



BSc (Hons) Supply Chain Management Degree Apprenticeship Route Programme Handbook

Introduction to the Programme

Welcome to the BSc (Hons) Supply Chain Management, Degree Apprenticeship Route!

We are excited that you have chosen to study with us. We truly hope that you find the course intellectually stimulating, informative and enjoyable. You are a valuable member of our learning community, and we are looking forward to hearing your thoughts and ideas across each of our modules.

The BSc is a full undergraduate award involving study at levels 4, 5 and 6, incorporating exit awards for 120 credits at level 4 (CertHE) and 240 credits at levels at level 5 (DipHE). An outline of the content and assessment methods for each of the modules can be found in the programme specification form below.

As an apprentice you will gain academic knowledge and skills, whilst being able to apply them in the workplace as you progress. This approach allows you to add value to the business while you study. It also exposes you to the workplace where you can develop your professional skills in a way that full time study does not allow. Your apprenticeship develops your understanding, allows you to learn in context and develop your professional skills, all whilst gaining a university level qualification. Studying while working is not an easy option but here at Arden we will support you all the way. We want everyone on the programme to have a happy and successful learning journey.

You will be supported through each module by a lecturer who will introduce you to the relevant concepts, theories and models. A tutor, often the same lecturer, will help you bring those theories to life through interactive lessons, discussions, and activities. We will also be inviting guest speakers for each module to give you a real-life experience of the topics being taught.

The BSc programme will teach you the core areas of logistics and supply chain management. It will help to build your confidence, knowledge and skills to become a supply chain professional. You will also be introduced to project management, a role which often works very closely with supply chain management

We look forward to working with you on your learning journey and supporting you to achieve your academic and professional goals.

Programme Team Leaders

Introduction to the School

The School of Supply Chain Management (SoSC)

The SoSC school sits within the Faculty of Business. SoSC currently offers both BSc and MSc programmes in Supply Chain Management. The school puts at the forefront giving a learning experience enabled by digital and blended teaching practices, based on sound pedagogic principles to deliver learning which will meet the need of 21st century students.

The BSc Supply Chain Management launched in 2022. We believe giving students an opportunity to study a specific supply chain degree at undergraduate level is vital to improving the profession and meeting the ever growing needs of industry.

Head of School of Supply Chain: Dr Serkan Ceylan



Dr Serkan Ceylan joined Arden in 2021 as the Head of School for both Supply Chain and Project Management. Serkan was born in Hamburg, Germany, and moved to the UK in 2006. He has visiting Professorships/Lectureships in Germany, Spain, Finland and France, and has undertaken external examiner duties for Universities such as Lancaster University and the University of Bedfordshire.

To date, Serkan has secured over £1,000,000 worth of research and enterprise grants from research bodies such as Research England and Knowledge Transfer Partnerships, as well as securing PhD scholarships from the Engineering and Physical Sciences Research Council and the Economic and Social Research Council. He is also a non-executive director for the International Project Management Consortium and acts as an APM board member for the WESSEX region. He is a published author of the book: AgileFrame® Understanding multifaceted project approaches for successful project management.

Supporting the Programme: Dr Emmanuel Unuafé



Emmanuel teaches in a range of business and management related subjects, for undergraduates and postgraduates. His main specialty is Project Management however he also has much experience teaching other modules including; Business Research Methods and International Logistics and Supply Chain Management. Emmanuel has previously led university corporate programmes with Wood Plc, Gartec Ltd, and Collins Aerospace.

He has a particular interest in improving public sector project delivery, value and stakeholder engagement, project selection in Sub-Saharan Africa and implementation of best practices in developing and transitional countries. His PhD examined project selection practices and factors influencing the process for construction within the Nigerian public sector, conducting primary research with many government officials and departments.

Paul Moses



Paul holds an MSc in Project Management and a BSc Mathematics, Statistics and Operational Research. Prior to joining Arden Paul was the Research & Development Programme Manager at Cobham Mission Systems, leading a 30 person team across many company internal engineering projects and international collaborations with other major aerospace companies and governments, including the supply chain aspect to deliver new technology and products. Paul is studying a PhD with Southampton university, focussing on Agile project management.

Group and Personal Tutoring Scheme

The module tutors and programme lead are your first point of contact on academic matters. They will help you through your academic journey, providing students with individual and group academic support and guidance and acting as a gateway to wider university support staff.

In addition to the normal lectures, you will be provided with a personal (one to one) student success coach. This coach will liaise with you throughout the degree programme and one-to-one sessions will be available should you need any further help in relation to non-academic matters.

As an Apprenticeship programme, you will also have a Work-Based Learning Coach. They will meet with you every 6 weeks to review progress. Once per quarter they will meet with yourself and your employer, to review your performance on the Degree Apprenticeship and address any areas of concern the employer may have. Your Work-Based Learning Coach will also ensure with your employer that you continue to have 20% of your time off the job for your studies.

What does the student need to do?

Once the student has enrolled onto the programme and completed the induction, they will automatically have access to the relevant learning materials, planned sessions and activities.

Accreditation

Professional bodies and associations are organisations you will engage with throughout your career. Becoming familiar with them during your studies is a great way to keep up to date with developments in your field and build your professional network.

