

**LOGISTICS DIVISION**

**REGULATIONS FOR THE BACHELOR OF SCIENCE HONOURS IN DEFENCE LOGISTICS DEGREE PROGRAMME**

*These regulations must be read in conjunction with the General Academic Regulations for undergraduate programmes of Chinhoyi University of Technology (hereinafter referred to as the General Regulations)*

**1.0 INTRODUCTION**

The Bachelor of Science Honours in Defence Logistics degree programme is a three year programme offered by the Zimbabwe Staff College (ZSC), in conjunction with the Chinhoyi University of Technology (CUT). The degree programme provides breadth and depth of knowledge needed for defence logistics and supply chain management. The students of the programme will be drawn from the wider defence and security community and civil service departments in Zimbabwe, the SADC region and beyond. The focus of the programme is on up skilling and professionalisation of the logistics officers in the defence and security organisations/industries. The curriculum is built around supply chain/logistics theories, concepts and practices, complemented by modules that build a broader understanding of the technological and operational context of modern defence logistics.

**1.1 RATIONALE**

Changing global environments have created a complex web of interdependencies and threats. The new circumstances require that the defence and security sectors address a number of fundamental issues and one of the most pivotal is to do with logistics. Furthermore, the increasing technological sophistication of military hardware and the growing need for highly responsive supply chains have elevated the importance of logistics in national defence planning. More and better logistics planning is needed to deal with the various contingencies confronting the security sector. The programme is therefore meant to develop logistics officers capable of applying a rich array of management theories, models, tools and techniques to meet the defence and security needs effectively in dynamic national and international defence and security contexts. The programme employs innovative learning strategies that stress the need for coordinated and integrated actions in multi-dimensional military operations and in emergencies, consistent with the goals of defence logistics.

**2.0 PROGRAMME OBJECTIVES**

2.1 The broad objectives of the programme are to: -

2.1.1 Provide an in-depth understanding of the theories and concepts in defence logistics and supply chain management.

- 2.1.2 Produce graduates with relevant skills to plan and execute logistics operations in multi-dimensional military contexts.
- 2.1.3 Develop innovative and versatile graduates capable of effectively contributing in defence logistics and supply chain management.
- 2.1.4 Incorporate technological knowledge and skills in defence logistics operations and practices
- 2.1.5 Impart skills to conduct applied and advanced research that addresses current and forecasted defence logistics challenges.

### **3.0 EXPECTED LEARNING OUTCOMES**

- 3.1 On completion of the programme graduates should be able to:
  - 3.1.1 Demonstrate sufficient understanding of the theories and concepts in defence logistics and supply chain management.
  - 3.1.2 Apply the acquired skills to improve the defence logistics and supply management practices.
  - 3.1.3 Apply flexible solutions to defence logistics and supply management challenges.
  - 3.1.4 Demonstrate ability to explore, adapt and apply novel technologies and skills in defence logistics operations.
  - 3.1.5 Conduct applied research that addresses contemporary defence logistics challenges.

### **4.0 CAREER OPPORTUNITIES**

Graduates have wide choice of career paths in all the ZDF establishments, government institutions, in the private sector as well as regional organisations such as SADC, AU and international organisations like the United Nations. They can be employed as Defence or UN Logistics Planners, Defence Procurement Officers, Military Logistics System Managers, Supply Chain Managers, Logistics Analysts, among other professions. The programme will also prepare the graduates for easy transition into post-graduate studies in areas of logistics, procurement, transportation and supply chain.

### **5.0 ENTRY REQUIREMENTS**

#### **5.1 Normal Entry**

- 5.1.1 For normal entry candidates should:
  - 5.1.1.1 Have passed 5 subjects at Ordinary level including English and Mathematics with a grade C or better and,

5.1.1.2 Have good passes in at least 2 subjects at ‘A’ level, preferably in any commercial subjects such as Economics, Statistics, Accounting, Business Studies, geography, computers and mathematics

5.1.1.3 Be commissioned officers from defence and security departments in Zimbabwe, the SADC Region and beyond.

## 5.2 Special Entry

5.2.1 Candidates should in addition to requirements stated in para 5.1.1.3 above, have passed 5 subjects at Ordinary level including English and Mathematics with a grade C or better and a Logistics related Diploma from any locally or internationally recognised institute or Logistics Diploma from School of Logistics or School of Academic and Staff Training (SAST) or a Logistics Staff Module from ZSC Logistics Division. Equivalent qualifications to be considered for students coming from the SADC Countries and beyond.

## 5.3 Mature Entry

5.3.1 Refer to General Regulations.

## 6.0 ADMISSION TO SIT FOR EXAMINATIONS

6.1 Subject to the provisions of the General Regulations, to be admitted to any of the examination of the above degree, a candidate must have attained at least 33% in the coursework mark.

