

# Welcome to Management



The concept of the 'manager' has evolved over the years; today's manager is no longer the 'hero' or the person solely responsible for all decisions and actions. The concept of 'team work' introduces the requirement for a variety of skills from a good manager to 'get things done through other people'. For most of us the opportunities for wider management development is restricted by the nature of our work. If we spend most of our working life behind the same desk, our vision of management is likely to be limited and rather outdated. The Scottish Vocational Qualifications in management paves a way to learn from experience.

The national standards were developed originally by MCI – the Management Charter Initiative – and conforms today to the requirements of SQA, the Scottish Qualifications Authority.

The qualifications are based on the Management National Standards which draw together the key functions of managing activities, people, resources, information, energy and quality. There are a number of Awarding Bodies which offer the awards – For this award your Awarding Body will be SQA. SVQs are awarded to individuals on the basis of competence demonstrated in the workplace, consequently, the process of learning, development and assessment take place concurrently.

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## Personal Details

*Please take a few moments to complete your personal details before continuing*

**Candidate Name:**

**Organisation Name:**

**Organisation Address:**

**Line-Manager Name:**

**Primary Assessor Name:**

**Assessor Contact Details:**

**Start Date:**

**Completion Date:**

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## ■ *Introduction*

Welcome to the Management SVQ Level 4 workbook. This book aims to provide you with the knowledge required by each unit of competence and help you to gather supporting evidence from your work arena. When you register for your SVQ, you will be allocated an assessor who will explain to you how to deal with completing each unit competently. The units are set out in a manner which will help you to match your development against specific aspects of your work. Please bear in mind that management is not divided into neat little compartments; so whilst you attempt to demonstrate competence in any one unit, keep your mind open to other aspects of management competence you are demonstrating at the same time.

For example, when you are gathering evidence for:

- **C5 Develop Productive Working Relationships**, you could undoubtedly use a lot of the evidence by cross referencing against,
- **C10 Develop Teams and Individuals** as well as
- **C2 Develop Your Own Resources**

In building your portfolio, the same piece of evidence could help to demonstrate your competence in several units or elements. Therefore, try to approach this award with a holistic view, explore what it is that you do every day at work, look at the reasons why you do what you do and ask if that is the best way to do what you are doing.

### **Concentrate on quality not quantity**

The Level 4 award requires you to complete all **six** mandatory units and **three** out of the optional units making a total of **nine** units. Whilst deciding which optional units to do think carefully about your job role and see which ones are the easiest for you to gather evidence for; work closely with your assessor on this. The workbook helps you to learn new concepts and theories and provides you with information. Reading through the notes in the workbook will enable you to acquire knowledge and confirm and demonstrate best practice. The practical exercises are meant to be opportunities for you to demonstrate your grasp of management theory and apply it to work practices.

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## ■ *Compiling your Portfolio*

There are two types of evidence needed for SVQs – knowledge and performance. Both are essential to complete your award successfully.

The main source for your **knowledge evidence** is the tasks contained in your workbook. However, please remember that simply writing down the answers will not necessarily guarantee the successful completion of the knowledge evidence. Your assessor will have to be satisfied that you have understood and are able to apply the concepts in real work situations; to this extent he or she will question you and look at performance evidence for confirmation. Whilst every attempt has been made to cover **ALL** knowledge requirements through the various tasks in each unit, there may still be some need for additional questioning by the assessor. The tasks are also freestanding as academic exercises in most cases, however, if you can bring in pieces of work you have carried out in your workplace they will suffice as performance evidence as well.

***Remember, the workbook alone will not be enough to gain your SVQ neither does it reduce or replace the requirements for performance evidence. There is a page with every unit in the workbook signposting you to the type of performance evidence you might gather to fulfil the performance criteria.***

The main source of **performance evidence** is your own personal narrative covering each of the performance criteria within the elements, supported by evidence generated from work. For example, when you say that you ‘identify your development needs at appropriate intervals’, you need to provide as supporting evidence a personal audit or a development plan you have agreed with your manager or a witness testimony from your manager to this effect. All evidence has to be reliable, recent and authentic. This being a management qualification, the opportunities for direct observation of your work activities by your assessor are rather limited and simulation is not allowed except in very few cases. Therefore, it is imperative that your portfolio provides enough evidence to cover all performance criteria as well as the completed knowledge workbook.

Keep your portfolio right from the start. Keep a contents page, index and pencilled temporary page numbers from the start so that you can move things around into an order eventually which might not be apparent in the beginning. Clearly indicate, using log numbers, the pieces of work-generated evidence as you refer to them in your personal narrative. For example, if you say ‘I am fully aware of the legislative requirements whilst advertising a post’, then go on and indicate, ‘see evidence no x’ to identify an advertisement you might have designed with reference to a particular piece of legislation.

The intention is that whoever is going through your portfolio should be able to move along easily and be able to pick out the evidence you are claiming to have submitted. Remember your assessor, the internal verifier and the external verifier will need to scrutinise your portfolio and be satisfied prior to you being deemed as ‘competent’. Once you understand the underlying philosophy of SVQs, you will see that the whole award is less daunting than you think. Therefore, please ask questions and clarify any issues you are not sure of, at the beginning. Your assessor is there to help you.

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It is useful to start your portfolio with a complete and comprehensive curriculum vitae and job description.

***Don't put anything in your portfolio unless you have some direct input into that piece of work. A copy of a policy is useless as evidence unless you have written it, helped to write it, modified it in some way, or can justify how you use it in your work. Simply inserting a policy will give you no credit.***

What is authentic evidence?

