



THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT

INTERNATIONAL ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT

Standards of Knowledge and Competence

INTRODUCTION

This advanced course is primarily aimed at developing strategic decision making skills in logistics and transportation. Modern companies in their efforts to cope with an ever changing and challenging environment use two key processes to build their future. The first is strategic planning which enables top management to determine what business direction it wants to achieve. The second is the logistics and transportation planning which enables the company to proceed in a systematic way to identify and turn specific opportunities into profitable business. This course presents the conceptual idea of integration of logistics and transportation planning into the strategic planning process.

In the present marketing environment characterised by unparalleled technological developments and intensifying competition, there are no simple correct solutions to logistics and transportation problems. This course is therefore aimed at presenting a set of normative procedures, which may be utilised to generate a varied range of innovative strategic options and a basis to choose a rational programme for action. For the purpose of this course, understanding the process of identification is more important than any particular solution.

The focus of this course is on strategic logistics and transportation management. Issues in this area will be explored in depth and at a relatively advanced level. The student is expected to fully understand the conceptual and theoretical basis of strategy and demonstrate competence in actually utilising that understanding in the applied context.

The course contains 4 modules. In the 1st module, students will receive knowledge and information on logistics and transportation strategic management and leadership. Since the logistics and transportation industry is so unique, in terms of organisation culture and professionalism, students should know how to handle them skillfully.

After finished studying the internal environment, students are expected to have a full understanding on the logistics and transportation external environment. In module 2, the course will discuss the external factors, such as government and politics, economics and finance, society and sustainability, risk and contingency planning; with the focus on logistics and transportation.

Formulating logistics and transportation strategies needs an integrative capability of both internal and external environment. In module 3, after students become familiar with the environments, formulation of different logistics and transportation strategies, such as transportation planning, customer services, supply chain, innovative and change; will then be covered.

The level of the course is required to be that of an honours degree and therefore a work-based project is included with the necessary preparation in research methodology in module 4.

COURSE CONTENT AND STRUCTURE

The course content consists of four mandatory units:

- 1. Strategic Management and Leadership**
 - *Organisational cultural*
 - *Leadership*
 - *Collaboration*
 - *Ethical management*

- 2. The Strategic Environment for Logistics and Transport**
 - *Society and sustainability*
 - *Government and politics*
 - *Economics and finance*
 - *Risk and contingency planning*

- 3. Organisation Level Planning in Logistics and Transport**
 - *Vision and strategy*
 - *Transportation Planning*
 - *Delivering customer service*
 - *Innovation and change*
 - *Supply chain performance*

- 4. Research Methodology and Work-based Project**

COURSE OBJECTIVES

The course is intended for students who wish to deepen their understanding of a broad strategy course in logistics and transportation with a planning orientation. Students can learn the strategic tools, with special illustration with transport and logistics examples, so that they can integrate and apply them to their specific country environment. The main thrust of the course is one of relating logistics to business strategy. Specific learning objectives of the course are:

1. *To become familiar with certain elementary analytical concepts useful to analyse logistics and transportation environmental trends, customers, organisation, finance, and cost dynamics.*
2. *To develop an understanding of the logistics and transportation strategic planning methods including strategic management and leadership, strategic environment, and organisation level planning.*
3. *To integrate and apply the concepts discussed onto the daily work.*
4. *To be aware of ethical issues, sustainability and minimising the impact of the organisation and its operations on the global environment*
5. *To develop skills in research methodology and work-based project.*

UNIT 1

STRATEGIC MANAGEMENT AND LEADERSHIP

Synopsis

This core unit presents the strategic management knowledge required of managers in organisational culture; leading logistics and transportation organisation, fascinating perspective on the problems, and ethical management. It covers aspects of the principle idea and frameworks for understanding culture and its change, formal texts on management and design, the ways such organisations can be restructured, and techniques of moral reasoning and argumentation that are needed to analyze.

It aims to deliver the understanding and competence of those key elements of organisational culture that are fundamental to both commercial and non-commercial logistics and transportation organisations, provide the skills and conceptual understanding required to orchestrate the critical logistics and transportation tasks, how logistics and transportation executives get from the venerable competitive model to the hope for collaborative one, and variety of moral issues that arise in international logistics and transportation issues.

