Higher National Unit specification

General information for centres

Unit title: Managing Self and Resources

Unit code: F3XP 33

Unit purpose: This Unit is designed to enable candidates to develop capabilities in managing themselves and the other resources for which they may have responsibility as a manager. It also enables candidates to develop the ability to review and reflect on managerial work.

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

1   Agree outcomes for a specified management task.
2   Manage resources to carry out a specified management task.
3   Review contribution to the management task.

Credit points and level: 1 HN credit at SCQF level 6: (8 SCQF credit points at SCQF level 6*)

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 Access 1 to Doctorates.

Recommended prior knowledge and skills: This would be at the discretion of the centre. However, it would be beneficial if candidates have some experience of taking management responsibility within a team or be in a situation where they expect to undertake such responsibility.

Core Skills: There are opportunities to develop the Core Skill components of *Problem Solving* Planning and Organising and *Problem Solving* Critical Thinking at SCQF level 5 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: This Unit is one of two inter-related Units which make up the (G972 46) PDA Management at SCQF level 6. It can be delivered in conjunction with F3XR 33 *Working in a Team* as part of this Group Award. It may, however, if desired, be delivered on a stand-alone basis.

Assessment: Assessment should be based on a practical management task relevant to the candidate's situation. Candidates can present evidence of their work on this task, including a short report, in a portfolio.

Higher National Unit specification: statement of standards

Unit title: Managing Self and Resources

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Please refer to Evidence Requirements for the Unit after the Outcomes.

Outcome 1

Agree outcomes for a specified management task

Knowledge and/or Skills

- ♦ Task Objectives
- ♦ Personal Objectives
- ♦ Standards

Outcome 2

Manage resources to carry out a specified management task

Knowledge and/or Skills

- ♦ Allocation of resources
- ♦ Health and safety
- ♦ Roles and responsibilities of those involved
- ♦ Contingencies

Outcome 3

Review contribution to a specified management task

Knowledge and/or Skills

- ♦ Achievement of objectives
- ♦ Change in knowledge, understanding and skills of management

Higher National Unit specification: statement of standards (cont)

Unit title: Managing Self and Resources

Evidence Requirements for the Unit

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that, in relation to a specified management task, they can:

♦ agree suitable task and personal objectives and appropriate standards with those who have overall responsibility and accountability for the completion of the task
♦ allocate requisite resources effectively and efficiently to ensure that the task is successfully completed
♦ take account of the roles and responsibilities of others and relevant health and safety requirements to ensure that the task is successfully completed
♦ take account of any contingencies to ensure that the task is successfully completed
♦ review their own contribution to the task in terms of achievement of task and personal objectives and the development of their own knowledge, understanding and skills of management

Assessment Guidelines

Assessment should be based on a specified management task relevant to the candidate. It can be part of a project undertaken by the candidate or one that arises from a situation which the candidate would encounter as part of his/her normal activity. It is not necessary for the candidate to be in a work role where s/he has some formal management responsibility. However, for the purposes of this particular task the candidate must take responsibility. The task may, therefore, be one which the candidate has been given such as a project or an investigation. It may, however, be one which the candidate undertakes as part of his/her normal activity.

The evidence could be presented as a report by the candidate (in written or audio format) supplemented by items of performance evidence such as the objectives of the task, quality standards applicable to the task, statement of personal objectives, and a review of learning. If desired, this could be submitted in a portfolio format.

Administrative Information

Unit code: F3XP 33

Unit title: Managing Self and Resources

Superclass category: AF

Original date of publication: August 2008

Version: 02

History of changes:

Version	Description of change	Date
02	Group Award code added	14/08/19

Source: SQA

Higher National Unit specification: support notes

Unit title: Managing Self and Resources

This part of the Unit specification is offered as guidance. The support notes 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 intended for people who are gaining their first experience of working in a role with some management responsibility. The management component of the job may well be combined with operational or specialist work. The Unit is also suitable for who aspire to take up such roles and for those returning to employment after a period of absence.