## 7.0 ASSESSMENT

7.1 The modules constituting each semester of the four year programme are listed in section 19.0 of these regulations. To each module, a credit is assigned. The minimum acceptable aggregate mark for a semester is the pass mark as prescribed in the General Regulations.

7.2 Assessment of a module shall include examination mark and coursework mark. The coursework shall contribute 40% of the final mark and the examination mark shall contribute 60% of the final mark.

7.3 Industrial Attachment is one module which is assessed as follows:

Industrial Attachment Report	60%
Industrial Attachment Continuous Assessment	40%

7.3.1 Industrial Attachment Continuous Assessment has two components with the weighting; industrial supervisor’s report 40% and university supervisor’s report 60%.

## 8.0 PROGRESSION

8.1 Regulations for repeating this programme are as per the provisions of the General Regulations.

8.2 A student who carries a failed module may not be permitted to take the module in the subsequent semester for which the module(s) that he/she is carrying is a pre-requisite.

8.3 Candidates should pass all modules in year 1 and 2 before proceeding to Industrial Attachment.

8.4 Carrying failed modules to the next semester, repeating, discontinuation and withdrawal is going to be as per the provision of the General Regulations.

8.5.1 When carrying over modules, students will not be allowed to take more than two modules above the normal load of the semester.

8.5.2 Students will be required to register for the failed modules first before registering for new modules.

8.6 A student is allowed to repeat when he/she fails more than 50% up to 75% of the modules in a semester. A repeat candidate is not allowed to take new modules.

8.7 A candidate who fails a module three (3) times will be required to discontinue the programme.

8.8 A candidate who fails more than 75% of the modules in a semester will be required to discontinue the programme.

## **9.0 INDUSTRIAL ATTACHMENT**

9.1 Semesters 5 & 6 will run concurrently with the fourth year and students will spend at least eight (8) months of this period on approved industrial attachment.

9.2 The industrial attachment will be governed by the General Regulations, where the student would be expected to cover areas indicated on the attachment module.

9.3 Where a student wishes to be attached abroad, it is the responsibility of the student to provide the university with relevant information for consideration before approval of the attachment placement. In case of such an approval the supervision will be administered in accordance with the provisions of General Regulations.

9.4.1 While on attachment the student will be supervised in accordance with the university requirements.

9.5 A student may be assessed by an academic supervisor other than of this university provided that the supervisor has been approved by this university.

9.6 Where a student obtains less than 50% in the Industrial Attachment Continuous assessment, the student shall then repeat Industrial Attachment.

9.7 Where the student obtains a mark within the supplementary range (less than 50% but

more than 40%) in the industrial attachment report, the student must resubmit within a month after publication of the results.

9.8 Where the student fails below supplementary range (less than 40%) in the Industrial Attachment report he/she must repeat Industrial Attachment.

9.9 The organisation where the student is attached should submit the supervisor's report to the University. The student should ensure that the supervisor's report has been sent to the department by the prescribed due date.

9.10 The industrial attachment report should be submitted to the department by the prescribed due date. A student who fails to meet the deadline for submission is deemed to have failed the project and may not proceed for the next semester.

## **10.0 DEGREE CLASSIFICATION**

10.1 The provisions of General Regulations will be used to determine the final degree classification.

10.2 Awarding of degree categories shall be in line with the General Regulations.

## **11.0 AWARD OF THE DEGREE**

11.1 Refer to the General Regulations.

## **12.0 CREDIT ALLOCATION**

12.1 Credits are derived from engagement of students in learning an activity during lectures, tutorials/visits, directed and self-directed learning and writing examination tests, quizzes and assignments.

12.2 Modules from the Department are normally worth 12 credits meaning that there are 120 notional hours of engagement in learning activities consisting of 48 hours of lectures + 12 hours of tutorials/visits + 40 hours of directed and self-directed learning + 20 hours for assignments, tests and examinations per module per semester.

12.3 Semester 7 and 8

The Research Project is a double credit module worth 24 credits and runs throughout the Fourth Year but is credited at the end of the Fourth Year.

