

SUPPLY CHAIN EXECUTIVE

SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS

List of Practical Skill Module Specifications

- 132401-004-00-00 PM-01, Conduct a business/organisational analysis, NQF Level 6 Credits 11
- 132401-004-00-00 PM-01, Formulate supply chain strategy, NQF Level 7, Credits 11
- 132401-004-00-00 PM-01, Develop a risk management strategy, NQF Level 7, Credits 8
- 132401-004-00-00 PM-01, Develop a policy framework for required supply chain policies, NQF Level 7, Credits 8
- 132401-004-00-00 PM-01, Review and evaluate internal policies for supply chain operations, NQF Level 7, Credits 7
- 132401-004-00-00 PM-01, Develop a monitoring and evaluation process to track performance against strategy, NQF Level 6, Credits 7
- 132401-004-00-00 PM-01, Develop monitoring and evaluation process to track policy non-compliance, NQF Level 7, Credits 8

Total Credits 60

Module Title PM-01	Conduct a business/organisational analysis	NQF Level: 6	Credits: 11	LCT: 13.75
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to align supply chain objectives to the business or organisational plan.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 13.75 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> • Conduct a business plan analysis • Conduct supply chain discovery • Analyse supply chain competitive landscape • Collect supply chain data • Conduct supply chain segmentation • Conduct supply chain organisational analysis • Define supply chain network requirements • Define supply chain scorecard requirements 			

Practical Skill PM-01-PS01	Conduct a business/organisational plan analysis		
Scope	Given case studies containing examples of organisational goals and business plans, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Identify performance objectives	Performance objectives of the supply chain function are derived from the analysis of the business plan	Business plan analysis techniques	
Analyse income statement		Interpretation of financial information	
Analyse balance sheet			
Identify performance gaps			

Determine role of supply chain in the business plan		
---	--	--

Practical Skill PM-01-PS02	Conduct supply chain discovery	
Scope	Given case studies containing examples of organisational goals , the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Analyse supply chain business processes	Optimisation opportunities in supply chain are identified	Supply chain analysis techniques
Identify supply chain performance gaps		
Identify optimisation opportunities		

Practical Skill PM-01-PS03	Analyse supply chain competitive landscape	
Scope	Given case studies containing examples of competitive landscapes, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Identify unique characteristics of the given industry segment	Competitive landscape is mapped using relevant techniques and data	Supply chain competitive landscape analysis techniques
Identify key competitors		
Identify the basis of competition		
Position company in the competitive landscape		
Identify potential sources of industry disruption		

Practical Skill PM-01-PS-04	Collect supply chain data	
Scope	Given case studies containing examples of organisational goals and sets of supply chain data, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Confirm data collection requirements	Validated and contextualised data available and stored for analysis selecting appropriate technology and tools	Data analysis techniques
Identify data sources		
Confirm technology and tools for data analysis and storage		
Collect data		
Validate and contextualise data		

Practical Skill PM-01-PS05	Conduct supply chain segmentation	
Scope	Given case studies containing examples of organisational goals , the learner must be able to;	

Practical Activities	Assessment Criteria	Applied Knowledge
Conduct demand analysis	Market segmentation completed using appropriate criteria	Supply chain segmentation techniques
Identify criteria for segmentation		
Create different market / service segments		
Confirm and prioritise target markets		
Align supply chain activities to market/ service segments		

Practical Skill PM-02-PS06	Conduct supply chain organisational analysis	
Scope	Given case studies containing examples of organisational goals and structure the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Map organisational structure to organisational goals	Alignment recommendation for is justified	Organisational analysis techniques
Identify potential areas of miss alignment		
Formulate recommendations to address miss alignment		
Justify recommendation		

Practical Skill PM-01-PS07	Define supply chain network requirements	
Scope	Given case studies containing examples of organisational goals, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Identify service requirements	Recommendation and motivation based on comprehensive network analysis	Supply chain networks
Map existing supply chain network		
Confirm cost and service performance of existing network		
Identify possible constraints		
Identify alternative options		
Recommend and motivate way forward		

Practical Skill PM-01-PS08	Define supply chain scorecard requirements	
Scope	Given case studies containing examples of organisational goals and indicators, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Confirm supply chain	Performance indicators are	Score card requirements

performance indicators	structured into a supply chain scorecard across 4 different levels	
Categorise performance indicators into different levels		
Align performance indicators across the levels		

1.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have case studies containing examples of organisational goals, business plans, indicators and structures, competitive landscapes, sets of supply chain data