Outline Unit Content

1. Organisational Culture

- *Organisational culture*
- *Understanding organisational culture change*
- *Constructing logistics and transportation organisation*
- *Managing organisational culture change*
- *Organisational culture, strategy and performance*

2. Leadership

- *An overview of managerial work*
- *Asserting authority*
- *Gaining power in any logistics and transportation organisation*
- *Working the hierarchy*
- *Managerial personality*

3. Collaboration

- *An overview of collaboration*
- *Organising for competition*
- *Values in a collaborative organisation*
- *Collaborative organisational structures*
- *Competitive and collaborative processes in organisations*

4. Ethical Management

- *Ethics and business*
- *Moral reasoning in logistics and transportation business*
- *Corporate governance and ethics*
- *Codes of ethics*
- *International business ethics*

Standards of Knowledge and Competence

Part 1 - Organisational Culture

Organisational Culture

On completion of this element – you should know:

- *The definition, contents of an organisational culture*
- *The sources and development of organisational culture*
- *Logistics and transportation organisation structure*
- *The difference among culture, subculture and multiculturalism in organisations*
- *The relationship between culture and ethics*

On completion of this element – you should be able to:

- *Explore the origins of the current interest in organisational culture*
- *Identify the contents of an organisational culture*
- *Determine the processes by which organisational cultures are perpetuated*
- *Clarify approaches for assessing the strength of organisational cultures*
- *Discover the various ways in which ethical issues impinge on an organisational culture*

Understanding organisational culture change

On completion of this element – you should know:

- *The dynamics of cultural change*
- *What are the issues and models in understanding culture change*
- *The role of culture in an organisation*
- *The organisational learning cycle of culture change*
- *Privatisation and restructuring of public sector*

On completion of this element – you should be able to:

- *Identify the central issues and key common factors in modeling culture change*
- *Appreciate the nature of an organisation's culture as an important agent for change*
- *Identify the processes and reasons for privatisation and restructuring of the public sector*

Constructing Logistics and transportation organisation

On completion of this element – you should know:

- *The best practices of a standard logistics and transportation organisation structure*
- *The uniqueness of logistics and transportation organisation structure*
- *The important factors to be considered in a logistics and transportation organisation structure*
- *The formulation process of a logistics and transportation organisation*

On completion of this element – you should be able to:

- *Draw up a typical logistics and transportation organisational structure*
- *Determine different functions in a logistics and transportation organisation*
- *Establish the processes to undertake in setting up a logistics and transportation organisation*
- *Review the different approaches when constructing a logistics and transportation organisation.*

Managing organisational culture change

On completion of this element – you should know:

- *The feasibility of managing organisational culture*
- *How to establish a framework for managing organisational culture*
- *The role of human resource management in organisation culture change*
- *The strategies for cultural change*

On completion of this element – you should be able to:

- *Become familiar with a framework for managing culture*
- *Assess the importance of human resource management in the management of culture*
- *Consider various strategies for cultural change*
- *Identify the difficulties and complexities in providing general guidelines for culture management*

Organisational culture, strategy and performance

On completion of this element – you should know:

- *The concept of culture strategy and performance*
- *The principles for implementing strategy*
- *The relationship between culture and performance*

On completion of this element – you should be able to:

- *Determine the relationship between culture, strategy and performance*
- *Examine how culture influences the formulation and implementation of strategy*
- *Evaluate the importance of culture as an influence on organisational performance*
- *Consider the difficulties and complexities of providing general guidelines for action in this field*

Part 2 - Leadership

An overview of managerial work

On completion of this element – you should know:

- *What is strategic management*
- *The role of the manager*

On completion of this element – you should be able to:

- *Establish what a manager should achieve*
- *Apply management principles in the day to day operation of a logistics and transportation organisation*

Asserting authority

On completion of this element – you should know:

- *The elemental skill of leadership*
- *How to legitimise the leadership role*
- *How to handle confrontation and non-response*
- *Relevant management theory*

On completion of this element – you should be able to:

- *Identify the power structure within an organisation*
- *Able to influence without relying on positional power*
- *Demonstrate the ability to be assertive*
- *Influence and motivate others in a cross cultural environment*

Gaining power in any logistics and transportation organisation

On completion of this element – you should know:

- *How to establish authority and influence in logistics and transportation operations*

On completion of this element – you should be able to:

- *Perform authority and influence in logistics and transportation operations*

Working the hierarchy

On completion of this element – you should know:

- *The skills of managing upward and of delegating responsibility*
- *The ways to persuade senior management*
- *How to manage different relationships*

On completion of this element – you should be able to:

- *Accept differences in perspective*
- *Delegate responsibility*
- *Deal with subordinates*

Managerial Personality

On completion of this element – you should know:

- *Whether there is a managerial personality*
- *Cultural values incorporated in managers' attitudes*
- *Levels of cognitive development*
- *Interactional differences among managers*

On completion of this element – you should be able to:

- *Identify the predictions concerning who is likely to be successful in a challenging managerial position*
- *Recognise the difference in cognitive style*
- *Identify how personality shapes managerial behavior*
- *Determine specific interactional skills*

Part 3 - Collaboration

An overview of collaboration

On completion of this element – you should know:

- *What is meant by collaboration*
- *Forms of collaboration models*
- *Development of competition and the emergence of conflict*
- *Relationship between conflict and competition*
- *Importance of collaboration in the logistics and transportation industry*

