

# SVQs IN MANAGEMENT

Syllabus | October 2023 |



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# INTRODUCTION

This document provides guidance for CMI Centre staff in the assessment and quality assurance of the Management Scottish Vocational Qualifications.

## TITLES AND REFERENCE NUMBERS

The titles given below are the titles as they will appear on the qualification when awarded to the Learner. The qualification reference number is the number allocated to the qualification by the Regulator at the time of accreditation, which confirms that this is an accredited qualification on the SCQF. The CMI code is the code which should be used when registering Learners with CMI.

Therefore all CMI Centres must use the full qualification title as per below when advertising or making reference to the qualifications.

CMI CODE	TITLE	QUALIFICATION REFERENCE NUMBER
SVQ7	SVQ in Management at SCQF Level 7	GM6P 47
SVQ9	SVQ in Management at SCQF Level 9	GM6R 49
SVQ11	SVQ in Management at SCQF Level 11	GM6T 51

## ACCREDITATION DATES

These qualifications are accredited from 1<sup>st</sup> July 2017, with a last registration date of 31<sup>st</sup> May 2025. The last certification date is 31<sup>st</sup> May 2028.

# RULES OF COMBINATION

**Rules of combination** are defined as being a description of the credit accumulation requirements for the achievement of a named qualification. The rules of combination must be adhered to in order to achieve the qualification.

## SVQ in Management at SCQF Level 7

Learners will need to complete four mandatory units and three optional units in order to achieve the full qualification.

UNIT NUMBER	UNIT NAME	SCQF LEVEL	SCQF CREDITS
<b>MANDATORY</b>			
SAA2	Develop your knowledge, skills and competence	7	6
SBA3	Lead your team	7	9
SDB4	Manage people's performance at work	7	14
SEB1	Provide healthy, safe, secure and productive working environments and practices	7	7
<b>OPTIONAL</b>			
SBA9	Develop operational plans	8	11
SBA7	Promote equality of opportunity, diversity and inclusion	8	9
SCA4	Implement change	8	11
SDD1	Develop and sustain productive working relationships with colleagues	6	6
SDA2	Recruit, select and retain people	9	14
SDC2	Support individuals' learning and development	7	6
SDC5	Help individuals address problems affecting their performance	6	5
SDB1	Build teams	7	8

SDB8	Manage conflict in teams	7	5
SDD6	Lead meetings to achieve specific objectives	7	4
SDC4	Coach individuals	7	6
SDA6	Initiate and follow disciplinary procedures	6	6
SDA7	Initiate and follow grievance procedures	6	6
SEA4	Manage budgets	7	11
SEA3	Manage the use of financial resources	8	14
SEB3	Manage physical resources	8	5
SEB4	Manage the environmental and social impacts of your work	8	4
SEC5	Use information to take effective decisions	8	4
SEC4	Communicate information and knowledge	7	3
SFA5	Manage projects	8	11
SFE3	Prepare for and participate in quality audits	8	6
SFD3	Manage customer service	6	9
SBB3	Manage corporate social responsibility (CSR)	8	14
SCA5	Evaluate change	9	6
SDA3	Induct individuals into their roles	6	4
SDA4	Manage the redeployment of people	7	7
SDB7	Manage flexible working	8	8
SDB9	Promote staff wellbeing	6	5
SDC3	Mentor individuals	6	5
SFE2	Manage quality audits	7	7
SFC3	Sell products and services	9	5
SDD3	Develop and sustain collaborative relationships with other departments	7	5

SSC5	Monitor and solve customer service problems	6	6
SSD8	Work with others to improve customer service	6	8

### SVQ in Management at SCQF Level 9

Learners will need to complete four mandatory units and four optional units (from a choice of 40) in order to achieve the full qualification.