Total credits = 24

**Total notional hours = 240**

## **13.0 ACADEMIC OFFENCES AND PENALTIES**

13.1 The provisions of the General Regulations on offences and penalties shall apply.

## **14.0 POSTHUMOUS AND AEGROTAT PROVISIONS**

14.1 These shall apply as provided for in the General Regulations.

## **15.0 PUBLICATION OF RESULTS**

15.1 Results shall be published in accordance with the General Regulations.

## **16.0 ACADEMIC TRANSCRIPT AND CERTIFICATES**

16.1 The transcript and certificate shall be issued in accordance with the General Regulations.

## **17.0 AWARD OF DEGREE CERTIFICATE FROM CHINHOYI UNIVERSITY OF TECHNOLOGY**

17.1 The degree certificate shall be awarded in accordance with General Regulations.

## **18.0 AWARD OF BOOK PRIZES TO GRADUANDS ON GRADUATION DAY**

18.1 Book prizes will be awarded to the best three students of each intake upon completion of the programme. The student with the highest number of marks upon adding scores attained in all the modules sat for during the examinations shall be the best student receiving *The College Book Prize*, followed by the second best student who receives *The Commandant's Book Prize* then the third best student who receives *The Director Logistics Division's Book Prize*.

## 19.0 STRUCTURE OF THE PROGRAMME ON DEFENCE LOGISTICS

### YEAR 1 SEMESTER 1

Module Code	Module	Contact Hours		Assessment	Independent study	Notional Study Hours	Credits
		Lectures	Tutorials				
ZSCDL 101	Defence Communications	48	12	20	40	120	12
ZSCDL 102	Principles of Management	48	12	20	40	120	12
ZSCDL 103	Information Technology and Computer Applications in Defence Logistics	48	12	20	40	120	12
ZSCDL 104	Principles of Marketing	48	12	20	40	120	12
ZSCDL 105	Principles of Economics	48	12	20	40	120	12
ZSCDL 106	Introduction to Statistics	48	12	20	40	120	12
<b>SEMESTER TOTAL</b>							60
<b>CUMULATIVE TOTAL</b>							60

### YEAR 1 SEMESTER 2

Module Code	Module	Contact Hours		Assessment	Independent study	Notional Study Hours	Credits
		Lectures	Tutorials				
ZSCDL 107	Public Sector Financial Accounting	48	12	20	40	120	12
ZSCDL 108	Principles of Transport Management	48	12	20	40	120	12
ZSCDL 109	Principles of Procurement	48	12	20	40	120	12
ZSCDL 110	Principles of Logistics	48	12	20	40	120	12
ZSCDL 111	Customs Practice and Documentation	48	12	20	40	120	12
		48	12	20	40	120	12
<b>SEMESTER TOTAL</b>							60
<b>CUMULATIVE TOTAL</b>							120

### YEAR 2 SEMESTER 3

Module Code	Module	Contact Hours		Assessment	Independent study	Notional Study Hours	Credits
		Lectures	Tutorials				
ZSCDL 201	Risk Management in Defence Logistics	48	12	20	40	120	12
ZSCDL 202	Human Resources Management in Defence Sector	48	12	20	40	120	12
ZSCDL 203	Contract Management in Procurement	48	12	20	40	120	12
ZSCDL 204	Logistics for Military Operations	48	12	20	40	120	12
ZSCDL 205	Supply Chain Management	48	12	20	40	120	12
		48	12	20	40	120	12

<b>SEMESTER TOTAL</b>	60
<b>CUMULATIVE TOTAL</b>	180

### **YEAR 2 SEMESTER 4**

Module Code	Module	Contact Hours		Assessment	Independent study	Notional Study Hours	Credits
		Lectures	Tutorials				
ZSCDL 206	Research Methods	48	12	20	40	120	12
ZSCDL 207	Business Law	48	12	20	40	120	12
ZSCDL 208	Defence Inventory and Warehouse Management	48	12	20	40	120	12
ZSCDL 209	Management Accounting	48	12	20	40	120	12
ZSCDL 210	Military Transportation Operations	48	12	20	40	120	12
		48	12	20	40	120	12
<b>SEMESTER TOTAL</b>							60
<b>CUMULATIVE TOTAL</b>							240

### **YEAR 3 SEMESTER 5 & 6**

Module Code	Module Title	Notional Hours	Credits
ZSCDL 301	Industrial Attachment Continuous Assessment	600	60
ZSCDL 302	Industrial Attachment Report	600	60
<b>Semester Total</b>			120
<b>Cumulative Total</b>			360

### **YEAR 4 SEMESTER 7**

Module Code	Module	Contact Hours		Assessment	Independent study	Notional Study Hours	Credits
		Lectures	Tutorials				
ZSCDL 401	Defence Economics	48	12	20	40	120	12
ZSCDL 402	Project and Quality Management in Defence	48	12	20	40	120	12
ZSCDL 403	Entrepreneurship	48	12	20	40	120	12
ZSCDL 404	Business Ethics and Corporate Governance	48	12	20	40	120	12
ZSCDL 405	Defence Logistics in Humanitarian Operations	48	12	20	40	120	12
		48	12	20	40	120	12
<b>SEMESTER TOTAL</b>							60
<b>CUMULATIVE TOTAL</b>							420