On completion of this element – you should be able to:

- *Understand collaborative models*
- *Identify the essence of being an collaborative organisation*
- *Determine the variables how hierarchical structure affect collaboration*
- *Understand why competition has become a primary value*
- *Determine which collaboration models to be used*

Organising for competition

On completion of this element – you should know:

- *The impact of organising for competition*
- *The importance of outsourcing*
- *What is individual balance and reduction of dissonance*
- *Relationship among hierarchy, work and alienation*

On completion of this element – you should be able to:

- *Handle competition within an organisation*
- *Appreciate cooperative relationship*
- *Develop trust within an organisation*
- *Determine outsourcing logistics and transportation functions*

Values in a collaborative organisation

On completion of this element – you should know:

- *The value system in a collaborative organisation*
- *The trend of globalisation*
- *The old and new culture in value system*
- *What is the new values of a collaborative organisation*
- *The operative organisational philosophies*

On completion of this element – you should be able to:

- *Identify the values in a collaborative organisation*
- *Identify the globalisation trend*
- *Understand the values that closely tied to individuals and organisations*
- *Use psychological resources to motivate individuals*
- *Implement the collaborative values within an organisation*

Collaborative organisation structure

On completion of this element – you should know:

- *The development of hierarchy*
- *Components of collaborative organisational structure*
- *Worker participation in other countries*
- *Alternative organisational conceptualisations*

On completion of this element – you should be able to:

- *Understand the emergency of hierarchy*
- *Use different component of a collaborative organisational structure to motive individuals*
- *Determine the different elements in the area of participation and collaborative organisation*
- *View collaborative organisational structure in terms of different approaches*

Competitive and collaborative processes in organisations

On completion of this element – you should know:

- *The process of interaction in a competitive system*
- *Competition as counterfeit behavior*
- *The steps in planning a competitive and collaborative process*
- *The collaborative framework for power*
- *Strategies of conflict resolution*

On completion of this element – you should be able to:

- *Handle the process in competitive and collaborative system*
- *Recognise the competitive behaviors among individuals*
- *The process of interaction in a competitive system*
- *Plan a competitive and collaborative process*
- *Detail out worker and manager goals*
- *Deal with interaction of hierarchy and power*
- *Use strategies to handle conflicts*

Part 4 - Ethical Management

Ethics and business

On completion of this element – you should know:

- *The myth of amoral business*
- *Business value system*
- *Relationship of business and morality*
- *Differences between business ethics and ethics*

On completion of this element – you should be able to:

- *Identify business ethics*
- *Respond to demands involving social values*
- *Incorporate business ethics as a part of ethics*
- *Give judgment on business ethics*

Moral reasoning in logistics and transportation business

On completion of this element – you should know:

- *Moral development*
- *How ethical management affects logistics and transportation decision makings*
- *Utility and utilitarianism*
- *How to make use of ethical management as strategic tools*
- *Moral responsibility and corporations*

On completion of this element – you should be able to:

- *Determine the levels of moral development*
- *Use different approaches to deal with logistics and transportation moral issues*
- *Identify the moral standard and law in logistics and transportation industry*
- *Determine what are moral logistics and transportation responsibilities*
- *Determine moral duty, rights, and justice*

Corporate governance and ethics

On completion of this element – you should know:

- *Key issues in corporate governance*
- *Boards and shareholders relationship to society*
- *Relationship between self-regulation and legislation*
- *Social responsibility of a corporation*

On completion of this element – you should be able to:

- *Identify the role of boards and shareholders*
- *Identify the responsibilities of stakeholder to the society*
- *Determine the pros and cons of self-regulation and legislation*
- *Manage an effective corporate governance*

Codes of ethics

On completion of this element – you should know:

- *Benefits of a code*
- *Benefits to the stakeholders*
- *Procedures for implementation*
- *The limitations of a code*

On completion of this element – you should be able to:

- *Justify the existing of a code, uses and abuses*
- *Identify the limitation of a code*
- *Formulate a code*
- *Persuade stakeholders to accept the code*
- *Use proper procedure to implement*

International business ethics

On completion of this element – you should know:

- *Morality and the international economy system*
- *Multinational corporations and ethics*
- *Ethical guidelines for multinational operations*
- *International codes*

On completion of this element – you should be able to:

- *Understand the relationship between morality and international economy system*
- *Identify moral and legal constraints on international business activities*
- *Determine the perform standards of business ethics in different countries*
- *Detail out ethical guideline for multinational operations*

UNIT 2

THE STRATEGIC ENVIRONMENT FOR LOGISTICS AND TRANSPORT

Synopsis

The aim of this core unit is to help candidates to understand the basic concepts of sustainability; art and science of government to logistics and transportation executives; the issues surrounding some basic concepts of economics and finance in logistics and transportation functions; and the decision-making process for logistics and transportation with the potential realisation of unwanted consequences from impending events.

