SQA Advanced Unit Specification

General information for centres

Unit title: Supply Chain: Business Strategy

Unit code: HP5X 48

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

Unit purpose

This Unit is designed to provide the learners with detailed knowledge of strategic procurement and strategic management. In addition, a comprehensive overview of strategic issues within supply chain management is featured.

It is primarily intended for learners who wish to aspire to a management position within procurement and who wish to develop strategic knowledge that will contribute towards both the successful strategic management of the organisational supply chain and overall business. It is also appropriate for all contemporary industrial sectors.

Outcomes

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

1   Evaluate the role of the purchasing department in the strategic development of the supply chain.
2   Identify and evaluate techniques that could be used to determine an organisation's strategic direction.
3   Evaluate the role of supply chain innovation and demonstrate how it could add value and gain competitive advantages.

Credit points and level

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

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, ranging from National 1 to Doctorates.

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 supply chain management. It is not necessary that learners hold a team leader, supervisory or management position, but it would be beneficial if they had an understanding of the nature of strategy and how it is developed within an organisation.

Learners are also expected to have competency in numeracy and communication skills to at least SCQF level 5. This may be 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.

The Assessment Support Pack (ASP) for this Unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable Instrument of Assessment. Centres wishing to develop their own assessments should refer to the ASP to ensure a comparable standard. A list of existing ASPs is available to download from SQA's website (http://www.sqa.org.uk/sqa/46233.2769.html).

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: Business Strategy

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

Evaluate the role of the purchasing department in the strategic development of the supply chain.

Knowledge and/or Skills

♦   Organisational routine practices and accepted standards
♦   The concept of strategic management
♦   Levels of strategy
♦   Management of strategy
♦   Theory of strategic purchasing and supply chain models
♦   The 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:

♦   describe organisational routine practices and accepted standards and compare these with strategic concepts
♦   explain the characteristics of strategic management that would be suitable for managing the supply chain
♦   describe the different levels of strategy that could exist in a typical organisation
♦   explain how strategic management would operate in different types of industry
♦   evaluate supply chain models related to strategic purchasing to include **three** of the following:
    — lean strategy
    — agile strategy
    — strategic alliances
    — environmental protection
    — value added
    — increased productivity
      (additional strategies, that are appropriate, will be acceptable)
♦   explain how internal and external forces can impact on organisational design

Outcome 2

Identify and evaluate techniques that could be used to determine an organisation's strategic direction.

Knowledge and/or Skills

♦ Methods of strategic analysis in modern organisations
♦ Options for organisational growth and development
♦ Major issues associated with strategic implementation
♦ The challenges related to the selection of strategy for an organisation
♦ Development of resource planning using data relating to internal and external factors

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 methods of strategic analysis in modern organisations
♦ evaluate the options available to organisations to assist them with growth and development
♦ identify and evaluate the major issues associated with the implementation of the strategy
♦ identify and explain the challenges facing the organisation in relation to the selection of strategies
♦ describe the development of resource planning using data from internal and external sources

Outcome 3

Evaluate the role of supply chain innovation and demonstrate how it could add value and gain competitive advantages.

Knowledge and/or Skills

♦ Supply chain and corporate strategies relationships
♦ The roles of value analysis and value engineering
♦ The evolution of purchasing within an organisation
♦ The effects of co-ordination
♦ The impact of environmental and ethical issues on supply chain innovation

Evidence Requirements

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

♦ evaluate the relationship between the supply chain and corporate strategies
♦ explain the roles of value analysis and value engineering within the supply chain
♦ evaluate the evolution of purchasing within the organisation and its effect within the supply chain
♦ describe the effects of co-ordination within the supply chain
♦ evaluate the impact of environmental and ethical issues on supply chain innovation

Unit specifications: support notes

Unit title: Supply Chain: Business Strategy

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 provide learners with detailed knowledge of strategic procurement and strategic management.

It is recommended that this Unit be delivered to learners who have experience of working in a supply chain or associated function.

Learners are expected to have work experience relevant to the activities of supply chain management. It is not necessary that learners hold a team leader, supervisory or management position, but it would be beneficial if they had an understanding of the nature of strategy and how it is developed within an organisation.

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

Outcome 1 covers the role of the purchasing department in the strategic development of the supply chain.

♦   Organisational routine practices and accepted standards
♦   Strategic management concept
♦   Levels of strategy
♦   Management of strategy
♦   Strategic purchasing strategy
♦   Influence of internal and external forces

Outcome 2 looks at the techniques that could be used to determine an organisation's strategic direction.

♦   Methods of strategic analysis
♦   Options for organisational growth and development
♦   Strategic implementation
♦   Challenges related to the selection of strategy
♦   Resource planning using data relating to internal and external factors

Outcome 3 focuses on the role of supply chain innovation and how it can add value to gain competitive advantage.