The Unit is one of the two Units in the (G972 46) PDA Management award at SCQF level 6. It is closely related to the other Unit, F3XR 33 *Working in a Team*, and the two can be delivered in tandem as part of an overall management training and development package. If desired, however, the Unit may be delivered on a stand-alone basis.

The Unit is a practical Unit and aims to develop capabilities which will enable candidates to carry out a management task and to reflect on the contribution that they made to it. It covers the key management capabilities of setting objectives and standards for a task and managing the resources needed to make sure that the task is carried out.

The Unit is designed for candidates who are at an early stage of their managerial careers, including those who may have been out of managerial posts for a time, or who have yet to take their first steps in management. In both cases, candidates may have substantial other experience. The Unit, therefore, also provides an opportunity for candidates to review their personal objectives and their knowledge, understanding and skills in the light of their experience in the management task.

Outcome 1 deals with setting objectives and agreeing targets for a management task. Candidates are to consider both their own personal objectives and the specific objectives of the management task. The notion of SMART objectives and the importance of getting results are key points here. Candidates are also to consider standards for the task — such as quality standards, accepted tolerance levels, company policy etc. These may overlap with objectives. Candidates may find it useful to consider principles of planning.

Outcome 2 is about the allocation of resources (human, physical and financial) so planning may help candidates think about how best to do this. Candidates may find it helpful to be aware of things like scheduling and sequencing and the need to be aware of possible contingencies and how to deal with them. They should be aware of the impact of their use of resources can have on others, who may or may not be directly connected to the task. This Outcome deals with the roles and responsibilities of those involved and candidates should be aware of making sure that resources are allocated in a manner which is consistent with these roles and responsibilities. They should also be aware of the need to make sure others fully understand what is expected of them. This Outcome also covers the need to make sure that health and safety requirements are fully taken into account when carrying out a management task. In this way, this Outcome links closely to the standards in Outcome 1.

Higher National Unit specification: support notes (cont)

Unit title: Managing Self and Resources

Outcome 3 requires the candidate to review her/his contribution. This means that candidates must be aware of how to set personal objectives and the importance of doing so. In addition, they need to undertake an audit of their own knowledge, understanding and skills in terms of their current and future role as a manager. Candidates may find it helpful to base their review on a recognised framework, such as gap analysis or Kolb's Learning Cycle.

Overall, the Unit provides opportunities for candidates to develop appropriate knowledge and understanding. However, in a Unit of this type the emphasis should be on the way candidates can make use of management thought in their role, or expected role, as managers.

Guidance on the delivery and assessment of this Unit

This is a practical Unit and delivery methods should reflect this. The Unit is flexible and can be tailored to the particular situation and needs of specific employers and candidates. It would be possible therefore for candidates to achieve this Unit as part of a workplace training and development programme structured to meet the requirements of a particular employer. The programme could be built directly around the team or teams within which the candidate works.

The Unit can also be delivered in a centre environment. It may be particularly suited to candidates who aspire to a management role or where candidates come from a number of different employers.

In both cases, practical exercises (eg in setting objectives, developing a plan) are likely to be an important part of delivery. Whatever the delivery environment there may well be opportunities for candidates to make use of any work experience they have. Candidates may, for example, be able to use management tasks which they are currently undertaking or have completed previously. Candidates not currently working in a management role may be able, for example, to make reference to their experiences of being managed and use this as a basis for considering how they might act when they undertake a management role.

Assessment for the Unit can be closely integrated with the delivery. Ideally, it should be based on a management task which arises naturally from the candidate's current situation. In many cases, this will be one which is part of the candidates work activity. However, this does not have to be the case. Candidates may choose tasks related to other activities such as involvement with a voluntary organisation, charity, church or a sports or social club. These may be particularly suitable for candidates who are not currently in management positions. There are other possibilities: a candidate who is at work but not yet in a management role could be given a particular task which s/he is required to complete. While it is important to ensure that this task is one which the candidate can complete successfully, it is also vital to ensure that the task carries some significance eg to investigate new equipment or new ways of working.