The content of the module covers the application of sustainability to the sustainable development to a society and the key factors affecting the decision of society sustainability planning that are of specific significance to logistics/ transport industries so that candidates can be aware of and incorporate those factors into their long term cooperate strategy formulation process; the fundamental concepts and principles of political organisation and with the major ideologies that have agitated the modern world and an investigation on the principles and ideologies of government: the recent changes in economic affairs and its approach to both economic theory and economic problems; and logistics and transportation elements of critical dependence of modern organisations to contingency planning, such as artificial intelligence, management information system, sophisticated communication networks, and computerised process control systems.

Outline Unit Content

1. Society and Sustainability
 - Sustainability Defined
 - Relationship between corporation, society and sustainability
 - Sustainable planning and key factors affecting logistics/transport decision making
2. Government and Politics
 - The forms of Government
 - Government's role in logistics and transportation
 - Government logistics and transportation policy formulation
 - Public administration
3. Economics and Finance
 - Preliminary ideas of economics
 - The tools of economic analysis
 - Market regulation models
 - Financial management
 - Financial forecasting
 - Basics of transport economics
4. Risk and Contingency Planning
 - Scope of risk management
 - Business risk model
 - Logistics and transportation risk control
 - Logistics and transportation contingency plan and reaction
 - Implementation strategy

Standards of Knowledge and Competence

Part 1 - Society and Sustainability

Sustainability Defined

On completion of this element – you should know:

- *The definition of sustainability and sustainable development from both sociological and economic point of view*
- *Sustainable development regime*
- *Themes in sustainable development*

On completion of this element – you should be able to:

- *Determine the social & economic factors to be considered in sustainable development*
- *Determine the factors to be considered in sustainable development*
- *Identify the role of policy maker in sustainable development*

Relationship between corporation, society and sustainability

On completion of this element – you should know:

- *The interdependence between corporation and society*
- *How society and sustainability affect logistics and transportation corporation decisions*
- *The role of logistics and transportation corporation in social sustainability*
- *Social factors that affect sustainability*

One completion of this element – you should be able to:

- *Understand the relationship between corporation and society*
- *Determine the factors that affect corporation and sustainability*
- *Determine the factors that affect corporate sustainability*
- *Understand the implication and consequences of sustainability*

Sustainable planning and key factors affecting logistics/transport decision making

On completion of this element – you should know:

- *Sustainable development planning process*
- *The key stakeholders involved in the sustainability development planning process*
- *The key factors affecting the decision of sustainability development which are of significance to logistics and transport sectors*

On completion of this element – you should be able to:

- *Determine the principle, context and policy tools of sustainable development*
- *Deliver strategic plans in sustainability planning*
- *Analyze and integrate the key factors affecting society sustainability choice and formulate long term logistics and transport strategy accordingly*

Part 2 - Government and Politics

The forms of Government

On completion of this element – you should know:

- *Classification: Government by one, few, and the many*
- *Institutional forms of the State*
- *Sources of Law*

On completion of this element – you should be able to:

- *Differentiate State and Government*
- *Determine the difference among different forms of governments*
- *Apply knowledge on analyzing world government and its decision making process and style and hence be able to anticipate government policy making related to logistics/transport*

Government's role in logistics and transportation

On completion of this element – you should know:

- *Government roles in market regulation & control and appreciate the key rules related to transport & logistics*
- *Government provision and ownership of public logistics and transport utilities and implication to logistics/ transport corporations*
- *Government roles in Logistics Planning and Research and its long term implication to logistics/ transport sectors*
- *Government role in Specialised Logistics Planning & Provisioning*

On completion of this element – you should be able to:

- *Understand government roles in logistics/ transport sectors*
- *Draft cooperate level strategy accordingly*
- *Understand the possible future infrastructure planning*
- *Analyze government's logistics development planning*

Government logistics and transportation policy formulation

On completion of this element – you should know:

- *Government decision making process*
- *Logistics and transportation policy development*
- *Government logistics and transportation decision development*
- *Government logistics and transportation privatisation*

On completion of this element – you should be able to:

- *Analyze the government decision making policy*
- *Determine with the factors that government will consider*
- *Identify the reasonable of government privatisation decisions*
- *Understand government logistics and transportation investment decisions*

Public administration

On completion of this element – you should know:

- *The nature and scope of public administration*
- *Recent trends in governmental organisation*
- *Administrative relationships*
- *Criticisms of the administrative process*

On completion of this element – you should be able to:

- *Determine how public administration affect our daily life*
- *Understand the role of government officials*
- *Understand how to get through the administrative process*
- *Identify the influence of administrative process*

