



**UNIVERSITY
OF LONDON**

Programme Regulations 2019–2020

Supply Chain Management and Global Logistics

MSc
PGDip
PGCert

Important document – please read
This document contains important
information that governs your
registration, assessment and
programme of study

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Important information regarding the Programme Regulations

Last revised: 9 January 2019

As a student registered with the University of London, you are governed by the current General Regulations and Programme Regulations associated with your programme of study. City, University of London is responsible for the academic direction of the programme.

In addition to Programme Regulations, you will have to abide by the [General Regulations](#). These regulations apply to all students registered for a programme of study with the University of London and provide the rules governing registration and assessment for the programme; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary.

Programme Regulations should be read in conjunction with the General Regulations.

If you have a query about any of the programme information provided, please contact us. You should use the *Ask a question* tab in the student [portal](#).

For the MSc Supply Chain Management and Global Logistics, you should note the following terminology:

Module: Individual units of a programme are called modules. Each module is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

Core module: Core modules are central to the teaching and learning on the programme and often introduce concepts and ideas that appear in the optional modules.

Optional module: Optional modules are designed to extend the concepts and ideas introduced in core and compulsory modules and to introduce other relevant concepts and techniques. Students may select their optional modules from a list.

Changes to 2019-2020 Programme Regulations

For the Supply Chain Analytics module, the element weighting is now 50% for the coursework and 50% for the written examination. Previously, the weighting was 30% for the coursework and 70% for the written examination.

1 Structure of the programme

Awards

1.1

The following awards are offered under the Supply Chain Management and Global Logistics programme:

- Master of Science (MSc) in Supply Chain Management and Global Logistics
- Postgraduate Diploma (PGDip) in Supply Chain Management and Global Logistics
- Postgraduate Certificate (PGCert) in Supply Chain Analytics
- Postgraduate Certificate (PGCert) in Strategic Supply Chain Management
- Postgraduate Certificate (PGCert) in Supply Chain Management (exit qualification only)

Award structures

1.2

The **MSc** is a 180 UK credit degree programme. For the MSc, you must complete:

- eight core modules (120 credits total)
- two optional modules (30 credits total)
- a final project (30 credits total)

1.3

For the **PGDip in Supply Chain Management and Global Logistics** (120 UK credits), you must complete:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)
- any other five core modules (75 credits total)
- any other two modules (either further core or optional modules) (30 credits total)

1.4

For the **PGCert in Supply Chain Analytics** (60 UK credits), you must complete four modules:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)
- Operations and Process Management [SCM030] (15 credits)
- Supply Chain Analytics [SCM020] (15 credits)
- Business Forecasting and Data Analytics [SCM110] (15 credits) (a core module for this programme)

1.5

For the **PGCert in Strategic Supply Chain Management** (60 UK credits), you must complete four modules:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)
- Strategy for Delivering Value [SCM050] (15 credits)
- Global Purchasing and Supply Management [SCM060] (15 credits)
- Accounting for Decision Makers [SCM040] (15 credits)

1.6

For the **PGCert in Supply Chain Management (exit qualification only)** (60 UK credits), you must complete four modules:

- Core Concepts of Supply Chain Management [SCM010] (15 credits)
- any other three core modules (45 credits total)

1.7

The maximum number of modules you can register for at any one time is six 15 credit modules or four 30 credit modules and the 30 credit project.

Over a 22 week study session, a 15 credit module will typically require six to eight hours of work/effort per week, and a 30 credit module will typically require 12 to 15 hours of work/effort per week.

2 Registration

The Entrance Requirements for the programme are listed on the [Requirements tab](#) of the website for full details.

Effective date of registration

2.1

Your effective date of registration will be either:

- 1 April, if you first register before the March registration deadline;
- 1 October, if you first register before the September registration deadline.

Date of first examinations

2.2

If your effective date of registration is:

- 1 October, you will take your first examination(s) in March of the following year unless you defer;
- 1 April, you will take your first examination(s) in September of the same year unless you defer.

Period of registration

The minimum and maximum periods of registration to complete the programme are given in the [Programme Specification](#).

2.3

If you progress from a PGCert or PGDip, to the PGDip or MSc respectively, your maximum period of registration will continue to be counted from your effective date of registration for the PGCert or PGDip.

Order in which to take the modules

2.4

For the MSc, you may attempt modules of the programme in any order.

