CILT(UK) Level 5
Professional Certificate in Supply Chain and Operations Management

Specification

Ofqual Qualification Number: 610/2538/0

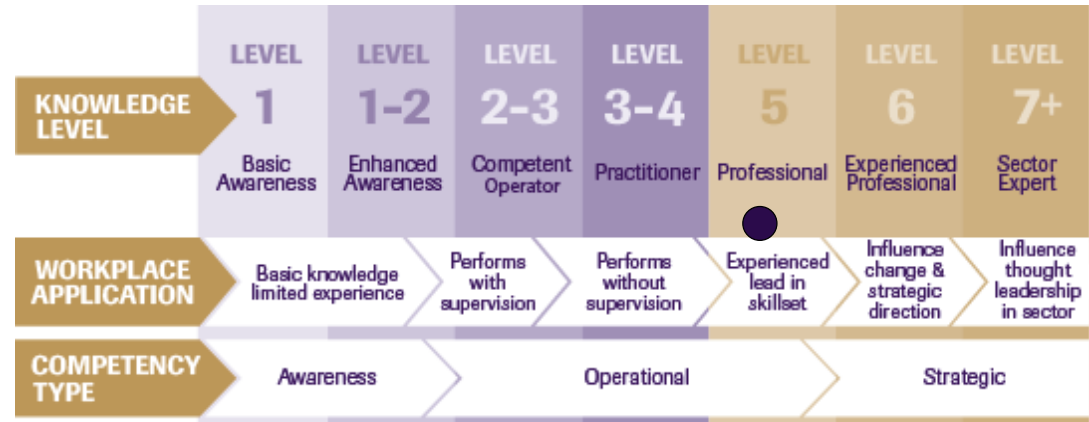Qualification Wales Number: C00/4783/8

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Qualification Objective

The CILT(UK) Level 5 Professional Certificate in Supply Chain and Operations Management is a general certificate for those influencing operations across the supply chain and has been mapped to the CILT(UK) Competency Framework.

Its purpose is to develop the underpinning skills, knowledge and competencies required to operate effectively along the supply chain; interpreting and proposing operational goals against strategic plans utilising available resources to support the achievement of the required outputs and deliverables within the context of supply chain and operations management.

This figure gives an overview of how CILT(UK) positions the functions that support the operation of a supply chain.

Regulation

The CILT(UK) Awarding Organisation is regulated by The Office of Qualifications and Examinations Regulation (Ofqual) in England and Qualifications Wales. This Vocationally Related Qualification (VRQ) is regulated at Level 5 within the Regulated Qualifications Framework (RQF) and is listed in the Register of Regulated Qualifications and the Qualifications in Wales (QiW) database.

Progression

Learners wishing to further develop their knowledge and skills in this subject area may progress onto the CILT(UK) Level 6 Advanced Professional Diploma in Supply Chain Networks.

Further information is available on the CILT(UK) AO website: ciltuk.org.uk/Qualifications.

CILT(UK) Professional Membership

Membership Eligibility

Membership of CILT(UK) gives access to a unique range of benefits and services designed to support individuals, personally and professionally, throughout their career.

Successful completion of the CILT(UK) Level 5 Professional Certificate in Supply Chain and Operations Management can be counted towards the educational requirement for Member grade of the Institute; however, in order to attain this grade Learners must also have the relevant years' experience in the Supply Chain, Logistics and Transport industry. Member grade allows Learners to use the designatory letters MILT after their name.

For further details on applying for membership please refer to the membership section of the website at ciltuk.org.uk/Membership or alternatively contact the Membership Services by emailing membership@ciltuk.org.uk.

Entry Requirements

Although there are no specific entry requirements for this qualification, it is recommended that:

- Learners have English and Maths skills equivalent to Level 2 (GCSE) before they begin studying at this qualification level.
- Learners have some prior knowledge of the operations management and the supply chain industries.

If Learners are unsure of their suitability to study this qualification, they should discuss this with their Learning Partner.

Language

CILT(UK) Awarding Organisation qualification specifications and associated materials are offered in English only. All assessment responses must be in English only.