UNIT NUMBER	UNIT NAME	SCQF LEVEL	SCQF CREDITS
<b>MANDATORY</b>			
SBA9	Develop operational plans	8	11
SBA2	Provide leadership in your area of responsibility	8	9
SDD2	Develop and sustain productive working relationships with stakeholders	9	12
SFA3	Manage business processes	9	15
<b>OPTIONAL</b>			
SAA2	Develop your knowledge, skills and competence	7	6
SAA3	Develop and maintain your professional networks	9	10
SBB4	Ensure compliance with legal, regulatory, ethical and social requirements	9	12
SCA2	Plan change	9	15
SCA4	Implement change	8	11
SBA7	Promote equality of opportunity, diversity and inclusion	8	9
SDA2	Recruit, select and retain people	9	14
SDB4	Manage people's performance at work	7	14
SDC2	Support individuals' learning and development	7	6

SDB1	Build teams	7	8
SDB8	Manage conflict in teams	7	5
SDD6	Lead meetings to achieve specific objectives	7	4
SDC4	Coach individuals	7	6
SDA6	Initiate and follow disciplinary procedures	6	6
SDA7	Initiate and follow grievance procedures	6	6
SEA3	Manage the use of financial resources	8	14
SDA5	Manage redundancies	7	5
SEA2	Obtain finance from external sources	10	18
SEC5	Use information to take effective decisions	8	4
SEB1	Provide healthy, safe, secure and productive working environments and practices	7	7
SFA5	Manage projects	8	11
SEB3	Manage physical resources	8	5
SEB4	Manage the environmental and social impacts of your work	8	4
SFE3	Prepare for and participate in quality audits	8	6
SBB2	Develop, maintain and evaluate business continuity plans and arrangements	10	11
SCA1	Identify and evaluate opportunities for innovation and improvement	10	12
SBB3	Manage corporate social responsibility (CSR)	8	14
SCA3	Engage people in change	10	8
SCA5	Evaluate change	9	6
SDA4	Manage the redeployment of people	7	7
SDB7	Manage flexible working	8	8
SDD5	Manage conflict in the broader work environment	9	7

SEA1	Identify and justify requirements for financial resources	10	8
SED1	Decide whether to produce or buy in products and/or services	9	6
SFA4	Manage programmes	10	9
SFC1	Plan and monitor the work of sales teams	9	5
SEC3	Develop knowledge and make it available	9	4
SED2	Procure products and/or services	8	5
SED3	Select suppliers through a tendering process	9	6
SED4	Outsource business processes	9	9
SFB2	Develop marketing plans	9	5
SFB3	Implement marketing plans	9	5
SFB1	Develop understanding of your markets and customers	10	12
SFD2	Deliver products and services to customers	9	9
SFE1	Manage quality assurance systems	9	5
SFE4	Carry out quality audits	10	6
SFB4	Manage the development of products and services	10	6
SFB5	Manage the marketing of products and services	11	6
SFC2	Bid for contracts	10	10
SFE2	Manage quality audits	7	7
SDB6	Support remote/virtual teams	8	6
SFC3	Sell products and services	9	5



## SVQ Management at SCQF Level 11

Learners will need to complete three mandatory units and four optional units in order to achieve the full qualification.

UNIT NUMBER	UNIT NAME	SCQF LEVEL	SCQF CREDIT
MANDATORY			
SBA1	Lead your organisation	11	13
SFE5	Manage continuous improvement	11	11
SCA1	Identify and evaluate opportunities for innovation and improvement	10	12
OPTIONAL			
SBA4	Evaluate your organisation's operating environment	11	14
SAA3	Develop and maintain your professional networks	9	10
SBB4	Ensure compliance with legal, regulatory, ethical and social requirements	9	12
SBA8	Develop your organisation's values and culture	11	14
SCA2	Plan change	9	15
SCA4	Implement change	8	11
SBA7	Promote equality of opportunity, diversity and inclusion	8	9
SBA6	Develop strategic business plans	11	14
SDD2	Develop and sustain productive working relationships with stakeholders	9	12
SBB1	Manage risks to your organisation	11	11
SDA1	Plan the workforce	11	12
SDD4	Develop and sustain collaborative relationships with other organisations	11	6

SEB5	Optimise effective use of technology	11	12
SEC1	Promote knowledge management and sharing	11	7
SFA4	Manage programmes	10	9
SFD1	Develop a customer-focused organisation	11	12
SEA2	Obtain finance from external sources	10	18
SBA5	Develop your organisation's vision and strategy	11	14
SEB1	Provide healthy, safe, secure and productive working environments and practices	7	7
SBB2	Develop, maintain and evaluate business continuity plans and arrangements	10	11
SCA3	Engage people in change	10	8
SEA1	Identify and justify requirements for financial resources	10	8
SEC2	Manage information, knowledge and communications systems	11	8
SFC2	Bid for contracts	10	10
SED4	Outsource business processes	9	9
SFB1	Develop understanding of your markets and customers	10	12
SFE4	Carry out quality audits	10	6
SFB5	Manage the marketing of products and services	11	6
SFB4	Manage the development of products and services	10	6
SFA1	Implement and evaluate strategic business plans	11	12

# EVIDENCE FROM WORKPLACE PERFORMANCE

Evidence of occupational competence of all units at any level, should be generated and collected through performance under workplace conditions. This includes the knowledge-based learning outcomes and assessment criteria of the (SVQ) competence units.

