



THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT

INTERNATIONAL DIPLOMA IN LOGISTICS AND TRANSPORT

Standards of Knowledge and Competence

INTRODUCTION

This qualification builds on knowledge gained from the CILT International Certificate course in Logistics and Transport and as a consequence is at a higher level. The Diploma is basically aimed at those already working in the industry/sector at a middle management level and who wish to develop a strategic view of logistics and transport operations and be capable of reviewing operational activities.

Students who are successful in their Diploma studies meet the knowledge standards for Membership (MILT) of the Chartered Institute of Logistics and Transport subject to a minimum of 3 years experience in the logistics and transport sector.

The qualification consists of 6 modules all of which have to be studied and completed by students who will sit an examination in each module. Depending on how the course is taught it should be completed in 15 months or less.

The syllabus is set out in terms of modules which are then broken down into topics of knowledge and competencies. Key learning points and coverage are also provided for each module.

The topics show the main areas that must be covered by a course programme. These topics will help course leaders to structure the delivery of the course. The knowledge areas indicate what a student should know on completion of the module.

The key learning points are intended to show what must be covered in any course programme and the competencies what a student should be able or expected to do on completion of the module. At the end of each module the student should be able to apply the knowledge gained during his daily employment activities.

Each module is taught by a series of power point presentations. However, lecturers should ensure that they augment the existing teaching materials with examples and case studies of relevance to their own country of residence as no two countries are the same in terms of the logistics and transport sector, transport modes, regulations and legislation etc. Thus ensuring the knowledge gained from an international viewpoint and local perspective can be put into practice within the local logistics and transport sector /environment.

Thereby ensuring the Diploma qualification will be of relevance to both the student and local logistics and transport employers.

CILT International have produced this course material for the use of education and training Institutes throughout the world but especially where CILT Sections and Branches have been or are being established. CILT International believe that one way to improve the efficiency and effectiveness of the logistics and transport sector especially in the developing world is to promote education and training and membership of the local CILT Section.

Institutes that wish to teach the Diploma course need to be accredited by CILT International. An MOU will then be signed by both parties and the teaching material provided. Students on the course have to be registered with CILT International and also be members of the local CILT Section or Branch.

Draft examination papers are produced by the local training institute and/or local CILT section. These are then examined and modified by CILT International to ensure standards and quality assurance is maintained. The examination papers are then marked locally and a 10% sample sent to CILT International for moderation – again to ensure standards and quality assurance meet the required levels.

Thus the Diploma course will be taught examined and marked locally thereby minimising costs but standards will be maintained by CILT International and so will be similar throughout the world where the Diploma is taught.

COURSE CONTENT

(All 6 modules are compulsory)

- A** Managing Transport and Logistics operations
- B** Managing Resources
- C** Transport Economics and Finance
- D** Logistics and Supply Chain
- E** Inventory and Warehouse Management
- F** Passenger Transport

MODULE A

MANAGING LOGISTICS AND TRANSPORT OPERATIONS

Topics

- Organisation Structures and Relationships
- Characteristics of Transport
- Logistics and the Supply Chain
- Customer Service
- E-Commerce
- The Business Environment
- Planning, Controlling and Decision-Making

Knowledge

- Implications of different organisational structures and evaluation of use
- Implications of flexible organizations and work practices
- Processes for planning, controlling and decision-making
- Factors influencing organizational goals, objectives and culture
- Range of services evident in the transport sector
- Implications of external environment on organisation
- Requirements for successful internal and external communications
- Role of information systems and technology
- Implications of business practice on customers
- Interrelationships of different elements of logistics
- Techniques and models used to analyse marketing needs
- Implications of integrating transport modes
- Sources of law and national framework of legislation
- Principles of business and contract law

Competences

- Contribute to development of organisational structures
- Manage staff and departmental activities in accordance with legal requirements
- Plan and control departmental activities
- Identify and evaluate information for planning and decision-making
- Identify the best service mix for the organisation
- Contribute to anticipating and managing external influences
- Contribute and design internal and external communication strategy
- Contribute to successful e-commerce programme
- Contribute to good customer relations
- Contribute to meeting fully customer expectations
- Use techniques for determining market requirements
- Contribute to environmentally acceptable policy and practice
- Implement health and safety requirements in the work environment
- Inform organization on legal rights and responsibilities
- Contribute to contracts with external organisations

MODULE A

MANAGING LOGISTICS AND TRANSPORT OPERATIONS

(cont...)