If a potential Learner's first language is not English, the Learning Partner must ensure that the Learner meets the English Language requirements of either:

- International English Language Testing System (IELTS) minimum score of 5.5 or
- An equivalent English Language standard agreed by CILT(UK) Awarding Organisation (AO)

Total Qualification Time

Total Qualification Time (TQT): 150 hours inclusive of 57 Guided Learning Hours (GLH)

Total Unit Time (TUT): See Qualification Structure.

Definitions of these terms can be found in Definitions.

Study Options

This qualification is delivered by a network of Learning Partners and is available to study by a variety of routes, including: distance learning, classroom taught courses, blended learning and e-learning.

For more information on the study options available please visit the CILT(UK) web site: ciltuk.org.uk/Qualifications for a list of Learning Partners, or contact the Awarding Organisation at: ao@ciltuk.org.uk.

Assessment Content – regulatory and legislative updates

When changes to assessment content relevant to the CILT(UK) AO qualifications are needed in reaction to external requirements, such as UK Government rules, guidance, legislation and regulations, the changes will become examinable in detail from the examination session that is six months after the date that the change has come into place.

However, Learners will be expected to be essentially up to date at the time of the examination and, whilst a detailed knowledge will not be expected, reference to new or impending government guidance, legislation, and regulations where relevant to an examination question, will be given credit.

CILT(UK) Awarding Organisation Learning Partners are expected to ensure their content delivery and accompanying course notes remain current with regard to new government guidance, legislation, and regulations.

Qualification Structure

The certificate is comprised of three units. To achieve the certificate, Learners are required to successfully complete all three mandatory units:

Mandatory Units
Unit 1 (Level 5) Business Environment and Strategic Thinking *TUT: 50 hours inc. 18 GLH*
Unit 2 (Level 5) Effective and Sustainable Resource Management *TUT: 50 hours inc. 18 GLH*
Unit 3 (Level 5) Business Planning *TUT: 50 hours inc. 21 GLH*

Each unit is split into Modules, which in turn focus on specific Elements:

1 Business Environment and Strategic Thinking	Module	Element
	1.1 The Business Environment	**1.1.1** Operations and Supply Chain Management Structures
		1.1.2 Influences on Activity
	1.2 Strategy	**1.2.1** Strategic Planning
		1.2.2 Management Information and Performance Measurement
		1.2.3 Stakeholder and Relationship Management

2 Effective and Sustainable Resource Management	Module	Element
	2.1 Managing Business Resources	**2.1.1** Leading People
		2.1.2 Effective Financial Awareness and Control
		2.1.3 Digital Transformation
		2.1.4 Resource Planning
	2.2 Social Responsibility Along the Supply Chain	**2.2.1** Ethical Business Practice
		2.2.2 Sustainable Systems

3 Business Planning	Module	Element
	3.1 Tactical Planning and Control	**3.1.1** Facilitating demand and supply
		3.1.2 Quality
		3.1.3 Cross-functional Dialogue
	3.2 Operational Planning and Control	**3.2.1** Business Planning Solutions
		3.2.2 Inventory

Learning Outcomes, Assessment Criteria and Command Words

Each of the 3 modules is broken into specific topic elements, which contain associated Learning outcomes. Learning outcomes describe what a Learner should be able to demonstrate as a result of completing a programme of study. Linked assessment criteria provides Learners with an indication of how they achieve the learning outcomes.

The following table lists the command words that are featured in the CILT(UK) Level 5 Professional Certificate in Supply Chain and Operations Management assessments. These indicate what a Learner needs to do to answer the question.

Command Word	Requirement
Analyse	Examine in detail by separating information into components and identify their characteristics
Discuss	Examine topic or issue in depth in a structured, balanced way
Evaluate	Weigh up points and make a judgement
Justify	Use reasoned argument/evidence to support a case/why something should happen in a certain way

Assessment

To achieve the certificate, Learners are required to successfully complete all three mandatory unit assessments.

