

Higher National Unit Specification

General information for centres

Unit title: Shipboard Management

Unit code: F0LB 35

Unit purpose: This Unit introduces candidates to the various aspects of the management of shipboard operations, personnel and resources.

It will look at the management role of the ship's senior officers with regard to statutory requirements regarding Safety at Work, control of budgets, employment law and management of ship's resources. It is primarily aimed at candidates who intend to seek sea-going employment as a Merchant Navy Deck Officer. However it may also be studied by someone with an interest in the subject area.

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

- 1 Analyse personnel management theory as it applies to the role of a senior officer.
- 2 Apply management theory and methods of budgetary control in a shipboard context.
- 3 Interpret and apply employment law, quality assurance legislation and safety management systems to shipboard operations.

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: Access to this Unit is at the discretion of the centre. However candidates would benefit most from this Unit if they have successfully completed an Officer of the Watch or the HNC Nautical Science or HN Unit F0LJ 34 *Marine Law and Management: An Introduction*.

Core Skills: There are opportunities to develop the following Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

There may be opportunities to gather evidence towards the following Core Skills in this Unit;

Communication: Oral at SCQF level 6

Communication: Reading at SCQF level 6

Communication: Written at SCQF level 6

General information for centres (cont)

Problem Solving: Critical Thinking at SCQF level 6

Problem Solving: Planning and Organising at SCQF level 6

Problem Solving: Reviewing and Evaluating at SCQF level 6

Working with Others at SCQF level 6

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: It is recommended that Outcomes 1, 2 and 3 be combined for assessment purposes and assessed by means of an open-book assignment/case study.

Higher National Unit specification: statement of standards

Unit title: Shipboard Management

Unit code: F0LB 35

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

Analyse personnel management theory as it applies to the role of a senior officer

Knowledge and/or skills

- ◆ Personnel management theory
- ◆ Guidance and counselling
- ◆ Shipboard discipline
- ◆ Staff appraisal

Evidence Requirements

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

- 1 Analyse the role of the senior officer in terms of management theory from a sample of two of the following:
 - (a) Decision making processes.
 - (b) Use of performance indicators and targets to monitor effectiveness.
 - (c) Teamwork and team building.
- 2 Discuss the role of the senior officer in giving guidance and counselling to other members of the crew and officers.
- 3 Analyse the role of the senior officer in implementing and maintaining effective disciplinary procedures on board ship.
- 4 Analyse methods of staff appraisal and their implementation in a shipboard environment.

Where sampling is used a different sample must be used on each assessment occasion.

Assessment guidelines

Outcome 1 may be assessed by means of an open-book assessment/assignment, taking the form of a case study. Outcomes 1, 2 and 3 may be combined for assessment purposes.

Higher National Unit specification: statement of standards (cont)

Unit title: Shipboard Management

Outcome 2

Apply management theory and methods of budgetary control in a shipboard context

Knowledge and/or skills

- ◆ Management theory
- ◆ Budgetary control theory

Evidence Requirements

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

- 1 Interpret and apply management theory to a sample of three of the following:
 - (a) Efficient effective organisation of routine shipboard operations to ensure compliance with current legislation.
 - (b) Implementation and monitoring of training programmes for all shipboard personnel.
 - (c) Implementation of systems for effectively maintaining personnel records.
 - (d) Effective organisation and recording of meetings.

- 2 Interpret and apply budgetary theory to a sample of three of the following:
 - (a) Construction of realistic budgets and setting of targets for operations.
 - (b) Analysis of fixed and variable cost items and expenditure profiles.
 - (c) Analysis of variances within the budget.
 - (d) Basic financial analysis and budgetary reports.

Where sampling is used a different sample should be used on each assessment occasion.

Assessment guidelines

Outcome 2 may be assessed by means of an open-book assessment/assignment, taking the form of a case study. Outcomes 1, 2 and 3 may be combined for assessment purposes.

Higher National Unit specification: statement of standards (cont)

Unit title: Shipboard Management

Outcome 3

Interpret and apply employment law, quality assurance legislation and safety management systems to shipboard operations

Knowledge and/or skills

- ◆ Merchant shipping legislation regarding employment law
- ◆ Management of safety
- ◆ Quality assurance
- ◆ Codes and guidance
- ◆ Safety culture and safety management systems

Evidence Requirements

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

- 1 Interpret and apply current legislation regarding employment of seafarers as found in Merchant Shipping Acts for a sample of two of the following:
 - (a) Safe manning regulations.
 - (b) Hours of work regulations.
 - (c) Merchant Navy Code of Conduct.
 - (d) Seafarers' Wages.
 - (e) Seafarers' Welfare.
- 2 Interpret and apply current guidance regarding Safety Management and Quality Assurance legislation for a sample of two of the following:
 - (a) International Safety Management (ISM) Code.
 - (b) Management of errors including human and system errors.
 - (c) Application of British and International standard frameworks.
- 3 Analyse and implement the requirements of Safety Management Systems for a sample of two of the following:
 - (a) Creation of a safety culture on board ship.
 - (b) Risk assessment procedures.
 - (c) Auditing procedures including documentation and record keeping.
 - (d) Investigation of accidents on board ship.
 - (e) Role of the ship's Safety Committee and Safety Officials.

