

## Management and Leadership Level 2 Units

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<b>Title</b>	Manage personal performance and development	
<b>Skills CFA Reference</b>	M&L 1	
<b>Level</b>	2	
<b>Credit Value</b>	4	
<b>GLH</b>	18	
<b>Unit Reference No.</b>	L/506/1788	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Be able to manage personal performance	1.1 Agree specific, measurable, achievable, realistic and time-bound (SMART) objectives that align with business needs with line manager 1.2 Agree criteria for measuring progress and achievement with line manager 1.3 Complete tasks to agreed timescales and quality standards 1.4 Report problems beyond their own level of competence and authority to the appropriate person 1.5 Take action needed to resolve any problems with personal performance	
2. Be able to manage their own time and workload	2.1 Plan and manage workloads and priorities using time management tools and techniques 2.2 Take action to minimise distractions that are likely to limit the effective management of time and the achievement of objectives 2.3 Explain the benefits of achieving an acceptable "work-life balance"	
3. Be able to identify their own development needs	3.1 Identify organisational policies relating to personal development 3.2 Explain the need to maintain a positive attitude to feedback on performance 3.3 Explain the potential business benefits of personal development 3.4 Identify their own preferred learning style(s) 3.5 Identify their own development needs from analyses of the role, personal and team objectives 3.6 Use feedback from others to identify their own development needs	

	3.7 Agree specific, measurable, achievable, realistic and time-bound (SMART) development objectives that align with organisational and personal needs
4. Be able to fulfil a personal development plan	<p>4.1 Agree a personal development plan that specifies actions, methods, resources, timescales and review mechanisms</p> <p>4.2 Make use of formal development opportunities that are consistent with business needs</p> <p>4.3 Use informal learning opportunities that contribute to the achievement of personal development objectives</p> <p>4.4 Review progress against agreed objectives and amend plans accordingly</p> <p>4.5 Share lessons learned with others using agreed communication methods</p>

Additional Information about the unit	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> <li>• CFAM&amp;LAA1 Manage yourself</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

<b>Title</b>	Develop working relationships with colleagues	
<b>Skills CFA Reference</b>	M&L 2	
<b>Level</b>	2	
<b>Credit Value</b>	3	
<b>GLH</b>	19	
<b>Unit Reference No.</b>	R/506/1789	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Understand the principles of effective team working	1.1 Outline the benefits of effective team working 1.2 Describe how to give feedback constructively 1.3 Explain conflict management techniques that may be used to resolve team conflicts 1.4 Explain the importance of giving team members the opportunity to discuss work progress and any issues arising 1.5 Explain the importance of warning colleagues of problems and changes that may affect them	
2. Be able to maintain effective working relationships with colleagues	2.1 Recognise the contribution of colleagues to the achievement of team objectives 2.2 Treat colleagues with respect, fairness and courtesy 2.3 Fulfil agreements made with colleagues 2.4 Provide support and constructive feedback to colleagues	
3. Be able to collaborate with colleagues to resolve problems	3.1 Take others' viewpoints into account when making decisions 3.2 Take ownership of problems within own level of authority 3.3 Take action to minimise disruption to business activities within their own level of authority 3.4 Resolve problems within their own level of authority and agreed contribution	

<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards	Management & Leadership (2012) National Occupational Standards:

or other professional standards or curricula (if appropriate)	<ul style="list-style-type: none"> <li>CFAM&amp;LDD1 Develop and sustain productive working relationships with colleagues</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

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<b>Title</b>	Contribute to meetings in a business environment	
<b>Skills CFA Reference</b>	M&L 3	
<b>Level</b>	2	
<b>Credit Value</b>	3	
<b>GLH</b>	7	
<b>Unit Reference No.</b>	Y/506/2958	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Be able to prepare for meetings	1.1 Explain the structure and purpose of different types of meetings in a business environment 1.2 Explain the importance of having a meeting agenda which addresses objectives 1.3 Obtain current versions of documents required for the meeting 1.4 Gather information from relevant people in preparation for meetings 1.5 Confirm the objectives to be achieved during the meeting	
2. Be able to participate in meetings	2.1 Present views and information, providing evidence to support the case 2.2 Represent the views of those consulted 2.3 Take others' viewpoints into account in decision-making 2.4 Identify issues that may have an impact on their area of responsibility 2.5 Make constructive contributions in line with business objectives 2.6 Summarise future actions and accountabilities	
3. Be able to carry out post-meeting activities	3.1 Carry out agreed actions post-meeting within the agreed timescale 3.2 Identify areas for improvements by reflecting on personal contributions to meetings	