2.5

If you are registered on either of the PGCert programmes, you are required to complete four specific modules, as outlined in the awards structure. These can be attempted in any order.

Progression within the programme

2.6

If you are registered on the PGCert in Strategic Supply Chain Management or the PGCert in Supply Chain Analytics, you must pass the required four modules (see award structure) to become eligible for progression to the PGDip.

2.7

If you are registered on the PGDip, you must pass six core modules (90 credits in total) and any two other modules (either further core or optional modules) (30 credits in total) to become eligible for progression to the MSc.

Progression from PGCert to PGDip, or PGDip to MSc, will only be considered once your final result has been ratified by the exam board and released to you. This may affect your module selection and study session start date.

3 Recognition of prior learning and credit transfer

The rules for recognition of prior learning are described in the [General Regulations](#) 2019-2020.

3.1

If you are registered for the MSc, you may apply for recognition of prior learning mapped against modules to a total of 120 UK credits.

3.2

Applications for recognition of prior learning for the final project will not be accepted.

3.3

If you are registered for the PGDip, you may apply for recognition of prior learning mapped against modules to a total of 60 UK credits.

3.4

If you are registered for a PGCert, you may apply for recognition of prior learning mapped against modules to a total of 30 UK credits.

4 Assessment for the programme

4.1

All modules are assessed by a coursework element (30%) and a written examination element (70%) except for *Supply Chain Analytics* [SCM020] which is assessed by a coursework element (50%) and a written examination element (50%), and the final project which is assessed by a coursework element (40%) and a Research report (60%). The grade awarded for each module will be based on all the elements of assessment.

4.2

You will be required to achieve a mark of at least 50% (a pass) in each element of the assessment.

Summary table of assessment

4.3

Module	Element of assessment	Element weighting	To pass the element you must get:	To pass the module you must get:
Core modules	Coursework	30%*	A mark of at least 50% in the coursework	A mark of at least 50% in both elements
	Written examination	70%*	A mark of at least 50% in the written examination	
Optional modules	Coursework	30%	A mark of at least 50% in the coursework	A mark of at least 50% in both elements
	Written examination	70%	A mark of at least 50% in the written examination	
Final Project <i>See Appendix A for further information.</i>	Coursework: Research Proposal	20%	An overall average mark of at least 50% in the coursework element.	An overall average mark of at least 50% in the coursework element, and a mark of at least 50% for the research report.
	Coursework: Reflective Blog	10%		
	Coursework: Community of Practice via Wiki	10%		
	Research report	60%	A mark of at least 50%.	

*For the core module, *Supply Chain Analytics* [SCM020], the element weighting is 50% for the coursework and 50% for the written examination.

Taking assessments

Refer to the rules on assessment and assessment offences in the [General Regulations](#).

4.4

When you register for a module, you must take the assessments at the first available opportunity.

4.5

Written examinations take place on two occasions each year in September and March.

Deferring an assessment

The deadlines and process for deferring a written examination are given in the Virtual Learning Environment. If you defer taking a written examination you have to pay a module continuation fee when you register for the study session in which you wish to take the examination. You do not have to register for the next available study session; there are two study sessions each year and you have five years to complete your studies.

4.6

You can defer taking the written examination element of a module if you notify us by the deadline. You may only defer once per module.

4.7

If you defer the written examination, the mark for the coursework element of the module will be carried forward if it is 50% or more.

4.8

If you do not notify us of your deferral and do not attend the written examination, you will be given a mark of zero for the assessment element and it will count as an attempt at the written examination.

4.9

We will not allow you to defer taking a coursework element or project element of assessment. If you miss a deadline for submission of coursework or a project, you will be given a mark of zero for the assessment item and it will count as an attempt.

Deadlines for items of assessment and submission guidance

4.10

All assessments must be submitted by the deadline dates given on the Virtual Learning Environment.

4.11

For coursework and project items, you should not exceed the maximum word limits. Five marks will be deducted if the word count is up to 10% more than the maximum word limit. If the word count exceeds the maximum word limit by more than 10%, you will receive a mark of zero for your work.

The content within the main body of text comprises the overall word count, including in-text citations, references, quotes, heading and sub-headings. The cover page, reference list and any appendices do **not** count towards the overall word count.

Final project

Whilst you can attempt modules of the MSc in any order, you are strongly advised to complete all other modules before attempting the final project.

