



SVQ 3 Management SCQF level 7 and SVQ 4 Management SCQF level 9

Optional Units

**Guide to Using HNC Management and Leadership
Support Material for General Knowledge and
Understanding Requirements**

SVQ 3 and 4 Management: Optional Units

Guide to using HNC Management and Leadership Support Material to prepare for the general knowledge and understanding requirements of the SVQ Management

Purpose of the Guide

This guide provides information to help SVQ Management candidates access those parts of the HNC Management and Leadership Development Packs and the interactive activities which are relevant to some of the optional Units of the SVQ Management at levels 3 and 4. These packs are available on SQA's secure website. The SQA contact in each centre has access to this secure website. The interactive activities can be accessed via SQA's open site:

<http://www.sqa.org.uk/sqa/26294.html>

This Guide covers only those optional Units which link in, in some way, with the HNC Management and Leadership Development Packs. It does not, therefore, include all the available optional Units.

The relevance of the HNC Management and Leadership Development Packs varies substantially between SVQ Management Units. In some cases, only a very small number of General knowledge and understanding items are covered. In these cases the Development Packs can be used as an introduction to help orientate candidates to the requirements of the Unit concerned. When using the Development Packs also, it is important to bear in mind that, even where they are relevant, they do always align directly with the SVQ Management Units.

This Guide takes each relevant SVQ Management Unit in turn and provides tables which link appropriate general knowledge and understanding items with sections of the Development Packs and the interactive activities. In this way candidates can find their way quickly to the parts of the Development Packs which apply to the SVQ Management. They can also go directly to relevant exercises on the interactive activities.

It covers the following optional Units in the SVQ Management at levels 3 and 4:

- D3 Recruit, select and keep colleagues
- D8 Help team members address problems affecting their performance
- D9 Build and manage teams
- D10 Reduce and manage conflict in your team
- E1 Manage a budget
- E2 Manage finance for your area of responsibility
- E11 Communicate information and knowledge
- F11 Manage the achievement of customer satisfaction

Background on HNC Management and Leadership Development Packs

SQA has developed support material for the HNC Management and Leadership, an award closely related to SVQ Management. This takes the form of six Development Workbooks, one for each of the mandatory Units in the HNC Management and Leadership. They are accompanied by interactive activities which can be accessed via SQA's open site.

The Development Packs and the interactive activities cover material which is relevant to some of the general knowledge and understanding items in the SVQ Management.

The HNC material has been written for a different purpose and, unlike the SVQ Candidate Support Packs, it does not match the layout of the general knowledge and understanding items in the SVQ Management Units. Neither does it cover all of the general knowledge and understanding items.

However, candidates working towards SVQ Management levels 3 and 4 may benefit from the HNC material. It can add value to their work and help them to produce a stronger portfolio.

The SQA has developed Candidate Support Packs specifically designed to help candidates to meet the general knowledge and understanding requirements of the mandatory Units and some higher uptake optional Units in the SVQ Management at levels 3 and 4. Candidate Support Packs are available on the SVQ Management section of SQA's secure website.

D3 Recruit, select and keep colleagues

NB: Recruitment and Selection of People is the topic of Section 1 of the HNC Development Pack for Managing and Working with People. This Section does not cover all the general knowledge and understanding items for D3 as the table below shows. However, it does provide a good outline of many of the key aspects of recruitment and selection. For this reason, SVQ Management candidates attempting D3 may find it beneficial to work through the whole of Section 1 of the Development Pack for Managing and Working with People.

HNC Management and Leadership Unit

Managing and Working with People

General K/U Items for D3	Topic Area	HNC Workbook reference	Interactive Activities reference
6	Review Workload — Job Analysis	Sections 1.1.1, 1.1.2 and 1.1.3	Managing and Working with People/Recruitment and Selection of People/Job Analysis
9	Job Description and Person Specification	Sections 1.2 and 1.3	Managing and Working with People/Recruitment and Selection of People/Person Specifications
10	Stages in recruitment and Selection	Sections 1.41,1.4.2 and 1.4.3	
11	Recruitment and Selection Methods	Sections 1.4.4, 1.5.1, 1.5.2 and 1.5.3	Managing and Working with People/Recruitment and Selection of People/Questioning Techniques
12	Interview Structure — Giving Information	Section 1.5.4	
16	Equality and Diversity Issues	Section 1.6	Managing and Working with People/Recruitment and Selection of People/Recruitment Interview

D8 Help team members address problems affecting their own performance

As its title suggest this Unit deals specifically with how a manager can help team members recognise and tackle problems that they have which might affect their performance. The HNC Development Packs do not directly address this particular aspect of management. The two packs identified below do, however, have some background on team effectiveness and performance management respectively. The HNC Development Packs, therefore, set some of the context for this Unit and SVQ Management candidates taking D8 may find them a useful starting point for the general knowledge and understanding for D8.