One possible method of delivering and assessing the Unit is to provide candidates with some formal, but practically-oriented, instruction on the management of a specific task and a personal review of the lessons to be learnt from it. Candidates can then put this into practice in relation to a specific management task with which they are involved or which they have been set.

Higher National Unit specification: support notes (cont)

Unit title: Managing Self and Resources

This illustrates one way in which the assessment and delivery of this Unit can be combined with *Working in a Team*, the other of the two Units comprising the (G972 46) PDA Management at SCQF level 6. It is possible to devise a management task (the underlying requirement of *Managing Self and Resources*) which involves working in a team. Candidates could, for example, be given a project which involves working with others in a team capacity but which also constitutes a management task which they could organise and which they could review. Candidates could, for example, be tasked to investigate an issue affecting the workplace (eg a new method of working) and be asked to work with others in doing this.

While candidates are working on the task, centres may wish to ensure that regular contact is maintained between tutors and candidates. This can help to ensure that candidates remain on track and are able to produce all the evidence required. Tutors and candidates could meet regularly, for example, to discuss progress. It is possible that records of these meetings could provide evidence which a candidate could use for assessment purposes.

Candidates would be expected to produce a short report on the activity to show how they have met the Evidence Requirements. This could be given orally if desired and retained in a suitable audio format. There is considerable scope to supplement the report with performance evidence of what the candidate has actually done. This could be a statement of personal objectives, a statement of the objectives of the task, a list of roles and responsibilities, a plan for the task and so on. The evidence can be gathered together in a portfolio format. The report could act as an introduction and explanation of the performance evidence.

Opportunities for developing Core Skills

This Unit provides opportunities for candidates to work towards the Core Skill components of *Problem Solving* Planning and Organising and *Problem Solving* Critical Thinking at SCQF level 5. The following gives some examples of the opportunities for developing these Core Skill components within this Unit.

Problem Solving Planning and Organising (SCQF level 5):

Candidates will be required to develop a plan for a management task in a context where the variables may be unfamiliar. They will be expected to determine how the task will be carried out and to identify and manage the resources required for the task.

Problem Solving Reviewing and Evaluating (SCQF level 5):

Candidates will be required to review their personal contribution to a management task and, on the basis of evidence from the task, draw conclusions about their own future knowledge and skills requirements and their own personal objectives.

Higher National Unit specification: support notes (cont)

Unit title: Managing Self and Resources

Open Learning

This Unit could be delivered on an Open Learning basis. It is, however, primarily a practical Unit and any Open Learning arrangements should be firmly grounded in the candidate's own particular situation. Appropriate arrangements would need to be made for assessment and quality assurance. For information on these, please refer to the SQA document *Assessment and Quality Assurance of Open and Distance Learning*, which is available at the SQA's website: **www.sqa.org.uk.**

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* **(www.sqa.org.uk**).

General information for candidates

Unit title: Managing Self and Resources

This Unit will enable you to develop capabilities in carrying out the types of tasks that you will encounter as a manager. In particular, it concentrates on setting outcomes for a task and managing the resources needed to complete the task. It also enables you to review and reflect on your experience of carrying out a management task. In this way the Unit covers both managing resources and managing yourself. Managing yourself is an essential aspect of being a competent manager — it is hard to manage other things if you cannot manage your own situation.

It will be of value to you if you have already begun to work in a managerial role or if you expect to take up a management role in the near future. Also, you do not have to hold a position of formal management responsibility to undertake this Unit. It has been designed to suit both those who are in a management post and those who aspire to one. It is a practical Unit and concentrates on what you have to do as a manager.

In order to successfully complete the Unit, you may have to produce a report which explains how you have undertaken and reviewed a management task. This report can be supplemented with evidence from the task you have completed. For example, this could include the objectives of the task, your own personal objectives or the roles and responsibilities of those involved in the task.