



## GM27 24 Management at SCQF Level 9

To attain the qualification candidates must complete **8** Units in total. This comprises:

- ◆ 4 mandatory Units
- ◆ 4 optional Units

Please note the table below shows the SSC identification codes listed alongside the corresponding SQA Unit codes. It is important that the SQA Unit codes are used in all your recording documentation and when your results are communicated to SQA.

<b>Mandatory Units: Candidates must complete all 4 Units from this group</b>				
SQA code	SSC code	Title	SCQF level	SCQF credits
H68E 04	CFAM&LBA9	<a href="#">Develop Operational Plans</a>	8	11
H8GY 04	CFAM&LBA2	<a href="#">Provide Leadership in Your Area of Responsibility</a>	8	9
H58V 04	CFAM&LDD2	<a href="#">Develop and Sustain Productive Working Relationships with Stakeholders</a>	9	12
HK32 04	CFAM&LFA3	<a href="#">Manage Business Processes</a>	9	15

<b>Optional Units: Candidates must complete 4 Units from this group</b>				
SQA code	SSC code	Title	SCQF level	SCQF credits
HK26 04	CFAM&LAA2	<a href="#">Develop Your Knowledge, Skills and Competence</a>	7	6
HK27 04	CFAM&LAA3	<a href="#">Develop and Maintain Your Professional Networks</a>	9	10
H8H3 04	CFAM&LBB4	<a href="#">Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements</a>	9	12
HK2A 04	CFAM&LCA2	<a href="#">Plan Change</a>	9	15
HF80 04	CFAM&LCA4	<a href="#">Implement Change</a>	8	11
H69C 04	CFAM&LBA7	<a href="#">Promote Equality of Opportunity, Diversity and Inclusion</a>	8	9
H5XR 04	CFAM&LDA2	<a href="#">Recruit, Select and Retain People</a>	9	14
HA9V 04	CFAM&LDB4	<a href="#">Manage People's Performance at</a>	7	14

		<u>Work</u>		
HA9X 04	CFAM&LDC2	<u>Support Individuals' Learning and Development</u>	7	6
H683 04	CFAM&LDB1	<u>Build Teams</u>	7	8
H68G 04	CFAM&LDB8	<u>Manage Conflict in Teams</u>	7	5
H68H 04	CFAM&LDD6	<u>Lead Meetings to Achieve Objectives</u>	7	4
HK2K 04	CFAM&LDC4	<u>Coach Individuals</u>	7	6
HK2G 04	CFAM&LDA6	<u>Initiate and Follow Disciplinary Procedures</u>	6	6
HK2J 04	CFAM&LDA7	<u>Initiate and Follow Grievance Procedures</u>	6	6
H5K4 04	CFAM&LEA3	<u>Manage the Use of Financial Resources</u>	8	14
HK2D 04	CFAM&LDA5	<u>Manage Redundancies</u>	7	5
HK2M 04	CFAM&LEA2	<u>Obtain Finance From External Sources</u>	10	18
H8H1 04	CFAM&LEC5	<u>Use Information to Take Effective Decisions</u>	8	4
H8H2 04	CFAM&LEB1	<u>Provide Healthy, Safe, Secure and Productive Working Environments and Practices</u>	7	7
H8H0 04	CFAM&LFA5	<u>Manage Projects</u>	8	11
HK2P 04	CFAM&LEB3	<u>Manage Physical Resources</u>	8	5
H7CD 04	CFAM&LEB4	<u>Manage the Environmental and Social Impacts of Your Work</u>	8	4
HK3E 04	CFAM&LFE3	<u>Prepare for and Participate in Quality Audits</u>	8	6
H421 04	CFAM&LBB2	<u>Develop, Maintain and Evaluate Business Continuity Plans and Arrangements</u>	10	11
H422 04	CFAM&LCA1	<u>Identify and Evaluate Opportunities for Innovation and Improvement</u>	10	12
H41S 04	CFAM&LBB3	<u>Manage Corporate Social Responsibility (CSR)</u>	8	14
H423 04	CFAM&LCA3	<u>Engage People in Change</u>	10	8
H41T 04	CFAM&LCA5	<u>Evaluate Change</u>	9	6
H41V 04	CFAM&LDA4	<u>Manage the Redeployment of People</u>	7	7
H41W 04	CFAM&LDB7	<u>Manage Flexible Working</u>	8	8
H424 04	CFAM&LDD5	<u>Manage Conflict in the Broader Work Environment</u>	9	7
H425 04	CFAM&LEA1	<u>Identify and Justify Requirements for Financial Resources</u>	10	8

H426 04	CFAM&LED1	<a href="#">Decide Whether to Produce or Buy in Products and/or Services</a>	9	6
HK34 04	CFAM&LFA4	<a href="#">Manage Programmes</a>	10	9
H427 04	CFAM&LFC1	<a href="#">Plan and Monitor the Work of Sales Teams</a>	9	5
HK2W 04	CFAM&LEC3	<a href="#">Manage Knowledge in Your Area of Responsibility</a>	9	4
HC02 04	CFAM&LED2	<a href="#">Procure Products and/or Services</a>	8	5
HK2X 04	CFAM&LED3	<a href="#">Select Suppliers Through a Tendering Process</a>	9	6
HK2Y 04	CFAM&LED4	<a href="#">Outsource Business Processes</a>	9	9
HK35 04	CFAM&LFB2	<a href="#">Develop Marketing Plans</a>	9	5
HK37 04	CFAM&LFB3	<a href="#">Implement Marketing Plans</a>	9	5
H8H4 04	CFAM&LFB1	<a href="#">Develop understanding of your markets and customers</a>	10	12
HK3D 04	CFAM&LFD2	<a href="#">Deliver Products and Services to Customers</a>	9	9
HC04 04	CFAM&LFE1	<a href="#">Manage Quality Assurance Systems</a>	9	5
HK3F 04	CFAM&LFE4	<a href="#">Carry out Quality Audits</a>	10	6
HK38 04	CFAM&LFB4	<a href="#">Manage the Development of Products and Services</a>	10	6
HK39 04	CFAM&LFB5	<a href="#">Manage the Marketing of Products and Services</a>	11	6
H428 04	CFAM&LFC2	<a href="#">Bid for Contracts</a>	10	10
H420 04	CFAM&LFE2	<a href="#">Manage Quality Audits</a>	7	7
HG5A 04	CFAM&LDB6	<a href="#">Support Remote/Virtual Teams</a>	8	6
HK3A 04	CFAM&LFC3	<a href="#">Sell Products and Services</a>	9	5
HK2N 04	CFAM&LEB2	<a href="#">Obtain Physical Resources</a>	8	5
HC03 04	CFAM&LFA2	<a href="#">Implement Operational Plans</a>	8	5