- **Witness testimonies (signed and dated by the appropriate people)**
- **Assessor observations**
- **Written questions and answers**
- **Examples from work (memos, work plans, schedules, assessments, reports, e-mails, letters to customers and suppliers, memos from your manager, colleagues, staff or clients)**

What is not evidence?

- **Copied pages from books, leaflets, manuals**
- **Copies of organisational policies (unless you are directly involved), minutes of meetings (unless you can identify your part in them)**
- **Handouts from courses, cuttings from journals and magazines (unless you can show how you have utilised these at work or have written them)**
- **Things that aren't yours to claim!**

*Go, see, learn!*

The practice of management is not divorced from real life. On the contrary, you will see aspects of management in operation in almost everything you do. When you watch your children play, you notice leaders and followers emerge; going to your corner shop will provide you with examples of 'focus on customers'; when you explore your housekeeping you will identify 'budgetary planning and control'. Remember the message is 'keep your eyes open, there is something to be learnt from whatever you see'. Try to interpret the marketing ploy being used by persuasive advertising campaigns (toys prior to Christmas, beauty products) and learn about effective communication and strengthen your own power to judge and make decisions. Every aspect of life can easily provide you with an element of management skills, look for it.

*And so to work! Good luck!*

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*With your assessor identify from the following list the SVQ units you are going to complete. You must include all six of the mandatory units. Then complete your Qualification Completion Plan on page 8*

## Mandatory Units

<i>Unit</i>	<i>Unit Title</i>
<b>A2</b>	<b>Manage Activities to Meet Requirements</b>
A2.1	Implement Plans to Meet Customer Requirements
A2.2	Maintain a Healthy, Safe and Productive Work Environment
A2.3	Ensure Products and Services Meet Quality Requirements
<b>A4</b>	<b>Contribute to Improvements at Work</b>
A4.1	Improve Work Activities
A4.2	Recommend Improvements to Organisational Plans
<b>B3</b>	<b>Manage the Use of Financial Resources</b>
B3.1	Make Recommendations for Expenditure
B3.2	Control Expenditure against Budgets
<b>C2</b>	<b>Develop Your Own Resources</b>
C2.1	Develop Yourself to Improve Your Performance
C2.2	Manage Your Own Time and Resources to Meet Your Objectives
<b>C5</b>	<b>Develop Productive Working Relationships</b>
C5.1	Develop the Trust and Support of Colleagues and Team Members
C5.2	Develop the Trust and Support of Your Manager
C5.3	Minimise Interpersonal Conflict
<b>D4</b>	<b>Provide Information to Support Decision Making</b>
D4.1	Obtain Information for Decision Making
D4.2	Record and Store Information
D4.3	Analyse Information to Support Decision Making
D4.4	Advise and Inform Others

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## Optional units – you must complete no more than three

<i>Unit</i>	<i>Unit Title</i>
<b>C8</b>	<b>Select Personnel for Activities</b>
C8.1	Identify Personnel Requirements
C8.2	Select the Required Personnel
<b>C10</b>	<b>Develop Teams and Individuals</b>
C10.1	Identify the development needs of teams and individuals
C10.2	Plan the development of teams and individuals
C10.3	Develop teams to improve performance
C10.4	Support individual learning and development
C10.5	Assess the development of teams and individuals
C10.6	Improve the development of teams and individuals
<b>C13</b>	<b>Manage the Performance of Team and Individuals.</b>
C13.1	Allocate Work to Teams and Individuals
C13.2	Agree Objectives and Work Plans with Teams and Individuals
C13.3	Assess the Performance of Teams and Individuals
C13.3	Provide Feedback for Teams and Individuals on Their Performance
<b>C15</b>	<b>Respond to Poor Performance in Your Team</b>
C15.1	Help Team Members Who Have Problems Affecting Their Performance
C15.2	Contribute to Implementing Disciplinary and Grievance Procedures
<b>D2</b>	<b>Facilitate Meetings</b>
D2.1	Lead Meetings
D2.2	Make Contributions to Meetings
<b>F6</b>	<b>Monitor Compliance with Quality Systems</b>
F6.1	Plan to Audit Compliance with Quality Systems
F6.2	Implement the Audit Plan
F6.3	Report on Compliance with Quality Systems

### ■ *Starting off*

Once you have decided which units you are going to complete, your assessor will supply you with the SVQ standards. Insert the UNITS YOU HAVE DECIDED TO COMPLETE into the back of this workbook and you are ready to GO!

Good luck – and remember that if you have any questions regarding this qualification speak to your line-manager or your assessor – they want you to succeed just as much as you do!

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## Workbook Completion Plan

Your assessor will help you complete the workbook completion plan below. The purpose of this document is to identify which optional unit you have decided to complete and indicate a target date for completion.

### Mandatory Units – you must complete all six

<i>SVQ Unit</i>	<i>Start Date</i>	<i>Planned Completion Date</i>	<i>Actual Completion Date</i>	<i>Assessor Initials</i>	<i>Candidate Initials</i>
A2					
A4					
B3					
C2					
C5					
D4					

### Optional Units – choose three optional units

<i>SVQ Unit</i>	<i>Start Date</i>	<i>Planned Completion Date</i>	<i>Actual Completion Date</i>	<i>Assessor Initials</i>	<i>Candidate Initials</i>

# Bibliography



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