KEY LEARNING POINT	COVERAGE
Transport	Defining the purpose and function of transport
Logistics	Defining the purpose and function of logistics
Organisations	Defining organizations, structures and functions
Customer Service	Defining the purpose of customer service and the role and contribution of marketing
Describe the main forms of organizational structures and organizational relationships	Hierarchical Line/staff Functional Divisional Organisation Culture
Define the term flexible organisation	Core labour Peripheral labour Flexible labour
Outline the implications of using flexible workforce practices	For the organization: planning and supervision For the manager: motivation
Identify the implications of changing structures and responsibilities	Decentralisation Delegation Empowerment
To describe the main forms of service	Scheduled and non-scheduled
To compare different types of transport operations	Third party and own account
To evaluate the interrelationship of components of safety in transport operations	Vehicles, terminals, ways
To analyze the requirements of the management of safety in transport operations	Employees, customers, third parties within the ambit of passenger or freight operations
To explain the competitive strengths and weaknesses of each mode	Passenger operations and freight operations
To identify the complementary role of different modes	Sea/air cargo movements and park and ride services
To explain the implementation of integration	Interchanges, scheduled connections, through-payment and common service information
To define logistics	Transport and Logistics Sector Changing Environment of Logistics
To describe the elements of logistics and show how they relate to each other in current practice	Transport and Logistics Sector

To explain the part of freight transport as an element in logistics	Relationships, JIT, third party contracts, service qualities
To explain the role of warehouses	Warehouses Storage and Inventory Management
To evaluate the significance of competition in an environment of rising consumer expectations	Knowledge of Marketing Company Orientation toward the market place Marketing of Transport and Logistics Services The implications of transport and logistics characteristics on marketing
To explain the importance of public relations	Service Information to Customers Company Image Public Relations Advertising
To compare a range of techniques for communicating with a variety of audiences	Transport and Logistics Sector Passenger Information Client Information Internal and External Communication
To explain the role of personnel	Front-line staff (including drivers) Back-Office Support Role of Management
To explain different strategies which may be adopted	Market Mix (7 P's) Market Research
To explain market segmentation and differentiate between market segments	Customer Requirements 3 Steps to Segmentation Positioning
To describe ways in which organizations establish effective customer relations and enable and prevent staff giving excellent service.	Managing Customer Service Quality Determinants of Service Quality Good Practices
To explain developments in E-Commerce	Globalisation The Stakeholders The origins of e-commerce The roots of the Internet
To explain common e-commerce business models	Transplanted Business Models Native Web Business Models
To explain main steps in developing an e-commerce site	The three main features to consider: security, payment mechanisms and content and usability. Common Mistakes
To describe the main types of business enterprise in transport	Sole trader, partnership, private limited company, public limited company
To explain changes to the business environment in ownership and control	Privatisation, liberalization, deregulation, market testing of public services, public-private partnerships
To explain the meaning of contract, agency and customer protection in transport.	Main articles in a contract Remedies for Redress

To identify the role of customer charters	Transport and Logistics Sector
To explain the national and international sources of legislation	Transport and Logistics Sector
To explain the principles of commercial law	Definitions of legal terms Main areas of law Creation and enforcement of law Employment legislation Trade Unions Collective Bargaining
To describe International Organisations operating in the transport and logistics sector	Transport and Logistics Sector
To explain the role of planning, controlling and decision making	POSDCORB function of Management Role and function of planning
To outline the main types of planning processes	Types of planning processes (operational/tactical and strategic)
To consider the advantage of time management	Establishing Goals Delegation Assertive Management Controlling Time
To explain the process of goal directed management	The principles of goal directed management SMART objectives
To explain the process of bargaining and negotiation at various levels	Different levels of organizations
To explain the principal elements of social responsibility for organisations	Country specific Individual responsibility

MODULE B MANAGING RESOURCES

Topics

- Human Resources Management
- Management Theory and Practice
- Organisational Structures and Relationships
- Communication
- Recruitment and Selection
- Training and Development
- Performance Appraisal
- Transport Finance
- Financial Management and Control
- Information Technology

Knowledge

- Human Resources Strategies
- Human resource policy and planning
- Motivational models and theories
- Performance measurement and management
- Principles of effective communications
- Recruitment and selection methods
- Aspects of Industrial Relations
- The process of change and main barriers to effective implementation
- The role and function of training and development
- Sources of finance for business purposes
- Principles and processes used in financial management
- Budgetary processes used for budget development, monitoring and control
- Role of administration in managing commercial transactions
- Evaluation of financial information using key indicators
- Role of information technology
- Main applications of ICT tools for organisations
- Security of data and relevant legislation