### **YEAR 4 SEMESTER 8**



Module Code	Module	Contact Hours		Assessment	Independent study	Notional Study Hours	Credits
		Lectures	Tutorials				
ZSCDL 406	Logistics in Peace Support Operations	48	12	20	40	120	12
ZSCDL 407	Global Sourcing	48	12	20	40	120	12
ZSCDL 408	International Trade and Finance	48	12	20	40	120	12
ZSCDL 409	Research Project in Defence Logistics					240	24
<b>SEMESTER TOTAL</b>							60
<b>CUMULATIVE TOTAL</b>							480

## **20.0 MODULE SYNOPSIS: BACHELOR OF SCIENCE HONOURS DEGREE IN DEFENCE LOGISTICS**

### **ZSCDL 101 Defence Communication**

Introduction to Communication, Roles of effective communication in Defence Components of Communication, Principles of Communication, Theories in Communication: Models in Communication, Levels of Communication, Inter and Intra Communication, Written Communication in Defence: Service Correspondences, Briefs, Service Papers, Minutes, Estimates, Orders and Instructions (Operational, Administrative Orders), Policy Directives, Warning Orders, Security Classifications, Military Symbols, Abbreviations, Transmission of messages, orders, and reports, both in the field and between headquarters and distant installations, Public Speaking, Presentations: Graphics and Illustration, and Barriers to Communication.

### **ZSCDL 102 Principles of Management**

Introduction to Management, the Scope of Military Management, Fundamental Skills of a Military Officer, The Army management process, Development of management theory, Planning: Decision-Making (to include the Military Decision Making Process, Foundations of Planning to also cover, Policies, Procedures, and Regulations, Defence Planning Horizons, Defence Planning Process & New trends in defence planning) Strategic Management to include Initiatives toward Effective Strategic Management of Defence Forces, Organising: Foundations of Organizational Design to include, Army establishments and Equipment Tables, Defence Human Resource Management, Groups Dynamics and Team Building, Implementing: Foundations of Individual Behaviour, Communication, Leadership to include Military Leadership and the theory of Command and Control, Motivation, and Controlling. Managing in the Twenty-First Century (Constraints and Challenges for the Global Manager: The External Environment to cover security threat environment, Organizational Culture (to include why culture matters in the military), The Diverse Workforce ( to cover also why diversity is important/Potential Outcomes of diversity in Defence Forces, Diversity Best Practices in Defence), Social Responsibility and Ethics (Arguments for and against corporate social responsibility, Fundamentals of Ethical Behaviour in the Defence Force (rational for defence ethics, Hierarchy of principles, core ethical defence obligations), Change and Innovation to also cover Understanding Defence Transformation, Principles to manage change in the military.

### **ZSCDL 103 Information Technology and Computer Applications in Defence Logistics**

Introduction to Computers, Hardware, Software, Networking, Operating Systems and practical use of packages, word processing, spreadsheet, presentation, internet and web development, Information Systems for Management Support in Defence Logistics, Internal Documentary Systems, Communications Systems in Defence, Internal Documentary Systems, Security and Ethical Issues in Defence Logistics Information Systems, Quality and Use of Information in Defence Logistics, Purchasing and Supply Management Information Systems (SAP, ERP, E-Requisitioning, E-Catalogues, E-Ordering, E-Sourcing, E-Payment, Reverse

Auctions), Legal Aspects, Employment Contract and Social impact of information Systems in Defence Logistics, Change Over Methods advantages and disadvantages, Organisation of Information Systems and End User Computing, Purchasing and Supply, Cyber Security Management.

#### **ZSCDL 104 Principles of Marketing**

Introduction to Marketing Concepts, Marketing Environment, Consumer Markets and Consumer Buying Behaviour, Organisational Buying Behaviour and B2B Marketing, Business Markets and Business Buying Behaviour, New Product/Service Development for sale, pricing, promoting and distribution, Product Life Cycle, Positioning, Segmentation and Targeting, Forecasting and Budgeting, Preparation of Marketing Plan, Marketing Intelligence and Marketing Research, Marketing Communications including Lobbying Techniques in Defence and Security Setting, Managing Defence Shows.

#### **ZSCDL 105 Principles of Economics**

Basic Economic Problem of Scarcity, Choice and opportunity cost, Production Possibility Concepts, Analysis of the Theories of Demand and Supply, Consumer Behaviour Theories, Theory of the Firm and Market Structures. Macro-Economics: National Income Accounting Systems, Money and Banking System, Problems of Inflation and Unemployment, Monetary and Fiscal Policies to cover external sector and exchange rate regimes.