Part 3 - Economic and Finances

Preliminary ideas of economics

On completion of this element – you should know:

- *Scope of economics*
- *Scarcity and choice*
- *Barriers*
- *Economics as a science*

On completion of this element – you should be able to:

- *Understand the concept of economics*
- *Able to make a reasonable choice*
- *Determine the limitations in economics*
- *Access economics as a tools*

The tools of economic analysis

On completion of this element – you should know:

- *What is meant by market*
- *Demand and supply*
- *Concept of margin*
- *Perfect and imperfect competition*

On completion of this element – you should be able to:

- *Identify suitable markets*
- *Determine pricing structure*
- *Understand equilibrium distribution of expenditure*
- *Calculate marginal rates*

Market regulation models

On completion of this element – you should know:

- *Different market competition models and their impacts on market behavior and efficiency*
- *The ownership of wealth*
- *Division of labor*
- *Economic tools*

On completion of this element – you should be able to:

- *Understand different market structures*
- *Determine what to produce to satisfy customer*
- *Differentiate the wealth of individual and the wealth of community*
- *Implement division of labor*
- *Use different economic tools to compete*

Financial management

On completion of this element – you should know:

- *Financial manager's responsibility*
- *Financial market, institutions and interest rate*
- *Risk and rates of return*
- *Time value of money*

On completion of this element – you should be able to:

- *Identify key factor of a financial manager*
- *Interpret the co-relationship among financial market, institutions and interest rate*
- *Reduce risks when implementing strategies*
- *Determine interest rate*

Financial forecasting

On completion of this element – you should know:

- *Analysis of financial statements*
- *Purposes of financial forecasting*
- *Methods used for financial forecasting*
- *Treatment of currency exchange rate*

On completion of this element – you should be able to:

- *Predict the development of the financial market*
- *Understand the internal financial strengths and weaknesses*
- *Identify the techniques used*
- *Prepare projections on financial statement*
- *Determine capital requirement*

Basics of transport economics

On completion of this element – you should know:

- *Concept of utility*
- *Economic functions and impacts of transport*
- *Nature of transport cost structure*
- *Pricing strategy*
- *“No Waste” theory*

On completion of this element – you should be able to:

- *Develop cost structure*
- *Adopt low cost strategies*
- *Analyze logistics/transport costs*
- *Apply “No Waste” theory to organisation management*

Part 4 - Risk and Contingency Planning

Scope of risk management

On completion of this element – you should know:

- *What is meant by risk management*
- *New scope of management*
- *The “five tools” to deal with risk management*
- *Importance and complexity of risk management*

On completion of this element – you should be able to:

- *Identify risk in organisation*
- *Deal with the risk properly*
- *Understand the new trends of risk*
- *Determine the factors of risk*
- *Forecast possible risk to be occurred*

Business risk model

On completion of this element – you should know:

- *Different types of risk*
- *Environment risk*
- *Process risk*
- *Information on decision risk*

On completion of this element – you should be able to:

- *Categorise different types of risk*
- *Make assumption and prevention*
- *Identify different risk when making decisions*
- *Understand the difference between risk and possibility*

Logistics and transportation risk control

On completion of this element – you should know:

- *Old paradigm versus new paradigm*
- *Assess logistics and transportation risks*
- *Integrated approach*
- *Strategic control*
- *Management control*
- *Business process control*

On completion of this element – you should be able to:

- *Identify, source and measure the root cause of logistics and transportation business risk*
- *Use proper procedures to control risk*
- *Use business process and objectives to define business control requirements*
- *Determine the factors in different control methods*

Logistics and transportation contingency plan and reaction

On completion of this element – you should know:

- *Disaster life cycle*
- *Defining the problem*
- *Establish logistics and transportation contingency plan*
- *What are the appropriate reactions*

On completion of this element – you should be able to:

- *Understand the different phases of a disaster*
- *Identify the real problems*
- *Plan efficient and effective logistics and transportation policy and strategy to tackle the problems*
- *Use proper reactions to tack the problems*

Implementation strategy

On completion of this element – you should know:

- *The roles of different personnel play within and outside the organisation*
- *Plan development*
- *Obtain approval*
- *Non-computerised business functions*

On completion of this element – you should be able to:

- *Assign different duties to different person when implementing strategies*
- *Develop the plan*
- *Understand the value of outside specialists*
- *Plan proper procedures to obtain department manger's approval*

UNIT 3

ORGANISATION LEVEL PLANNING IN LOGISTICS AND TRANSPORT

Synopsis

This core unit provides the fundamental knowledge of strategic management in logistics and transportation; a basic understanding of the transportation planning process and methodology; the need to accommodate customers in logistics and transportation, whether those customers are end users, intermediate, or even internal; a framework for appreciating the strategic importance of innovation and change at work; and the mission, business processes, and strategies needed to achieve integrated supply chain performance.