Competences

- Linking HR and Organisation Strategies
- Contribute to human resource policy and planning process
- Contribute to improving inter-organisational relations
- Organise, monitor and control the performance of departments and individuals
- Communicate clearly and effectively with individuals and groups at different levels
- Contributing to selecting and retaining the best employees.
- Understanding the rights and obligations of employees and their representatives
- Contribute to management of change programmes
- Plan, implement and evaluate staff training programmes
- Identify and evaluate financial information for business planning purposes
- Analyse and present financial information for management requirements
- Create and monitor a section of a departmental budget
- Evaluate and report on alternative methods of funding for asset resourcing
- Use agreed financial indicators to assess financial performance in a department
- Contribute to organisational policy on ICT
- Evaluate and report on ICT applications in relation to an organisation's activities
- Contribute to maintaining security of data and compliance with relevant legislation

MODULE B

MANAGING RESOURCES (cont...)

KEY LEARNING POINT	COVERAGE
Human Resources	Definitions with reference to the transport and logistics sector
Financial Resources	Description of sources of business finance and main terms with reference to the transport and logistics sector
Information Systems	Definitions and applications in the transport and logistics sector
Assets	Importance of asset management and capital funding opportunities. Private or State?
Define Strategic Human Resources Management	Linking HR Objectives with Organisation Objectives
Explain Human Resources Policies and Planning Processes	Identify data on labour market issues in the transport industry Range Sources } internal and external Uses
Describe the main provisions of employment and industrial legislation (country specific)	Contracts of employment Fixed term contracts Recruitment, Probation and Induction Termination (including redundancy) Equal Opportunities Variation of contracts Disciplinary offences Unfair dismissal Appeals
Describe the main forms of organizational structures and organizational relationships	Hierarchical Line/staff Functional divisional
Define the term flexible organisation	Core labour Peripheral labour Flexible labour
Outline the implications of using flexible workforce practices	For the organization } planning, supervision For the manager } motivation
Define "management"	Transport Sector
Describe the functions of management	Classical Modes Reality of Management
Identify the implications of changing structures and responsibilities	Decentralisation Delegation of authority Empowerment
Evaluate the role of team building in transport organisations	Autonomous work groups
Compare and contrast the traditional collective approaches to the management of labour with the contemporary human management approach with special reference to its greater emphasis on the individual	Role and influence of trade unions
Examine the implications of management functions in the organization with particular references to the increase in responsibility at supervisory level.	Transport and Logistics Sector

Identify the opportunities for workers at all levels to be empowered and integrated within the organization in accordance with human resource management concepts	Transport and logistics Sector
Describe the main forms of organizational structures and organizational relationships	Hierarchical Line/staff Functional Divisional Organisation Culture
Define the term flexible organisation	Core labour Peripheral labour Flexible labour
Outline the implications of using flexible workforce practices	For the organization } planning, supervision For the manager } motivation
Identify the implications of changing structures and responsibilities	Decentralisation Delegation Empowerment
Managing Change	Change Forces The POSDCORB Function of Management Types of Change The role of management Reactions to change and management's response
Describe the role of communication in the organisation	Verbal and non-verbal communication Managing by Example Communication as a motivator or demotivator
Explain effective communication	6 C's of Effective Communication: Clear Complete Consistent Correct Concise Courteous Listening versus Hearing
Means of Communication	Impact of Improvements in Technology Communication Strategy
Explain the need for effective communication in transport organizations and the problems resulting from managing at a distance	Horizontal and vertical communication methods Upward communication
Cost of Improper Communication	Cost of Improper Communication Demotivation Impact on Planning and Execution of Assignments
Explain the purpose and process of job analysis	
Explain the key requirements of the job description and the person specification	Using transport examples
Outline the purpose and essential features of a job application form	
Outline the use of different media/methods with reference to their effectiveness in recruitment	General press Radio/TV national/local Technical press } National/local
Explain the process of analysis of response to recruitment	
Identify the key purposes of selection techniques	Collect/exchange information Equal opportunities implications Selection tests