The school is currently in the process of gaining accreditation for the BSc (Hons) Supply Chain Management degree from the Chartered Institute for Logistics and Transport (CILT).

Student membership is open to any Arden University students for free. At this developmental stage of your career, student membership will support your learning and expand your knowledge.

Programme Overview

The Programme Specification document details the overall objectives of your programme, it can be found here:

[BSc \(Hons\) Supply Chain Management Degree Apprenticeship Route](#)

This programme aims to equip students with a knowledge and understanding of logistics and supply chain functions and how these interrelate within the wider strategic and operational context. Additionally, students will be given the opportunity to develop a range of generic and specialist skills applicable to the contemporary logistics and supply chain environment.

To achieve these overarching aims, students will:

- Comprehend the role and purpose of logistics and supply chain operations in the wider globalised business environment.
- Critically analyse the theory and practice relating to the role of logistics and supply chain management within organisations.
- Develop and evaluate effective solutions and plans to respond to operationally focussed business challenges and problems
- Develop a critical understanding of complex logistics and supply chain operating environment.
- Critically analyse and apply knowledge of logistics and supply chain management theoretical models to complex issues, both systematically and creatively, to improve business and management practice

Intended programme learning outcomes and the means by which they are achieved and demonstrated		
Learning outcomes	The means by which these outcomes are achieved	The means by which these outcomes are assessed
At the end of this course you, the student, will be able to:		
1. Identify the key skills, technologies and competencies required to lead and drive supply chain behaviour including virtual networks	Through an integrated learning and teaching pedagogy that includes both asynchronous and synchronous activities drawing upon a range of academic and professional body source materials; students thus have multiple opportunities to gather knowledge of core concepts. (LOs 1, 2,3, 4, 5, 6 & 8) (GA1)	<p>Formative Feedback – informal</p> <p>Students will have multiple informal opportunities to receive formative feedback as they navigate the programme. The Arden virtual learning environment (VLE) is highly interactive and features embedded tools to facilitate peer to peer and student to tutor discussion opportunities, examples include discussion fora, interactive exercises and activities, self-assessment tools and reflective activities. (LOs 1-8) (GAs 1 – 5)</p> <p>Formative opportunities – formal</p> <p>As well as the plentiful opportunities for informal feedback, formative occasions will also be scheduled:</p> <p>Students will be given opportunities to share draft sections of assessments with tutors and (in some modules) peers to garner feedback and guidance. This feedback can then be incorporated in</p>
2. Analyse external organisational environments and influences.	Throughout the programme, the student is encouraged to develop	
3. Apply the principles of logistics and supply chain management in a range of global contexts	intellectual skills further by undertaking further independent study and research, i.e., in addition to “directed study” and learning. (LOs 1, 2, 3, 4, 5, 6 & 8) (GA5 & 6)	
4. Develop a critical understanding of the role and purpose of logistics and supply chain management and how they relate and interact with the wider environment.	Analysis of real-world cases; using diagnostic skills to evaluate business and organisational performance and effectiveness. (LOs 2, 3, 4, 5, 6 & 8) (GA4,6)	
5. Identify and analyse relevant and robust logistics and supply chain operational solutions to meet the challenges presented by the contemporary business environments.	Independent and directed student study, supported throughout by comprehensive classroom based and online multi-media teaching materials, activities, simulations, and resources. (LOs 1, 2, 3, 5 6 & 8) (GA1)	
6. Evaluate logistics and supply chain	Discussion in class and online forums where students discuss and critically engage with themes emerging from the materials they learn from; this might include business problems,	

<p>management practices and identify areas of strength, weakness and concern</p>	<p>case studies, simulations, datasets, and industry reports. (LOs 1, 2,3, 4, 5, 6 & 8) (GA2,4)</p>	<p>submissions for the summative assessments. Students may also be able to draft plans and outlines for assessment items and receive tutor and peer feedback in a similar manner.</p>
<p>7. Develop a set of generic “life” skills including, self-awareness and management, research, argumentation, numeracy, critical thinking, and analytical ability.</p>	<p>Problem solving and diagnostic skills are developed throughout the programme by formative assessment tasks including problem analyses, drafting business documents and reports, analysing case studies, ethical dilemma exercises, data analyses and self-assessments.</p>	<p>(LOs 1-6) (GAs 2 & 5)</p> <p>The virtual learning environment (VLE) enables students to engage in targeted online discussions relating to specific aspects of the programme modules, for example, project risks, quality management and social responsibility.</p>
<p>8. Evaluate logistics and supply chain management methodologies and theoretical models 9. tod make appropriate, justified choices</p>	<p>(LOs 2, 5, 6 & 8) (GA1, 4, 5)</p> <p>Engaging in reflection on study activities such as: feedback (peer and tutor), cases, academic texts and articles, activities, and simulations.</p>	<p>Students are encouraged to not just post discussion items in the relevant fora but also to ensure they comment on posts uploaded by their peers.</p>
<p>GA1 Discipline Expertise Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change.</p>	<p>Practical business skills are further developed and integrated through a series of in-class and online activities intended to test practical ability, these can include group forums and activities, drafting business documentation, engaging in simulation exercises and informal peer assessment. (LOs 4, 7 & 8) (GA5)</p>	<p>(LOs 1-6) (GAs 2 & 5)</p>
<p>GA2 Effective Communication Effectively communicate both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.</p>	<p>Group discussions and exercises in class and on the online forum promoting argumentation, listening, leadership and team working skills. (LOs 5, & 7) (GA1, 2 & 4)</p>	<p>Students will have access to academic staff in all the modules they study. These staff include subject matter experts (lecturers) and study support tutors. Students are invited to attend synchronous learning activities relating to both these areas (academic content and study support) including online lectures, guest lectures, webinars, and other activities. They will also have opportunities to</p>
<p>GA3 Responsible Global Citizenship Understand global issues and their place in a globalised economy, ethical decision-making, and accountability. Adopt self-awareness, openness, and sensitivity to diversity in</p>	<p>Considering employability and career development options, strategies, and challenges by conducting self-audits, personal SWOT analyses and developing personal development plans. (LOs 1, 7 & 8) (GA3, 5 & 6)</p>	<p>Students will have access to academic staff in all the modules they study. These staff include subject matter experts (lecturers) and study support tutors. Students are invited to attend synchronous learning activities relating to both these areas (academic content and study support) including online lectures, guest lectures, webinars, and other activities. They will also have opportunities to</p>