Where sampling is used a different sample should be used on each assessment occasion.

Assessment guidelines

Outcome 3 may be assessed by means of an open-book assessment/assignment, taking the form of a case study. Outcomes 1, 2 and 3 may be combined for assessment purposes.

Administrative Information

Unit code: F0LB 35
Unit title: Shipboard Management
Superclass category: AB
Original date of publication: August 2006
Version: 01

History of Changes:

Version	Description of change	Date

Source: SQA

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Higher National Unit specification: support notes

Unit title: Shipboard Management

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

The content of this Unit forms part of the underpinning knowledge for the Level 3 SVQ *Marine Vessel Operations* and reflects the content of the International Maritime Organisation's *Standards of Training Certification and Watchkeeping (STCW)*.

Guidance on the delivery and assessment of this Unit

This Unit is designed to introduce candidates to the main concepts of the management of personnel, operations and safety on board ship.

This Unit forms part of the underpinning knowledge requirements for a Certificate of Competence in the Merchant Navy as Chief Mate Unlimited (STCW '95 II/2), and reflects the content of the International Maritime Organisations' (STCW '95) requirements for that role.

Candidates will be introduced to the various theories relating to the management of personnel and operations as applicable under current UK and International legislation.

Outcome 1

This Outcome introduces the theory of personnel management as it relates to the shipboard environment and in a more general sense. It will explain the role of the senior officer in relation to decision making and appraisal of performance and target setting.

The senior officer's interaction with other crew members will be explored and the importance of support, guidance and counselling examined.

The management of shipboard discipline and the current legislation regarding this will be developed by means of case studies.

Outcome 2

This Outcome deals with the role of the senior officer in the training and organisation of the crew to ensure that the vessel operates at maximum efficiency. It also considers the duties of the ship's officer in setting and ensuring that operations are carried out within prescribed budgetary controls.

The use of budgetary analysis and the causes of variances from the planned budget will be discussed. The compilation of financial records and reports will be examined and basic financial analysis will be discussed.

Higher National Unit specification: support notes (cont)

Unit title: Shipboard Management

Outcome 3

This Outcome examines the interpretation and application of current UK and International law regarding the employment of seafarers.

In particular the law regarding the Safe Manning of vessels and Hours of Work legislation will be examined and the implications of these on the safe management of shipboard operations considered.

It also deals with the implementation of the International Safety Management code and its impact on the management of safety on board the ship.

The need to develop a safety culture and implement risk assessment procedures will be explained and the roles and responsibilities of the vessel's Safety Committee and Safety Officials discussed.

The need for audits and procedures for investigating and reporting accidents will be considered and the related documentation and records discussed.

Opportunities for developing Core Skills

There are opportunities to develop the Core Skill of Communication in all three disciplines at SCQF level 6.

Communication: Oral can be developed within the context of group work and role play where candidates will be encouraged to express opinions and present rational arguments for and against a position.

Communication: Reading will be developed by candidates having to comprehend complex legislation regarding management of shipboard operations and safety procedures.

Communication: Written can be developed within the assessment regime as candidates will have to produce a well written assignment in which they clearly present information.

Problem Solving: Critical Thinking can be developed by having candidates analyse conflict situations that may arise in the workplace and then evaluate the necessary approaches required to resolve the situation.

Problem Solving: Planning and Organising can be developed by allowing candidates to plan and organise their own time and research requirements for completing the assignment.

Problem Solving: Reviewing and Evaluating may be developed when candidates consider safety management systems on board ships. This requires seafarers to evaluate the effectiveness of the system when accidents or dangerous incidents occur and they will then review existing procedures and amend them accordingly.

Working with Others can be developed during group work and role playing.

Higher National Unit specification: support notes (cont)

Unit title: Shipboard Management

Open learning

This Unit is not suited to delivery by distance learning because it requires candidates to be observed and questioned by a qualified practitioner to meet Statutory/professional body requirements

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. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on SQA's website: www.sqa.org.uk.

General information for candidates

Unit title: Shipboard Management

This Unit is designed to introduce you to the theory and principles of typical management scenarios found on board ships.

You will learn about the management of personnel and the different styles of management that you may come across. The role of the Senior officer as a manager will be discussed in detail, with particular emphasis on the disciplinary, guidance and counselling aspects of his role.

The role of the senior officer in ensuring that the crew are involved in the organisation of training of fellow crew to ensure that the vessel operates at maximum efficiency will be examined and the current legislation discussed.

You will also consider the duties of the ship's officer in planning and ensuring operations are carried out in a cost effective manner, with the best utilisation of personnel and resources.

The use of budgetary analysis and the causes of variances from the planned budget will be discussed. The compilation of financial records and reports will be examined and basic financial analysis will be discussed.

Current legislation on the employment of seafarers and their rights will be covered in depth with particular regard to National UK laws and also those enforced by the International Labour Organisation (ILO). The implication of Hours of Work legislation on the operation of the vessel will be analysed and the criteria for the issue of a Safe Manning Certificate explained.

The requirements of the International Safety Management (ISM) Code and the impact on the ship's routing operations considered.

You will also be asked to discuss the concept of a safety culture on board ship and have to plan how to implement this on board a vessel.

Outcomes 1–3 may be combined for assessment purposes. The assessment event will take place under open-book conditions using a case study.