HNC Management and Leadership Unit

Management: Leadership at Work

General K/U Items for D8	Topic Area	HNC Workbook reference	Interactive Activities reference
1	Team Effectiveness	Sections 3.5.3	Leadership at Work/Lead Teams/Team Building
2	Team Effectiveness	Sections 3.5.3	Leadership at Work/Lead Teams/Team Building

<p>HNC Management and Leadership Unit Managing and Working with People</p>

Section 3 of this HNC Development Pack deals with Coaching which is one way of helping team members address problems affecting their performance. There are some specific references below but SVQ Management candidates attempting D8 may find it helpful to read the whole of Section 3 of this HNC development Pack.

General K/U Items for D9	Topic Area	HNC Workbook reference	Interactive Activities reference
5	Gathering information	Section 3.2.2	
6	Importance of defining the problem	Section 3.2.2	
7	Courses of action for dealing with the problem	Section 3.1 (3.1.1–3.1.8)	Managing and Working with People/Coaching People/Beliefs
8	Discussing and agreeing (Role and Qualities of a coach)	Sections 3.2.5 and 3.2.6	Managing and Working with People/Coaching People/The Qualities of a Coach Managing and Working with People/Coaching People/Test Yourself

D9 Build and Manage Teams

Section 3 of the HNC Development Pack Management: Leadership at Work deals with leading teams and team building. SVQ Management candidates taking D9 may find it helpful to work through the whole of this section of the Pack.

Some specific guidance is given below.

HNC Management and Leadership Unit

Management: Leadership at Work

General K/U Items for D9	Topic Area	HNC Workbook reference	Interactive Activities reference
1	Communication	Sections 3.5.6 and 3.5.7	
3	Roles in a Team	Section 3.3	Leadership at Work/Lead Teams/Belbin
4	Roles in a Team	Section 3.3	Leadership at Work/Lead Teams/Belbin
5	Team and Individual Objectives	Section 3.4	Leadership at Work/Lead Teams/SMART Objectives
6	Team Effectiveness	Section 3.5	Leadership at Work/Lead Teams/Team Building
9	Communication	Sections 3.5.6 and 3.5.7	
11	Stages of Team Development	Section 3.2	Leadership at Work/Lead Teams/Tuckman's theory
12	Recognising Team Achievements	Section 3.5.8	

HNC Management and Leadership Unit
Management: Developing Self Management Skills

General K/U Items for D9	Topic Area	HNC Workbook reference	Interactive Activities reference
10	Feedback	Sections 3.1.6 and 3.1.7	Managing Self Development/Evaluate Personal Development/Working with Feedback

D10 Reduce and manage conflict your team

HNC Management and Leadership Unit

Management: Leadership at Work

General K/U Items for D10	Topic Area	HNC Workbook reference	Interactive Activities reference
1	Communication	Sections 3.5.6 and 3.5.7	
2	Roles in a Team	Section 3.3	Leadership at Work/Lead Teams/Belbin

HNC Management and Leadership Unit

Managing and Working with People

Section 5 of the HNC Development Pack Managing and Working with People deals with managing inter-personal conflict. SVQ Management candidates taking D10 may find it helpful to work through the whole if this section of the pack.

General K/U Items for D10	Topic Area	HNC Workbook reference	Interactive Activities reference
3	Causes of conflict	Sections 5.1.1–5.1.3	
4	Taking pre-emptive action	Section 5.1.4	
5	Communication to Reduce Conflict	Section 5.1.6	
7	Resolving Conflict	Sections 5.1.7	Managing and Working with People/Managing Interpersonal Conflict/Conflict Resolution
8	Dealing with Team Members	Sections 5.1.7–5.1.9	Managing and Working with People/Managing Interpersonal Conflict/Conflict Resolution

General K/U Items for D10	Topic Area	HNC Workbook reference	Interactive Activities reference
9	Identifying causes of Conflict	Sections 5.1.1–5.1.3 and 5.1.6–5.1.7	Managing and Working with People/Managing Interpersonal Conflict/Conflict Resolution
10	Agreement on Resolving Conflict	Section 5.1.7–5.1.9	Managing and Working with People/managing Interpersonal Conflict/Conflict Resolution

E1 Manage a budget

NB: Budgeting is the main topic of Section 5 of the HNC Development Pack for Manage Operational Resources. This Section does not cover all the general knowledge and understanding items for E1 as the table below shows. In addition, the layout of Section 5 of Manage Operational Resources is such that there is not always a clear match between the headings that it uses and the general knowledge and understanding items for E1.