<p>culture.</p> <p>GA4 Professional Skills Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment.</p> <p>GA5 Reflective Practitioner Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions.</p> <p>GA6 Lifelong Learning Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.</p>		<p>arrange one to one meeting, normally conducted via video conferencing software, where they can discuss specific areas of concern with the tutor(s) (LO1- 8 (GA2 & 3).</p> <p>Summative assessments used on the programme include:</p> <p>Reflections and development plans (GA6)</p> <p>Producing “work type products” (LOs 1,2 & 5) (GAs 1-4)</p> <p>Case study analyses (LOs 1 -5) (GAs 3 &4)</p> <p>Individual presentations (LOs 1, 2 & 5) (GAs 2 & 4)</p> <p>Group assignments and presentations (LOs 1, 2 & 5) (GAs 2 & 4)</p> <p>Reflections (LOs 2,3,4, 7 & 8)</p>
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Your BSc (Hons) Supply Chain Management degree consists of modules. These modules are described in full detail within Module Descriptor Forms, these can be found within the School iLearn page.

[Course: Logistics Supply Chain and Distribution \(rdi.co.uk\)](http://rdi.co.uk)

Summary of modules and mapped programme learning outcomes

Level	Module title	Module type <i>Compulsory (C) or Optional (O)</i>	Identified pinne d modul es	L O 1	L O 2	L O 3	L O 4	L O 5	L O 6	L O 7	L O 8	G A1	G A2	G A3	G A4	G A5	G A6
L4	Business Research Methods and Analysis	C	P		X	X		X		X		X		X		X	
	Business Consulting	C	P		X			X		X			X		X		X
	Principles of Procurement and Contract Management	C			X		X	X	X	X		X	X				
	Governance in a Global Business Environment	C		X	X		X		X	X				X			X
	Introduction to Project Management	C		X	X	X		X	X	X		X		X			
	Principles of Professional practice*	C				X	X	X	X			X				X	X

L5	Operations & Supply chain management	C	P	X	X	X	X	X	X	X	X	X	X				
	Agile and Hybrid Project Management	C	P	X	X	X		X	X	X	X	X	X		X	X	
	Sustainable & circular supply chains	C			X	X	X	X	X		X			X			
	Applied logistics Management	C		X	X			X	X	X							X
	Operational risk & resilience	C		X		X	X		X	X	X		X		X		X
	Advanced professional practice*	C			X	X		X	X	X			X			X	X
L6																	
	Digital Supply chain 4.0	C	P	X		X		X	X			X	X				
	Strategic supply chain management	C		X	X	X	X		X		X		X	X			
	Social Value Supply Chain	C		X			X		X	X	X		X		X	X	X
	Final Project (including End Point Assessment)	C		X	X	X	X	X	X	X	X	X				X	

The professional practice modules support your achievement of the Knowledge, Skills and Behaviours for this apprenticeship standard. As these modules are fundamental to the completion of the apprenticeship award, you must pass these modules with a mark of at least 40% to continue on your programme and to achieve your apprenticeship award. These modules are **not subject to the compensation rules set out in the Arden Regulatory Framework (see: [Arden University | Regulatory Framework](#)).*

Summary of modules mapped to Apprenticeship Standards and Knowledge, Skills & Behaviours