4.12

For the final project, you must obtain an **overall average** mark of least 50% for the coursework element, and a mark of at least 50% for the research report.

Number of attempts permitted at an element of assessment

4.13

The maximum number of attempts permitted for an element of coursework, written examination or project report is two.

Resitting an element of assessment

If you resit one or more elements of assessment for a module, you will have to pay a module continuation fee when you register for the module to resit the assessment. You do not have to take the assessment at the next available study session; there are two study sessions each year and you have five years to complete your studies.

4.14

You may resit any element of assessment that you have failed provided that you have not exceeded the maximum number of attempts.

4.15

You will fail the element if the mark for the element is below 50%.

4.16

If you resit an assessment, your most recent mark will be used for classification.

4.17

You may not resit an element of assessment that you have passed.

Swapping a module

4.18

If you fail a core or optional module at the second attempt, you will be permitted to swap to an alternative core or optional module, where this is possible. You will only be permitted to do so twice.

4.19

Your mark for the new module will be used for the purposes of classification. You cannot swap a module which you have passed.

4.20

MSc students are required to complete all core modules. These, therefore, cannot be swapped.

Postgraduate Certificate students

4.21

In order to be awarded the PGCert in Supply Chain Analytics, you must complete the required four core modules. These cannot be swapped.

4.22

In order to be awarded the PGCert in Strategic Supply Chain Management, you must complete the required four core modules. These cannot be swapped.

Students are permitted to withdraw from a module within **14 days of the course start date** with no financial penalty. You will not be permitted to register for an alternative however, until the next study session.

After 14 days of the course start date, you will need to pay a new module fee should you decide to swap for an available alternative.

5 Scheme of award

Mark scheme

5.1

The following mark scheme is used for the MSc, PGDip and PGCert:

Mark range	Outcome
70% and over	Distinction

65% – 69%	Merit
50% – 64%	Pass
0% – 49%	Fail

5.2

To calculate the final grade for the award, the marks for the modules are weighted equally according to credit value.

5.3

To be granted the award with Merit, your mean average mark for modules must be between 65% and 69%.

5.4

To be granted the award with Distinction, your mean average mark for modules must be 70% or above.

Weighting of the assessments

5.5

The overall mark for core and optional modules is calculated by weighting the marks achieved for the coursework element and the written paper examination element in a ratio of 30:70, with the exception of the core module, *Supply Chain Analytics* [SCM020] which is calculated by weighting the marks achieved for the coursework element and the written paper examination element in a ratio of 50:50.

5.6

The overall mark for the final project is calculated by weighting the marks achieved for the coursework element (3 components) and the project report element.

Date of award

5.7

The date of award will correspond to the year that the requirements for the award were satisfied.

Award requirements

5.8

To be awarded the MSc in Supply Chain Management and Global Logistics, you must:

- achieve a mark of at least 50% in each of the modules.

5.9

To be awarded the PGDip in Supply Chain Management and Global Logistics, you must:

- achieve a mark of at least 50% in each of the modules.

5.10

To be awarded the PGCert in Strategic Supply Chain Management or the PGCert in Supply Chain Analytics, you must:

- achieve a mark of at least 50% in each of the modules.

Intermediate qualifications

5.11

While studying on the programme, you can progress from a PGCert to the PGDip, and then onto the MSc and accumulate these awards as you progress.

5.12

If you are registered for the MSc or PGDip and you wish to receive the PGDip or PGCert (respectively) as an intermediate qualification, you **must apply** to be granted those qualifications. The PGDip and the PGCert will **not** be awarded automatically as an intermediate qualification, unless as an exit qualification.

5.13

If you are registered on the MSc and you wish to receive a PGDip in Supply Chain Management and Global Logistics as an intermediate qualification, you must have passed the required modules as outlined in the award structure.

5.14

If you are registered on the MSc or the PGDip and wish to receive a named PGCert as an intermediate qualification, you must have passed the required modules as outlined in the award structure.

5.15

If you do not request the PGDip or the PGCert as an intermediate qualification at, or prior to, your final examination entry for the programme you have registered for, you will **not** be awarded these qualifications at a later date, unless as an exit qualification.

Exit qualifications

5.16

If you have exhausted your permitted number of attempts at module(s) and are unable to complete the MSc or PGDip, you may be considered for an exit qualification of a PGDip or a PGCert (respectively). In such circumstances, you will need to have achieved the credit required for a PGCert (60 credits) or PGDip (120 credits) and have successfully completed the required modules for the award concerned.

