

SQA Advanced Unit specification: general information

Unit title: Managing Marketing Resources

Unit code: HR31 48

Superclass: BA

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Unit purpose

This Unit is designed to provide candidates with an understanding of the knowledge and skills required to manage and develop the marketing function and resources. It gives candidates an insight into the key factors that impact on decisions relating to managing marketing, as well as the techniques available for motivating and appraising the performance of marketing teams.

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

- 1 Evaluate the impact of the organisation on the management of the marketing function.
- 2 Explain the methods used to manage and motivate a marketing team.
- 3 Evaluate the operational finances of the marketing department.

Recommended prior knowledge and skills

Access to this Unit is at the discretion of the centre, but candidates would be expected to have completed introductory Units in marketing and promotion or equivalent prior to undertaking this Unit.

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.*

Core Skills

There are opportunities to develop the Core Skills of *Numeracy* at SCQF level 6, *Problem Solving* at SCQF level 6 and *Communication* at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

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.

Assessment

This Unit could be assessed by using a case study and structured questions relating to each Outcome, or using suitable live investigation materials. It could be competed under open book conditions. It can either be assessed on an Outcome by Outcome basis or as one holistic assessment.

SQA Advanced Unit specification: statement of standards

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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.

Outcome 1

Evaluate the impact of the organisation on the management of the marketing function.

Knowledge and/or Skills

- ◆ Organisational structures
- ◆ Leadership styles
- ◆ Organisational cultures
- ◆ Relationships with other functional areas
- ◆ Management of external agencies
- ◆ Internal marketing

Evidence Requirements

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

- ◆ organisational structure, culture and leadership style
- ◆ relationships with other functional areas and external agencies
- ◆ use of internal marketing to support organisational decisions

Assessment Guidelines

This Outcome can be assessed individually or can be assessed holistically with the other two Outcomes. Candidates could be provided with a case study or stimulus materials and structured questions relating to the knowledge and skills for this Outcome, which could be completed under open book conditions.

Outcome 2

Explain the methods used to manage and motivate a marketing team.

Knowledge and/or Skills

- ◆ Recruitment and selection process
- ◆ Training and development

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- ◆ Motivation techniques
- ◆ Assessment of performance

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that, in the context of a marketing team, they can explain:

- ◆ the recruitment and selection process
- ◆ two types of training that could be undertaken by each of these members of a marketing team:
 - a marketing assistant
 - a marketing manager
- ◆ motivational techniques
- ◆ how a marketing team's performance can be assessed

Assessment Guidelines

This Outcome can be assessed individually or can be assessed holistically with the other two Outcomes. Candidates could be provided with a case study or stimulus materials and structured questions relating to the knowledge and skills for this Outcome, which could be completed under open book conditions.

Outcome 3

Evaluate the operational finances of the marketing department.

Knowledge and/or Skills

- ◆ Budget setting techniques
- ◆ Ratio analysis
- ◆ Variance analysis
- ◆ Cost benefit analysis

Evidence Requirements

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

- ◆ evaluate the budget setting technique selected and discuss alternative techniques that could be adopted.
- ◆ evaluate the performance of the marketing department using:
 - budget variances
 - ratio analysis
- ◆ undertake a cost benefit analysis to assess the viability of a marketing project

Assessment Guidelines

This Outcome can be assessed individually or can be assessed holistically with the other two Outcomes. Candidates will be provided with a case study or stimulus materials and structured questions relating to the knowledge and skills for this Outcome, which could be completed under open book conditions.

SQA Advanced Unit specification: support notes

Unit title: Managing Marketing 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 provides an opportunity to acquire knowledge and skills on the management of the marketing function within an organisation. The Unit gives candidates an insight into decisions connected with the marketing management process, (eg the development of human and financial resources of an organisation) and the factors that impact upon these decisions (eg organisational structure, culture and leadership).

This Unit forms part of SQA Advanced awards. Candidates who wish to progress to a university degree or enhance their employment prospects in marketing management could also undertake this Unit.

Candidates should be aware of the different organisational structures that can be adopted by organisations: such as functional, geographic, team-based, product/market structures and the impact of centralisation and decentralisation. They should understand the functions of the other areas within a business, such as finance, production and administration and the relationships that marketing has with these functional areas. Candidates also need an awareness of the range of external agencies that the marketing department works with when functions/projects and campaigns are outsourced and be able to evaluate the impact on the organisation of this decision: for example the impact of outsourcing all or part of promotion to advertising and media agencies. Finally candidates should understand the role of internal marketing in informing and motivating the organisation. They should be aware of the purpose, structure and implementation of an internal marketing plan and the impact marketing planning has on an organisation.