#	Module	K	S	B
1	<p>Business Research Methods and Analysis</p> <p><u>Summary</u> Modern day business requires operations teams (Projects, Logistics & Supply chain) require future leaders that are critical thinkers. It is these critical thinkers who will champion new opportunities for business growth and proactively reduce risk, build resilience and craft enterprising opportunities. This module will begin the journey of research understanding.</p> <p><u>Aims</u> The purpose of the module is to introduce students to business and management research methods that relate specifically to the areas of Project Management, Logistics operations and Supply chain management. It [module] will assess a student's ability to conduct independent research, through the application of managerial concepts and research techniques to a significant organisational issue or problem. Students must identify and obtain their own research resources as an integral part of the research methods requirement. Students will be expected to use online databases to retrieve relevant journal articles, to make judicious and critical use of any unpublished literature, and to use other sources of evidence as appropriate to report writing (e.g. technical reports, government reports). Students undertaking the module will receive additional support including: a comprehensive student guide; online material on undertaking a research project and how to write for differing formats and mediums (e.g. narrated PowerPoint presentations; pod casts); and tutor-led seminars on specific topics (e.g. designing data collection instruments; analysing quantitative and qualitative data; presentation of findings).</p>	<p>K6 - External Environment</p>	<p>S6 - External Environment</p>	<p>B4 - Enterprising</p>
2	<p>Business Consulting</p> <p><u>Introduction</u> In this module will give comprehensive knowledge and understanding of the nature of business consultancy, the consulting process in theory and practice, and key strategies for enabling and facilitating change within organisations. The module content is illustrated and applied to real world business problems, providing transferable skills for business consulting, internal consultancy, and senior management roles.</p> <p><u>Aim</u> The module focuses on understanding of the key characteristics of the consultancy industry, its market,</p>	<p>K6 - External Environment</p> <p>K10 - Leadership</p>	<p>S5 - Operational Design</p>	<p>B2 - Collaborative</p>

	and the distinguishing features of successful consultancy projects.			
3	<p>Principles of Procurement and Contract Management</p> <p>Summary Organisations are gaining competitive advantages and efficiencies in procurement via the acquisition of superior information flows, the streamlining of repetitive tasks and cost reductions.</p> <p>Aims The module will give learners an understanding on the specifics of budgeting, profit and loss reporting and cash flow forecasting in complex supply chains, and how procurement processes impact across the supply-chain to ensure cost efficiencies, security of supply, continuity of service and mitigation of risk. It will further explore the range of sourcing strategies for managing cost, quality, service and time across supply chain networks that leverage, and capitalise on, supply chain assets to deliver financial targets. Learners will gain an appreciation of factors that drive cost efficiencies and service level improvements through the distribution network, while practising in a sustainable and ethical way all sourcing and buying decisions control information and material flow on-time and in-full. Lastly, the principles of inventory, supply and demand planning and associated metrics, such as on-time, in-full, error-free and on-shelf availability will be explored. As such methods of forecasting including effects of fluctuations and seasonality and use of scheduling techniques. actively integrate and use data across enterprise lines will be reviewed in relation to applied use in a business context.</p>	<p>K2 - Supply Network Design</p> <p>K3 - Finance and Procurement</p>	<p>S3 - Finance and Procurement</p>	<p>B2 - Collaborative</p>
4	<p>Governance in a Global Business Environment</p> <p>Introduction The impact of national and international policy frameworks and legislation including employment, health and safety, security, environment, quality, common transport policy, tariff and taxes, trading protocols, customs classification, contracts and insurance all have a direct effect on the globalised supply chain operation. As such leaders need to be in a position to deliver guidance on meeting environmental and legal requirements and maintain a high regard for risk identification and reduction, and safety management. At the end of this module participants will be able to articulate business purpose, values and establish key accountabilities for contract formation and negotiation. Additionally, participants will be able to demonstrate an understanding through critical evaluation of the ethical, environmental, political, social, economic, technological and legal implications of operating in a supply chain life-cycle.</p>	<p>K6 - External Environment</p> <p>K8 - Law</p> <p>K10 - Leadership</p>	<p>S6 - External Environment</p> <p>S8 - Law</p>	<p>B1 - Adaptive</p> <p>B6 - Motivating</p>

	<p><u>Aims</u> This module will allow students to develop their knowledge of corporate governance and legal principles. They will be given the opportunity to apply and explore these principles to a range of organisations. A range of ethical theories and principles that impact organisations will similarly be explored. Students will be requested to compare a range of global corporate governance systems and asked to evaluate the principles using case studies. Finally, they will explore and evaluate corporate social responsibility, social value and sustainability in a range of organisational contexts.</p>			
5	<p>Introduction to Project Management <u>Introduction</u> This module introduces the management of projects and addresses the principles of managing successful projects. Its focus includes project governance, project methodologies, project lifecycle, and the role of the PMO and business-related behaviours associated with the profession of project management. From this you will gain clear insight into project management and completion, including the fundamental business skills and behaviours associated with project success.</p> <p><u>Aim</u> The module aims to introduce the key concepts of project, programme and portfolio management (P3M). Students will understand the project life cycles, and how P3M is used to create strategic change.</p>	K7 - Technology	S7 - Technology S10 - Leadership	B2 - Collaborative
6	<p>Principles of Professional practice (apprenticeship) This module provides an opportunity for the Apprentices to analyse and reflect upon their professional skills and knowledge and encourages the development of transferable skills relevant to the attainment of the individual's goals. It also allows students to develop skills in self-management and leadership. Students will be required to assess their existing skills in project management, enabling them to build on these skills using appropriate models and techniques in order to enhance their current performance, in addition to developing skills for future personal and career development. The emphasis is on both the learners' individual needs and how these make an effective contribution to teamwork management and the demands of the workplace. Finally, some practical considerations are made relating to specific communication skills, including how to present information in an appropriate way for the target audience and purpose, how to conduct effective interviews for various purposes and how to successfully manage meetings both in the chair and as a participant.</p>	K10 - Leadership	S10 - Leadership	B5 - Influential