Unit	Assessment Requirement
Unit 1 Business Environment and Strategic Thinking	**Assignment** Word Count: 3,500-4,000 words. NB. Submissions in excess of this will not be accepted. Pass mark: 50%
Unit 2 Effective and Sustainable Resource Management	**Assignment** Word Count: 3,500-4,000 words. NB. Submissions in excess of this will not be accepted. Pass mark: 50%
Unit 3 Business Planning	**Examination** Format: 3 scenario based questions. Duration: 3 hours Pass mark: 50%

Assignments

The format and tasks required for the assignment submission are detailed in the assignment brief. The Learner will be expected to use the learning gained through their study to apply the core knowledge to the tasks set. The required submission method is electronic following the instructions on the assessment submission confirmation. Learners are required to complete a declaration that each assignment is their own original work. All assignments must be fully referenced and include a bibliography.

The pass mark for each assignment is 50 out of 100 marks (50%).

Examinations

Examinations consist of three scenario-based questions. A total of 20 marks are available for each question. All information to assist in answering the questions will be detailed in the scenarios. The Learner will be expected to use the learning gained through their study to apply the core knowledge to a workplace scenario. The examination is a closed book assessment, meaning no supporting resource is admissible during the assessment.

Examinations are available in two formats, paper-based and online examinations. Learners should contact prospective Learning Partners for further information regarding availability of their preferred assessment route.

Unit 3 Examination Duration: 3 Hours (180 Minutes).
The pass mark for this assessment is 30 out of 60 marks (50%).

Sample Assessment Material

This can be accessed via the CILT(UK) AO website https://ciltuk.org.uk/Qualifications or by contacting the Awarding Organisation directly at: ao@ciltuk.org.uk.

Overall Grade

The units and the overall qualification are graded Pass / Fail.

To achieve the CILT(UK) Level 5 Professional Certificate in Supply Chain and Operations Management, Learners will need to pass all assessments for three mandatory units within the two year enrolment period.

Re-sits and re-submissions

Re-sits and re-submissions are permitted for failed assessment(s) only, Learners will need to pass all assessments for three mandatory units within the two year enrolment period. Where the enrolment period expires and the Learner wishes to continue, an enrolment extension application will be required.

Qualification Unit Content

Unit 1 Business Environment and Strategic Thinking (BEST)

MANDATORY - Assignment

This unit explores the business environment within which supply chain operations function, considering the influences on activity and how strategic planning is applied to facilitate effective operations through informed decision making. From this understanding, Learners will be able to apply strategic planning methodologies in the context of supply chain and operations management.

Module	Element	Learning Outcome	Assessment Criteria	Indicative Topics
1.1 The Business Environment	**1.1.1** Operations and Supply Chain Management Structures	**1.1.1.1** Discuss organisational structures and supply chain models that support specific operational outputs	**1.1.1.1.1** Evaluate the factors that influence specific organisational structures in the context of supply chain and operations management	Supply chain optimisation| Supply chain models: Fast; Continuous flow; Efficient; Agile; Flexible; Custom configured; Reverse Logistics	Competitive types of operation: Servitisation; Maintenance, Repair and Overhaul (MRO); Digital supply chain; Traditional supply chain; Integrated supply chain; Global, national , regional, local	Governance and Control	Types of sectors organisations operate within: Private; Public; Third Sectors	Supply Chain Operations	Production Operations	Supply Chain Networks	Vision, Mission and Value statements
	1.1.2 Influences on Activity	**1.1.2.1** Analyse factors that will influence the supply chain operational direction	**1.1.2.1.1** Analyse internal and external factors and the impact they can have on operational activity	Macroeconomic Factors: Gross Domestic Product (GDP); Inflation; National income; Employment levels; International trade	Business Cycles	Organisational specific internal and external factors	Relationships: Supplier; Customer	Analysis tools: SWOT; PESTLE; Gap Analysis; Four Corners Analysis; Lifecycle analysis
1.2 Strategy	**1.2.1** Strategic Planning	**1.2.1.1** Evaluate strategic direction ensuring it is adopted through appropriate strategic roll out	**1.2.1.1.1** Evaluate strategic direction using appropriate analysis tools	Strategy Evaluation: Measurements; Corrective action	Productivity and Competitiveness: Benchmarking; Competitor Analysis	VRIO (Valuable, Rare, Inimitable, Organised) Analysis	Positioning: cost; speed; quality; flexibility	Porters Generic Strategies	Strategic scope	Porter's 5 Forces