<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> <li>CFAM&amp;LDD7 Represent your area of responsibility in meetings</li> </ul>

Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

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<b>Title</b>	Communicate work-related information	
<b>Skills CFA Reference</b>	M&L 4	
<b>Level</b>	2	
<b>Credit Value</b>	4	
<b>GLH</b>	23	
<b>Unit Reference No.</b>	T/506/1798	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Understand the principles and techniques of work-related communication	1.1 Describe communication techniques used to gain and maintain the attention and interest of an audience 1.2 Explain the principles of effective written business communications 1.3 Explain the principles of effective verbal communications in a business environment 1.4 Describe the importance of checking the accuracy and currency of information to be communicated 1.5 Describe the importance of explaining to others the level of confidence that can be placed on the information being communicated 1.6 Describe the advantages and disadvantages of different methods of communication for different purposes	
2. Be able to communicate work-related information verbally	2.1 Identify the information to be communicated 2.2 Confirm that the audience is authorised to receive the information 2.3 Provide accurate information, using appropriate verbal communication techniques 2.4 Communicate in a way that the listener can understand, using language that is appropriate to the topic 2.5 Confirm that the listener has understood what has been communicated	
3. Be able to communicate work-related information in writing	3.1 Identify the information to be communicated 3.2 Provide accurate information using the appropriate written communication	



	<p>methods and house styles</p> <p>3.3 Adhere to any organisational confidentiality requirements when communicating in writing</p> <p>3.4 Use correct grammar, spelling, sentence structure and punctuation, using accepted business communication principles and formats</p> <p>3.5 Justify opinions and conclusions with evidence</p>
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<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> <li>• CFAM&amp;LEC4 Communicate information and knowledge</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

<b>Title</b>	Lead and manage a team	
<b>Skills CFA Reference</b>	M&L 5	
<b>Level</b>	2	
<b>Credit Value</b>	5	
<b>GLH</b>	25	
<b>Unit Reference No.</b>	H/506/1800	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Be able to engage and support team members	1.1 Explain organisational policies, procedures, values and expectations to team members 1.2 Communicate work objectives, priorities and plans in line with operational requirements 1.3 Explain the benefits of encouraging suggestions for improvements to work practices 1.4 Provide practical support to team members facing difficulties 1.5 Explain the use of leadership techniques in different circumstances 1.6 Give recognition for achievements, in line with organisational policies 1.7 Explain different ways of motivating people to achieve business performance targets	
2. Be able to manage team performance	2.1 Allocate responsibilities making best use of the expertise within the team 2.2 Agree with team member(s) specific, measurable objectives (SMART) in line with business needs 2.3 Provide individuals with resources to achieve the agreed objectives 2.4 Monitor individuals' progress, providing support and feedback to help them achieve their objectives 2.5 Explain techniques to monitor individuals' performance 2.6 Report on team performance in line with organisational requirements	
3. Be able to deal with problems within a team	3.1 Assess actual and potential problems and their consequences 3.2 Report problems beyond the limits of	

	<p>their own competence and authority to the right person</p> <p>3.3 Take action within the limits of their own authority to resolve or reduce conflict</p> <p>3.4 Adapt practices and processes as circumstances change</p>
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<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> <li>• CFAM&amp;LBA3 Lead your team</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Skills CFA Assessment Strategy Competence units (S/NVQ)
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

<b>Title</b>	Principles of team leading	
<b>Skills CFA Reference</b>	M&L 6	
<b>Level</b>	2	
<b>Credit Value</b>	5	
<b>GLH</b>	37	
<b>Unit Reference No.</b>	R/506/2294	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Understand leadership styles in organisations	1.1 Describe characteristics of effective leaders 1.2 Describe different leadership styles 1.3 Describe ways in which leaders can motivate their teams 1.4 Explain the benefits of effective leadership for organisations	
2. Understand team dynamics	2.1 Explain the purpose of different types of teams 2.2 Describe the stages of team development and behaviour 2.3 Explain the concept of team role theory 2.4 Explain how the principle of team role theory is used in team building and leadership 2.5 Explain typical sources of conflict within a team and how they could be managed	
3. Understand techniques used to manage the work of teams	3.1 Explain the factors to be taken into account when setting targets 3.2 Describe a range of techniques to monitor the flow of work of a team 3.3 Describe techniques to identify and solve problems within a team	
4. Understand the impact of change management within a team	4.1 Describe typical reasons for organisational change 4.2 Explain the importance of accepting change positively 4.3 Explain the potential impact on a team of negative responses to change 4.4 Explain how to implement change within a team	
5. Understand team motivation	5.1 Explain the meaning of the term "motivation" 5.2 Explain factors that affect the level of	