7	<p>Operations & Supply chain Management</p> <p><u>Summary</u> Technological innovations are transforming global supply chains. As such Operations and Supply chain management practices are needing to evolve to meet this challenge by harnessing and applying new technologies to drive logistical and operational efficiencies. This module provides an introduction to the fundamentals of Operations and Supply chain, explores the concepts of historic operations management theories in the context of the modern digitised global supply chain context.</p> <p>The module will focus on the concepts of the operations and supply chain management in terms of the impact these areas have on manufacturing and service aspects of modern business.</p> <p>The module is designed to enable an understanding of the:</p> <ul style="list-style-type: none"> - alignment of operating system and process design to the strategic requirements of organisations - implement process change through the application of project management techniques - evaluate and improve the ongoing delivery of goods and services 	<p>K1 - Capacity Planning and Forecasting</p> <p>K4 – Inventory</p> <p>K5 - Operational Design</p>	<p>S1 - Capacity Planning and Forecasting</p> <p>S4 - Inventory</p> <p>S5 - Operational Design</p>	<p>B1 - Adaptive</p> <p>B3 - Co-operative</p>
8	<p>Agile and Hybrid Project Management</p> <p><u>Introduction</u> The rate of businesses changing their Business As Usual (BAU) activities is growing. Consequentially, project implementations may have shorter project horizons and increased complexity. The nature of these projects require more flexibility and agility in project approaches. However, shifting some of the basic understanding on how to control and manage projects needs to be carefully considered and understood</p> <p><u>Aim</u> This module focuses on the various agile and hybrid approaches to deliver successful projects in an increasingly volatile, uncertain, complex and ambiguous (VUCA) business environment. As such the emphasis will be on establishing an agile mindset.</p>	<p>K6 - External Environment</p> <p>K7 - Technology</p>	<p>S7 – Technology</p> <p>S9 - Reverse Logistics</p> <p>S10 - Leadership</p>	<p>B1 – Adaptive</p> <p>B2 - Collaborative</p>
9	<p>Sustainable & circular supply chains</p> <p><u>Introduction</u> The contemporary business environment is being transformed by an increasing emphasis on business's impact on the natural world. The concepts of climate change and sustainability are now mainstream considerations for all sectors of activity to the point</p>	<p>K3 - Finance and Procurement</p>	<p>S3 - Finance and Procurement</p>	<p>B6 - Motivating</p>

	<p>that environmental and humanitarian concerns must now be kept in balance with the commercial focus on efficiency and profit.</p> <p>This module will focus on ways in which sustainability and circularity can be embedded into the way logistics and supply chain operations are formed, monitored and managed, and with the ways in which increasing digitalisation can be harnessed to reinforce this.</p> <p><u>Aims</u> Learners will gain an appreciation of the applied practice related to sustainable and ethical sourcing decisions enabling greater supply chain asset use to deliver financial targets. The module will introduce innovative distribution, delivery and return methods while managing risk against sustainability metrics. Methods of forecasting including effects of fluctuations and seasonality and use of scheduling techniques will be revised, alongside the value of targeted research on sustainable and circular supply chain dynamics. Differing commercial, environmental, ethical and social models related to applied aspects of manufacturing, storing and distributing across extended supply chains will be reviewed. Exploration of optimal supplier to customer supply chain ratios, which feed into an ability to understand and implement change in response to changes in production, scheduling and demand.</p>	<p>K5 - Operational Design</p> <p>K9 - Reverse Logistics</p>	<p>S5 - Operational Design</p> <p>S9 - Reverse Logistics</p>	
<p>10</p>	<p>Applied logistics Management</p> <p><u>Introduction</u> The principal aim of the module is to prepare students with advanced knowledge and practice of logistics and supply chain network dependencies and measurement within global business environments. It also develops the essential skills to apply the knowledge when facing or anticipating real-world business situations, with a focus on the network design, evaluation, finance and measurement of performance in the applied logistics environment.</p> <p><u>Aims</u> The module will take learners through the nature and scope of technologies that can drive supply chain behaviour including virtual networks, including the benefits of modelling and simulation as a key enabling tool when applied to supply chain management problems. Furthermore, the principles of inventory, supply and demand planning and associated metrics, such as on-time, in-full, error-free and on-shelf availability will be reviewed. Learners will gather, analyse, interpret and use data from across the supply chain to propose and make effective decisions, including abilities to source and plan optimal transport solutions that integrate and use data across differing enterprise systems.</p>	<p>K1 - Capacity Planning and Forecasting</p> <p>K7 - Technology</p>	<p>S1 - Capacity Planning and Forecasting</p> <p>S7 - Technology</p>	<p>B4 - Enterprising</p>