#### **ZSCDL 106 Introduction to Statistics**

Introduction to Statistics, Mathematical and Statistical Concepts, Tools, skills and Techniques in Analysis, Descriptive Statistics I: Data Types, Graphical Techniques & Frequency Distribution Summary Measures (Central Tendency, Dispersion, Skewness, Location), Descriptive Statistics II: Probability Theory and Rules, Discrete and Continuous Probability Distributions: Random Variables, discrete, continuous, binomial distribution, Inferential Statistics: Sampling Distributions, Confidence Intervals, Hypothesis Testing, Chi Square, Index Numbers, Simple Regression and Correlation Analysis.

#### **ZSCDL 107 Public Sector Financial Accounting**

Background to Accounting, Development of the Profession, Accumulation and Information Processing, Preparation of Financial Statements and Presentations for Sole Trader Business, Financial Accounting for Other Business Units, Interpretation of Accounting Information, Introduction to Accounting Packages, The Accounting Legal Framework.

#### **ZSCDL 108 Principles of Transport Management**

Evolution of Transport, The role of transport in society, Principles, Concepts and techniques of transport management, National transport policy and regulations (to also include the law of carriage, liability of safety carriage of persons and goods, conditions of carriage and limitation of liability), Stakeholders in the transport

Industry, Transportation Planning and Resourcing, Transport Modes, Intermodal Transport Systems, Freight Transport: (Vehicle Selection, Transport Costing and Pricing), Freight Transport: (Documentation and legislation, Vehicle Fleet management, Transportation Documentation), Vehicle routing and scheduling, Trends in transportation and Ethical issues in transportation, Global Transportation.

### **ZSCDL 109 Principles of Procurement**

Introduction to Procurement, the five Rights of Purchasing, Objectives and Organization for effective Purchasing, the Procurement Process and Cycle, Procurement in the Public Sector, Procurement Procedures, Competitive Bidding, Quality Specification and Inspection, Objectives and Organization for effective Purchasing, the Defence Procurement Process and Cycle, Differentiating Purchases for Civilian Vs Military Use in a Legally Correct Manner, Acquisition & Procurement Planning Procurement in the Public Sector, Organisation and Procedures in Defence Acquisitions, Defense Contract Negotiations, Equipment Procurement Cycle, Life-Costs in Defence Acquisition, Price and Cost Analysis, Make or Buy Decisions, Supplier Selection and Management, Supplier Development, Competition (International Competitive Bidding and Negotiation (Tendering procedures) and Tender Committees in Defence, Transparency, Fraud & Ethics (Prevention of Security Risks, Irregularities and Fraud in Tendering), Valid Exclusion grounds for Tenders, Involving Users and Suppliers, E-Procurement, Risks of Cross Border Procurements, Application of Exemptions and Avoidance of Infringements Procedures, Maintenance of Security of Supply and High Level Quality, Purchase of Sensitive equipment and works, goods and services, Outsourcing, Offset guidelines, Post-Contract Award Management, Cyber Security. Trade Promotion organisations COMESA, WTO, SADC, UNCTAD, ITC, Zim Trade, ZIC, Export Processing Zones (EPZA).

### **ZSCDL 110 Principles of Logistics**

Introduction to Principles of Logistics and Distribution, Definition, Evolution and Roles of Logistics, Logistics Organisation Design and Development, Integrated Logistics and Supply Chain, Customer Response Principles and Systems, the Planning Framework for Logistics, Logistics Processes, Inventory Control, Freight Transport, Transportation and Distribution, Warehouse Operations and Inventory Management, Forward and reverse logistics, Challenges for Logistics, Manufacturing and Material Management, Procurement and Inventory decisions, Outsourcing, Security and Safety in Distribution, Global Logistics, New Concepts in Logistics, Logistics and Supply Information Systems, Logistics Performance (Financial, Productivity and Quality, Cycle time Performance measurements), Cost and Value Measures.

### **ZSCDL 111 Customs Practice and Documentation**

Importation/Exportation of Goods and Documentation, Incoterms [2010], Introduction to Freight Forwarding, Legislation and Procedures Governing Importation and Exportation of Goods, to include the use of Customs Asycuda System, the Harmonised System (HS) Tariff Book, Removal in Bond (RIB), Bonded Warehouses, Reserve Bank of Zimbabwe Control Measures, Trade Facilitation,

permits and licenses practice of customs clearing, Trade Agreements Export Processing Zones and Special Economic Zones, Customs Reliefs and Incentives, Application of Information Technology to Customs Processes, Controls, Motor Vehicles and Aircraft, Calculation of Duty, Vat and Surtax, Dangerous Cargo, International Agreements WTO, WCO, IMO and the Vienna Conventions International Maritime Regulations, Customs Rules of Containerisation and Classification of Goods, Principles and Practice of Letters of Credit, International Chamber of Commerce (ICC) Documentary Credits, Electronic Data Interchange and Case studies on shipping, the law of international trade and world customs union.