♦   Supply chain and corporate strategies
♦   Value analysis and value engineering
♦   Evolution of purchasing
♦   The effects of co-ordination
♦   Impact of environmental and ethical issues

Guidance on approaches to delivery of this Unit

This Unit may be delivered as one of the Units within the SQA Advanced Diploma Supply Chain Management Group Award.

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 other various sources of information available.

Industrial visits and input from guest speakers would be beneficial in the delivery of this Unit, especially where learners 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.

The assessment for this Unit may be integrated with learners submitting a report covering the Evidence Requirements for the three Outcomes. It is recommended that the report comprise of three sections — each section reflecting an individual Outcome. The report may be submitted in three stages so that learners may remediate before progressing to the next stage. This also enables assessors to monitor each learner's progress. It is suggested that each section of the report be approximately 1,000 words, and the report may include diagrams if appropriate.

Where possible the report should be based on the learner's own organisation, or one they have knowledge of. However, because of the nature of the topic being studied, it may be that not all organisations would be prepared to allow access to sensitive information to allow the learner to meet the assessment Evidence Requirements. Where this is not possible, the centre can supply suitable case study material — each Outcome may, therefore, be assessed separately by use of appropriate case study materials.

It would be good practice within the report to categorise the various strategic tools and determine which tools of strategic analysis are deployed against different types of organisational strategic development. The report could also include the management of innovation from new product development to contract completion. The management of environmental procurement in the supply chain should be fully explained.

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 Core Skills of *Communication* and *Problem Solving* at SCQF level 6, and the Accessing Information component of the Core Skill of *Information and Communication Technology* (ICT) at SCQF level 6 in this Unit.

Communication — **Written Communication at SCQF level 6**

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 where evidence may be presented as a written report. Learners will have to produce a well-structured report which evaluates a substantial body of information in-depth. The report will use a format, layout and word choice effective in meeting the purpose.

Communication — **Oral Communication at SCQF level 6**

Where the assessment of this Unit takes the form of a report, learners will have the opportunity to develop their oral communication skills. Learners may meet with individuals from their own organisation, along with other specialists, to gather information so will use vocabulary and a range of spoken languages structures in a consistent and effective manner.

Learners may present their findings as an oral presentation and must convey all essential information and ideas and respond to questions. Within an oral presentation it is possible that specialist vocabulary may be used.

Information and Communication Technology — **Accessing Information at SCQF level 6**

Learners may use ICT independently to carry out complex searches across a range of tasks.

As the information required is business-sensitive and organisations may not allow learners to access this information, learners may have to carry out complex searches and evaluate the reliability of the information.

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Problem Solving **— Critical Thinking at SCQF level 6**

All three Outcomes provide learners with the opportunity to develop their problem solving skills.

Where a combined assessment is used learners may have to investigate an organisation unfamiliar to them and analyse their procedures. They will have to identify factors involved and assess the relevance of these and thereafter evaluate the situation.

Where a case study is used learners may have to analyse variables which may be complex and will have to evaluate the situation prior to responding to the questions.

Problem Solving **— Planning and Organising at SCQF level 6**

Learners will have to identify and obtain resources, from a wide range of familiar and unfamiliar sources — particularly when dealing with an unfamiliar organisation — to carry out the assessment tasks.

Problem Solving **— Reviewing and Evaluating at SCQF level 6**

Learners will have to review and evaluate their findings, and in Outcome 2 these may be used to determine an organisation's strategic direction, and in Outcome 3 findings could add value and help an organisation gain competitive advantage. Learners will have to identify and gather appropriate evidence to support their report.

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: Business Strategy

This section will help you decide whether this is the Unit for you by explaining what the Unit is about, what you should know or be able to do before you start, what you will need to do during the Unit and opportunities for further learning and employment.

You will cover a number of aspects of strategy and strategic procurement in this Unit. It gives a comprehensive overview of strategic issues within supply chain management.

There are three Outcomes in this Unit.

In Outcome 1 you will look at the role of the purchasing department in the strategic development of the supply chain.

In Outcome 2 you will study and evaluate the techniques which could be used to determine an organisation's strategic direction.

Outcome 3 covers the role of supply chain innovation and how it could add value to gain competitive advantage.

There may be an opportunity to integrate the assessments for this Unit to cover all three Outcomes. The assessments may take the form of reports. Where possible the reports should be based on your own organisation, or one you have knowledge of, but where this is not possible the centre can supply suitable case study material.

However, because of the nature of the topic being studied, it may be that not all organisations would be prepared to allow access to sensitive information to allow you to meet the assessment Evidence Requirements.

Each Outcome may, therefore, be assessed separately by use of appropriate case study materials.

To achieve this Unit, learners must produce satisfactory assessment evidence that shows that they have achieved all of the Unit Outcomes.

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.