It covers visions, corporate strategy, business policy, strategic management, organisational policy and corporate policy with the focus on logistics and transportation; planning fundamentals, data collection, traffic forecasting, plan evaluation and selection; foundation for customer accommodation with its fundamental focus on logistics and transportation customer needs; some specific tools on promoting creativity and innovation in a corporation level and measures to overcome resistance to change will also be discussed; and a comprehensive description of existing logistical practices in a global society, ways and means to apply supply chain performance principles to achieve competitive advantage; and a conceptual approach for integrating supply chain performance as a core competency in enterprise strategy.

Outline Unit Content

1. *Vision And Strategy*
 - *Vision*
 - *Logistics and transportation strategy and strategic decisions*
 - *Logistics and transportation strategic position*
 - *Logistics and transportation strategy formulation*
 - *Implementation of logistics and transportation strategies*
2. *Transportation*
 - *Planning Fundamentals*
 - *Data Collection*
 - *Traffic Forecasting*
 - *Plan Evaluation and Selection*
3. *Delivering Customer Services*
 - *Customer-focused marketing*
 - *Logistics and transportation customer service*
 - *Logistics and transportation customer satisfaction*
 - *Customer success*
4. *Innovation And Change*
 - *Innovation and change as a strategic tool*
 - *Enhancing creativity at work*
 - *Group processes and innovation*
 - *Organisation development*
 - *Resistance to change*
5. *Supply Chain Performance*
 - *Issues in supply chain performance*
 - *Supply chain strategies*
 - *Supply chain integration*
 - *Supply chain information systems*

Standards of Knowledge and Competence

Part 1 – Vision And Strategy

Vision

On completion of this element – you should know:

- *What is meant by vision*
- *Difference between mission and vision*
- *Corporate parent*
- *Communication change*

On completion of this element – you should be able to:

- *Understand what is meant by vision*
- *How to construct a vision*
- *Determine the elements of a vision*
- *Understand how vision influences a corporation*

Logistics and transportation strategy and strategic decision

On completion of this element – you should know:

- *Characteristics of logistics and transportation strategic decisions*
- *Logistics and transportation strategic management*
- *How to deal with union, local laws and regulations strategically*
- *Logistics and transportation strategic development process*

On completion of this element – you should be able to:

- *Describe the characteristics of strategic decisions*
- *Define what is meant by strategy and strategic management*
- *Understand what distinguishes strategic management from operational management*
- *Understand which elements of the strategy model are likely to be most important in different contexts*

Logistics and transportation strategic position

On completion of this element – you should know:

- *The environment*
- *Market segments*
- *Strategic capability*
- *Competences and core competences*
- *Expectations and purposes*

On completion of this element – you should be able to:

- *Describe the forces in the macro-environment of an organisation using the PESTAL framework*
- *Identify key structural drivers of change and the differential impact on organisation*
- *Understand the importance of meaning and importance of critical success factors*
- *Understand the importance of competences and the meaning of core competences*
- *Explain how culture can be characterised and the impact on strategy*

Logistics and transportation strategy formulation

On completion of this element – you should know:

- *Corporate-level strategy*
- *Business-level strategy*
- *Direction of strategy development*
- *Success criteria*

On completion of this element – you should be able to:

- *Explain different rationales of corporate parents*
- *Identify the importance of the compatibility of the corporate parenting rationale*
- *Determine the extent to which competitive advantage is sustainable*
- *Evaluate different strategic choices*

Implementation of logistics and transportation strategies

On completion of this element – you should know:

- *Organising for success*
- *Enabling success*
- *Diagnosing the logistics and transportation change situation*
- *Change management*
- *Leverage for managing logistics and transportation strategic change*

On completion of this element – you should be able to:

- *Determine and contrast different configurations of global companies*
- *Outline common dilemmas about organising for success*
- *Explain how different strategies will need to be funded in different ways*
- *Understand the issues about managing strategies to create financial value*
- *Manage and facilitate changes*

Part 2 - Transportation Planning

Planning Fundamentals

On completion of this element – you should know:

- *The definitions and range of goals and objectives in a transportation planning exercise*
- *Levels or stages of planning and corresponding needs*
- *The interaction between land use and transportation planning*
- *Traffic management policies and traffic management measures*
- *Travel demand management measures*
- *Public transport service integration*
- *Development Planning issues [economic, social, environmental]*

On completion of this element – you should be able to:

- *Formulate specific goals and objectives for a transportation project*
- *Identify short, medium and long term (strategic) planning goals and needs*
- *Describe the land use transportation cycle and analyze the interacting effects between land use and transportation*
- *Prepare basic integrated public transport service networks*
- *Prepare basic traffic management plans*
- *Prepare development plans satisfying local requirements, governmental transport policies and existing legislation*

