



## Higher National Unit Specification

### General information for centres

**Unit title:** Volunteering Management: Leadership and Management in Volunteering

**Unit code:** F41S 35

**Unit purpose:** This Unit is designed to develop the candidate's knowledge and skills required to operate efficiently as a manager working within volunteering. The Unit develops the skills of managers of volunteers so that they can foster commitment to professional value, good practice and ongoing professional development in the management of volunteering. Candidates will be required to link theory to practice and to apply their knowledge in a work-place situation through a specific project. The Unit provides opportunities to apply knowledge of leadership and motivation theories skills in order to analyse situations in a real volunteering situation, and to reflect on their own practice. This Unit forms part of the PDA Volunteering Management.

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

- 1 Explain the principles of management and leadership in relation to the management of volunteering.
- 2 Explain a range of leadership approaches within the context of the volunteering setting.
- 3 Analyse leadership and management styles appropriate to a particular setting for the management of volunteering and reflect on own practice.

**Credit points and level:** 1 HN 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 Access 1 to Doctorates.*

**Recommended prior knowledge and skills:** Entry to this Unit is at the discretion of the centre. There are no formal entry requirements for this Unit but good communication skills, both oral and written, are necessary and it would be helpful to have good interpersonal skills. Current experience as a manager in a volunteering setting would be advantageous. It would also be helpful to have some experience or knowledge of research methodologies.

**Core Skills:** There may be opportunities to gather evidence towards Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

## General information for centres (cont)

**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.

This Unit is one of three HN Units in the PDA Volunteering Management. Where it is delivered as part of this award, it could be the third Unit for delivery. It should be taught and assessed within the context of volunteering. The Unit should be delivered in a way that it relates to the specific setting where volunteering is managed. It is, however, a free-standing Unit and may be taken as such for purposes of Continuing Professional Development. It could also be used by individuals or groups who wish to evaluate or improve their practice.

**Assessment:** This Unit is assessed by two assessments. Outcome 1 could be assessed by a series of questions to meet the Evidence Requirements. Alternatively questions based on case studies could be set. Outcomes 2 and 3 could be assessed jointly by a report of 2,000–2,500 words which would show an understanding of the theories related to the leadership and management of volunteering and an ability to apply this knowledge in practical situations. It should include a reflective report relating to the candidate's own situation and remit.

## **Higher National Unit specification: statement of standards**

**Unit Title:** Volunteering Management: Leadership and Management in Volunteering

**Unit code:** F41S 35

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

Please refer to *Knowledge and/or skills for the Unit* and *Evidence Requirements for the Unit* after the Outcomes.

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.

### **Outcome 1**

Explain the principles of management and leadership in relation to the management of volunteering

#### **Knowledge and/or Skills**

- ◆ The differences between management and leadership
- ◆ Principles of management
- ◆ Organisational objectives
- ◆ Strategic planning and direction
- ◆ Managing volunteers and associated tasks

#### **Evidence Requirements**

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain the differences between leadership and management
- ◆ describe models of management
- ◆ explain the key principles of management
- ◆ explain the purpose of setting goals and planning

#### **Assessment Guidelines**

Outcome1 could be assessed by a series of questions which tests the candidate's knowledge of the principles and models of management and leadership and the differences between them.

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Volunteering Management: Leadership and Management in Volunteering

### **Outcome 2**

Explain a range of leadership approaches within the context of the volunteering setting

#### **Knowledge and/or Skills**

- ◆ Leadership approaches
- ◆ Teambuilding
- ◆ Choice of leadership approach
- ◆ Motivation and empowerment
- ◆ Appropriate methods to manage change
- ◆ Development, learning and training
- ◆ Conflict resolution

#### **Evidence Requirements**

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ four leadership approaches
- ◆ how to motivate and empower volunteers
- ◆ the difficulties and challenges facing leaders

#### **Assessment Guidelines**

Outcome 2 could be assessed jointly with Outcome 3. Where possible, the assessment should relate to the candidate's own workplace. It should take the form of a 2,000 word report on a work-related issue which the candidate has faced/is currently facing and how they resolved it.

