

# Senior management and supervision

## Purpose

This unit enables financial planning professionals to develop the skills and technical understanding to evaluate and enhance supervisory practices, governance of competence requirements and leadership and culture within a financial services organisation.

## Learning Outcomes

At the end of this unit, candidates will be able to:

Summary of learning outcomes	
1.	Apply knowledge of the regulatory and business environment and practices
2.	Apply supervisory practices in the context of operational risk management
3.	Evaluate the competency requirements for senior managers and the governance of competence arrangements
4.	Evaluate the impact of leadership and culture in a regulated environment

## Entry guidance

It is assumed that the candidate already has the knowledge gained from a study of J07 Supervision in a regulated environment or equivalent.

## Important notes

- Method of assessment: completion of 3 coursework assignments.
- Coursework assignments should be based upon the English legislative position and tax year at the time of submission.
- Resubmissions need not be updated to a new legislative position or tax year when they are resubmitted after the original date of submission.
- Candidates are expected to be aware of the FCA rules and guidance regarding training and competence, conduct of business and complaints handling as contained within the relevant sourcebooks.
- Candidates should refer to the CII website for the latest information on changes to law and practice and when they will be examined:
  1. Visit [www.cii.co.uk/learning/qualifications](http://www.cii.co.uk/learning/qualifications)
  2. Select the appropriate qualification
  3. Select your unit from the list provided
  4. Select qualification update on the right hand side of the page

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## 1. Apply knowledge of the regulatory and business environment and practices

- 1.1 Understand the objectives and benefits of regulation including Consumer Duty, Fair treatment of customers, vulnerable customers and BiFD;
- 1.2 Understand supervision principles and practices.

## 2. Apply supervisory practices in the context of operational risk management

- 2.1 Explain effective risk management;
- 2.2 Evaluate different governance approaches.

## 3. Evaluate the competency requirements for senior managers and the governance of competence arrangements

- 3.1 Evaluate the business and regulatory competency requirements at senior management level;
- 3.2 Evaluate the governance of competence arrangements across business areas or functions.

## 4. Evaluate the impact of leadership and culture in a regulated environment

- 4.1 Evaluate the impact of leadership in creating a supportive and ethical culture;
- 4.2 Evaluate how culture, ethics and behaviour are used to manage and eliminate risk and promote good outcomes for customers.

## Available resources

The following list provides details of further resources which may assist you with your studies.

**Note: The assignments will test the syllabus alone. However, it is important to read additional sources as 5% of the final mark is allocated for evidence of further reading and/or the use of relevant examples.**

The resources found here: [www.cii.co.uk/learning/](http://www.cii.co.uk/learning/) will help you keep up-to-date with developments and provide a wider coverage of syllabus topics.

Additional reading material can also be found referenced in an appendix within the study text.

## Learning support

Senior management and supervision.  
London: CII. Study text AF6.

Supervision in a regulated environment.  
London: CII. Study text J07.

## Exemplar paper

An exemplar paper is available for this unit. It is available on the CII website under the unit description / purchasing page. You will be able to access this page from the Qualifications section of the CII website: [www.cii.co.uk/qualifications](http://www.cii.co.uk/qualifications).

The exemplar paper is also available on the RevisionMate website [www.cii.co.uk/login](http://www.cii.co.uk/login) after you have purchased the unit.

## Supporting coursework documents

Additional information which is provided for coursework assignments can be found here: [www.cii.co.uk/learning/qualifications/assessment-information/coursework-and-dissertations](http://www.cii.co.uk/learning/qualifications/assessment-information/coursework-and-dissertations)

## Coursework preparation

Coursework preparation guidance and further supporting documentation are available via the CII website: [www.cii.co.uk/learning/qualifications/assessment-information](http://www.cii.co.uk/learning/qualifications/assessment-information)