<p>1 1</p>	<p>Operational risk & resilience</p> <p><u>Introduction</u> The purpose of this module is to provide future business managers with an introduction to risk and resilience. It also enables the students to understand the workings of holistic supply chains and the required managerial decisions and how these intercede with risk mitigation strategies and resilience planning.</p> <p><u>Aims</u> The module aims to develop learners understand of risk and resilience building matching current and future innovations with business needs including technological, resource and infrastructure needs against the international trade context. Additionally, the module demonstrates the challenges supply chain management has in relation to geopolitical risks. It further moves toward the aspects of resilience building through the deployment of digital infrastructure across extended supply chain actors, and looks to the key areas of risk and how these can be understood and potentially prevented. Lastly, the module will delve into the human behaviours and interactions that sit around the subject area of fraud, pilferage and review the aspects of loss prevention in the global supply chain. Delegates will develop an understanding of sector specific applied approaches to this thematic area and how support mechanisms are being developed to assist the leaders of the future instil greater resilience into their global supply chain operations.</p>	<p>K2 - Supply Network Design</p> <p>K7 - Technology</p> <p>K10 - Leadership</p>	<p>S7 - Technology</p> <p>S10 - Leadership</p>	<p>B4 - Enterprising</p>
<p>1 2</p>	<p>Advanced Professional Practice (Apprenticeship)</p> <p>This module introduces the concept of systematic and critical reflection. You will explore your role in your own workplace by reflecting on specific significant instances that provide opportunities for learning what, when, and why you do things, and how they affect you and those around you. You will learn about models of reflective practice and use some of these models to help you to critically reflect upon significant incidents from your experiences of working as a project or supply chain manager.</p>	<p>K10 - Leadership</p>	<p>S10 - Leadership</p>	<p>B2 - Collaborative</p> <p>B5 - Influential</p>
<p>1 3</p>	<p>Digital supply chain 4.0</p> <p>Digital and other technologies are transforming global supply chains. Supply chain management practices are changing to meet this challenge by harnessing and applying new technologies to drive logistical and operational efficiencies. This module provides an introduction to supply chain fundamentals, explores the concept of the digital supply chain and discusses the accompanying technologies and ethical issues.</p> <p>Specialist business simulation software will be incorporated into the teaching strategy and will “bring to life” the theory and knowledge covered in the module.</p>	<p>K2 - Supply Network Design</p> <p>K4 – Inventory</p> <p>K7 - Technology</p>	<p>S2 - Supply Network Design</p> <p>S4 - Inventory</p> <p>S7 - Technology</p>	<p>B1 - Adaptive</p>

	<p>The module will focus on the concept of the digital supply chain management in terms of the impact of digital technology on conventional supply chains and upon the emerging digital product and service supply chains.</p> <p><u>Aims</u> The module aims to:</p> <ul style="list-style-type: none"> - provide an overview of contemporary supply chain management practice and issues - differentiate between digital supply chain management and digital product supply chain management - evaluate the main technological and digital disrupters impacting supply chains - consider the roles of Big Data and data analytics in enhancing supply chain efficiency - appreciate the importance of ethical decision making, resilience and regulations in supply chain decision-making. 			
15	<p>Strategic supply chain management</p> <p>The principal aim of the module is to prepare students with advanced knowledge and practice of logistics and supply chain network dependencies and measurement within global business environments. It also develops the essential skills to apply the knowledge when facing or anticipating real-world business situations, with a focus on the network design, evaluation, finance and measurement of performance based on strategic decision making processes.</p> <p><u>Aims</u></p> <ol style="list-style-type: none"> 1. To evaluate various supply chain and logistics management strategies within globalized business environments 2. To apply key concepts within supply chain logistics network design, distribution and fulfillment systems 3. To critically discuss sustainability, ethical and cultural differences when reaching supply chain logistics strategic decisions 4. To evaluate appropriate software and technological tools in the design of network and fulfillment systems 5. To develop problem solving, team working, presentation and practical skills 	<p>K2 - Supply Network Design</p> <p>K9 - Reverse Logistics</p>	<p>S2 - Supply Network Design</p> <p>S9 - Reverse Logistics</p>	<p>B5 - Influential</p> <p>B3 - Co-operative</p>
16	<p>Social Value Supply Chain</p> <p>Milton Friedman, back in the 1970s, famously said that “the social responsibility of business is to increase its profits”. Whilst this may once have been the overarching focus of most PLCs, the lines between profit and social conscience are no longer so easily defined. The buy in for social value shouldn’t just be</p>	<p>K6 - External Environment</p> <p>K8 - Law</p>	<p>S6 - External Environment</p> <p>S8 - Law</p>	<p>B6 - Motivating</p>