Data collection

On completion of this element – you should know:

- *Various types of transport, land use, social [demographic] and economic data as well as their sources [both primary and secondary]*
- *Journey characteristics*
- *Survey methods*

On completion of this element – you should be able to:

- *Retrieve and apply appropriate data for detailed analysis*
- *Understand the journey characteristics and travel behaviour of different economic groupings of trip makers*
- *Organise specific traffic and travel surveys to collect required data*

Traffic forecasting

On completion of this element – you should know:

- *Basic traffic forecasting procedures*
- *Trip generation*
- *Trip distribution*
- *Modal choice*
- *Traffic assignment*

On completion of this element – you should be able to:

- *State the procedures of predicting traffic demands*
- *Forecast future number of trips generated from and/or attracted to trip ends*
- *Work out the trip distribution patterns by various trip distribution methods*
- *Determine the numbers of trips made by different transport modes*
- *Apply different traffic assignment methods to allocate trips on paths and links in networks*

Plan evaluation and selection

On completion of this element – you should know:

- *Procedures and framework of transport planning evaluations*
- *Formulation of optional plans*
- *Different evaluation techniques including economic/social analysis*
- *Public consultations*

On completion of this element – you should be able to:

- *Outline the framework for the evaluation of a transport plan*
- *Systematically assess transport planning options*
- *Select a transport plan with maximum economic benefits*
- *Consider public views and reactions for a transport plan during preparation and implementation stages*

Part 3 - Delivering Customer Services

Customer-focused marketing

On completion of this element – you should know:

- *Difference between transactional and relationship marketing*
- *Lever of service output provided to customer*
- *Primary service outputs which are important to logistics management*
- *One-to-one marketing*

On completion of this element – you should be able to:

- *Know how the logistics function performs in supply chain management*
- *Use appropriate marketing strategies to approach different customers*
- *Implement one-to-one marketing program*
- *Understand the relationship between profitability and sales volume.*

Logistics and transportation Customer service

On completion of this element – you should know:

- *Availability in logistics customer service*
- *Flexibility as operational performance*
- *Perfect order*
- *Basic service perform*
- *Outsourcing*

On completion of this element – you should be able to:

- *Monitor a firm's performance availability*
- *Determine the factors of customer services in supply chain management*
- *Figure out the requirements of customers in logistics services*
- *Perform a perfect order*
- *Use outsourcing to satisfy customer*

Logistics and transportation customer satisfaction

On completion of this element – you should know:

- *What is customer expectations*
- *Model of customer satisfaction*
- *How IT can increase customer satisfaction*
- *The limitations*

On completion of this element – you should be able to:

- *Determine customer expectations*
- *Satisfy customers*
- *Increase customer expectation*
- *Understand the limitations of customer satisfaction*

Customer success

On completion of this element – you should know:

- *Customer-focused organisation*
- *Achieving customer success*
- *Value-added services*
- *Develop customer success*

On completion of this element – you should be able to:

- *Construct a customer-focused marketing strategy*
- *Access the ways to achieve customer success*
- *Provide value-added services to customer*
- *Develop business success based on logistical competency*

Part 4 - Innovation And Change

Innovation and change as a strategic tool

On completion of this element – you should know:

- *The strategic importance of innovation and change*
- *Cases where innovation and change transforms logistics industry*

On completion of this element – you should be able to:

- *Appreciate the strategic importance of innovation and change in organisation both at society and firm level*
- *Identify where innovation opportunity are and apply the concept at firm level*

Enhancing creativity at work

On completion of this element – you should know:

- *What is meant by creativity*
- *Person-based measures, product based measures, and process-based measures*
- *Ideal elicitation techniques*
- *Synectics and other idea generation techniques*

On completion of this element – you should be able to:

- *Understand your potential of creative ability*
- *How to be a creative thinker*
- *Use different skills to mobilise people to become more creative*
- *Plan creative training program*

Group processes and innovation

On completion of this element – you should know:

- *Social influence in groups*
- *Process of group decision making*
- *Social identity and innovation*
- *Work group innovation*

On completion of this element – you should be able to:

- *Understand the way in which the psychological processes operating within and between groups can contribute positively and negatively to innovation change*
- *Handle the processes of social influence and decision making*
- *Identify factors that inhibit innovation in work group*
- *Build innovative teams in organisations*
- *Strengthen group identity*

Organisation development

On completion of this element – you should know:

- *Characteristics of organisation development*
- *Organisation development process*
- *Organisation development intervention*
- *Change agents*

On completion of this element – you should be able to:

- *Understand how organisation development is dominated by professional practice*
- *Use organisation development as a conglomeration method and technique to affect change in organisation*
- *Determine organisation development process, models of organisation changes*
- *Use organisation development to facilitate necessary changes*

Resistance to change

On completion of this element – you should know:

- *Overcoming resistance*
- *Cause of resistance*
- *Manifestations of resistance*
- *Perspectives on resistance*

On completion of this element – you should be able to:

- *Understand the reasons of resistance to change*
- *Determine the factors why people resist to change*
- *Understand resistance can be a highly productive counter-balance against poorly planned organisation change imposed*
- *Plan change smoothly*

Part 5 - Supply Chain Performance

Issues in supply chain performance

On completion of this element – you should know:

- *Integrated management*
- *Implementation challenges*
- *Limited success*
- *Social challenges*

On completion of this element – you should be able to:

- *Compare the concept of modern supply chain with more traditional distribution channels*
- *Identify the specific roles of logistics play in supply chain operations*
- *Describe integrative management*
- *Understand the importance of integrated service provider*
- *Determine the factors of supply chain collaborations*

Supply chain strategies

On completion of this element – you should know:

- *Distribution in the supply chain*
- *Procurement and manufacturing strategies*
- *Pricing strategies*
- *Logistical interface*

On completion of this element – you should be able to:

- *Plan supply chain strategies*
- *Determine process to overcome the problems*
- *Determine pricing strategies for supply chain functions*
- *Explain the constraints and interrelationship within supply chain*

Supply Chain integration

On completion of this element – you should know:

- *Integration creates value*
- *Integration objectives*
- *Enterprise integration*
- *Domestic supply chain integration*
- *Global supply chain integration*

On completion of this element – you should be able to:

- *Compare and contrast economic, market, and relevancy value*
- *Understand why variance reduction is important to logistical integration*
- *Identify the factors that create power in supply chain collaboration*
- *Determine the relationship between logistical capabilities and competencies of evolution of logistical work*
- *Identify the logistics ramifications of each stage of international development*

Supply chain information systems

On completion of this element – you should know:

- *Information system integration*
- *Accessing supply chain applications*
- *Enterprise Resource Planning system*
- *Advanced planning and scheduling*

On completion of this element – you should be able to:

- *Determine the role of ERP systems and planning system in enhancing firm performance and competitiveness*
- *How to remain competitive in the exchange of logistics information*
- *Identify the role of planning / coordination and operations in improving firm competitiveness*
- *Understand the driver and the role of inventory deployment and management system*

UNIT 4

RESEARCH METHODOLOGY AND WORK-BASED PROJECT

Synopsis

This core unit covers the format structure of research methodology, as well as the guidelines of the work-based project process. Procedures for efficient reading and putting information together, as well as research and project presentation of writing formats will also be covered. It also provides a clear guide on how to undertake research as well as highlighting the realities of undertaking research and projects.

Outline Unit Content

- *Nature of business and management research*
- *Research approach*
- *Samples and data*
- *Work-based project management*
- *Work-based project scheduling techniques*

Standards of Knowledge and Competence

Nature of business and management research

On completion of this element – you should know:

- *Nature of research*
- *Business and management research*
- *Research process*

On completion of this element – you should be able to:

- *Outline the purpose and distinct focus of management research*
- *Place research project on a basic-applied research continuum according to its purpose and context*
- *Understand the stages need to be complete*

Research approach

On completion of this element – you should know:

- *Need for a clear research strategy*
- *Using multi-methods*
- *The credibility of research findings*
- *The ethics of research design*

On completion of this element – you should be able to:

- *Outline the key assumptions of the positivist, interpretivist and realist research philosophies*
- *Distinguish between two main approaches to research: deductive and inductive*
- *Identify the main research strategies and explain why these should not be thought of as mutually exclusive*
- *Understand some of the main ethical issues implied by the choice of research strategy*

Sample and data

On completion of this element – you should know:

- *Selecting samples*
- *Collecting primary and secondary data*
- *Analyzing quantitative data*
- *Analyzing qualitative data*

On completion of this element – you should be able to:

- *Select appropriate sampling techniques for a variety of research scenarios*
- *Apply the knowledge, skills and understanding gained to the research project*
- *Identify the full variety of secondary data that are available*
- *Identify participant observation and structured observation*
- *Recognise different types of data and understand the implications of data type for subsequent analyses*
- *Evaluate the nature and value of quantitative and qualitative data*

Work-based project management

On completion of this element – you should know:

- *Key steps in project management*
- *Project life cycle*
- *Project budgeting*

On completion of this element – you should be able to:

- *Identify the key steps in setting up a project*
- *Handle and implement project life cycle*
- *Determine effective budget for projects*

Work-based project scheduling techniques

On completion of this element – you should know:

- *Gantt chart*
- *Critical path scheduling*
- *Time estimation*

On completion of this element – you should be able to:

- *Use Gantt chart to plan project activities*
- *Use PERT and CPM to determine work-based project implementation*
- *Determine the time needs for different work-based projects*