	<p>motivation of team members</p> <p>5.3 Describe techniques that can be used to motivate team members</p> <p>5.4 Explain how having motivated staff affects an organisation</p>
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<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management &amp; Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> <li>CFAM&amp;LBA3 Lead your team</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	N/A
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

<b>Title</b>	Principles of equality and diversity in the workplace	
<b>Skills CFA Reference</b>	M&L 7	
<b>Level</b>	2	
<b>Credit Value</b>	2	
<b>GLH</b>	10	
<b>Unit Reference No.</b>	J/506/1806	
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
The learner will:	The learner can:	
1. Understand the implications of equality legislation	1.1 Define the concept 'equality and diversity' 1.2 Describe the legal requirements for equality of opportunity 1.3 Describe the role and powers of organisations responsible for equality 1.4 Explain the benefits of equal opportunities and diversity 1.5 Explain the potential consequences for an organisation of failing to comply with equality legislation	
2. Understand organisational standards and expectations for equality and diversity and context in the workplace	2.1 Explain how organisational policies on equality and diversity translate into day to day activity in the workplace 2.2 Describe their own responsibilities for equality and diversity in the workplace 2.3 Describe behaviours that support equality, diversity and inclusion in the workplace	

<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> <li>CFAM&amp;LBA7 Promote equality of opportunity, diversity and inclusion</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	N/A
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014

<b>Title</b>	Understand business
<b>Skills CFA Reference</b>	M&L 8
<b>Level</b>	2
<b>Credit Value</b>	4
<b>GLH</b>	32
<b>Unit Reference No.</b>	R/506/2957
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>
The learner will:	The learner can:
1. Understand organisational structures	1.1 Explain the differences between the private sector, the public sector and the voluntary sector 1.2 Explain the features and responsibilities of different business structures 1.3 Explain the relationship between an organisation's vision, mission, strategy and objectives
2. Understand the business environment	2.1 Describe the internal and external influences on a business 2.2 Explain the structure and use of a strength, weakness, opportunity and threat (SWOT) analysis 2.3 Explain why change can be beneficial to business organisations 2.4 Explain organisations health and safety responsibilities 2.5 Describe sustainable ways of working 2.6 Explain how legislation affects the management and confidentiality of information
3. Understand the principles of business planning and finance within an organisation	3.1 Explain the purpose, content and format of a business plan 3.2 Explain the business planning cycle 3.3 Explain the purpose of a budget 3.4 Explain the concept and importance of business risk management 3.5 Explain types of constraint that may affect a business plan 3.6 Define a range of financial terminology 3.7 Explain the purposes of a range of financial reports
4. Understand business reporting within an organisation	4.1 Explain methods of measuring business performance

	<p>4.2 Explain the uses of management information and reports</p> <p>4.3 Explain how personal and team performance data is used to inform management reports</p> <p>4.4 Describe a manager's responsibility for reporting to internal stakeholders</p>
<p>5. Understand the principles of management responsibilities and accountabilities within an organisation</p>	<p>5.1 Explain the principle of accountability in an organisation</p> <p>5.2 Explain the difference between 'authority' and 'responsibility'</p> <p>5.3 Explain the meaning of delegated levels of authority and responsibility</p>

<b>Additional Information about the unit</b>	
Unit expiry date	31 August 2017
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	<p>Management &amp; Leadership (2012) National Occupational Standards:</p> <ul style="list-style-type: none"> <li>• CFAM&amp;LBA4 Evaluate your organisation's operating environment</li> <li>• CFAM&amp;LBA6 Develop strategic business plans</li> <li>• CFAM&amp;LEA3 Manage the use of financial resources</li> <li>• CFAM&amp;LEA4 Manage budgets</li> </ul>
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	N/A
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	31 August 2014