

Title:	Understanding stress management in the workplace	
Level:	3	
Credit value:	1	
Unit guided learning hours	7	
Learning outcomes (the learner will)	Assessment criteria (the learner can)	
1 Know how to manage stress in the workplace	1.1 Examine the causes and impact of stress in the organisation 1.2 Describe the symptoms of stress in self and others 1.3 Explain a practical stress management technique	
2 Understand how to support individuals in the team and minimise stress in others	2.1 Describe management responsibilities and actions in relation to work-related stress in the team 2.2 Explain how and when to provide advice, mentoring or counselling to support individuals in the workplace	
Additional information about the unit		
Unit purpose and aim(s)	To develop knowledge and understanding of managing stress in self and others as required by a practising or potential first line manager.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: C6, D8	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for the unit (if required)	M3.15 – Managing stress in the workplace	
Location of the unit within the subject/sector classification system	15.3 – Business Management	
Additional Guidance about the Unit		

Indicative Content:

1	<ul style="list-style-type: none">• Causes and impacts of stress at work• Symptoms of stress in self and in others• Implications of stress for workplace and non-work activities/relationships• Implications and effects of stress for individuals and organisations• Management responsibilities in relation to work-related stress• Simple practical stress management techniques• Sources of available support for stress sufferers• Action planning and review techniques
2	<ul style="list-style-type: none">• Definitions of counselling, advising and mentoring and when to use each of them to support individuals• Principles of counselling• Mentoring, and the mentoring cycle• Range of available counselling and support mechanisms• Implications of confidentiality

Title:	Understanding marketing for managers	
Level:	3	
Credit value:	1	
Unit guided learning hours	4	
Learning outcomes (the learner will)	Assessment criteria (the learner can)	
1 Understand basic marketing concepts	1.1 Explain the marketing concept and its relevance for the organisation	1.2 Describe the elements of the marketing mix and give an example of how each is used within the context of the organisation
	1.3 Identify the key elements of an organisations marketing strategy	
2 Understand the marketing context	2.1 Conduct a simple organisational SWOT analysis in the marketing context	
Additional information about the unit	This unit is meant for a general manager and not a marketing manager.	
Unit purpose and aim(s)	To develop basic knowledge and understanding of marketing as required by a practising or potential first line manager.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS:	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for the unit (if required)	M3.35 – Marketing for managers	
Location of the unit within the subject/sector classification system	15.3 – Business Management	
Additional Guidance about the Unit		

Indicative Content:

1

- Simple definition of marketing and its relevance to the organisation
- The idea of the Marketing Mix (product, price, place and promotion, and 7P model for services) and its relevance
- Nature and role of market segmentation
- Outline of market planning and its purpose
- Sales promotion and advertising methods
- Public and customer relations activities

2

- Simple organisational SWOT analysis in the marketing context

Title:	Understanding negotiation and networking in the workplace	
Level:	3	
Credit value:	1	
Unit guided learning hours	6	
Learning outcomes (the learner will)	Assessment criteria (the learner can)	
1 Know how to influence and negotiate with others to achieve objectives	1.1 Explain the general principles of negotiation	1.2 Explain a relevant technique for influencing others to achieve workplace objectives
	1.3 Describe how to reduce resistance and minimise conflict to achieve a win-win situation in the workplace during negotiations	
2 Understand the value of networking	2.1 Explain the value of networking	2.2 Identify an appropriate network for a manager in the workplace
	2.3 Describe methods to establish and maintain effective professional relationships with the identified network	
Additional information about the unit		
Unit purpose and aim(s)	To develop knowledge and understanding of negotiation and networking in the workplace as required by a practising or potential first line manager.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: D1, D10	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for the unit (if required)	M3.31 - Influencing others at work	
Location of the unit within the subject/sector classification system	15.3 – Business Management	

Additional Guidance about the Unit

Indicative Content:

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| 1 | <ul style="list-style-type: none">• Formal and informal negotiation• Negotiation strategy, tactics and behaviour• Non-verbal communication and social skills• Techniques for influencing others• Value systems and other barriers to acceptance• Conflict and its resolution to achieve a win-win situation• Levels of power and authority, and the impact on negotiation |
| 2 | <ul style="list-style-type: none">• Nature, purpose and value of networking• Identification of relevant networks• Effective networking practices and skills• Network and contact creation• Methods to establish and maintain effective professional relationships at various levels |

Title:	Understanding costs and budgets in an organisation	
Level:	3	
Credit value:	1	
Unit guided learning hours	7	
Learning outcomes (the learner will)	Assessment criteria (the learner can)	
1 Understand budgets within an organisation	1.1 Explain the importance of agreeing to a budget and operating within it 1.2 Describe the process by which a budget is agreed in an organisation 1.3 Explain the process of gathering information to be used for the determination and/or revision of budgets 1.4 Describe a method to monitor variance between actual and budgeted performance	
2 Understand costs within an organisation	2.1 Explain fixed and variable costs in relation to the organisation 2.2 Explain the concept of break even in relation to the organisation 2.3 Explain the purpose and nature of basic cost statements 2.4 Explain the value of standard costing and its role as a control mechanism 2.5 Describe mechanisms in the organisation to maintain control of costs	
Additional information about the unit		
Unit purpose and aim(s)	To develop knowledge and understanding of costs and budgets in an organisation as required by a practising or potential first line manager.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: E1	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if	Council for Administration (CfA)	

required)	
Equivalencies agreed for the unit (if required)	M3.27 - Working with costs and budgets
Location of the unit within the subject/sector classification system	15.3 – Business Management
Additional Guidance about the Unit	
Indicative Content:	
1	<ul style="list-style-type: none"> • The nature and purpose of budgets, and the advantages of budgetary control • Methods to monitor variance of actual performance against budget • Causes of variance, their significance and ways of reducing adverse effects • How to gather information for use in determining and/or revising budgets
2	<ul style="list-style-type: none"> • Definition of fixed and variable costs; concept of break even, especially in relation to own organisation • The purpose and nature of basic cost statements; use of standard costs • Role of the manager in cost control • Mechanisms to maintain control of costs, and how to select the optimum method

Title:	Understanding conflict management in the workplace	
Level:	3	
Credit value:	1	
Unit guided learning hours	4	
Learning outcomes (the learner will)	Assessment criteria (the learner can)	
1 Understand conflict management in the workplace	1.1 Identify causes of conflict at work 1.2 Describe the stages in the development of conflict 1.3 Explain the effects of conflict on individual and team performance at work 1.4 Explain any recognised technique a manager could use to minimise and resolve conflict in the workplace 1.5 Describe how a manager could promote a positive atmosphere in order to minimise the adverse effects of conflict	
Additional information about the unit		
Unit purpose and aim(s)	To develop knowledge and understanding of managing conflict and supporting individuals as required by a practising or potential first line manager.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: D1	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Equivalencies agreed for the unit (if required)	M3.14 – Managing conflict in the workplace	
Location of the unit within the subject/sector classification system	15.3 – Business Management	
Additional Guidance about the Unit		

Indicative Content:

1

- Possible causes of internal conflict, e.g. personal versus business objectives/values
- Causes of interpersonal friction at work, including bullying and harassment
- The effects of conflict on performance and the individual at work
- Stages in the development of conflict
- The manager's responsibility in minimising and resolving conflict, and techniques to achieve this
- Ways to create harmony at work and engender a positive atmosphere