September 2026 Exam - J07 Supervision in a regulated environment		
Question Number	**Syllabus learning outcomes being examined**	
1.	1.1	Conduct and competency of managers in scope of SM&CR regime and T&C requirements as relevant;
2.	1.3	How the role of the manager fits into the organisation overall;
3.	2.1	Leadership models and theories, e.g. Belbin, Hersey & Blanchard, McGregor, Covey, Myers Briggs, emotional intelligence, Scouller's three levels of leadership;
4.	3.2	The characteristics and benefits of effective communication and barriers to communication;
5.	4.3	Competency based interviewing;
6.	4.6	The SM&CR conduct rules, training requirements and statements of responsibility.
7.	5.1	Theories of learning e.g. Kolb, Honey and Mumford;
8.	6.2	The key features and applications of a counselling process and models, e.g. Michael Reddy;
9.	6.4	The manager's role and responsibilities in coaching, counselling and assessing.
10.	7.5	Regulatory requirements and appropriate methods for complaints handling.
11.	8.2	How performance is measured;
12.	8.5	Target setting, company objectives and the management cycle;
13.	9.4	Operational resilience.
14.	10.1	Managing unsatisfactory performance;
15.	10.5	Relevant aspects of the law on equal opportunities, discrimination, disability and human rights.