



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.

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

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

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

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