See regulations 1.3 to 1.6 for award structures.

5.17

If you have not completed the required modules, but you have completed the required number of credits for a PGCert (60 credits) or PGDip (120 credits), the Board of Examiners may, at its discretion, consider you for an exit qualification.

5.18

The exit qualification of PGDip or PGCert will be with effect from the year in which you satisfied the requirements for that award. Your registration will cease once the exit qualification has been granted.

Appendix A – Syllabuses

Topics covered in each module may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Core Modules

Core Concepts of Supply Chain Management [SCM010]

The aim of this module is to provide you with an overview of a range of essential supply chain related concepts to prepare you for engagement with later modules. Various topics, from inbound to outbound supply chain, will be covered to provide you with a comprehensive foundation across the field to enable you to explore more specialist topics in SCM in the later part of your studies. This module will support you to develop the required critical analysis and synthesis skills required for master's level study. Moreover, the interdisciplinary links of SCM with other disciplines will be explored and you will have a chance to explore the practical side of SCM by analysing various global cases studies.

Topics covered in this module:

Inbound SCM

- Buy/make decision making
- Supplier selection/management
- Procurement strategy
- Outsourcing management

Company level SCM

- Global SCM
- Inventory management
- Product design and SCM
- Supply chain integration strategy
- Supply chain risk management

Outbound SCM

- Pricing strategy and SCM
- Distribution strategy

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word assignment in which students are required to critically analyse the supply chain of a company (30%).

Supply Chain Analytics [SCM020]

This module aims to provide you with an overview of the application of quantitative methods relevant to supply chain management, particularly in the fields of descriptive, predictive and prescriptive analytics. Some principal analytical methods for understanding data related to various aspects of managing a supply chain are investigated. In many instances, the application of analytics may improve the quality of business decisions, by grounding those decisions in analyses of available data rather than the gut feelings or preferences of decision makers. By the end of the

course you should be able to recognise and tackle supply chain problems which are amenable to a quantitative approach and also be aware of the strengths and limitations of adopting this approach.

Topics covered in this module:

- Introduction to Supply Chain Analytics
- Descriptive Statistics and Visual Analytics
- Probability Distributions on Uncertainty
- Simple Regression
- Multiple Regression I
- Multiple Regression II
- Forecasting
- Simulation
- Decision Analysis
- Optimisation

Assessment: Module assessment will be based on one two-hour unseen written examination (50%) and a 2,500 word report analysing data (50%).

Operations and Process Management [SCM030]

This module is offered to provide supply chain professionals with a foundational knowledge in operations management. The objectives of this module are to:

1. Understand the process-based view of an organisation and how it can be applied at the functional, organisational and inter-organisational level.
2. Introduce a range of operations-related decisions for designing, developing and improving the creation and delivery of products and services.
3. Recognise the challenges in managing operations in the presence of the conflicting priorities of leanness and agility.
4. Present the tools managers utilise in dealing with those operations challenges in order to achieve sustainable and resilient operations.
5. Provide the skills necessary to apply those tools and assess their relevance, strengths and weaknesses under different scenarios.

Topics covered in this module:

- Operations and Process Management
 - The Process View of Organisations
 - Operations Strategy and Performance
- Process Flow Metrics
 - Flow Measures and Flow-Time Analysis
 - Flow Rate and Capacity Analysis
 - Inventory Analysis and Management
- Process Flow Variability
 - Flow Variability and Safety Capacity

- Flow Variability and Safety Inventory
- Process Integration and Improvement
 - Lean Synchronisation and Process Control
 - Coordination in Processing Networks
- Sustainable Operations Management

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word report on either a self-selected or tutor provided company, analysing the major operations challenges, and providing reasonable recommendations for operations improvements (30%).

Accounting for Decision Makers [SCM040]

This practical module will demystify the language of accounting from a user's perspective and equip students with the necessary tools and fluency to derive value from this language for decision making purposes.