### **ZSCDL 201 Risk Management in Defence Logistics**

Introduction to Risk Management, Definition of Risk, Risk Identification, Analysis and Hazard Mapping, Risk Prioritization, Risk Types and Categories, Addressing Risk in Defence Institutions and in the Supply Chain, industrial, national and global level, Methods of Risk Mitigation.

### **ZSCDL 202 Human Resources Management in Defence Sector**

Introduction to Human Resources Management, Strategic Human Resources Management, Human Resource Planning, Framework for Conducting Job Analysis, Job Description and Evaluation, Recruitment & Selection methods, Managing Performance, Performance appraisal, Reward/Compensation management, Training & Development, how to facilitate Change, understand Resistance to Change and how to overcome it, Managing Stress at Work, Industrial Relations/Employee Relations,

### **ZSCDL 203 Contract Management in Procurement**

Basic Contracting Principles, Introduction to Contract Management, Legal Framework for Contract Management, Contract Management and the Procurement Life-cycle, Organisational Requirements for Contract Management, planning for Effective Contract Management, Determining the Contract Management Approach, Identifying and Managing Risks to the delivery of projects, the legal and commercial risks associated with probity, estoppel, and variations. How to establish contracts which enable realistic sharing of risks between customer and contractor through the use of well-structured contracts, including incentives for bearing a greater portion of the risks. Contract Management Practice, Contract Mobilisation, Contract Administration and Record Keeping, Contract Management Roles and Responsibilities, Managing Relationships, Performance Management, Contract Monitoring, Negotiating Contract Variations, Contract Termination, Conflict and Interest, Managing Contract Disputes (Arbitration and litigation and the Paradigm Shift in Bidding Management, Ethics in procurement (Private & Public), Competitive Bidding in Zimbabwe and beyond, public and private procurement procedures, Competitive Bidding process and the associated problems.

### **ZSCDL 204 Logistics for Military Operations**

Introduction to Military Logistics, Evolution of Military Logistics, Functions and Principles of logistics, Defence Forces Logistics Requirements (manpower, material, facilities, transportation, financial management, management of information), Strategic, Operational and Tactical Logistics, Themes in Military Logistics, Systems

Approach to Army Logistics, Organisational Structure for Logistic Support, Logistics Management Process model, Supporting offensive operations, defensive operations Logistics, Logistics Estimates and Administrative Order, Concepts of Support, Sustainment Planning and Consumption Data, The Army/Air Maintenance System, Rehabilitation Operations, Post Conflict Activities, The Role and Impact of Logistics to Strategy and Tactics, Review of the Role of Logistics in previous International Military Campaigns and Review of the ZDF Military Campaigns, Higher direction of Defence Logistics- Procurement of goods and services and the Financial implications. Economic Resources and Defence Industrial base.

### **ZSCDL 205 Supply Chain Management**

Introduction to Supply Chain and Supply Chain Management, The Supply Chain Process/Activities, Basics of Supply Chain Management: Elements of Supply Chain Network: (Supply chain structure, Business processes, and Management components) Context, Design, Functions and Purpose: Strategic Context and Challenges, Efficient and Effective Supply Networks, agile, lean and hybrid models in the defence environment, Defence Supply Chain Structure, Defence Supply Chain Processes: Defence Supply Chain Strategies: Defence Supply Management Components- Supply Chain Safety Management (SCSM) & Supply Chain Resilience), Supply Chain Technology and Information Systems, Value Chain Analysis, Comparative Logistics and Supply Networks, Operational Logistics and Supply Network implications of differing contracting approaches, Managing the Inventory Function in Defence: Costs and Risks of Different Inventory Management Strategies (Stock piles vs Surge), Inventory Management to achieve desired service levels and availability. Achieving and Assuring an Integrated Defence Supply Network: Approaches to Analysing Supply Networks, Managing Risk in the Supply Network, Operational Coherence and Assurance, Supply Network Performance Management. Information and Knowledge Management in Logistics and Supply Networks: The Role of Data, Information, and Knowledge in Logistics and Supply Network Management Decision Making, Its Critical Contribution to established management models, Operational Logistics Information in defence, Current and Developing Systems, Business- to- Business, Business-to-Customer, Customer-to-Customer Networks, Asset Tracking, Consignment Visibility, FID, Barcoding

### **ZSCDL 206 Research Methods**

Definition of Research, Overview of Research and its Methodologies, Research Concepts, Research Topic and Research Process, Qualitative Research Techniques and Quantitative Research, Literature Review and Research Designs, Data Collection Methods and Techniques, Data Presentation, Analysis and Interpretation, Research Proposal and Research Report Writing, Methodology and Assessment, Principles and Assumptions in Scientific Research, Design of Research.