	<p>about protecting an organisation’s reputation – there is significant business value that can be unlocked (as well as having a phenomenal impact on people’s lives) and this is the key to getting buy-in from your business. Being responsible doesn’t mean that you can’t increase profits or cut costs.</p> <p>Therefore, this module looks to equip the learner with an understanding of social value, how this can benefit differing stakeholders and the delivery of sustained difference for end-end supply chain management, alongside the leadership approaches to achieving social success.</p> <p>Aims</p> <ol style="list-style-type: none"> 1. To evaluate various supply chain and logistics operations and how these can deliver social value, both local and global 2. To apply key concepts within supply chain relating to social value 3. To critically discuss sustainability, ethical and cultural differences when looking to embed social value across end-end supply chains 4. To evaluate appropriate metrics for measuring the benefits to a wide ranger of stakeholders relating to social value <p>To develop a self-reflective approach to social value review</p>			
<p>1 7</p>	<p>Logistics & Supply chain research project</p> <p>The Logistics and supply chain module gives the learner the opportunity to plan and execute a substantial piece of independent work related to an applied logistics and supply chain business challenge. The subject matter is chosen by the learner, but will align to several taught modules studied earlier in the degree programme.</p> <p>The project will rely on substantive evidence from a work-specific task, such as (but not limited to) inventory reduction, use of lean practices or tracking multiple outcomes of a given supply chain process, to demonstrate the application of skills, knowledge and behaviours. The Project will be in relation to (but not limited to) business improvement, customer value, gaining competitive advantage, innovation, sustainability and / or demonstrate positive returns on investment</p> <p>Aim</p> <p>The aim is to make the learner responsible for the full sequence of project tasks, from concept to delivery. A supervisor guides the learner’s thinking, especially in the critical early stages when the biggest decisions are usually taken. The supervisor reviews and approves the project concept and a short specification document, then reviews each draft chapter of the learner’s report. The process also includes an ethics review.</p>	<p>K1 - Capacity Planning and Forecasting</p> <p>K2 - Supply Network Design</p> <p>K3 - Finance and Procurement</p> <p>K4 - Inventory</p> <p>K5 - Operational Design</p> <p>K6 - External Environment</p>	<p>S2 - Supply Network Design</p> <p>S5 - Operational Design</p>	<p>B4 - Enterprising</p>

		K7 - Technology		
		K8 - Law		
		K9 - Reverse Logistics		
		K10 – Leadership		

Grading Descriptors

End-Point Assessment method 1: a major work-based project report followed by (b) a project presentation to The Panel

Fail (demonstrates limited ability to meet the requirements of the assessment which may be evident in the following ways)	Pass (demonstrates competency in all knowledge, skills and behaviours)	Merit (a progression of the pass criteria - builds on the demonstration of pass criteria and surpasses the outcomes)	Distinction (builds on both pass and merit criteria, fully realises and develops assessment outcomes far beyond normal expectations)
<p>Does not meet the pass criteria</p>	<ul style="list-style-type: none"> ▪ The work based project output(s) take account of capacity planning and forecasting techniques and how concepts of supply chain network coordination and leadership are applied in practice (K1, K2, K3, K23, K24, K25). ▪ The output(s) incorporates the principles of supply chain strategies, sustainable practices and the specific needs of the product, market and customer in the design of new or adapted supply chains (K4, K5, K6, K10, K11, K12, K13, K20, K21, K22). ▪ The output(s) takes account of a range of internal and external factors including legal and technological requirements showing an understanding of how they support the efficient operation of 	<ul style="list-style-type: none"> ▪ The conclusion(s) for the work based project incorporates application of capacity planning and forecasting techniques, taking account of potential fluctuations. The concepts of supply chain network coordination and leadership are applied in practice to establish stakeholder perspective on the project focus. (K1, K2, K3, K23, K24, K25). ▪ The project output(s) incorporates the principles of supply chain strategies, sustainable practices and the specific needs of the product, market and customer to consider the feasibility of the design of new or adapted supply chain networks that takes account of business needs and/or objectives (K4, K5, K6, K10, K11, K12, K13, K20, K21, K22). ▪ The proposal(s) is based on an analysis of the risks and/or opportunities for the business based on a 	<ul style="list-style-type: none"> ▪ The conclusion(s) for the work based project incorporates relevant and focussed application of capacity planning and forecasting techniques, taking account of potential fluctuations, and these are used to demonstrate the feasibility of the proposals (K1, K2, K3, K23, K24, K25). ▪ The concepts of supply chain network coordination and leadership are effectively applied in practice to negotiate a proposal(s) that is acceptable to all key stakeholders. The project output(s) incorporates the principles of supply chain strategies, sustainable practices and the specific needs of the product, market and customer to effectively address the feasibility of the design of new or adapted complex supply chain networks that meet business needs and/or objectives (K4, K5,

