**Course Description:**

Supply Chain Management explores how businesses facilitate the flow of goods from the point of origin to the point of consumption. Learners will develop skills and knowledge to track supply chains and measure their effectiveness and efficiency. They will also learn to identify opportunities to improve service levels, quality and costs through supply chains and select strategies for improving customer and supplier relationships. This course also includes learning outcomes in project management and business process analysis.

**Strand 1. Business Operations/21st Century Skills**

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

**Outcome 1.1 Employability Skills**

Develop career awareness and employability skills (e.g., face‐to‐face, online) needed for gaining and maintaining employment in diverse business settings.

**Competencies**

1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience.

1.1.3 Develop a career plan that reflects career interests, pathways and secondary and postsecondary options.

**Outcome 1.3 Business Ethics and Law**

Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

**Competencies**

1.3.5 Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.

**Outcome 1.5 Global Environment**

Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals.

**Competencies**

1.5.8 Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities.

**Outcome 1.8 Operations Management**

Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

**Competencies**

1.8.10 Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability.

**Outcome 1.11 Principles of Business Economics**

Examine and employ economic principles, concepts, and policies to accomplish organizational goals and objectives.

**Competencies**

1.11.1 Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).

1.11.4 Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.

1.11.8 Identify the relationships between economy, society and environment that lead to sustainability.

**Strand 2. Business Foundations**

Learners acquire foundational knowledge of business activities supported by economic principles, business processes and global business considerations.

**Outcome 2.1 Business Activities**

Relate business functions to business models, operations and strategies.

**Competencies**

2.1.8 Explain the role and function of supply chain management and how it interacts with other business activities.

**Outcome 2.3 Global Business**

Relate global business functions to internal business operations, activities and strategies.

**Competencies**

2.3.2 Explain the impact of a country's geography, cultural history and social-political environments on global trade.

2.3.3 Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption).

2.3.4 Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities.

2.3.6 Describe product standards’ issues associated with global trade.

2.3.7 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management.

2.3.8 Describe regulatory policies and the government agencies that influence global trade and describe their impact.

**Outcome 2.4 Business Processes**

Relate business processes to business models, operations and strategies.

**Competencies**

2.4.2 Explain the role and function of business processes and their interrelationships.

2.4.4 Identify reasons that business processes change.

**Strand 3. Business Communications**

Learners communicate with internal and external stakeholders by applying relationship management techniques and business communication processes and strategies.

**Outcome 3.2 Relationship Management**

Manage internal and external business relationships.

**Competencies**

3.2.4 Manage crises in relationships.

**Strand 4. Business Governance**

Learners acquire foundational legal knowledge and apply business governance principles to minimize risk, maintain organizational compliance and establish and maintain organizational structure.

**Outcome 4.3 Compliance**

Identify policies, processes and strategies to manage compliance.

**Competencies**

4.3.6 Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements and self-regulatory guidelines.

4.3.7 Discuss methods for documenting adherence to compliance policies and procedures.

4.3.8 Explain the role and function of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews).

**Strand 6. Business Management**

Learners identify and apply policies, processes and strategies for effective management of information, projects, strategy and talent.

**Outcome 6.2 Strategic Planning**

Apply strategic planning processes.

**Competencies**

6.2.11 Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present within the business.

6.2.15 Distinguish key performance indicators across departments (e.g., finance, marketing, logistics) and select metrics to evaluate the performance of strategies.

**Outcome 6.4 Project Management**

Plan, manage and evaluate projects.

**Competencies**

6.4.3 Define project objectives, scope, outputs and resource requirements (i.e., project charter and statement of work).

6.4.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources.

6.4.5 Monitor changes to project scope and critical path and make adjustments to project activities.

6.4.6 Manage project schedule, monitor completion status, identify potential delays and review costs.

6.4.7 Communicate project completion status and potential delays to stakeholders.

**Strand 7. Operations Management**

Learners identify and apply policies, processes and strategies for business operations.

**Outcome 7.1 Safety, Health and Security**

Identify, administer and evaluate safety, health and security policies, processes and strategies.

**Competencies**

7.1.1 Implement safety and security policies and procedures to protect stakeholders and minimize risk.

7.1.2 Identify types of hazardous materials, and describe their impact on human health and environmental resources.

7.1.3 Describe the requirements for the treatment, storage, packaging, shipment and disposal of hazardous materials.

7.1.6 Explain the role and function of safety inspections.

7.1.10 Describe the impact of workplace incidents on business reputation, brand and performance; and describe strategies to reduce risk.