Outline the planning and preparation needed for selection interviews	The interviewer The interviewee The interview Environment
Explain the nature and purpose of different types of questioning technique which may be employed	Open questions Closed Questions Probing Questions Reflective Questions
Identify common interviewing errors	
Identify Induction Process	
Outline Key Employment Contract Clauses	Parties to the Contract Responsibilities and Obligations Remuneration (salary, allowances, benefits) Reporting Lines Probation and Contract Extension
Identify the different objectives and types of training required at all levels in the organisation	Using transport examples
Describe the procedure of identifying a skills gap and the resulting training needs	Three Levels of Analysis: Organisation Task Individual Perceived versus Real Training Gaps
Explain the systematic approach to training and evaluate different methods of training	Objectives Ability to develop potential
Explain the purpose and process of training evaluation	
Describe the statutory environment of training and qualifications	Accreditation Continuing Professional Development
Analyse the purpose of past performance review and future potential review including the importance of objective setting for different grades of employees	Objectives Procedures Success Barriers
Outline the procedure for conducting an appraisal and describe the types and uses of documentation associated with performance appraisal systems	Objectives Procedures Success Barriers
Identify the key issues of the debate concerning appraisal and remuneration and the use of merit pay as a means of rewarding good performance	Interviewing Techniques Objectives Procedures Success Barriers
Outline the main uses of disciplinary procedures for the purpose of improving performance and conduct in the workplace and consider the provisions of statutory or government advice on such procedures	Disciplinary Procedures Legal Requirements
Outline the role and function of counselling	Counselling Techniques
Outline the key features of grievance handling	Grievance Handling
To describe the investment process	Investment appraisal Funding of investments
To explain sources of public and private finance	Long-term and short-term funding State investment Private and Public-private initiatives, Privatization Case studies with reference to the transport and logistics sector Regulator versus Operator

To explain the different types of documentation used in business transactions	Estimates Quotations Invoices Statements Debit and Credit Notes Delivery Notes Standard Contracts of Services
To describe the purpose of Financial Management and Control	Financial Management Financial Control
	Role of management
To explain the statements most commonly in use	Income Statements Balance Sheets Cash Flow Statements Statements of Changes in Equity
To explain the budgetary process	Types of Budgets The Budget Process
To explain the process of cost accounting	Classification of Costs: Sunk Variable Fixed Step Up Costs Main Type of Cost Accounting: Marginal Absorption Overheads Break Even Analysis Ratios Variance Analysis
To explain developments in Information Technology	Developments in ICT Transport and Logistics Requirements Developing Current Systems The Internet Main applications Proposing new technologies Maintenance Requirements
To explain the ICT requirements of transport and logistics	Transport and Logistics requirement Developing systems to suit transport and logistics requirements
To describe main applications	EDI Planning Tools Point of Sales Equipment and Services E-Commerce Transport and Logistics Tools IT and Human Resources
To explain main data security requirements	Data Protection E-Crime Organisations' responsibilities versus individual responsibility

MODULE C

TRANSPORT ECONOMICS AND FINANCE

Topics

- Characteristics of Transport Supply and Demand
- Costs and Costings
- Budgeting
- Decision Making and Evaluating Performance
- Research Methods

Knowledge

- The impact of transport on economic development
- Storage needs for different types of stock
- Techniques for understanding main economic determinants
- Sources of economic data
- Impact of privatisation
- Sources of finance for business purposes
- Principles and processes used in financial management
- Main types of budgets and processes for budget development and control
- Evaluation of financial information using key indicators
- Different types of costs
- Picking Methods
- Legal and environmental requirements for managing waste items
- The elements of research
- Statistical measurements

Competences

- Identify impact of transport on economic development and growth.
- Planning measures to meet demand and supply requirements.
- Use tools for planning and decision making.
- Use information for planning and decision making.
- Designing a successful privatization programme
- Identify and evaluate financial information for business planning purposes
- Analyse and present financial information for management requirements
- Plan a departmental budget
- Use financial indicators to assess the financial performance of a department and organization.
- Recommend measures for cost reduction and management
- Implementing appropriate picking methods
- Analyse legal and environmental requirements for waste management and produce a plan for compliance
- Collecting, collating and analyzing data for business purposes.
- Use statistical measurement tools for business planning purposes

MODULE C TRANSPORT ECONOMICS AND FINANCE (cont...)

KEY LEARNING POINT	COVERAGE
Transport	Defining the purpose and function of transport and logistics
Economics	Defining economics within the context of transport and logistics
Finance	Defining the purpose and function of financial management within the context of transport and logistics
Statistics	Defining the purpose and function of statistics and research within the context of transport and logistics
Externalities	Defining externalities and their impact on transport policy and planning
To explain the role of transport in facilitating economic development particularly within the context of globalization	Transport and economic development particularly within the context of globalization
To explain the principle of elasticity as a tool for decision making in transport and logistics	Elasticity of demand and supply, its measurement and factors determining the magnitude of elasticity
To explain the term within the context of economic efficiency and competition	Economic efficiency and competition and pricing policy
To explain the role of externalities, culture, societal preferences and politics and their impact on the demand and supply of transport and logistics	Different transport modes
To explain the role of perfect and imperfect competition, monopoly and oligopoly and the historical reasons for the existence of such structures in the transport and logistics sector.	The transport and logistics sector.
To explain the economic factors which influence the cost structures of different transport modes	Different transport modes
To explain the purpose for Government intervention in the transport and logistics sector	Different transport modes
To explain the purpose for privatization and liberalization in the transport and logistics sector	Different countries and modes
To describe the main assets of a typical transport undertaking	Transport undertakings
To explain the basic principles of asset management	Transport sector
To describe asset valuation techniques	Current cost Replacement cost
To explain the process of maintaining an asset base	Betterment Cascading Revaluation