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

1.4 Exemptions

- None

Module Title PM-02	Formulate the supply chain strategy	NQF Level: 7	Credits: 11	LCT: 13.75
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to set priorities and performance targets.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 13.75 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> • Determine supply chain priorities • Identify performance targets <p>Evaluate and align demand sensing, distribution, inventory optimisation, production and supply operational plans</p>			

Practical Skill PM-03-PS01	Determine supply chain priorities	
Scope	Given case studies containing examples of organisational goals and market segmentation, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Identify supply chain performance requirements	Priorities identified based on performance requirements and gaps	Strategy development processes and sequencing
Identify performance gaps		
Set supply chain priorities		

Practical Skill PM-02-PS02	Identify performance targets for the supply chain		
Scope	Given case studies containing examples of performance gap analysis and supply chain priorities, the learner must be able to;		
Practical Activities		Assessment Criteria	Applied Knowledge
Translate performance gaps into performance targets for demand management and set timelines		Performance targets and timelines for functional areas is coherent with overall supply chain priorities	Strategy development processes and sequencing
Translate performance gaps into performance targets for product development and set timelines			
Translate performance gaps into performance targets for strategic network design and set timelines			
Translate performance gaps into performance targets for supply management and set timelines			

Practical Skill PM-02-PS03	Evaluate and align demand sensing, distribution, inventory optimisation, production and supply operational plans		
Scope	Given case studies containing examples of performance targets and timelines, the learner must be able to;		
Practical Activities		Assessment Criteria	Applied Knowledge
Evaluate and align demand sensing operational plan and budget in terms of priorities and performance targets		Demand sensing operational plan and budget is aligned to supply chain performance objectives	Strategy development alignment processes and sequencing
Evaluate and align distribution operational plan and budget in terms of priorities and performance targets		Distribution operational plan and budget is aligned to supply chain performance objectives	
Evaluate and align inventory optimisation operational plan and budget in terms of priorities and performance targets		Inventory optimisation operational plan and budget is aligned to supply chain performance objectives	
Evaluate and align production operational plan and budget in terms of priorities and performance targets		Production operational plan and budget is aligned to supply chain performance objectives	
Evaluate and align supply operational plan and budget in terms of priorities and performance targets		Supply operational plan and budget is aligned to supply chain performance objectives	

2.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have case studies containing examples of organisational goals, market segmentation, performance gap analysis, supply chain priorities, performance targets and timelines.

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

2.4 Exemptions

- None

Module Title PM-03	Develop a risk management strategy	NQF Level: 7	Credits: 8	LCT: 10
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to identify and evaluate risks and develop mitigation strategies for an integrated supply chain strategy.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 10 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> • Identify risks • Analyse risks • Develop risk mitigation processes and procedures 			

Practical Skill PM-03-PS01	Identify risks		
Scope	Given case studies containing examples of organisational goals, priorities and objectives the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Compile a risk register	Risk register reflects all risks as contained in the case study	Risk identification techniques	
Complete a risk audit on the register	Audit report is complete and complies with required format		

Practical Skill PM-03-PS02	Analyse risks		
Scope	Given case studies containing examples of organisational goals, priorities, objectives and a risk register, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Evaluate possible impact of identified risks	Identified risks are prioritised applying appropriate risk analysis techniques	Risk evaluation techniques	
Evaluate the likelihood of the risk		Criteria for prioritising risks	
Prioritise risks			

Practical Skill PM-03-PS03	Develop risk mitigation and monitoring processes and procedures		
Scope	Given case studies case studies containing examples of organisational goals, priorities, objectives and a risk register, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Review processes and procedures to mitigate risks	Processes and procedures adhere to best practices for the mitigation and monitoring of risks	Risk mitigation techniques Risk mitigation best practices Risk monitoring techniques	
Develop new processes and procedures to mitigate risks			
Develop a risk monitoring process			

3.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have

- case studies containing examples of organisational goals, priorities, objectives and a risk register
-

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

3.4 Exemptions

- None

Module Title PM-04	Develop a policy framework for required supply chain policies	NQF Level: 7	Credits: 8	LCT: 10
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to interpret strategies and operational plans and identify areas where policies are needed.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 10 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> Identify internal policies required to direct the implementation of the supply chain operations Identify external policies impacting on the supply chain operations 			

Practical Skill PM-04-PS01	Identify internal policies required to direct the implementation of the supply chain operations		
Scope	Given case studies containing strategic and operational plans, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Identify drivers for policy requirement in the demand sensing operational plans	Comprehensive list of policies required for supply chain implementation	Techniques for identifying policy requirements	
Identify drivers for policy requirement in the distribution operational plans			
Identify drivers for policy requirement in the inventory optimisation operational plans			
Identify drivers for policy requirement in the production operational plans			
Identify drivers for policy requirement in the supply operational plans			

