



Enterprising Organisations

Unit Type: Mandatory

Level: 4

Credits: 15

GLH: 75

Assessment Method: Examination

This unit develops an understanding of the principles of business and the different legal formations by which an organisation can operate. As an organisation grows and evolves the need for different structures will take effect and you will be introduced to the common organisation structures, whilst developing an appreciation for contemporary structures as both external influences impact upon an organisation requiring a more efficient and effective approach to delivering products or services. You will be developing skills in evaluation of both quantitative and qualitative data to make judgements about the types of structures suitable for different organisations and the sectors in which they operate.

You will be introduced to the way organisations are managed at both and operational and strategic level. This will include a review of both the internal and



external requirements for corporate governance, performance standards, standard operating procedures and ethical practice.

You will learn about organisational infrastructure and its role in enhancing organisational performance. This will include an examination of physical and human resources and their role in delivering organisational performance.

You will also develop problem solving skills through the use of case study activities which will enable you to apply the basic theories and concepts covered in the unit within a given organisational context.

As you progress through the unit you will be developing qualities and transferable skills necessary for employment, such as the ability to utilise relevant management tools such as SWOT, analysis etc.



What You'll Learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Explain the various legal formations and status of private, public and not for profit organisations. (Weighting 25%)	1.1 Identify the different types of organisational legal formations 1.2 Analyse the main reasons for operating a particular legal formation
2. Identify traditional and contemporary organisational structures. (Weighting 25%)	2.1 Discuss the main types of traditional organisational structures 2.2 Analyse the external and internal factors that result in changing organisational structures 2.3 Construct simple organisational charts to explain the relationships between business functions



<p>3. Explain methods by which organisations are managed strategically and operationally. (Weighting 25%)</p>	<p>3.1 Explain the concept of operational management</p> <p>3.2 Summarise the differences between strategic and operational management</p> <p>3.3 Explain the concept of strategic management and its interaction with operational management</p>
<p>4. Assess the role of organisational behaviour, infrastructure and its impact upon organisational performance. (Weighting 25%)</p>	<p>4.1 Identify the components of effective organisational infrastructure</p> <p>4.2 Identify factors affecting organisational infrastructure and its impact upon organisational performance.</p> <p>4.3 Explain the concept of organisational performance</p> <p>4.4 Outline the role of organisational infrastructure in ensuring high performance within a range of organisations.</p>



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit include:

Element of Learning

Key Capabilities Developed

Element 1 - The Basic Principles of Business	Ability to understand the legal requirements of setting up a business
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Business acumen, analysis

Element 2 – Introduction to Organisational Structures	Ability to draw the most appropriate organisational structure for your business and to demonstrate the links between different organisational factors
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Analysis, communication, constructing organisational charts, cross-functional working

Element 3 – The Differences between Strategic and	Demonstrable understanding of the difference between operational and strategic management
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Strategic and	Ability to utilise relevant managerial tools such as SWOT,
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Operational	gap analysis
Management	<i>Analysis, knowledge of trends, globalisation</i>

Element 4 – The role of organisational infrastructure Ability to identify the factors that are key to organisational performance within a range of organisations and consider these in the light of their chosen careers

Business acumen, analytical thinking, measurement techniques, business performance

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

You should consider their own local market regulations, legal, socio-economic factors when approaching assessment criteria 1.2 in particular.

You should take into account the following when preparing for the assessment:

- Undertake the case study exercises in the study materials in order to practice analysis and application of the theories and concepts within a given organisational context



- Undertake the practice questions within the study materials and use the review/feedback to improve upon their exam technique



Indicative Content

1. Explain the various legal formations and status of private, public and not for profit organisations (Weighting 25%)

1.1 Identify the different types of organisational legal formations.

- Different types of legal formations, specifically sole trader, partnership, private limited, public limited, co-operatives, franchises, social enterprise, not for profit, public sector, non-governmental organisation (NGOs)
- Difference between private and public sector in terms of ownership and objectives

1.2 Analyse the main reasons for operating a particular legal formation.

- Different factors involved in operating legal format including stakeholder expectations, political, economic, and market constraints such as international and national regulatory restrictions.

2. Identify traditional and contemporary organisational structures (Weighting 25%)



2.1 Discuss the main types of traditional organisational structures.

- Traditional organisational structures e.g. hierarchy, functional, divisional and matrix explain associated terms such as span of control
- The benefits and disadvantages of the different types of organisational structures
- The concepts of Lean and Agile Organisations and the effect upon organisational resources including technology and human resource

2.2 Analyse the external and internal factors that result in changing organisational structures.

- External factors such as political, economic, social, technological, legal, environmental, competitive pressures and internal factors such as organisational size, human resource skills, industry that result in changing organisational structures
- Contemporary organisational structures such as hybrid, flatarchy, and holacratic structures

2.3 Construct simple organisational charts to explain the relationships between business functions.

- Interrelationships between different functions such as marketing, Production, HR, Finance, Operations/Production, hierarchies and spans of control



- Organograms as a means of understanding organisational dynamics such as culture, leadership and human patterns of behaviour

3. Explain methods by which organisations are managed strategically and operationally (Weighting 25%)

3.1 Explain the concept of operational management.

- The role of operational management in delivering efficiency and effectiveness and its relationship with senior management
- The evolution of operational management – scientific management, human relations school, to lean manufacturing
- Trends in operational management including: value chain, supply chain, logistics, procurement, outsourcing and quality systems such as ISO, EFQM



3.2 Summarise the differences between strategic and operational management.

- Strategic management and operational management definitions
- Key differences between the roles of strategic and operational management

3.3 Explain the concept of strategic management and its interaction with operational management.

- The role of strategic management in corporate governance
- The role of strategic management in ensuring effective operational management
- Understand organisational culture and its impact on organisational behaviour
- International drivers such as globalisation

4. Assess the role of organisational behaviour, infrastructure and its impact upon organisational performance (Weighting 20%)

4.1 Identify the components of effective organisational infrastructure.

- Concept of organisational infrastructure



- Range of human and physical resources that make up organisational infrastructure

4.2 Identify factors affecting organisational infrastructure and its impact upon organisational performance.

- Factors such as organisational competence, workforce skills, location, service to market and the impact upon organisational performance.
- Concepts such as marginal gains and performance management cycle

4.3 Explain the concept of organisational performance.

- Organisational performance as a concept within a range of organisational types e.g. public sector and the concept of value, private sector and the concept of profitability
- Measurement techniques: such as balanced scorecard, quantitative versus qualitative measures or hard and soft targets

4.4 Outline the role of organisational infrastructure in ensuring high performance within a range of organisations. Indicative content may include:

- Ways in which organisations use organisational infrastructure to create high performance including roles, responsibilities, authority, policies and procedures



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