Module	Element	Learning Outcome	Assessment Criteria	Indicative Topics
			1.2.1.1.2 Justify strategic direction implementation strategy	Strategy implementation: Communication strategies; Clarity of strategy; Defined targets and responsibilities | Process RASCI | Sourcing strategy: Cost benefit analysis; Make vs buy
	1.2.2 Management Information and Performance Measurement	**1.2.2.1** Evaluate data effectively to facilitate decision-making	**1.2.2.1.1** Evaluate the importance of utilising Management Information effectively and what contributes to it	Data collection principles | Management Information: valuable data | Key Performance Indicators | Data sources: Primary and secondary data sources; Big data
			1.2.2.1.2 Evaluate relevant data and information to monitor the achievement of strategic objectives	Data and Information| Decision making methods | Balanced Scorecard | Strategic objectives and plans
	1.2.3 Stakeholder and Relationship Management	**1.2.3.1** Analyse effective stakeholder management and engagement activity	**1.2.3.1.1** Analyse stakeholders and their requirements	Internal and External Stakeholders: Primary; Secondary; Tertiary | Supplier Networks | Stakeholder mapping | Customer Relationship Management
			1.2.3.1.2 Justify strategies to engage stakeholders efficiently and effectively in the attainment of organisational goals	Collaboration | Partnerships
			1.2.3.1.3 Justify appropriate communication methods and delivery mechanisms to ensure stakeholder understanding	Communication: Acronyms; Simple language; delivery format - verbal, written; delivery mechanisms - face-to-face meetings, online meetings, reports, email, newsletter, social media, video, press release, apps | Technical writing: Reports; Business case | Presentation skills

Unit 2 Effective and Sustainable Resource Management (ESRM)

MANDATORY - Assignment

This unit focusses on resources and sustainable practice. People are the lifeblood of any organisation, and this module looks at the leadership functions that underpin an organisations ability to support their people in achieving operational goals and positioning business functions and resources to back this up. With this in mind, the unit also delves into the responsibility of leaders to consider the environment and sustainability to ensure ethical and sustainable practice.

Module	Element	Learning Outcome	Assessment Criteria	Indicative Topics
2.1 Managing Business Resources	**2.1.1** Leading People	**2.1.1.1** Evaluate leadership activity that underpins the achievement of operational goals	**2.1.1.1.1** Justify the appropriate application of different leadership styles	Difference between leadership and management | Leadership styles: Transactional; Transformational; Servant; Democratic; Autocratic; Bureaucratic; Laissez-Faire; Charismatic
			2.1.1.1.2 Analyse motivational theories that support people strategies within supply chain operations	Benefits and drawbacks of motivational theories: Maslow's theory of hierarchical needs; Alderfer's ERG Theory; Hertzberg's two-factor theory; McClelland's Theory of Needs; Vroom's Theory of Expectancy | Leading individuals and groups
			2.1.1.1.3 Justify appropriate change management models to support changes in supply chain operations	Managing Change: Reasons for change; Resisting change; Maurer 3 Levels of Resistance and Change Model | Change Management models: Lewin's Change Management Model; McKinsey 7-S Model; Nudge Theory; Kübler-Ross Change Curve; Bridges' Transition Model; Kotter's 8-Step change Model
			2.1.1.1.4 Evaluate organisational culture and how this impacts on the human element of supply chain operations	Human Resources and Wellbeing | Equality/Equity, Diversity and Inclusion (EDI) | Organisational Culture: Definition; Role of leadership | Organisational Culture Models: Cultural Iceberg Model; Hofstede's Cultural Dimensions
	2.1.2 Effective Financial Awareness and Control	**2.1.2.1** Analyse financial information that reflects and informs operational activity	**2.1.2.1.1** Analyse financial statements utilising appropriate financial analysis models to monitor operational activity	Financial analysis: evaluating budgets, projects and finance-related transactions | Tools for financial analysis: Vertical and horizontal analysis - Comparative Financial Analysis, Common Size Statements; Ratio Analysis | Cost reduction techniques

