SQA Advanced Unit Specification

General information for centres

Unit title: Supply Chain Organisations: Structures and Function

Unit code: HP5J 47

Superclass:	AE
Publication date:	August 2017
Source:	Scottish Qualifications Authority
Version:	01

Unit purpose

This Unit is about how organisations need to be structured and the way they have to function to remain efficient and effective in a changing environment.

It is primarily intended for learners who may be working or intend to work in a role within the supply chain. It would also be appropriate for those involved in the various functions associated with service, retail, public and manufacturing organisations, including inventory, stores, production, distribution, planning, demand management, purchasing and customer relations.

Outcomes

On completion of the Unit the learner should be able to:

1   Describe the characteristics of various organisations and identify the factors that have influenced organisational design.
2   Describe the communication systems and information technology used by organisations within the supply chain, emphasising the role of e-commerce.
3   Describe the process of organisational development.

Credit points and level

1 SQA Credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels.

Recommended entry to the Unit

Access to this Unit is at the discretion of the centre. However, learners are expected to have work experience relevant to the activities of the supply chain. It is not necessary that learners hold a team leader, supervisory or management position.

Learners are also expected to have competency in numeracy and communication skills to at least SCQF level 5. This may b*e evidenced by possession of the Core Skills Units in Numeracy and* Communication or similar qualifications or experience.

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes for this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Equality and inclusion

This Unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Unit specification: statement of standards

Unit title: Supply Chain Organisations: Structures and Function

Acceptable performance in this Unit will be the satisfactory achievement of the standards set out in this part of the Unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

Outcome 1

Describe the characteristics of various organisations and identify the factors that have influenced organisational design.

Knowledge and/or Skills

- Organisational structures
- Public and private sector organisations
- Classical, modern and post-modern organisational configurations
- Internal structuring and functioning
- Influence of internal and external forces on organisational design

Evidence Requirements

Learners will need evidence to demonstrate all aspects of their Knowledge and/or Skills in this Outcome by showing that they can:

- outline a specific organisational structure and explain how it has evolved over time
- describe the framework and characteristics of one public sector and one private sector organisation including an outline of their financial structure
- explain the differences between classical, modern and post-modern organisational configurations
- describe the main aspects of internal structuring and functioning
- identify and explain the **four** internal and **four** external forces that influence organisational design from:
  — **internal forces:** power; authority; mission; aims and objectives; existing design; historical considerations**;** existing technology**;** competences
  — **external forces:** new technology; business life cycle; economic; political; sociological; legal; environmental; competition

Outcome 2

Describe the communication systems and information technology used by organisations within the supply chain, emphasising the role of e-commerce.

Knowledge and/or Skills

- Communication channels and flows — internal and external
- Communication media and barriers to communication
- Technological influences on information communication systems
- Information Technology (IT) systems
- E-commerce and electronic trading
- Information flows

Evidence Requirements

Learners will need evidence to demonstrate all aspects of their Knowledge and/or Skills in this Outcome by showing that they can:

♦ explain how organisations utilise their internal communications systems and also external communication systems with external organisations
♦ describe the media used in the communication systems and the barriers to effective communications that are experienced
♦ describe the technological influences on information communication systems
♦ describe the role of information technology (IT) systems within the supply chain
♦ explain the advantages and disadvantages brought about by the use of e-commerce and electronic trading within the supply chain
♦ explain how organisations manage the information flows and deal with issues in relation to performance and planning issues

Outcome 3

Describe the process of organisational development.

Knowledge and/or Skills

♦ Factors affecting change
♦ Organisational development
♦ Models and tools of change management

Evidence Requirements

Learners will need evidence to demonstrate all aspects of their Knowledge and/or Skills in this Outcome by showing that they can:

♦ Describe **four** factors affecting change within an organisation from:
  — global competition
  — customer focus
  — technology
  — shareholder pressure
  — ethical considerations
  — social responsibility
  — environmental considerations
  — regulatory requirements
  — collaborative arrangements
  — speed and flexibility changes
  — quality and reliability issues
  — diversification
  — restructuring

♦ Describe the stages and process of organisational development making reference to **four** of the following:
  — chaos
  — stability
  — high performance
  — organisational assessment
  — goal setting

- — employee development
- — restructuring
- — change management

♦ Describe **four** tools and models for change management from:
- — SWOT analysis
- — force field analysis
- — stakeholder analysis
- — Burke-Litwin's Change Model
- — Lewin's Change Management Model
- — congruence model
- — The Change curve

The learner evidence presented requires a satisfactory response to all of the above Evidence Requirements for each Outcome.

Unit specification: support notes

Unit title: Supply Chain Organisations: Structures and Function

Unit Support Notes are offered as guidance and are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is likely to form part of an SQA Advanced Supply Chain Management Group Award. It is designed to enable learners to understand the definitions and concept of business organisation and processes within the supply chain. Learners will be able to identify the different types of business organisations — both public and private — and the factors which may affect their organisational design; the communication processes and IT infrastructure used to gain competitive advantage and customer satisfaction; and the factors affecting change, organisational development and tools and models used for organisational change.

It is recommended that the learner should have experience of working in a supply chain or associated function.

There may be opportunities for learners who successfully achieve this Unit to gain exemptions from a number of professional bodies. Learners should contact the relevant professional bodies to ascertain their current exemption policies.