To explain opportunity cost	The transport and logistics sector.
To explain the function of depreciation and compare the main methods used	Straight line Reducing balance
To explain the process of cost accounting	Classification of Costs: Sunk Variable Fixed Step Up Costs Main type of cost accounting: Marginal Absorption Overheads
To explain the economies of scale	Transport and logistics sector
To explain the role and function of financial planning	SMART Objectives
To explain the role of cost data in planning and decision making	Purpose of a budget
To explain the role of the budget in business planning	The budget process
To explain the main characteristics of the budget process and the management of budgets	The budget process The budget committee
To explain the role and function of the master budget	Priorities Assumptions Variances
To explain the role of the budget as part of the organisation's control system	Monitoring
To explain the role and function of accounting statements most commonly in use	Balance sheet Profit and loss account Funds statement Accounting conventions
To explain the impact of changing ownership patterns	Transport and logistics sector
To explain the process of investment appraisal	Pay-back Average rate of return Accounting rate of return Net present value
To explain the use of cost-benefit analysis	Costs Benefits Social costs Social benefits Externalities
To explain the use of financial performance ratios to measure and interpret transport efficiency	Current ratio Acid test Return on capital employed Sales/fixed assets Collection periods for debtors
To explain the need to measure organizational performance	Financial Productivity Shareholders' return Human

To explain the basic elements of research	<ul style="list-style-type: none"> Research patterns Variables Relations Hypothesis Ethics in social research Privacy
To explain sampling and sampling designs	<ul style="list-style-type: none"> The aims of sampling Population Sample designs Sample size Errors
To explain data collection methods	<ul style="list-style-type: none"> Observational methods Survey research Questionnaires Qualitative research Secondary data analysis
To explain the use of data processing and analysis	
To explain the use of statistical measurements	<ul style="list-style-type: none"> Frequency distribution Use of graphs Measurements of central tendency Dispersion Relationships Indices Inferences
To outline the main aspects of a research report	<ul style="list-style-type: none"> Financial Productivity Shareholders' return Human

MODULE D

LOGISTICS AND SUPPLY CHAIN

Topics

- Characteristics of Logistics and Supply Chain
- Procurement
- Transport and Distribution Management
- Production Planning and Inventory Management
- Information Technology and the Logistics and Supply Chain

Knowledge

- The process of logistics and logistics planning
- The components of logistics
- The supply chain process
- Principles of sourcing and procurement
- Different types of purchasing arrangements.
- Sources of purchasing costs
- Modal options for different types of demand and different goods
- Packaging, labeling and handling needs of different types of cargoes
- The role and functions of freight agents and other subcontractors
- The role and functions of the main international organizations and conventions involved in freight movement
- The process of planning intermodal journeys and movement of containerized cargoes
- Production planning measurements
- Main costs of stockholding and opportunities for cost reduction
- Contribution of inventory management
- Storage needs for different types of stock
- Requirements for effective and efficient methods of stock management and control
- Role of information technology
- Main applications of ICT tools for organisations

Competences

- Explain the concept of logistics and logistics planning.
- Planning and managing the logistics process.
- Strengthening relationship with all stakeholders in the supply chain.
- Develop effective sourcing and procurement measures.
- Assessing and recommending the appropriate purchasing arrangement for the organisation.
- Identify and evaluate costs and terms in purchasing arrangements.
- Evaluate modal options for different cargoes and customers.
- Ensuring that the packaging, labeling and handling different types of cargoes is done in accordance with industry and legal practice.
- Contribute to selection of freight agents and other subcontractors.
- Identify the key areas covered by international; transport organizations.
- Plan intermodal journeys using various means of carriage.
- Identify problems in production process.
- Contribute to reducing inventory costs
- Select best methods for maintaining efficient stock levels
- Contribute to providing efficient and effective stock management and control
- Contribute to loss prevention
- Contribute to organisational policy on ICT
- Evaluate and report on ICT applications in relation to an organisation's activities

MODULE D LOGISTICS AND SUPPLY CHAIN (cont...)

