This module will include an integrative assessment linked to the other two taught modules in level 8.</i></p>						
<p>Assessment:</p> <table> <tr> <td>Module assignment</td> <td>20%</td> </tr> <tr> <td>Learner Reflection</td> <td>10%</td> </tr> <tr> <td>Terminal Exam</td> <td>70%</td> </tr> </table>	Module assignment	20%	Learner Reflection	10%	Terminal Exam	70%
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Terminal Exam	70%					
<p>Core Reading</p> <p>Saunders M, (1997) <i>Strategic Purchasing and Supply Chain Management, 2nd ed, Trans Atlantic Publications</i></p> <p>(2013) <i>Strategic Procurement, IIPMM</i></p> <p>Recommended Reading</p> <p>Branch A, (2004) <i>International Purchasing and Management, CENGAGE Lrng Business Press</i></p> <p>Chopra S, Meindl P, (2006) <i>Supply Chain Management: Strategy, Planning, and Operations, Prentice Hall</i></p> <p>Ellram L, Birou L, (1995) <i>Purchasing for Bottom Line Impact: Improving the Organization Through Strategic Procurement, McGraw Hill</i></p> <p>Ukalkar S, (2000) <i>Strategic Procurement: Management for Competitive Advantage, Oxford University Press</i></p> <p>Moore N, (2007) <i>Developing Tailored Supply Strategies, Rand Corporation</i></p> <p>Cousins P, Lamming R, Lawson B, Squire B, (2007) <i>Strategic Supply Management: Principles, Theories and Practice, Prentice Hall</i></p> <p>Axelsson B, Wynstra F, Rozemeijer F, (2005) <i>Developing Sourcing Capabilities: Creating Strategic Change in Purchasing and Supply Management: From Insight to Strategic Change, Wiley</i></p> <p>This unit will feature cutting-edge and classic articles from IPSERA library, International Journal of Procurement and Supply, Harvard Business Review, Sloan Management Review and other leading journals, and a set of teaching cases selected to reflect the main themes of the course.</p>						
<table> <tr> <td>Date of Last Revision:</td> <td>June 2013</td> </tr> </table>	Date of Last Revision:	June 2013				
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Module Title	
Research Assignment	
Module Code	HD004
Stage	Award 3
Credits	15
Pre-Requisite	Level 7 / HD001/HD002/HD003
Co-Requisite	N/a
Contact Hours:	40
Module Aims:	
To develop learners ability to undertake independent research including problem definition, data collection, analysis and reporting of findings	
Learning Outcomes:	
<ul style="list-style-type: none"> • To enhance learners' particular ability to apply concepts, theories and analytical techniques gained through course work to the resolution and elucidation of problems/issues of interest to the business community. • To allow each learner to pursue an in-depth study of an area of strategic procurement. • Learners will be able to demonstrate an ability to carry out original investigation and conduct independent enquiry. • Learners will develop the ability to collect and analyse relevant data and to report in a reasoned and disciplined way. • Learners will develop an understanding and insight into a specific procurement and supply chain management topic. • Learners will develop an ability to critically appraise their work and interactions with others • Learners will demonstrate the ability to use networks and communications as effective tools in the research process 	
1.	
Indicative Syllabus:	
<u>Introduction</u>	
The research assignment is a stimulating and challenging part of the Bachelor of Business in Supply chain management programme. It is a piece of independent work of not more than 8,500 words in length. The objective of the research assignment is to give learners the opportunity to bring to bear the techniques and perspectives covered in the taught modules upon a specific issue of interest.	
The learner will also be required to write a reflection on their work and experience by writing a Skills Development Statement (up to 1,500 words). This is in addition to the Research Assignment and	

brings the total word count for the module to 10,000.

Because the aim at this level of qualification is to develop skills of analysis, synthesis and evaluation; evaluation of knowledge rather than knowledge per se will move centre stage. There is little research being carried out in procurement in Ireland at present. There is potential to build from this Degree research work, through to Masters programmes and entry to doctoral level research.

Research Assignment

80%

The research assignment is designed to provide an independent and critical appraisal of an issue, normally involving an empirical analysis of the topic being investigated. In particular, learners are expected to: show knowledge of the topic investigated, including current research; exercise critical judgement in a competent and scholarly manner; display critical discrimination and a sense of proportion in evaluating evidence and the opinion of others; and illustrate how their analysis has relevance to decision making.

The learner will agree a suitable topic of their own choosing for approval by the tutor but it must be comparable with Level 8 on the National Framework for Qualifications. The Institute will be flexible with respect to the methodology adopted by the learner in approaching the Research Assignment.

Skills Development Statement

20%

In the Skills Development Statement learners need to demonstrate personal learning arising from interaction with the tutor, peers and, of the research process itself.

The Statement will concentrate on skills of communication and working with others and focus on the tutorials as the vehicle for the learner's evidence. It must also include a reflection on the value of the research process and how it has benefited the learner in their role/career. It must also clearly indicate where IT skills have been used, in particular Word Processing, Data Analysis Software and online database usage.

Tutorials and Supervision

The Institute will provide tutorial support and supervision to learners both on a group and individual basis to ensure that the learner will have the skills, abilities and resources available to successfully complete this module. Full details of the tutorial and supervision are contained in the Research Assignment Guidelines.

Core Reading

Bryman M, Bell E, (2006) *Business Research Methods 2nd ed*, Open University Press

Saunders M, Thornhill A, Lewis P, (2006), *Research Methods for Business Students 4th ed*, FT Prentice Hall

Recommended Reading

Swetman D, (2000) *Writing your Dissertation 3rd ed*, How to Books

Polonsky M, Waller D, (2004) *Designing and Managing a Research Project*, Sage Publications

Elliot A, (2006) *Statistical Analysis Quick Reference Guide*, Sage Publications

Yin R, (2002) *Case Study Research*, Sage Publications

Creswell J, Woodward W, (2007), *OECD Factbook 2007 Economic, Environmental and Social Statistics*, OECD

Assessment:

Module assignment

100%

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