Practical Skill PM-04-PS02	Identify external policies impacting on the supply chain operations		
Scope	Given case studies containing strategic and operational plans, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Identify policies impacting on the demand sensing operational plans	Comprehensive list of policies impacting on supply chain implementation	Techniques for identifying policy requirements	
Identify policies impacting on the distribution operational plans			
Identify policies impacting			

on the inventory optimisation operational plans		
Identify policies impacting on the production operational plans		
Identify policies impacting on the supply operational plans		
Identify policies impacting on the demand management plan	Comprehensive list of policies required for demand management	

4.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have

- case studies containing strategic and operational plans

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

4.4 Exemptions

- None

Module Title PM-05	Review and evaluate internal policies for supply chain operations	NQF Level: 7	Credits: 7	LCT: 8.75
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to review and evaluate supply chain implementation policies</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 8.75 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> • Identify constraints for policy implementation and measurement • Identify gaps in existing policies and realign 			

Practical Skill PM-05-PS01	Identify constraints for policy implementation and measurement		
Scope	Given examples of supply chain policies, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	

Evaluate policy content and determine the enforceability	Constraints for policy implementation and measurement are identified and aligned	Criteria to evaluate policies
Evaluate policy content and determine if compliance can be measured		Attributes of measurable policies
Rephrase or align		

Practical Skill PM-05-PS02	Identify gaps in existing policies and realign		
Scope	Given examples of supply chain policies , the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Identify gaps and inconsistencies	Gaps and inconsistencies in given policies are identified and rectified	Criteria to evaluate policies	
Reformulate		Attributes of measurable policies	

5.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have

- examples of supply chain policies

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

5.4 Exemptions

- None
-

Module Title PM-06	Develop a monitoring and evaluation process to track performance against strategy	NQF Level: 6	Credits: 7	LCT: 8.75
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to develop a monitoring process to track performance against strategy by developing time lines for reporting intervals, criteria for the evaluation of performance and evaluation process to track performance</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 8.75 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> • Calculate performance variances across supply chain • Develop a process to implement corrective action 			

Practical Skill PM-06-PS01	Calculate performance variances across supply chain	
Scope	Given examples of supply chain strategies, policies and operational plans, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Develop a set of performance indicators that will measure and monitor the implementation of the supply chain strategy	Performance indicators and criteria are realistic and fair and measure compliance with objectives	Monitoring and evaluation processes Monitoring and evaluation techniques
Develop criteria for measurement		
Develop timelines and intervals for reporting		

Practical Skill PM-06-PS02	Develop a process to implement corrective action	
Scope	Given examples of supply chain strategies, policies and operational plans, the learner must be able to;	
Practical Activities	Assessment Criteria	Applied Knowledge
Identify procedures to be taken when achievement of strategic objectives are at risk	Procedures identified to be taken when achievement of strategic objectives are at risk are comprehensive	Monitoring and evaluation processes Monitoring and evaluation techniques
Identify corrective actions		
Develop timelines and intervals for reporting		

6.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have

- examples of supply chain strategies, policies and operational plans

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

6.4 Exemptions

- None
-

Module Title PM-07	Develop monitoring and evaluation process to track policy non-compliance	NQF Level: 7	Credits: 8	LCT: 10
Purpose	<p>The focus of the learning in this module is on providing the learner an opportunity to develop an evaluation process to evaluate compliance with policies.</p> <p>The learning contract time, which is the time that reflects the required duration of enrolment for this module, is at least 10 days.</p> <p>The learner will be required to:</p>			
Practical Skills	<ul style="list-style-type: none"> • Develop a measurement system to measure policy non-compliance • Develop a process to implement corrective action 			

Practical Skill PM-07-PS01	Develop a measurement system to measure policy non-compliance		
Scope	Given examples of supply chain policies and operational plans, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Develop criteria to measure policy non-compliance	Measurement system to measure policy non-compliance is comprehensive	Processes for measuring policy compliance	
Evaluate impact of non-compliance			

Practical Skill PM-07-PS02	Develop a process to implement corrective action		
Scope	Given examples of supply chain policies and operational plans, the learner must be able to;		
Practical Activities	Assessment Criteria	Applied Knowledge	
Measure adherence to policies	Corrective actions identified for policy non-coherence	Processes for measuring policy compliance	
Identify corrective actions			

7.3 Provider Programme Accreditation Criteria

Physical Requirements:

The provider must have

- examples of supply chain policies and operational plans

Human Resource Requirements:

- Facilitator should have at least a Level 7 qualification or proven experience of at least 3 years related to supply chain management
- Facilitator/learner ratio 1 to 25

Legal Requirements:

- None

7.4 Exemptions

- None
-