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Volunteering Management: Leadership and Management in Volunteering

### **Outcome 3**

Analyse leadership and management styles appropriate to a particular setting for the management of volunteering and reflect on own practice

#### **Knowledge and/or skills**

- ◆ Accountability
- ◆ Management of resources
- ◆ Leadership skills and approaches
- ◆ Relationships with Stakeholders
- ◆ Decision making
- ◆ Measures of managerial effectiveness
- ◆ Self management

#### **Evidence Requirements**

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ analyse management skills relevant to their own role
- ◆ analyse leadership skills relevant to their own role
- ◆ explain the management of resources
- ◆ make appropriate decisions
- ◆ evaluate managerial effectiveness

#### **Assessment Guidelines**

This Outcome could be assessed jointly with Outcome 2 by a report of 2,000–2,500 words. In the report candidates should link management theories to organisational needs. Candidates should provide a justification for their decisions and approaches for improvement to practice, and should include a short self evaluation of the candidate's contribution or potential contribution and planned approach.

## Administrative Information

**Unit code:** F41S 35

**Unit title:** Volunteering Management: Leadership and Management in Volunteering

**Superclass category:** AF

**Original date of publication:** August 2008

**Version:** 01

### History of changes:

Version	Description of change	Date

**Source:** SQA

© Scottish Qualifications Authority 2008

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Customer Contact Centre for further details, telephone 0845 279 1000.

## **Higher National Unit specification: support notes**

### **Unit title: Volunteering Management: Leadership and Management in Volunteering**

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 a mandatory Unit in the PDA Volunteering Management. The Unit highlights the importance of the study and understanding of leadership and management. Within the changing culture of volunteering managers must be able to lead, plan, motivate and control people and resources. By studying and evaluating different approaches to management and leadership, candidates should be able to reflect on their own practice. It is envisaged that all theory will be examined and discussed within the context of managing volunteering.

The Unit focuses on the relationship and differences between management and leadership. Discussion of relevant research encourages an analytical approach to practice through the application of theory to the candidate's own situation. Candidates will look at the difference between management and leadership and will be encouraged to draw on appropriate evaluation approaches in order to make suitable judgements relating to professional practice.

There are some unique challenges associated with the management of volunteers. The Unit examines the way in which the management of volunteering is changing and the need to be accountable to a range of stakeholders, eg, Trustees, Directors, Funding Bodies, Partners and other stakeholders.

Candidates should ideally be actively involved in the management of volunteering to enable them to undertake the analysis and evaluation of the current situation facing volunteering.

Throughout the Unit the emphasis should be on the practical relevance of the theories and their application in the management of volunteering.

### **Outcome 1**

Candidates are required to explain the differences between management and leadership. Leadership concentrates on inspiring and motivating people while management concentrates on all resources. Candidates should consider their own situation and the resources which they are responsible for. The key principles are: planning, organising, leading, controlling. This can be developed by looking at the management processes of planning, organising, leading and controlling.

Management theories can be examined and their relevance to the management of volunteering discussed. This could include an analysis of Classical Systems, Human Relations, and Contingency approaches. Discussion of the work of Handy, McGregor, Taylor, Fayol, Adair, Hersey-Blanchard.

## **Higher National Unit specification: support notes (cont)**

### **Unit title: Volunteering Management: Leadership and Management in Volunteering**

#### **Outcome 2**

Leadership is about directing, inspiring and motivating people. In order for candidates to gain insight into and to improve their own practice it is necessary to gain some understanding of the main theories. Examination should be made of theories based on motivations for volunteering, traits; behaviour; style etc. Candidates should be encouraged to identify their own leadership style and the way in which it affects the behaviour of others. Discussion should refer to the motivation of those involved in volunteering and the likely success of different leadership styles.

Consideration should be given to research carried out eg Michigan studies, Tannenbaum and Schmidt, Fiedler, Sptizer, Belbin. This should be linked to the role of the manager in ensuring that the organisations goals are achieved.