	<p>the supply chain network (K14, K15, K16, K17, K18, K19).</p> <ul style="list-style-type: none"> ▪ The work based project output(s) includes an analysis and interpretation of data gathered from across the supply chain that is used to support conclusions (S1, S2, S3, S4, S5, S6, S7, S15, S16, B4). ▪ Financial forecasting and/or reporting is used to validate conclusions (S8, S9, S10, S11, B2). 	<p>range of internal and external factors including legal and technological requirements showing an understanding of how they support the efficient operation of the supply chain taking account of business needs and/or objectives (K14, K15, K16, K17, K18, K19).</p> <ul style="list-style-type: none"> ▪ The work based project output(s) include conclusion(s) and proposal(s) based on the analysis and interpretation of information and data gathered from a range of relevant sources across the supply chain (S1, S2, S3, S4, S5, S6, S7, S15, S16, B4). ▪ Financial forecasting or reporting is used to validate the conclusions, which promote opportunities for the business (S8, S9, S10, S11, B2). 	<p>K6, K10, K11, K12, K13, K20, K21, K22).</p> <ul style="list-style-type: none"> ▪ The proposal(s) is based on an indepth analysis of the risks and opportunities for the business based on a range of relevant internal and external factors including legal and technological requirements showing an indepth understanding of how they support the efficient operation of the supply chain to meet business needs and/or objectives (K14, K15, K16, K17, K18, K19). ▪ The work based project output(s) include conclusion(s) and proposal(s) drawn from the analysis and interpretation of complex information and data gathered from a range of relevant sources across the supply chain including the use of current market and customer insight together with product information to optimise business efficiency (S1, S2, S3, S4, S5, S6, S7, S15, S16, B4). ▪ Financial forecasting and reporting is used to validate the conclusions and feasibility of proposal(s), which promote opportunities for business growth and reduce supply chain related risks (S8, S9, S10, S11, B2).
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Assessment method 2: Viva examination, carried out by The Panel based on the apprentice’s evidence portfolio

<p>Fail (demonstrates limited ability to meet the requirements of the assessment which may be evident in the following ways)</p>	<p>Pass (demonstrates competency in all knowledge, skills and behaviours)</p>	<p>Merit (a progression of the pass criteria - builds on the demonstration of pass criteria and surpasses the outcomes)</p>	<p>Distinction (builds on both pass and merit criteria, fully realises and develops assessment outcomes far beyond normal expectations)</p>
<p>Apprentice has failed to meet the pass criteria.</p>	<ul style="list-style-type: none"> ▪ Demonstrates the importance of relationships between self and others when collaborating and communicating with others. Is able to demonstrate effective communication skills in supply chain leadership contexts (S23, S24, S28, B5, B6). ▪ Demonstrates the ability to advance ideas in the design of supply chain solutions (S18, S19, S20, S21, S25). ▪ Demonstrates the ability to meet the challenges of supply chain operational management (S17, S22, S26, S27, S29, B1, B3). 	<ul style="list-style-type: none"> ▪ Demonstrates the importance of relationships between self and others across the supply chain when collaborating and communicating with others. Is able to demonstrate the use of a range of communication skills in supply chain leadership contexts (S23, S24, S28, B5, B6). ▪ Demonstrates the ability to advance ideas and be creative in the design of supply chain solutions (S18, S19, S20, S21, S25). ▪ Demonstrate the ability to meet the challenges arising from the supply chain through effective operational management of people and processes (S17, S22, S26, S27, S29, B1, B3). 	<ul style="list-style-type: none"> ▪ Demonstrates and promotes the importance of relationships between self and others, between functions and across the supply chain when collaborating and communicating with others. Is able to demonstrate the effective use of a range of appropriate communication skills for different purposes in supply chain leadership contexts ((S23, S24, S28, B5, B6). ▪ Demonstrates the ability to advance ideas and be creative and enterprising in the design of supply chain solutions (S18, S19, S20, S21, S25). ▪ Demonstrates the ability to meet the challenges arising from the supply chain through effective and efficient operational management of people and process in different contexts and situations. Is able to use their skills to respond effectively to a

			range of changing business needs and situations (B1).
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The role of External Examiners

External examining acts as an essential part of the Arden quality assurance and enhancement process, serving to ensure that academic standards are maintained. The knowledgeable and independent views of external examiners are invaluable in confirming that the University's awards are appropriate and comparable to other UK Higher Education Institutions as well as highlighting good practice and potential areas of enhancement.

External examiners approve the form and content of draft module descriptions and the assessments that count towards the degree award, in order to ensure that all students will be assessed fairly in relation to the objectives, syllabus and regulations for the programme and will reach the required standard.

The external examiners also review a sample of student assessments to ensure internal marking and classifications are of an appropriate standard and are consistent. External examiners use their experience and expertise to compare the performance of students with that of students on other comparable programmes elsewhere.

Programme evaluation

The School of Supply Chain Management takes a standardised approach to Programme and Module Evaluation. Programme evaluation links to more than the sum of its modules. In many ways the programme evaluation is about your overall student journey, incorporating additional support offered to you, your overall learning flexibility, your library experience or IT accessibility and so on.

Module evaluation is fundamental to improving your learning and teaching journey. It is a key component that links to overall Programme Enhancement and can serve several key purposes:

- allow continuous, iterative improvement of the module's content and teaching methods
- provide feedback to teachers on quality of teaching and learning journey
- help teachers refine approaches to increase student satisfaction
- provide evidence of good practice to managers.

Hence, module evaluation surveys provide a formal feedback loop between students and the module team. It also reaffirms the importance of your opinion. We take your feedback seriously and your evaluation is discussed between the module leader and the Head of School. It also filters down to course committees and other quality assurances within Arden.

The School of Supply Chain Management undertakes a mid-module and end module. The idea is for the module team to have enough time to do something about any issues raised halfway through the module, rather than only an evaluation at the end of a module, when it is too late.