Topics covered in this module:

The module will cover elements of financial accounting and managerial accounting that are important for decision makers. More specifically, the following topics will be covered:

- Financial Accounting
 - Introduction to Accounting and the main Financial Statements
 - The Statement of Financial Position (i.e. Balance Sheet)
 - The Income Statement I
 - The Income Statement II and preparing a Balance Sheet and an Income Statement
 - The Cash Flow Statement
 - Analysing Financial Statements
- Management Accounting
 - Relevant Costs for Decision Making
 - Cost-Volume-Profit Analysis & Marginal Analysis
 - Full Costing
 - Budgeting

Assessment: Module assessment will be based on an unseen written examination which will include both qualitative and quantitative questions (70%) and a 2,500 word assignment, based on a multiple choice question test (30%).

Strategy for Delivering Value [SCM050]

This module asks what strategy is, and how developing an efficient and effective strategy leads some firms to achieve and sustain competitive advantage. The module also explores which tools can help managers and executives to enable superior results for their organisations. Particular attention will be given to implications for executives working on supply chain. Given the centrality of this topic for future leaders, this course ambitiously aims at developing professionals who not only master the core topics, tools and perspectives of strategic management, but also are able to adapt their application to the different competitive contingencies on a global scale.

Topics covered in this module:

- The Concept of Strategy; Goals, Values, Performance and Competitive Advantage
- Industry Analysis and Evolution
- Business Models: Value Creation, Delivery and Capture
- Resources and Capabilities
- Competitive Advantage, Innovation, and Competitive Analysis
- Vertical Integration and the Scope of the Firm
- Global Strategy and the Multinational Corporation
- Diversification Strategy
- Implementing Corporate Strategy: Managing the Multi-business Firm
- Mergers, Acquisitions, and Alliances

Assessment: Module assessment will be based on one two-hour unseen written examination which will comprise qualitative essay-type questions on the key concepts of the modules and the application to real cases (70%) and a 2,500 word report on a competitive rivalry analysis (30%).

Global Purchasing and Supply Management [SCM060]

The aim of this Global Purchasing and Supply Management module is to introduce you to the range of issues and related decisions that procurement managers have to face. Through the examination of core procurement principles, frameworks and tools, you will gain an understanding of how to plan and execute a procurement strategy that supports corporate goals and broader business objectives. You will learn how procurement can enhance both the bottom-line by reducing costs and top-line by increasing revenues.

Topics covered in this module:

This module examines topics which are central to the strategic management of procurement such as category management, supplier selection and development, supplier relationship management, negotiation and contract management, cost, price, and value analysis; and purchasing ethics.

Assessment: Module assessment will be based on a 2-hour unseen written examination (70%) and a 2,500 word business report, either analysing a case study on procurement and supply management or reflecting on a simulation exercise (30%).

Innovation and Supply Chain Technology [SCM070]

This module examines the processes, issues, and decisions required to manage innovation processes effectively within a firm and its networks. The overall objective of the module is to develop an understanding for how managers can design, manage, and improve innovation processes with the aim to accommodate market needs and the latest technological developments.

This module aims to provide you with a foundational knowledge in innovation management of supply chain technologies.

Topics covered in this module:

- Introduction to Innovation Management and Supply Chain Technologies
- Sources of Innovation
- Forms of Innovation
- Entry Strategies
- Strategy and Technology Innovation

- Innovation Process Management
- Choosing Innovation Projects
- Collaboration Strategies
- Organising Innovation
- Sustainability and Supply Chain Technology

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and an individual consulting report of 2,500 words aimed at analysing the management of innovation for driving supply chain technologies and processes in a case example (30%).

Global Logistics and Transport Management [SCM080]

The aim of this module is to provide you with an in-depth knowledge of the requirements for designing and managing global logistics. This is expected to help companies that are already facing international competition and those planning to enter into the global business arena. Efficient logistics and transport systems can be central to the economic growth and competitiveness of countries connecting people and firms to markets and opportunities.

Topics covered in this module:

- Global macrotrends
- International trade flows and contract terms
- Freight transport systems and operations
- Warehousing and distribution network design
- Global logistics service providers
- Managing inventory in global supply chains
- Global supply chain strategy
- Collaboration in global supply chains
- Risk assessment and mitigation in global supply chains
- IT/IS tools and applications for managing global logistics

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and an individual report of 2,500 words on the analysis of the strategic and operational implications of configuring a global logistics network (30%).

Optional Modules

Project Management [SCM100]

Project management involves managing complex cyclic activities from the evolution of ideas and activities into a realistic endeavour. Other than conventional activities that govern the project management such as plan, coordinate and control, supply chain professionals need to consider risk and uncertainties to mitigate the negative consequences to stakeholders involved in the end to end supply chain. This module will introduce concepts, framework, and tools of project management that are suitable for a supply chain professional to use on a day to day basis in different industries.