These conditions would be those typical to the learner's normal place of work. The evidence collected under these conditions should also be as naturally occurring as possible. It is accepted that not all employees have identical workplace conditions and therefore there cannot be assessment conditions that are identical for all learners. However, assessors must ensure that, as far as possible, the conditions for assessment should be those under which the learner usually works.

## SIMULATION

Evidence may be produced through simulation solely in exceptional circumstances. The exceptional circumstances, under which simulation is possible, are those situations that are not naturally or readily occurring, such as response to emergencies.

Simulation must be undertaken in a 'realistic working environment' (RWE). A RWE is "an environment which replicates the key characteristics in which the skill to be assessed is normally employed". The RWE must provide conditions the same as the normal day-to-day working environment, with a similar range of demands, pressures and requirements for cost-effective working.

## REALISTIC WORKING ENVIRONMENT

It is essential that organisations wishing to operate a RWE operate in an environment which reflects a real work setting. This will ensure that any competence achieved in this way will be sustained in real employment.

To undertake the assessment in a RWE the following guidelines must be met:

- RWE is managed as a real work situation.
- Assessment must be carried out under realistic business pressures.
- All services that are carried out should be completed in a way, and to a timescale, that is acceptable in business organisations.
- Learners must be expected to achieve a volume of work comparable to normal business practices.
- The range of services, products, tools, materials and equipment that the learners use must be up to date and available.
- Account must be taken of any legislation or regulations in relation to the type of work that is being carried out.

- Learners must be given workplace responsibilities to enable them to meet the requirements of the units.
- Customer perceptions of the RWE are similar to that found in the work situation being represented.
- Learners must show that their productivity reflects those found in the work situation being represented.

## CONFIRMING AUTHENTICITY

Assessment of SVQs in management and leadership will be based on a number of key principles, as follows:

- there must be valid evidence from those who report to the Learner and from those to whom the Learner reports (except in cases where the Learner does not report to anyone – for example, they own the organisation)
- there must be some assessor observation of the Learner's performance. It is not acceptable for a Learner to be awarded a SVQ based on the NOS for management and leadership, which attests to competent performance in the workplace, if the assessor has never actually observed them undertaking management and leadership functions/activities

Prior to achievement of the full SVQ, there must be an interview between the assessor and the Learner which provides an opportunity to discuss performance and evidence across the suite of completed or soon-to-be completed units. This need not be a face-to-face interview i.e. it could be done over the phone or electronically. Key points from the interview will need to be recorded by the assessor for verification purposes.

## REQUIREMENTS FOR ASSESSORS & VERIFIERS

Learners may be assessed, moderated or verified at work either by several appointed individuals. The following information is provided by Qualifications for Industry in the *Assessment Strategy – Team Leading and Management SVQs* document.

### Assessors

The primary responsibility of an Assessor is to assess learners' performance in a range of tasks and to ensure the evidence submitted by the learner meets the requirements of the assessment criteria.

It is important that an assessor can recognise occupational competence as specified by the national standard. Assessors therefore need to have a thorough understanding of assessment and quality assurance practices, as well as have in-depth technical understanding related to the qualifications for which they are assessing learners.

To be able to assess learners, Assessors must:

- be “occupationally competent”. Assessors must provide current evidence of competence, knowledge and understanding in the areas to be assessed. This will normally be achieved through demonstrating competence in the roles which are to be assessed or demonstrated by relevant experience and continuing professional development (CPD) which may include the achievement of qualifications relevant to the areas being assessed.

AND ONE OF EITHER OF THE FOLLOWING

- hold an appropriate qualification, as specified by SQA Accreditation regulatory authority, confirming their competence to assess learners undertaking SVQs in Team Leading and Management. Assessors holding older qualifications must be able to demonstrate that they are assessing to the current standards.