**Outcome 7.2 Sourcing and Procurement**

Plan, implement and evaluate sourcing and procurement activities.

**Competencies**

7.2.1 Differentiate among purchasing, procurement and sourcing.

7.2.2 Identify potential sources of materials or services locally, and make purchasing recommendations.

7.2.3 Evaluate the impact of using global sources.

7.2.4 Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business objectives.

7.2.7 Describe how sourcing and procurement factors (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impact expense control options.

7.2.9 Identify opportunities to incorporate operational objectives into the procurement process (e.g., supply chain management goals, regulatory compliance).

7.2.10 Evaluate whether to make or buy products.

7.2.12 Explain the role and function of supplier diversity initiatives.

**Outcome 7.3 Inventory Management**

Identify, administer and evaluate inventory management policies, processes and strategies.

**Competencies**

7.3.1 Calculate the cost of carrying inventory.

7.3.2 Identify the advantages and disadvantages of Just-in-Time (JIT) inventory management.

7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).

7.3.4 Describe inventory systems and controls to efficiently monitor, safeguard and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times and forecasts.

7.3.7 Identify ways to evaluate the effectiveness and efficiency of a master production schedule.

7.3.12 Describe performance metrics (e.g., sales, stock, inventory performance) used to select a distribution strategy.

7.3.15 Identify factors that impact the availability of inventory.

7.3.16 Describe how inventory management principles apply to intangible services.

7.3.17 Describe different methods to conduct a physical inventory (e.g., annual, cycle count, ABC analysis).

**Outcome 7.6 Distribution and Logistics Management**

Plan, implement and evaluate transportation methods for incoming and outgoing products and services.

**Competencies**

7.6.1 Explain the elements that influence the design of transportation, distribution, and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations).

7.6.3 Analyze the cost structure and advantages and disadvantages of different transportation modes.

7.6.4 Analyze the impact of facility size and layout on inventory management, materials handling and logistics.

7.6.5 Explain the role and function of receiving and fulfillment processes.

7.6.6 Explain the role and function of packaging and select materials to pack process.

7.6.9 Describe commonly used metrics for evaluating transportation efficiency and effectiveness.

7.6.12 Describe reverse logistics’ processes and costs, and strategies used to reduce costs.

**Outcome 7.7 Supply Chain Management**

Plan, implement and evaluate supply chain management activities.

**Competencies**

7.7.3 Describe how the supply chain impacts customer satisfaction.

7.7.4 Trace and track the end-to-end supply chain network.

7.7.5 Identify metrics used to measure supply chain performance.

7.7.6 Identify opportunities and threats that impact supply chains (e.g., sustainability, regulatory standards, globalization, e-commerce).

7.7.7 Identify strengths and weaknesses of supply chain processes.

7.7.8 Compare and contrast supply chain management strategies for different business environments (e.g., importers, exporters, small and large businesses, various industries).

**Outcome 7.8 Operations Risk Management**

Identify, administer and evaluate policies, processes and strategies to manage risk of operational failure.

**Competencies**

7.8.2 Identify factors that increase the risk of routine and non-routine operational failures.

7.8.5 Develop alternative strategies for performing operational duties in an emergency situation and explain the importance of planning for catastrophic risk.

**Strand 8. Data and Process Management**

Learners apply principles of business process management to collect, analyze and distribute data and maintain business knowledge and information systems.

**Outcome 8.1 Business Process Analysis**

Identify and evaluate business processes to improve performance.

**Competencies**

8.1.1 Explain approaches for documenting business processes that identify risks, controls and performance issues.

8.1.2 Document the business process activities, records or information and systems involved in business operations (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people).

8.1.3 Identify business process requirements and performance expectations.

8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency.

**Strand 9. Financial Analysis and Evaluation**

Learners apply principles of financial and managerial accounting to collect, analyze and distribute financial data, evaluate investment opportunities and operate financial services.

**Outcome 9.4 Internal Controls**

Identify, select and evaluate internal controls in compliance with applicable regulations.

**Competencies**

9.4.5 Inspect and ensure the continued functioning of internal controls.

**Outcome 9.7 Managerial Accounting**

Apply principles of accounting to analyze financial information for internal decision-making.

**Competencies**

9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning, and forecasting (e.g., adding or dropping products, using limited resources, special order decisions, and equipment replacement decisions).

9.7.7 Project future revenues and expenses for budgeting and forecasting purposes.