This module will provide you with a sound understanding and knowledge of concepts and analytical skills, underpinning effective project management with the exposure to “soft” and “hard” tools or techniques and linking theory to live projects.

Topics covered in this module:

- Introduction to project management and the role
- Developing strategic plans for the project
- Creating a project risk plan
- Scheduling project work
- Project control and evaluation
- Managing change
- Managing a team
- Project stakeholders & stakeholder management
- Project management tools
- Customising project management

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word report (30%).

Business Forecasting and Data Analytics [SCM110]

(Please note that this is a core module for the Postgraduate Certificate in Supply Chain Management Analytics programme).

Every supply chain manager makes plans or decisions that depend on how data are analysed, summarised and translated into forecasts. This module introduces the basic principles in any forecasting and decision making exercise, which are aimed at informing the process of planning, capacity and quality management.

This module will provide you with tools and insights on how to make use of available data in daily operations, generate and evaluate forecasts and make informed decisions.

Topics covered in this module:

- Summarising, describing and making inferences from data
- Forecasting: why? What and why in supply chain management?
- Basic Forecasting Tools
- Forecasting trends: simple linear regression
- Forecasting trends: exponential smoothing
- Seasonal Time Series: forecasting and decomposition
- Seasonal Time Series: exponential smoothing
- Multiple Linear Regressions and Regression Models with Time Series Data
- Predicting group membership
- Expert Opinions, Judgment and Combining Forecasts

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a short essay-type report on a forecasting exercise with real data (30%).

Supply Chain Finance and Risk Management [SCM120]

The module aims to provide you with a profound understanding of the role of finance and risk management in supply chains, including the specific techniques that are used by the industry and banks. More specifically, you will explore various supply chain finance related issues such as:

1. Working capital optimisation with a focus on the management of receivables, payables and inventories
2. Trade credit and financing techniques such as reverse factoring
and
3. Risk management strategies including the identification, assessment and mitigation of operational as well as financial risks within the supply chain.

Topics covered in this module:

- Supply chain structure and financial processes
- Introduction to corporate finance basics: capital budgeting, NPV and financial statements
- Financial supply chain management and costs
- Working capital management and optimisation: payables, receivables and inventory
- Trade credit in the supply chain
- Supply chain finance instruments: letter of credit, factoring and reverse factoring
- Supply chain finance from banking perspective
- Supply chain risk management I: definitions, concepts and applications
- Supply chain risk management II: disruptions and risk mitigation strategies
- Supply chain risk management III: interrelating operational and financial risk

Assessment: Module assessment will be based on one two-hour unseen written examination (70%) and a 2,500 word analytical report based on a case study (30%).

Business to Business Marketing [SCM130]

Business-to-Business (B2B) marketing refers to the marketing activities between businesses. It encompasses a wide range of marketing activities that enable a supplier firm to understand, create, and deliver value to other businesses, governments, and/or institutional customers. The overall economic value of B2B transactions is much higher than the value of Business-to-Consumer (B2C) transactions.

This module is designed to educate you on essential conceptual elements, strategic frameworks and tactical aspects of business marketing.

Topics covered in this module:

- Introduction to Business Marketing
- Organisational Buying Behaviour
- Customer Relationship Strategies for Business Markets
- Segmentation, Targeting and Positioning in Business Markets
- Brand Management and Product Strategies in Business Markets
- Innovation Management in Business Markets
- Channel Strategies in Business Markets

- Pricing Strategies in Business Markets
- Communication Strategies in Business Markets
- Digital Marketing Strategies in Business Markets

Assessment: Module assessment will be based on one two-hour unseen written examination including multiple-choice and essay-type questions (70%) and a 2,500 word business report to identify a 'digital leader' that operates in B2B markets (30%).

Supply Chain Management and Global Logistics Project [SCM900]

Overview

This module involves the development of business/consultancy research skills and their application where possible, to real world supply chain/logistics-related challenges.

The project provides you with an opportunity to select an area of practice, or an issue or topic of interest to you individually, and one which might be of value to you in your area of work or your intended career plans, in a supply chain/logistics context.