OR

- be working toward an appropriate qualification, as specified by SQA Accreditation regulatory authority. Any Assessors working towards an appropriate qualification must ensure their decisions are countersigned by a suitably-qualified assessor/verifier and should be supported by a qualified assessor throughout their training period.

AND

- have a full and current understanding of the units and requirements of the qualifications being assessed, including the quality of assessment and the assessment process.

It is the responsibility of approved centres to select and appoint assessors.

### **Internal Verifiers**

A primary responsibility of IVs is to assure the quality and consistency of assessments by the assessors for whom they are responsible. IVs therefore need to have a thorough understanding of quality assurance and assessment practices, as well as sufficient technical understanding related to the qualifications that they are internally verifying. It will be the responsibility of the approved centre to select and appoint IVs.

To be able to internally verifier IVs must:

- be “occupationally competent”. IVs must demonstrate sufficient and current understanding of the qualifications to be internally verified, and know how they are applied in business.

AND ONE OF EITHER OF THE FOLLOWING

- hold an appropriate qualification, as specified by SQA Accreditation regulatory authority, confirming their competence to internally verify assessments and learners. IVs holding older qualifications must be able to demonstrate that they are verifying to the current standards.

OR

- be working toward an appropriate qualification, as specified by SQA Accreditation regulatory authority. If an IV is working towards an appropriate qualification, their decisions must be countersigned by a suitably qualified IV and should be supported by a qualified IV throughout their training period.

AND

- demonstrate competent practice in internal verification of assessment, and demonstrate understanding of the principles and practices of internal verification of assessment, including the quality of assessment and the assessment process.

All assessors, moderators and verifiers are required to maintain current Management competence to deliver these functions. Such information must be formally recorded in individual CPD records that maintained in assessment centres.

# CORE SKILLS SIGNPOSTING

The Core Skills Signposting is provided by Qualifications for Industry (QFI) in the *Core Skills Signposting: Management and Leadership*. This document presents the core skills signposting for the SVQs in Management and signposts the five SQA Core Skills standards to the Management and Leadership National Occupational Standards.

KEY	
<b>C</b>	Communication
<b>N</b>	Numeracy
<b>PS</b>	Problem Solving
<b>WWO</b>	Working with Others
<b>ICT</b>	Information and Communications Technology

## SVQ in Management at SCQF Level 7

UNITS	UNIT TITLE	C	N	P S	WWO	ICT
CFAM&LAA2	Develop your knowledge, skills and competence	5	5	5	5	-
CFAM&LBA3	Lead your team	6	4	5	5	-
CFAM&LDB4	Manage people's performance at work	6	5	6	6	-
CFAM&LEB1	Provide healthy, safe, secure and productive working environments and practices	5	5	5	5	-
CFAM&LBA9	Develop operational plans	6	5	6	6	-
CFAM&LBA7	Promote equality of opportunity, diversity and inclusion	5	5	5	5	-
CFAM&LCA4	Implement change	6	5	6	6	-
CFAM&LDD1	Develop and sustain productive working relationships with colleagues	5	4	5	6	-
CFAM&LDA2	Recruit, select and retain people	5	5	5	6	-
CFAM&LDC2	Support individuals' learning and development	6	4	4	5	-
CFAM&LDC5	Help individuals address problems affecting their performance	4	-	4	5	-
CFAM&LDB1	Build teams	5	-	-	5	-
CFAM&LDB8	Manage conflict in teams	5	-	5	6	-
CFAM&LDD6	Lead meetings to achieve specific objectives	5	-	-	5	-
CFAM&LDC4	Coach individuals	4	-	5	5	-
CFAM&LDA6	Initiate and follow disciplinary procedures	5	-	5	5	-
CFAM&LDA7	Initiate and follow grievance procedures	5	-	5	5	-
CFAM&LEA4	Manage budgets	6	6	5	6	-
CFAM&LEA3	Manage the use of financial resources	6	6	6	6	-
CFAM&LEB3	Manage physical resources	5	6	6	6	6
CFAM&LEB4	Manage the environmental and social impacts of your work	5	-	5	5	-
CFAM&LEC5	Use information to take effective decisions	5	5	6	6	5
CFAM&LEC4	Communicate information and knowledge	5	-	-	5	5
CFAM&LFA5	Manage projects	6	6	6	6	-
CFAM&LFE3	Prepare for and participate in quality audits	4	-	4	6	-
CFAM&LFD3	Manage customer service	5	-	5	5	-