Nevertheless, Section 5 does provide a good introduction to the basic principles of setting and monitoring a budget. SVQ Management candidates attempting E1 may find it beneficial to work through the whole of Section 5 of the Development Pack for Manage Operational Resources.

HNC Management and Leadership Unit

Manage Operational Resources

General K/U Items for E2	Topic Area	HNC Workbook reference	Interactive Activities reference
1	Purpose of Budgets	Section 5.1 and 5.1.1	
2	Budgeting	Section 5.3, 5.3.1 and 5.3.2	
3	Consulting with others	Section 5.3.3	
4	Developing of Budgets	Section 5.3.1 and 5.3.2	
5	Monitoring Budgets	Section 5.4 and 5.4.1	Manage Operational Resources/Understand Financial Data/Budget Illustrated
6	Variances	Section 5.4.2	Manage Operational Resources/Understand Financial Data/Budget Illustrated
7	Corrective Action	Section 5.4.3	

E2 Manage finance in your area of responsibility

NB: This Unit is primarily about budgeting which is also the main topic of Section 5 of the HNC Development Pack for Manage Operational Resources. This Section does not cover all the general knowledge and understanding items for E2 as the table below shows. In addition, the layout of Section 5 of Manage Operational Resources is such that there is not always a clear match between the headings that it uses and the general knowledge and understanding items for E2.

Nevertheless, Section 5 does provide a good introduction to the basic principles of setting and monitoring a budget. SVQ Management candidates attempting E2 may find it beneficial to work through the whole of Section 5 of the Development Pack for Manage Operational Resources.

HNC Management and Leadership Unit

Manage Operational Resources

General K/U Items for E2	Topic Area	HNC Workbook reference	Interactive Activities reference
1	Purpose of Budgets	Section 5.1 and 5.1.1	
2	Budgeting	Section 5.3, 5.3.1 and 5.3.2	
3	Getting Financial Information	Sections 5.3.1 and 5.3.2	
4	Development of Budgets	Sections 5.3.1 and 5.3.2	
6	Consulting with Colleagues to Establish Effective Budgets	Section 5.3.3	
7	Discussion and Confirmation	Section 5.3.2	
8	Monitoring budgets	Sections 5.4 and 5.4.1	
10	Variances	Section 5.4.2	Manage Operational Resources/Understand Financial Data/Budget Illustrated
11	Corrective Action	Section 5.4.3	Manage Operational Resources/Understand Financial Data/Budget Illustrated
16	Reviewing Financial Performance	Sections 5.5	

E11 Communicate information and knowledge

Section 1.6.4 in the HNC Development Pack for Management: Developing Self Management Skills deals with interpersonal communication. It is a short section and does not deal in detail with the process of communication which is the focus of E11.

However, it does provide a good introduction to this Unit and SVQ candidates may find it helpful to consult it when embarking on the general knowledge and understanding items of E11. The interactive activities may be particularly useful.

HNC Management and Leadership Unit

Management: Developing Self Management Skills

General K/U Items for E11	Topic Area	HNC Workbook reference	Interactive Activities reference
All	Interpersonal Communicational Skills	Section 1.6.4	Managing Self Development/Development Self Awareness/Interpersonal Communication

F11 Manage the achievement of customer satisfaction

HNC Management and Leadership Unit Creating a Culture of Customer Care

General K/U Items for E11	Topic Area	HNC Workbook reference	Interactive CD reference
1	Defining customer service	Section 1.1	
2	Factors which make customers satisfied	Sections 1.2.3, 1.3 (1.3.1–1.3.9) and 1.4	Creating a Culture of Customer Care/Establishing and Maintaining Good Customer Relationships/Customer Care Principles Managing Self Development/Develop Self Awareness/Interpersonal communications/The spoken word/Listening skills
3	Importance of Customer care	Sections 1.2.3 and 1.5	Creating a Culture of Customer Care/Establishing and Maintaining Good Customer Relationships/The Value of Customer Care
5	Customer Feedback	Section 2.7 and 2.7.1	Creating a Culture of Customer Care/Maintaining a Good Customer Care Strategy/Gaining Feedback
6	Measuring Customer Satisfaction	Sections 2.7.2 and 3.4	
9	Managing/designing processes	Sections 3.1 (3.1.–3.1.3), 3.2, 3.2.1 and 3.4	Creating a Culture of Customer Care/Maintaining a Good Customer Care Strategy/Customer Service Standards