### **ZSCDL 207 Business Law**

Introduction to Zimbabwe legal systems, Law of Contract, The Law of Lease, Contract of Sale, Law of Agency, Credit Agreement, Law of Insurance, Negotiable Instruments, Law of Partnership, Labour Law and the Contract of Employment,

Copyright Law, Consumer Law, Introduction to Corporate Law, Law of Insolvency, and the Law of Negotiable Instruments.

### **ZSCDL 208 Defence Inventory and Warehouse Management**

Introduction to Inventory Management, Nature of Defence Inventory in Comparison with that Found in Industry and Commerce, Pareto/ABC Analysis, Basic Inventory Planning and Management (Management of Inventories Under different Demand Situations, Inventory and the Supply Chain, The Costs Risks of Different Management Strategies eg stockpile vs Surge, Storage System and Equipment, Materials Handling System, Order Picking and Replenishment, Advanced Order Picking Systems, Principles of Warehousing, Strategic Issues Affecting Warehousing, Warehousing costs, Roles and Types of Warehouses, Automated Warehouses and inventory management systems, Material Requirements Planning and Control, Warehouse Operations, Warehouse location and design principles, Communication Information Systems, Packing and Unit Loads, Health and Safety of staff and security of stock, materials handling and the use of warehousing software programmes. Regulations for the Equipment Accounting

### **ZSCDL 209 Management Accounting**

Definition of Management Accounting, Comparisons of Financial and Management Accounting, Definition of key Terms, Cost Volume Profit Analysis (CVP analysis), Introduction to Product Costing Systems, Differences and Similarities between Job and Process Costing, Process Costing, Valuation of Finished Goods and WIP in Process Costing (concept of equivalent Units, weighted average method, FIFO/LIFO), Introduction to Inventory Costing Methods, Overheads/Fixed Costs Application and Income Determination, Variable/Marginal Costing and Full/Absorption Costing, Arguments in Support for Full/Absorption Costing and Marginal Costing, Throughput Costing, Activity Based Costing, Budgeting, Standard costing and Operating Performance and Variance Analysis.

### **ZSCDL 210 Military Transportation Operations**

Introduction to Military Transport Operations, Defence Transportation System, Government Transport Regulatory Agencies, Modes of Transport Available to the Military (air and surface), Mode of Transport, Capabilities and Limitations, Mode of Transport Selection Criteria and Operations, Principles of Road Movement and Movement Planning, Movement Orders, Movement Control, Movement Calculations, Tables and Graphs, Operational Moves, Road Movement and Dumping, Air Mode Operations, Planning and Execution Considerations, Concepts and Techniques of Multi-Modal Transportation, Intermodal Operations, Introduction to Terminal Operations (air and surface), Terminal Operations Planning, Transportation of Hazardous/Dangerous Substances.

### **ZSCDL 301 Industrial Attachment Continuous Assessment**

The report is developed by the student during the attachment period. The thrust of the report is to relate theory covered in the College to practice. The report follows a schematic layout covering issues such as company background, department attached,

challenges encountered, new issues learnt, any gaps between information covered at the College, review of related literature to issues covered, comparison of practical issues and reviewed literature, any gap and conclusions and recommendation to the company and the College.

### **ZSCDL 302 Industrial Attachment Report**

Approved industrial attachment of not less than 8 months and not more than 12 months is aimed at providing exposure to students in the 3<sup>rd</sup> year. The purpose of industrial attachment is to expose students to professional working life and give them adequate exposure to relate theory to real life situations in industry. The candidate is expected to rotate within all logistical departments in the organisation in order to be able to be exposed to all functions. The student must be appraised by the Head/Supervisor who is in charge who assigns him/her day to day duties in each department. A percentage score should be given to the student which will contribute 40% of the industrial attachment continuous assessment mark. During the attachment the student is expected to complete a logbook which will be utilised by the academic supervisor. The academic supervisor must assess the student at least twice and award a mark on the designated instruments on each visit and the average mark will contribute 60% of the industrial attachment continuous assessment mark.

### **ZSCDL 401 Defence Economics**

Economic Theories of Defence, Defence Expenditure System, Defence and Economic Development, Economics of Alliances, Economics of Conflicts, The Political Economy of Peacekeeping, Economics of Terrorism, Political Economics of Sanctions, Arms Trade and Arms Race, Arms Industries and Developing Countries and Peace Economies.