Outcome 1 covers the factors that influence organisational design:

♦ Specific organisational structure
♦ Framework and characteristics — public and private sector
♦ Financial structure — public and private sector
♦ Classical, modern and post-modern organisational configurations
♦ Internal structuring and functioning
♦ Internal and external forces

Outcome 2 covers communication systems and the use of information technology:

♦ Internal and external communication systems
♦ Media used and barriers to effective communication
♦ Role of information technology in the supply chain
♦ Technological influences
♦ Advantages and disadvantages of e-commerce and electronic trading
♦ Managing information flows
♦ Issues in relation to performance and planning issues

Outcome 3 covers the process of organisational development, evaluates models for change and outlines factors that can affect change:

♦ Factors affecting change in an organisation
♦ Process of organisational development
♦ Tools and models for change

Guidance on approaches to delivery of this Unit

It is anticipated that this Unit may be delivered to a variety of learner groups and, wherever possible, teaching and research should be slanted towards their individual needs. The latest materials and examples from current and business practice should be used to highlight and illustrate the differences between organisations.

In addition to the classroom explanations and discussions that this Unit provides, learners should be encouraged to make use of relevant websites to gather information for themselves. Direction may be required on the location of useful information sources; however learners should be encouraged to use their initiative to discover the other various sources of information available.

Industrial visits, or preferably work placements, should be organised and guest speakers should be invited to speak to students, especially where the students do not have industrial experience.

Guidance on approaches to assessment of this Unit

Evidence can be generated using different types of instruments of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

To achieve this Unit the learners must produce satisfactory assessment evidence that shows they have achieved all of the Unit Outcomes. This Unit could be assessed by three separate reports based on the learner's experiences of working in a supply chain related environment. Reports can be supplemented with additional questions to ensure all aspects of the Evidence Requirements are met. The reports may be presented in any suitable format.

Where evidence is presented as written reports it is recommended that each report is approximately 1,000 words in length. Where appropriate, diagrams may be included.

However, it is recognised that not all learners will have the necessary industrial experience when embarking on the course and where this is the case learners may be assessed using reports or questions based on an appropriate case study for Outcomes 1 and 3.

Where a case study with associated questions is used for assessment, the case study should be issued 2–3 weeks before the assessment event to give learners the opportunity to research relevant points. At the assessment event a fresh copy of the case study along with the questions should be issued to learners. The assessment should be carried out under open-book supervised conditions. Where this type of assessment is used it is recommended that the assessment last no longer than one hour for each Outcome. In all cases, the assessment of Outcome 2 should remain as an open book report.

Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this Unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at www.sqa.org.uk/e-assessment.

Opportunities for developing Core and other essential skills

There are no Core Skills embedded in this Unit. However, there are opportunities for developing the Written Communication component of the Core Skill of *Communication* at SCQF level 5 and the Providing/Creating Information component of the Core Skill of *Information and Communication Technology (ICT)* at SCQF level 5 in this Unit.

Communication: **Written Communication at SCQF level 5**

All three Outcomes provide learners with the opportunity to develop their written communication skills.

Opportunities will occur where learners present written responses as part of their work throughout the Unit but especially in the assessment which may be a written project or responses to questions based on a specific case study. Learners will, therefore have to analyse information and organise the content of their report/responses into a logical and effective structure.

Information and Communication Technology: **Providing/Creating Information at SCQF level 5**

The main opportunity to develop the learners' knowledge and skills will be in Outcome 2 and perhaps Outcome 3 where the learners choose to describe how technology will affect change within an organisation.

In Outcome 2 learners are be expected to research information technology systems including e-commerce and electronic trading. They may also be able to develop their knowledge and skills in Outcome 3 if they choose to investigate technology by providing information on how the technology affects change within an organisation.

Administrative information

Version	Description of change	Date

FURTHER INFORMATION: Call SQA's Customer Contact Centre on 44 (0) 141 500 5030 or 0345 279 1000. Alternatively, complete our Centre Feedback Form.

General information for learners

Unit title: Supply Chain Organisations: Structures and Function

This Unit introduces you to basic concepts of business organisations and processes and is designed to enable you to gain knowledge and develop practical skills as they relate to the supply chain.

Outcome 1 looks at the characteristics of various organisations and identifies the factors that can influence organisational design. Organisations are in a continuous state of change as they seek to adapt to internal and external pressures to become more responsive to their customers and constituencies. This Outcome will examine organisations from both the public and private sectors. As a basis for comparison the Unit will look at the classical, modern and post-modern organisational configurations.

Outcome 2 allows you to see how communication systems work within and between organisations. In any organisation there are normally barriers to effective communication. These need to be recognised along with approaches to overcome these barriers. This will involve the development of information technology systems within the supply chain and also e-commerce and electronic trading. This Outcome also looks at the management of information flows and deals with issues of performance and planning.

Outcome 3 will allow you to investigate how organisations adapt to their environment through organisational development. You will examine the various factors that will affect change within an organisation and from there you will be able to describe the process of organisational development. To assist in this task you will examine some of the tools and models used to bring about change and you will be able to evaluate these models in relation to given situations in an organisation.

The assessment for this Unit will be based on the individual Outcomes. Where you have industrial experience in a supply chain environment you may be assessed by means of three separate reports which cover ALL the Evidence Requirements. Alternatively, for Outcomes 1 and 3, assessment can be achieved through the use of a relevant case study and associated questions.

Where you do not have the relevant industrial experience a report can be used based on an appropriate case study supplied by your centre.

If you achieve this Unit there may be opportunities for you to gain exemption from a number of professional bodies. It will be your responsibility to ascertain from the professional body what is included in their current exemption policies.