It is anticipated that Outcome 2 will be delivered through the exploration of the theoretical underpinning of team structures and roles and motivation (for example, Belbin, Maslow, McClelland) helping to ensure productive team formation and management - and linking this to case examples of recruitment and selection policies and procedures. Candidates should also be aware of the different types of training that can be undertaken by members of the marketing team and be aware of the different types of training associated with each team role. Finally candidates should know how team performance can be monitored and evaluated, for example by the use of appraisal schemes. Again this learning should be related to current case examples.

In Outcome 3 candidates should have an understanding of the role of the marketing manager in the management of the finances of the marketing department, the role of budgeting and the different approaches to budgeting that are available. They should understand cost benefit analysis and its role in establishing priorities for the marketing team, and understand the role of variance and ratio analysis in the effective management of marketing costs.

Guidance on the delivery and assessment of this Unit

In Outcome 1 candidates are expected to display a knowledge and understanding of the organisational factors that influence the management and resources of the marketing function, enabling them to evaluate the influence of factors such as the structure, culture and leadership style.

It is anticipated that this Unit may be delivered to a variety of candidate groups and, wherever possible, teaching 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 different types and sizes of organisation.

In Outcome 2 candidates need to be able to explain how the human resource element of the marketing department is managed. During the delivery of this outcome, candidates should be encouraged to investigate how teams are recruited, selected, trained, motivated and managed in both theory and practice.

In Outcome 3 candidates are expected to learn how to monitor and evaluate the operational finances of the marketing department. They will require theoretical input and practice on budget setting techniques, cost benefit analysis and variance and ratio analysis and be able to apply these techniques to either live case or case study materials.

While all three Outcomes may be assessed individually, it may be possible to integrate some aspects of assessment. In addition to the classroom explanations and discussions that this Unit provides, candidates should be encouraged to make use of the relevant academic and organisational websites to gather information themselves. Direction may be required on the location of useful information sources; however candidates should be encouraged to use their initiative to discover the other various sources of information available.

Opportunities for the use of 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 e-checklists. Centres which wish to use e-assessment must ensure that the national standard is applied to all candidate evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. Further advice is available in *SQA Guidelines on Online Assessment for Further Education (AA1641, March 2003)*.

Opportunities for developing Core Skills

There are no Core Skills embedded in this Unit. However, the following table gives some examples of the opportunities for developing Core Skills within this Unit.

Core Skill	SCQF level	Opportunities for development
Communication	Level 6	All Outcomes can contribute to the reading and writing aspects of this Core Skill.
Written communication (reading)	Level 6	Candidates are expected to read and understand complex written information and to apply theoretical marketing management concepts to a case study or stimulus material.

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Written communication (writing)	Level 6	There are opportunities to develop written communications as candidates may provide written evidence for all three Outcomes, which should be well-structured and clear responses addressing the Evidence Requirements.
Problem Solving	Level 6	There is the opportunity to develop problem solving Skills. All Outcomes can contribute to critical thinking. In Outcome 1 and 3 the candidate will use problem solving skills to analyse and evaluate key challenges involved in marketing and resource management.
Numeracy	Level 6	Candidates will need to apply numerical skills and analysis in Outcome 3 through the calculation of cost/ benefit, ratio and variance analysis.

Open learning

If this Unit is delivered by open or flexible learning, centres may wish to develop holistic assessment instruments and case materials that allow the candidates to be assessed in their own time.

For open or flexible learning additional resources and materials will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA's website: www.sqa.org.uk

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.

History of changes to Unit

Version	Description of change	Date

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SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of SQA Advanced Qualifications.

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 candidates

Unit title: Managing Marketing Resources

This Unit is designed to provide you with an understanding of the knowledge and skills required to manage and develop the marketing functions and resources of an organisation. You will gain an insight into the organisational factors that impact on the management of marketing, staff recruitment, selection training and management and how operational finances are monitored and evaluated.

You will cover organisational factors which impact on the management process, eg organisational structures, culture and leadership styles; how organisations manage their workforce; and how they monitor operational finances of the marketing department.

It will help your understanding of this Unit and its contents if you have a good knowledge of business functions in a range of different organisations, as well as an awareness of marketing and promotion.

On achieving this Unit, you should be able to:

- ◆ evaluate the impact of the organisation on the management of the marketing function
- ◆ explain how a marketing team is managed and motivated
- ◆ evaluate the operational finances of the marketing department

Assessment for this Unit can take a variety of forms eg production of responses under open book conditions and you may be assessed Outcome by Outcome or holistically but your tutor will advise you accordingly.