CFAM&LBB3	Manage corporate social responsibility (CSR)	6	6	6	6	-
CFAM&LCA5	Evaluate change	6	6	-	5	-
CFAM&LDA3	Induct individuals into their roles	6	5	6	6	-
CFAM&LDA4	Manage the redeployment of people	6	5	6	6	-
CFAM&LDB7	Manage flexible working	5	5	6	6	-
CFAM&LDB9	Promote staff wellbeing	5	-	6	6	-
CFAM&LDC3	Mentor individuals	5	-	5	5	-
CFAM&LFE2	Manage quality audits	5	5	5	5	-
CFAM&LFC3	Sell products and services	4	5	5	6	-
CFAM&LDD3	Develop and sustain collaborative relationships with other departments	6	5	6	6	-
CFACSC5	Monitor and solve customer service problems	5	5	6	6	-
CFACSD8	Work with others to improve customer service	5	4	4	4	-

### SVQ in Management at SCQF Level 9

UNITS	UNIT TITLE	C	N	P S	WVO	ICT
CFAM&LBA9	Develop operational plans	6	5	6	6	-
CFAM&LBA2	Provide leadership in your area of responsibility	6	4	5	6	-
CFAM&LDD2	Develop and sustain productive working relationships with stakeholders	6	4	6	6	-
CFAM&LFA3	Manage business processes	6	6	6	6	-
CFAM&LAA2	Develop your knowledge, skills and competence	5	5	5	5	-
CFAM&LAA3	Develop and maintain your professional networks	6	4	5	6	-
CFAM&LBB4	Ensure compliance with legal, regulatory, ethical and social requirements	6	5	6	6	-
CFAM&LCA2	Plan change	6	6	6	5	-
CFAM&LCA4	Implement change	6	5	6	6	-
CFAM&LBA7	Promote equality of opportunity, diversity and inclusion	5	5	5	5	-
CFAM&LDA2	Recruit, select and retain people	5	5	5	6	-
CFAM&LDB4	Manage people's performance at work	6	5	6	6	-
CFAM&LDC2	Support individuals' learning and development	6	4	4	5	-
CFAM&LDB1	Build teams	5	-	-	5	-
CFAM&LDB8	Manage conflict in teams	5	-	5	6	-
CFAM&LDD6	Lead meetings to achieve specific objectives	5	-	-	5	-
CFAM&LDC4	Coach individuals	4	-	5	5	-
CFAM&LDA6	Initiate and follow disciplinary procedures	5	-	5	5	-
CFAM&LDA7	Initiate and follow grievance procedures	5	-	5	5	-
CFAM&LEA3	Manage the use of financial resources	6	6	6	6	-
CFAM&LDA5	Manage redundancies	6	5	6	6	-
CFAM&LEA2	Obtain finance from external sources	6	6	6	6	-
CFAM&LEC5	Use information to take effective decisions	5	5	6	6	5
CFAM&LEB1	Provide healthy, safe, secure and productive working environments and practices	5	5	5	5	-
CFAM&LFA5	Manage projects	6	6	6	6	-
CFAM&LEB3	Manage physical resources	5	6	6	6	6
CFAM&LEB4	Manage the environmental and social impacts of your work	5	-	5	5	-
CFAM&LFE3	Prepare for and participate in quality audits	4	-	4	6	-
CFAM&LBB2	Develop, maintain and evaluate business continuity plans and arrangements	6	6	6	6	-