The project area may be organisation/sector-related, and needs to involve identifying and analysing information in relation to supply chain/logistics challenges, a critique and subsequent application of appropriate management theory, an investigation of that theory in the context of its application, researching alternative solutions, and applying a judgment based on assessment of the evidence.

Topics covered in this module:

- Supply Chain Management and Global Logistics Project
 - Review of various approaches
 - The role of theory in research
- Principles and Planning for Research
 - Theoretical perspectives and research methodologies
 - Selecting and planning Research Proposals and Projects
 - Ethical principles in research
 - Searching, reviewing, using and citing the literature
- Research Methodology
 - Research design: Quantitative Methods
 - Research design: Qualitative Methods
 - Research design: Mixed Methods
 - Designing descriptive and analytical surveys
 - Designing case studies
 - Designing evaluations
 - Action Research
- Data Collection Methods
 - Collecting Primary Data: Questionnaires
 - Collecting Primary Data: Interviewing
 - Collecting Primary Data: Observation

- Collecting Primary Data: Unobtrusive measures
- Analysis and Report Writing
 - Analysing and presenting quantitative data
 - Analysing and presenting qualitative data
 - Writing up and presenting your research
- Contemporary Research Approaches
 - Doing visual analysis
 - Using NVivo/SPSS
 - Modelling and Simulation
 - Analytics

All students are asked to complete a Project inception form which includes consideration of the ethics of their research, before beginning work on their project.

You will complete a research proposal, reflective blog, and community of practice piece for the coursework element of the final project. The coursework is worth 40% of the final mark. You must achieve an average of 50% overall for the coursework.

1. Coursework: Research Proposal (20% weighting)

The assessment of this phase of the module is a narrative of the literature surrounding a research topic of your choice, demonstrating a critical understanding of research and its methodologies. This phase of the critique of the literature will lead to and justify your research objectives and questions. This output has a maximum 2,000-word limit.

2. Coursework: Reflective Blog (10% weighting)

Your Reflective Blog informs the development of the Reflective Report that accompanies your Final Project Report.

3. Coursework: Community of Practice (10% weighting)

Community of Practice via Wiki: Use a reflective approach to critically explore your role as a practitioner within the project development practice. Share your work and engage in critical discussion with fellow Supply Chain Management/Logistics practitioners and students.

4. Final Research Report (60% weighting)

A final written Research Report of a maximum 8,000-words and a short Reflective Report (maximum 500 words).

You will complete a final research report worth 60% of the overall mark. You must receive a mark of at least 50% for the final research report.

Appendix B – Assessment Criteria

This is an indicative description of expectations at each grade level. Overall grades comprise qualitative and quantitative elements. The setting of questions, tasks and requirements and the accompanying marking scheme should take account of the criteria below.

Award	%	Literary		Knowledge	Independent thought, uses of sources and research materials	Presentation
Distinction	85-100	A	Outstanding	Comprehensive and informative knowledge of subject area, may include - new knowledge derived from which the marker and wider community may learn; addresses the learning outcomes/ assessment criteria in full	Where relevant, evidence of independent reading, thinking and analysis and strong critical ability	Well-constructed
	80-84		Excellent			
	75-79		Very good			
	70-74					
Merit	65-69	B	Good	Sound knowledge of a broad range of issues or detailed knowledge of a smaller number of issues; makes a good attempt to address the learning outcomes/assessment criteria, realising all to some extent and some well	Evidence of thorough research of the topic(s) but some answers may not be complete or arguments sufficiently explored. Some critical ability will be evident.	Well-structured and logically written
Pass	50-64	C	Satisfactory	Adequate knowledge of important issues – some level of response to all learning outcomes/assessment criteria but may not include important elements or information that is fully accurate.	Where relevant, development of ideas is limited but attempts will be made to analyse materials critically	Expression and structure may lack clarity
Fail (0%-49%)	41-49	D	Poor	Unsatisfactory work - inadequate knowledge of the important issues and doesn't succeed in grasping key issues, therefore learning outcomes/ assessment criteria will not be realised	No real development of ideas and critical analysis will be very limited.	Presentation is confused or incoherent
	20-40	E	Very poor	Knowledge is lacking either through omission, the inclusion of large amounts of irrelevant information or evidence of significant misunderstanding - totally inadequate attempt to address the learning outcomes/ assessment criteria	No critical ability will be displayed	Confused, incoherent or unstructured presentation