#### **Outcome 3**

The changing climate of volunteering, which has seen governments promoting volunteering and community action in many areas of social policy and organisations coming under increasing pressure to be efficient and accountable, has generated demand for more rigorous performance measurement.

There are a variety of issues which the manager of volunteering has to be aware of — the external environment; stakeholders (eg, Directors/Trustees/Committees); funding etc. The candidate should assess the impact of these issues on their own organisation and analyse their own response to them. There can be many challenges which the manager will face. These include groupthink, conflict, partnership working, resource allocation, sustainability, future developments and external pressures. Candidates should highlight any difficulties relevant to their own organisation and look for solutions.

### **Guidance on the delivery and assessment of this Unit**

Where this Unit is delivered as part of the Group Award, it would normally be delivered as the third of the three Units in the PDA: Volunteering Management, as it builds on the knowledge and skills developed in the other two Units and allows for opportunities to apply these skills. It is envisaged that it will be delivered by a combination of tutor-led discussion, reading of management and leadership texts and the provision of examples and case studies. Case studies should cover various aspects of volunteering management.

Candidates should be encouraged to relate theory and practice with particular emphasis should be placed on the development of professional practice. They should be encouraged to discuss theories and their relevance to their own situation and to reflect upon their experience and practice. Group discussion with peers and within relevant networks should be encouraged so that they may learn from each other.

In the delivery, candidates should be encouraged to develop their own skills and knowledge rather than view this as a passive experience. Candidates should analyse their own practice and should evaluate this and identify any opportunities to improve their practice.



## **Higher National Unit specification: support notes (cont)**

### **Unit title: Volunteering Management: Leadership and Management in Volunteering**

Summative assessment focuses on the application of the theories to the candidate's own role.

The Unit is assessed by two instruments of assessment: Outcome 1 could be assessed by a series of questions which should test the candidate's knowledge of the principles of leadership and management and the differences between them. Outcomes 2 and 3 could be assessed jointly by a report of 2,000–2,500 words. This report should link management theories to organisational needs, analyse management and leadership skills and contain a short reflective report/self evaluation on own contribution within the organisation.

The content should be based as far as possible on real workplace situations that relate to the particular situation of the candidate. Where this is not possible, case studies and/or scenarios should be used.

### **Open learning**

If the Unit is delivered by blended learning methods, additional resources will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA guide: *Assessment and Quality Assurance for Open and Distance Learning*.

#### ***Opportunities for developing Core Skills***

There is no automatic certification of Core Skills within this Unit. However, there are clear opportunities to develop aspects of the Core Skill in *Communication*, particularly written, and *Problem Solving*, particularly evaluating and analysing.

### **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](http://www.sqa.org.uk)).

## **General information for candidates**

### **Unit Title: Volunteering Management: Leadership and Management in Volunteering**

This Unit is designed to enhance and develop your knowledge and skills to enable you to operate efficiently as a manager within volunteering to foster commitment to professional values, good practice and ongoing professional development in the management of volunteering. You will have the opportunity to link theory to practice and to apply that knowledge in a work-place situation through a specific project. The Unit provides opportunities to apply knowledge of leadership and motivation theories skills in order to analyse situations in a real volunteering situation and give you the opportunity to reflect on own practice. This Unit forms part of the PDA Volunteering Management.

On completion of the Unit you should be able to:

- 1 Explain the principles of management and leadership in relation to the management of volunteering.
- 2 Explain a range of leadership approaches within the context of the volunteering setting.
- 3 Analyse leadership and management styles appropriate to a particular setting for the management of volunteering and reflect on own practice.

#### **Assessment**

There will be two assessments. Outcome 1 could be assessed by a series of questions. Outcomes 2 and 3 could be assessed jointly by a report of 2,000–2,500 words which would show an understanding of the theories related to the leadership and management of volunteering and an ability to apply this knowledge in practical situations. It should include a reflective report relating to the candidate's own situation and remit. The content could be based as far as possible on real workplace situations that relate to the particular situation of your workplace. Where this is not possible, case studies and/or scenarios may be used.