CFAM&LCA1	Identify and evaluate opportunities for innovation and improvement	6	6	5	6	-
CFAM&LBB3	Manage corporate social responsibility (CSR)	6	6	6	6	-
CFAM&LCA3	Engage people in change	6	5	6	6	-
CFAM&LCA5	Evaluate change	6	6	-	5	-
CFAM&LDA4	Manage the redeployment of people	6	5	6	6	-
CFAM&LDB7	Manage flexible working	5	5	6	6	-
CFAM&LDD5	Manage conflict in the broader work environment	6	-	6	5	-
CFAM&LEA1	Identify and justify requirements for financial resources	6	6	6	5	-
CFAM&LED1	Decide whether to produce or buy in products and/or services	5	6	6	5	-
CFAM&LFA4	Manage programmes	6	6	6	6	-
CFAM&LFC1	Plan and monitor the work of sales teams	5	5	5	5	-
CFAM&LEC3	Develop knowledge and make it available	5	-	5	4	6
CFAM&LED2	Procure products and/or services	5	4	4	4	-
CFAM&LED3	Select suppliers through a tendering process	5	5	4	5	-
CFAM&LED4	Outsource business processes	6	6	6	6	-
CFAM&LFB2	Develop marketing plans	6	6	5	6	-
CFAM&LFB3	Implement marketing plans	6	6	5	6	-
CFAM&LFB1	Develop understanding of your markets and customers	6	6	6	6	-
CFAM&LFD2	Deliver products and services to customers	6	6	6	6	6
CFAM&LFE1	Manage quality assurance systems	4	-	4	4	4
CFAM&LFE4	Carry out quality audits	4	-	6	6	-
CFAM&LFB4	Manage the development of products and services	5	5	5	4	-
CFAM&LFB5	Manage the marketing of products and services	5	5	5	4	-
CFAM&LFC2	Bid for contracts	6	6	6	5	-
CFAM&LFE2	Manage quality audits	5	5	5	5	-
CFAM&LDB6	Support remote/virtual teams	5	-	5	6	6
CFAM&LFC3	Sell products and services	4	5	5	6	-

### SVQ in Management at SCQF Level 11

UNITS	UNIT TITLE	C	N	P S	WWO	ICT
CFAM&LBA1	Lead your organisation	6	5	5	6	-
CFAM&LFE5	Manage continuous improvement	6	6	6	6	-
CFAM&LCA1	Identify and evaluate opportunities for innovation and improvement	6	6	5	6	-
CFAM&LBA4	Evaluate your organisation's operating environment	6	6	6	6	-
CFAM&LAA3	Develop and maintain your professional networks	6	4	5	6	-
CFAM&LBB4	Ensure compliance with legal, regulatory, ethical and social requirements	6	5	6	6	-
CFAM&LBA8	Develop your organisation's values and culture	6	4	6	6	-
CFAM&LCA2	Plan change	6	6	6	5	-
CFAM&LCA4	Implement change	6	5	6	6	-
CFAM&LBA7	Promote equality of opportunity, diversity and inclusion	5	5	5	5	-
CFAM&LBA6	Develop strategic business plans	6	6	6	6	-
CFAM&LDD2	Develop and sustain productive working relationships with stakeholders	6	4	6	6	-
CFAM&LBB1	Manage risks to your organisation	6	6	6	6	-
CFAM&LDA1	Plan the workforce	6	6	6	5	-

CFAM&LDD4	Develop and sustain collaborative relationships with other organisations	6	6	6	6	-
CFAM&LEB5	Optimise effective use of technology	6	6	6	6	6
CFAM&LEC1	Promote knowledge management and sharing	6	-	5	5	6
CFAM&LFA4	Manage programmes	6	6	6	6	-
CFAM&LFD1	Develop a customer-focused organisation	6	5	6	6	-
CFAM&LEA2	Obtain finance from external sources	6	6	6	6	-
CFAM&LBA5	Develop your organisation's vision and strategy	6	4	6	6	-
CFAM&LEB1	Provide healthy, safe, secure and productive working environments and practices	5	5	5	5	-
CFAM&LBB2	Develop, maintain and evaluate business continuity plans and arrangements	6	6	6	6	-
CFAM&LCA1	Identify and evaluate opportunities for innovation and improvement	6	6	5	6	-
CFAM&LCA3	Engage people in change	6	5	6	6	-
CFAM&LEA1	Identify and justify requirements for financial resources	6	6	6	5	-
CFAM&LEC2	Manage information, knowledge and communications systems	5	-	6	5	6
CFAM&LFC2	Bid for contracts	6	6	6	5	-
CFAM&LED4	Outsource business processes	6	6	6	6	-
CFAM&LFB1	Develop understanding of your markets and customers	6	6	6	6	-
CFAM&LFE4	Carry out quality audits	4	-	6	6	-
CFAM&LFB5	Manage the marketing of products and services	5	5	5	4	-
CFAM&LFB4	Manage the development of products and services	5	5	5	4	-
CFAM&LFA1	Implement and evaluate strategic business plans	6	6	6	6	-

# APPENDIX 1 – REVISIONS TO DOCUMENT

The below table summarises any changes made to this document since its publication.

Revisions to Document	Document Version	Date Revision Made
First publication	Version 1	July 2017
Extend qualifications registration date	Version 2	October 2023