KEY LEARNING POINT	COVERAGE
Logistics	Defining the elements, purpose and function of logistics
Supply Chain Management	Defining the purpose and function of supply chain management
Information Technology	Defining the purpose and function of information technology within the context of logistics and supply chain management
Freight Transport	Defining the purpose and function of freight transport as an element in logistics
Externalities	Defining externalities and their impact on logistics and supply chain planning and management
To define logistics	Business Military Integration Its relationship with Supply Chain Management
To explain elements of logistics	Planning Sourcing Purchasing Procurement Packaging Handling Storage/Warehousing Inventory Management Transport Customer Services Documentation Information Technology Environmental Management
To explain the role of freight transport management as an element of logistics	Relationship with other elements of logistics Just In Time Third Party Contracts Quality Management Needs and Obligations of Consignors and Consignees
To describe supply chain management	Problems of coherence Partnership Approach
Factors influencing the supply chain	Seasonal effects Peaks and troughs: reasons and impact Industrial action Congestion
To explain the importance of reverse logistics	The need to protect the environment Measures to protect the environment The contribution of reverse logistics The contribution of packaging The effect on the supply chain Legislation
To describe the function of procurement	The role and contribution of the purchasing function

To describe the different types of purchasing arrangements	Spot Orders One-Off Purchase Orders Agreements Direct Acquisition Tenders Fixed Price Contracts Contracts with rates
To explain the sourcing function	The role and contribution of the sourcing function Developing sourcing strategies The key stages of sourcing Suppliers Price and quantity negotiations Agreements Order Placing Sending and receiving Inspection Payment After sales service Maintenance agreements Monitoring performance
To describe the different types of sourcing arrangements	Single sourcing Multiple sourcing Local and international sourcing Agents
To describe suppliers and client relationship management	Assessing available suppliers and clients Evaluating potential suppliers Fairs and Exhibitions and other means of maintaining contact
To describe how to cost purchases	Purchasing Agreements INCOTERMS
To Explain the special arrangements required for the movement and handling of particular types of goods	Perishable goods Dangerous goods. High value goods Abnormal Indivisible Loads Bulk Multi-drop Multi-part Impact of Volume Legislation
To compare the impact of unitisation	Types and functions of containers
To discuss the use of third parties in the movement of goods and the provision of loads	Freight forwarders Agents Sub-contractors Insurance
To consider the various sources of goods for movement and explain the characteristics of collection sites	Factories Depots Ports and terminals Distribution Centres Import and Exports Customer Relations Destinations' Requirements

To compare the different modes of transport as a medium for the movement of goods.	Modes of transport Evolution in vehicle size and type Evolution of terminals Domestic, transit, hub and transshipment facilities Intermodal solutions Cabotage Security, control and communications
To describe the types of movement of goods	Types of services Types of Loads Regular open access movements Regular dedicated movements Predictably variable movements Spot movements Problems surrounding the provision of resources to move goods
To describe the stakeholders in the movement of goods	Consignee Consigner Freight Forwarder Agent Driver Terminal Operator Customs Officer Insurer
To consider the future for the various types of movements in view of legislative and market changes	Legislation Environment Globalisation Impact of IT Home shopping Investment
To describe the process of production planning	Production material control Production planning Master Production Schedule
To describe the different types of planning and control techniques used	Techniques and systems used (including IT) to plan and control: Materials requirements Data requirements Personnel requirements Manufacturing resources Stock Management Waiting Times
To explain the function of inventory management	Inventory Purpose The management process
To describe the costs associated with holding inventory	Opportunity Cost Storage Cost Personnel Cost Administrative Costs Security and Insurance Accounting and Auditing Costs
To explain the inventory management process	Determining demand requirements Identifying and coding stocks Stock replenishment Safety levels Lead time management Requirements planning Performance indicators

To describe the function and aspects of stock control	Stock Control Stock classification Stock identification and rationalization LIFO/FIFO Forecasting Provisioning Traceability Reverse logistics Vendor managed inventory
To explain the purpose and functions of warehousing	Types of warehouses Materials handling Equipment Health & Safety Environmental Issues
To explain developments in E-Commerce	Globalisation The Stakeholders The origins of e-commerce The roots of the Internet
To explain common e-commerce business models	Transplanted Business Models Native Web Business Models
To explain main steps in developing an e-commerce site	The three main features to consider: security, payment mechanisms and content and usability. Common Mistakes
To explain developments in Information Technology	Developments in ICT Transport and Logistics Requirements Developing Current Systems The Internet Main applications Proposing new technologies Maintenance Requirements
To explain the ICT requirements of transport and logistics	Transport and Logistics requirement Developing systems to suit transport and logistics requirements
To describe main applications	EDI Planning Tools Point of Sales Equipment and Services E-Commerce Transport and Logistics Tools IT and Human Resources
To explain developments in E-Commerce	Globalisation The Stakeholders The origins of e-commerce The roots of the Internet
To explain common e-commerce business models	Transplanted Business Models Native Web Business Models