### **ZSCDL 402 Project and Quality Management in Defence**

Introduction to Project Management, Project Life Cycle, and Project Feasibility studies, Project Management Techniques, Time Value of Money, Measuring Project Worth, Project Management Knowledge Areas, Project Monitoring and Evaluation, Project Success or Failure, Quality Management Evolution, Contribution by Some of the Quality Gurus, Quality Management Systems, Quality Costs, Leadership, TQM Principles and Strategies for Customer Satisfaction, Employee Involvement, Process Approach, Business Process Reengineering, Continuous Process Improvement, Supplier Partnership Management for TQM, Six Sigma in TQM.

### **ZSCDL 403 Entrepreneurship**

Definition of Entrepreneurship, Nature and Importance of Entrepreneurship to Individuals, Corporates and in Nation Building, Analysis of how Political, Economic, Social, Technological, Legal, Environmental and Global (PELSTLEG) factors affect the Entrepreneur, Identification of Business Opportunities and generate business ideas, Design bankable plans, Characteristics of Successful Entrepreneurs, Challenges being faced by Entrepreneurs, Analyse the Nature of Business Environment and how it affects the Entrepreneur, identify ways to starting a business, appreciate different



supporters of entrepreneurship in Zimbabwe, understand the marketing and management in small to medium enterprises and identify options to go global.

#### **ZSCDL 404 Business Ethics and Corporate Governance**

An overview to Business Ethics, Ethical issues in Business to include pricing, product promotion, distribution ethics, environmental ethics & Industrial relations ethics, Applying morale philosophies to Business Ethics, Social Responsibilities, Introduction to Corporate Governance, Evolution of Corporate Governance, Sources of Corporate Governance, Approaches to Corporate Governance, Core concepts of Corporate Governance, Corporate Disclosure and the International Aspects of Corporate Governance, Corruption, whistle blowing and industrial espionage.

#### **ZSCDL 405 Defence Logistics in Humanitarian Operations**

Introduction to Humanitarian Logistics, Disaster Management Concepts; Types of disaster, natural and manmade, Principles of Disaster Management, Natural Disasters, Hazards, Risks and Vulnerabilities, Assessment of Disaster Vulnerability of a location and vulnerable groups. Preparedness and Mitigation measures for various Disasters, Preparation of Disaster Management Plans, Logistics Systems Design and Management, Issues in Environmental Health, Water & Sanitation, Earthquake Mitigation, Floods, Fire, and other natural calamities, Post Disaster Relief & Logistics Management, Emergency Support Functions and their coordination mechanism, Resource & Material Management, Management of Relief Camps, Information systems & decision making tools, Major Players in Disaster Management, Role of military and paramilitary forces during disaster, Managing Crowds, Rehabilitation Programmes.

#### **ZSCDL 406 Logistics in Peace Support Operations**

The Principal Organs of the United Nations, The United Nations Role in Maintaining Peace and Security, The United Nations Peacekeeping Structure, Principles of International Logistics, The Peacekeeping Logistics Organization, Mission Cycle, Rapid Deployment, Financial Logistics Support, Liquidation, Contingent Owned Equipment

#### **ZSCDL 407 Global Sourcing**

Working with Logistics Support Organisations, Global Payment Methods, International Procurement Strategies and Plans, the Global Sourcing Model, Landed Cost Model, Risk Management and Insurance, Global sourcing and purchasing through outsourcing and use of freight forwarder's network, Global Supply Chain Management, Impacts of Regulations Affecting Shipment and Global Sourcing Strategies and Plans, Strategies for Selecting Products, Countries and Potential Suppliers, Steps for Evaluating Prospective Suppliers and How to determine Quantities and Frequencies and the Look East Policy

### **ZSCDL 408 International Trade and Finance**

Theories in International Trade from both the Classical and Modern Theories of Free Trade, Trade Policy Issues, Protectionist Policies and Arguments for Protection, Foreign Exchange Markets and Policies, International Monetary System and Macroeconomic Policy Coordination, Trade and Development Nexus, Theory of Economic Integration and Regional Trading System and Multi-Lateral Trading Systems.

### **ZSCDL 409 Research Project in Defence Logistics**

Project in Logistics and Supply Chain Management to detail on: a case study based research project of 12 000 words and not more than 12 500 words on an approved topic is required at the end of semester 8. It starts in semester 7 with submission of approved project proposal by the student to the Division. Students are required to use theoretical framework gained throughout their studies and the research skills taught to establish the causes behind challenges in defence logistics and come up with practicable solutions to the problem.