Module	Element	Learning Outcome	Assessment Criteria	Indicative Topics
	2.1.3 Digital Transformation	**2.1.3.1** Evaluate trends in digital transformation affecting supply chain operations	**2.1.3.1.1** Evaluate the ways in which digital transformation can affect supply chain operations	Industry 5.0 | Value creation processes | Sustainable resourcing: Wellbeing; Skills redeployment
	2.1.4 Resource Planning	**2.1.4.1** Justify resource management plans	**2.1.4.1.1** Justify resource management plans	Identifying Resources | Resource planning | Health and Safety: Training; Legislation; Accident prevention and reporting; Codes of practice
2.2 Social Responsibility Along the Supply Chain	**2.2.1** Ethical Business Practice	**2.2.1.1** Justify the actions organisations and individuals can take to develop and maintain ethical practice along the supply chain	**2.2.1.1.1** Justify the actions an organisation can take to develop and maintain ethical practice along the supply chain	Corporate Social Responsibility (CSR) | Environmental, Social and Governance (ESG) | Triple Bottom Line | Supplier and customer relationships: Contracts; Due Diligence; Selection
			2.2.1.1.2 Discuss the actions an individual can take to report wrongdoing	Reporting structures: Activity visibility | Whistleblowing
	2.2.2 Sustainable Systems	**2.2.2.1** Evaluate the impact of supply chain operations on the environment	**2.2.2.1.1** Discuss the mechanisms by which an organisation can assess their environmental impact	Carbon footprinting | Environmental Impact Assessment (EIA) | Environmental Standards: Mandatory and voluntary standards; ISO 14001 family | Carbon offsetting
			2.2.2.1.2 Evaluate supply chain operations with best practice sustainable interventions	Sustainability interventions: Product design; Procurement and materials; Reverse logistics - repair, refurbishment, repurposing, upcycling; Waste reduction; Waste Management; Energy use; Efficient transport; Maintenance activities| Lean thinking | Drivers and barriers | Externally imposed targets: Government; Customers; Suppliers | Circular Economy
			2.2.2.1.3 Evaluate the activities used to measure and monitor environmental impact	Environmental Key Performance Indicators (KPIs) | Data Management | Resources: physical; human
			2.2.2.1.4 Evaluate available fuels and infrastructure to inform sustainable improvements for the transport of goods	Fuel | Energy | Modal Types and Shifts | Network and Infrastructure

Unit 3 Business Planning (BP)

MANDATORY – Examination

This unit focusses on tactical and operational planning and controls along the supply chain; considering the impacts of demand, quality and cross-functional abilities that influence the tactical plans, which are underpinned by the business planning solutions and requirements of inventory management within operational planning.

Module	Element	Learning Outcome	Assessment Criteria	Indicative Topics
3.1 Tactical Planning and Control	**3.1.1** Facilitating demand and supply	**3.1.1.1** Analyse the outputs of the Sales and Operations Planning (S&OP) to affect operational plans	**3.1.1.1.1** Analyse the structure and outputs of the S&OP function to ensure efficient supply chain operations	Sales and Operations Planning (S&OP) | Upstream and Downstream information and supply | Influence of the production schedule
		3.1.1.2 Evaluate demand behaviour to inform forecasting accuracy	**3.1.1.2.1** Evaluate demand to inform forecasts	Demand forecasting along the supply chain | Types of demand: Dependent and independent demand; Push and pull systems; Aggregated and disaggregated | Forecasting and reforecasting methods | Forecasting accuracy | Demand behaviour: Demand smoothing | Demand Management | Time Series forecasting | Measures of forecasting errors: Mean absolute deviation; Standard deviation | Seasonal adjustments | Data analysis in forecasting
	3.1.2 Quality	**3.1.2.1** Evaluate quality processes along the supply chain	**3.1.2.1.1** Analyse quality management processes within the supply chain and their effect on customer satisfaction	Total Quality Management (TQM) | Consequences | Perception of quality
			3.1.2.1.2 Evaluate quality needs within the supply chain utilising relevant analysis tools	Pareto Analysis | Root Cause Analysis
	3.1.3 Cross-functional Dialogue	**3.1.3.1** Justify collaborative working practices within an organisation's supply chain	**3.1.3.1.1** Justify appropriate methodologies to work collaboratively in difficult or unexpected circumstances	Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) | Conflict Management: Accommodate; Compromise; Avoidance; Competition; Collaboration | Competitive advantage: Trade-offs | Risk Management: Risk identification; Risk assessment - Likelihood consequence matrix; Risk Register; Risk Mitigation