MODULE E

INVENTORY MANAGEMENT

Topics

- Inventory and Stock Analysis
- Stock Control
- Warehouse Operations
- ICT Requirements
- Human Resource Management
- Developments & Future Trends

Knowledge

- Contribution of inventory management
- Storage needs for different types of stock
- Requirements for effective and efficient methods of stock management and control
- Main costs of stockholding and opportunities for cost reduction
- Information needed for effective and efficient warehouse design and operation
- Role of warehouse, stock and inventory in supply chain and range of functions carried out
- Resource requirements
- Main operational problems and alternative solutions
- Legal requirements for maintaining safety and security of the working environment
- Processes for monitoring and controlling operations in order to meet service standards
- ICT Requirements
- Picking Methods
- Legal and environmental requirements for managing waste items
- Human Resources Management aspects

Competences

- Select best methods for maintaining efficient stock levels
- Contribute to providing efficient and effective stock management and control
- Contribute to loss prevention
- Contribute to reducing inventory costs
- Select and use relevant design and layout information in a simple warehouse plan
- Identify types of warehouse functions and relate to organisation's supply chain
- Contribute to the efficient management of people, information, technology, equipment, space and facilities
- Identify and analyse information on stockholding costs and suggest cost reduction measures
- Maintain safety and security practices
- Use appropriate methods to monitor and control staff performance against service standards
- Evaluate and report on ICT applications in relation to inventory management
- Implementing appropriate picking methods
- Analyse legal and environmental requirements for waste management and produce a plan for compliance
- Analysing Human Resources Management and Development requirements

MODULE E INVENTORY MANAGEMENT (cont...)

KEY LEARNING POINT	COVERAGE
To explain the function of inventory management	Inventory Purpose The management process
Supply Chain Management	Defining the purpose and function of supply chain management
Information Technology	Defining the purpose and function of information technology within the context of inventory management
Warehousing	Defining the purpose of efficient warehousing and warehouse analysis
Externalities	Defining externalities and their impact on logistics and supply chain planning and management
To define product classification	Implications for warehousing
To explain demand analysis	Dependent Independent Features of demand analysis
To explain the role of demand patterns	Seasonality Customer preferences Stock levels
To explain the ABC Analysis	Problems of coherence Partnership Approach Needs and Obligations of Consignors and Consignees
Factors influencing the supply chain	ABC/Pareto Analysis Principles Product Handling Mix
To explain need for inventory management	The need for stock Inventory cost and service Lead time Inventory rules Inventory planning model
Demand Forecasting	Replenishment Methods ROP ROL Checklists
To explain the reasons for stock control	Causes for stock errors Consequences Minimising errors Key questions
To describe the three basic methods for checking stock	Continuous stock checking Periodic stock checking Spot checking
To explain the process when adding new stock	Requirements Security and loss prevention
To identify warning signs in stock control	Warehouse processes Security Personnel

To explain measures needed to ensure efficient stock control	Theft prevention Security Training
To explain the warehouse structure	Structure and site Fire safety Security Loading bays
To explain the warehouse process	Receiving procedures Location methods
To explain picking options	Picking options Customer order and picking Methods of picking Improving manual picking
To explain additional picking methods	Automated methods Developments Dispatching Organizing for Flow
To describe the use of ICT	ICT in warehousing ICT as an Inventory management tool ICT as a decision making tool
To describe the benefits of ICT	Benefits Pitfalls Impact on transport and logistics
To explain the function of inventory management	Inventory Purpose The management process
To describe types of ICT systems for warehouses	EDI MRP Stock Control WMS AS/RS RF Systems Bar Coding Scanning Fleet Management Order Processing IMS Automated Equipment Operating Systems
To describe main features of successful system implementation	SMART objectives Planning Support Monitoring Customer Requirements
To explain company culture	Formal and informal culture
To explain the purpose and function of management	The PODCORB function of management
To define Key Performance Indicators	Quality Costs Delivery Safety Morale/Motivation Trouble Shooting
To explain the role of communication	Behaviour Motivation SMART objectives