Module	Element	Learning Outcome	Assessment Criteria	Indicative Topics
3.2 Operational Planning and Control	**3.2.1** Business Planning Solutions	**3.2.1.1** Evaluate the effective utilisation of business planning systems	**3.2.1.1.1** Evaluate business planning system processes to ensure appropriate and efficient utilisation	Manufacturing Resource Planning (MRPII) | Enterprise Resource Planning (ERP) | Extended ERP | Capacity Management: Bullwhip effect (Forrester effect), Independent and dependent demand
	3.2.2 Inventory	**3.2.2.1** Evaluate controls to ensure the achievement of operational objectives through inventory management	**3.2.2.1.1** Evaluate the processes, policies and systems that support efficient and effective inventory management	Inventory and quality management along the supply chain | Inventory Control Systems | Economies of Scale / Cycle inventory | Quantity Models: Economic Order Quantity (EOQ); Quantity discounts | Multi-echelon cycle inventory | Safety stock: Implications; Calculations – Reorder | Inventory capacity constraints | Product availability: Contingency plans | Aggregated inventory management | Vendor Managed Inventory (VMI)

Learner Enrolment

Enrolment Period

The enrolment period for this qualification is **two years**, Learners must successfully complete assessments for two mandatory units and one optional unit within this period to be awarded the qualification.

Enrolment Extensions

Please refer to the CILT(UK) Awarding Organisation Learner Enrolment and Registration Policy for the Enrolment Extension Policy, available on the CILT(UK) AO website ciltuk.org.uk/Qualifications

Certification

Learners will receive a digital certificate confirming their achievement in a format that can be authenticated online by employers and educational institutions, whilst also minimising environmental impact.

CILT(UK) Awarding Organisation Policies

Please see the CILT(UK) Awarding Organisation policies for support and information on:

Reasonable Adjustments

For Learning Partners enrolling Learners with specific learning requirements, please see the CILT(UK) AO Reasonable Adjustments Policy available on the CILT(UK) AO website: https://ciltuk.org.uk/Qualifications.

This policy provides guidance regarding the arrangements that can be made to take account of specific learner needs, while ensuring that the integrity of the assessment is maintained.

Special Considerations

In the event that a Learner is present for the assessment but may have been disadvantaged by adverse circumstances which arose at or near the time of assessment, or where a Learner misses part of the assessment due to circumstances outside their control, the Learning Partner may make an application for Special Consideration. For further information, please see the CILT(UK) AO Special Consideration Policy available on the CILT(UK) AO website: https://ciltuk.org.uk/Qualifications.

Malpractice

As a regulated awarding organisation offering vocational qualifications, CILT(UK) AO is committed to maintaining the validity, reliability and integrity of its qualifications and assessments by taking all reasonable steps to prevent the occurrence of and investigate any suspected incidents of malpractice or maladministration in the development, delivery and award of qualifications, while meeting regulatory requirements. For further information, please see the CILT(UK) AO Malpractice and Maladministration Policy available on the CILT(UK) AO website: https://ciltuk.org.uk/Qualifications.

Definitions

Total Qualification Time (TQT)

TQT is defined as the number of notional hours which represent the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the level of attainment necessary for the award of a qualification. TQT is comprised of the following two elements:

- The number of hours which an Awarding Organisation has assigned to a qualification for Guided Learning; and
- An estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by - but not under the immediate guidance or supervision of - a Lecturer, Supervisor, Tutor or other appropriate provider of education or training.

Total Unit Time (TUT)

Total Unit Time (TUT) is defined as the number of notional hours which represents the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the level of attainment necessary for the award of a unit.

Guided Learning Hours (GLH)

Guided Learning Hours (GLH) is defined as the activity of a Learner in being taught or instructed by - or otherwise participating in education or training under the immediate guidance or supervision of - a Lecturer, Supervisor, Tutor or other appropriate provider of education or training including eLearning applications.

Immediate Guidance or Supervision

Immediate Guidance or Supervision is defined as the guidance or supervision provided to a Learner by a Lecturer, Supervisor, Tutor or other appropriate provider of education or training with the simultaneous physical presence of the Learner and that person, or remotely by means of simultaneous electronic communication.