To explain developments in supply chain management	<ul style="list-style-type: none"> Developments in transport and logistics TAC components Product and service portfolio Management Working capital efficiency Asset efficiency
To define global logistics issues	<ul style="list-style-type: none"> Key issues Gloablisation Issues in design of supply chains Risks
To explain the impact of legislation	<ul style="list-style-type: none"> Health & Safety Working Time Directive Loading restrictions Environmental Management Consumer rights Industrial Relations
To explain the impact of technology	<ul style="list-style-type: none"> ICT types Benefits
To explain the types of political and social impact on distribution policies	<ul style="list-style-type: none"> National Regional International

MODULE F

PASSENGER TRANSPORT

Topics

- Passengers
- Origins, Destinations and Routes
- Passenger Logistics
- Modes of Transport
- Services

Knowledge

- The people to be moved
- Mobility Issues
- Modal options, dominance and modal choice factors
- Integration and coordination of services
- Origins, destination and routes
- Congestion Management
- Passenger Handling
- Types of services
- Structure and organisation of the public passenger transport industry in your country and factors influencing it
- Legal requirements for maintaining safety and security of vehicle and passengers
- Definition of costs and cost allocation
- Fare structures, market segmentation and revenue maximisation
- Passenger transport and the environment
- Researched reports

Competences

- Meeting the requirements of individual and group travelers.
- Contribute to providing appropriate services to persons with temporary and permanent mobility problems.
- Plan modal options and passenger choice of mode.
- Planning for modal integration and coordination and why it is beneficial to both passengers and operators.
- Planning for seamless passenger movements in all modes
- Recommending measures to minimize impact of congestion.
- Planning to handle passengers in both peak and off-peak times.
- Planning for scheduled and unscheduled passenger services in all modes.
- Map the structure and organisation of the public passenger transport industry in your country
- Report on the legal and safety requirements for national and international passenger carriers
- Produce a table identifying operational costs linking them to fixed and variable cost items
- List the various types of fares for road or rail based transport and what the benefits are for operators of peak and off peak fares/season tickets etc
- Identify the links between environmental issues/factors and the supply of passenger transport services
- Prepare and submit reports

MODULE F

PASSENGER TRASPORT (cont...)

KEY LEARNING POINT	COVERAGE
To identify size and nature of groups	Individuals, groups, interest, market segment groups
To assess the transport needs required by individuals with diverse characteristics	From fully mobile adults to young children and physically/mentally impaired individuals
To identify the impact of geography on transport needs	Density of population, distance, climate, terrain
To analyse typical journeys used by the different modes of transport	Distance, frequency, route, purpose of journey, choice of modes available
To identify the key reasons for passenger journeys and the service requirements needed	Going to work, shopping, leisure, holidays
To compare the transport demands of people in different market segments	Reasons for travel, social norms, wealth, age, sex
To analyse definitions and perceptions of safety and security	Accident rates, casualties
To analyse points of origin and destination	Terminals
To analyse patterns of departure	Peak and off peak movements, daily and seasonal
To analyse travel from origin to destination	Origin Destination Routes
To explain the concept of passenger logistics	Passenger Logistics
To explain the role of scheduled and on demand transport in relation to domestic schedules and locations	Scheduled and unscheduled transport
Outline concepts of passenger handling	Ticket sales and pre-booking Check in controls and reservations Customs, immigration and security systems Crowd control Channeling passengers Waiting and holding areas Information and communication Control of emergencies
To compare the different modes for suitability as a medium for the movement of people	Accessibility, cost, frequency, speed, reliability, capacity
Evaluate the evolution of vehicles in relation to the passengers and types of service	Road vehicles, ferries, ships, aircraft
To compare the infrastructure, design and capacity features of the various modes of transport	By mode

To explain the resource requirements of a passenger transport system terminal/interchange	Land, infrastructure, staff
To assess safety and security qualities	By mode
To identify methods of improving safety and security	Control of vehicles, legal and licensing requirements, safe behaviour, effective communication
To describe the types of service applicable to passengers	Public timetable movements Regular dedicated movements Transport on demand
To explain the characteristics of public timetabled services	
To analyse the factors which make scheduled services efficient, economical and effective	Internal and external factors
To analyse charter services	Charter Services by mode
To describe own account services	By mode
To explain the factors favouring use of on-demand transport	By mode
To describe the problems of on-demand services	By mode
To describe the application of the concept of the augmented product to transport	Packaging travel and hospitality holidays, shopping and other services
To describe the application of the joint supply/joint demand concepts	Travel and leisure Tourist services Tour use of charter services Transport related amenities