



PROFESSIONAL DEVELOPMENT AWARDS IN MANAGEMENT

What are Professional Development Awards?

Professional Development Awards (PDAs) are normally qualifications for people who are already in a career or vocation and who wish to extend or broaden their skills.

PDAs in Management

The PDAs in Management are designed to enable you develop your knowledge and understanding of the principles of management and to apply them in a context relevant to you. Within the suite of awards, you will find one or more that will be relevant to you whether you are hoping to be a manager or already hold a managerial role – at either a team leading level or a more senior managerial post. You can also undertake the awards if you are not currently in work but would like to develop management skills eg to help you return to the workplace.

Each of the PDAs in Management are awards consisting of two mandatory Units. You must successfully complete both Units of each award in order to achieve the relevant PDA in Management. All awards are practical and you are required to provide evidence to show that you can undertake the appropriate management tasks. Assessment could take a variety of forms (eg report writing; development of a portfolio; closed-book examination; as well as using ITC eg blogs, wikis, podcasts, social bookmarking sites etc) depending on the specific award you are undertaking.

There are ten PDAs in Management ranging from Higher (SCQF level 6), HNC and HND level (SCQF levels 7 and 8) up to Masters Level (SCQF level11). An outline of the PDAs is shown in the table below:

Titles of PDA	Units making up the PDA	SCQF Credit Points
PDA in Management at SCQF level 6 (G972 46)	Managing Self and Resources (F3XP 33) Working in a Team (F3XR 33)	16
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	Management: Self Management Skills (H1F134) Managing and Working with People (H1F434)	24
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Develop Skills for Personal Effectiveness (DF4F35) Managing People (F5GF 35)	24

Titles of PDA	Units making up the PDA	
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Manage Operational Resources (H1F534) Management of Quality (DW6G34)	32
PDA in Leadership and Change at SCQF level 8 (G9CN 48)	Management: Leadership at Work (H1F234) Management: Plan, Lead and Implement Change (H1F335)	16
PDA in Project Management at SCQF level 8 (G9CK 48)	Project Management: Project Justification and Planning (DV5H 35) Project Management: Managing the Implementation of a Project (DV5J 35)	24
PDA in Strategic Management at SCQF level 8 (GF93 48)	Management: Strategic Change (H1S635) Management: Develop Strategic Plans (H1S735)	16
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Management: Organisational Leadership and Development (H1S835) Leadership for Managers (F5GH 36)	24
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Decision Making for Managers (F5GG 36) Management: Organisational Innovation (DV8036)	24
PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)	Organisational Ethics (F8K9 39) Organisational Decision Making (F8KA 39)	32

The Units making up the PDAs have been mapped to the National Occupational Standards (NOS) in Management and Leadership which apply to managers and leaders in all sizes and types of organisations across all industries and sectors.

On successful completion of each of the PDAs in Management, you will achieve a joint certificate from SQA and the Chartered Management Institute (CMI). CMI have special membership arrangements for those who achieve particular SQA/CMI qualifications.

A separate Information Sheet has been developed for each PDA and provides information on:

- ◆ The content of the award
- ◆ Likely assessment methods
- ◆ Progression opportunities
- ◆ Typical job roles



PDA in Management at SCQF Level 6 (G972 46)

Welcome to the PDA in Management at SCQF Level 6, which offers you the opportunity to develop knowledge and understanding of fundamental principles of management and to apply them in a context relevant to you. It will be suitable for you if you are currently in a management position or if you hope to take up a managerial post in the future. You can also undertake this award if you are not currently in work but would like to develop fundamental management skills eg to help you return to the workplace.

The benefits of the award are that it will give you the basic tools that you need to function effectively in the managerial roles you will be expected to fulfil. It is a practical award and, wherever possible, learning and assessment will be based on your own experience either as a manager or of being managed.

The PDA in Management at SCQF Level 6 is a qualification in its own right but it will also help you to progress to further management awards such as HNC Management and Leadership.

The award consists of two mandatory Units and you must successfully complete both of them to achieve the PDA in Management at SCQF Level 6:

- ◆ Managing Self and Resources (F3XP 33)
- ◆ Working in a Team (F3XR 33)

It is a practical award and you will be required to provide evidence to show that you can contribute to the managing of a task and working in a team.

There are no specific entry requirements for the PDA in Management at SCQF Level 6. However, it will help you if you already have some experience of taking management responsibility within a team or expect to undertake such responsibility in the future.

Support materials have been developed for the Units making up this PDA. These can be accessed via SQA Academy

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI).



PDA in Managing Self and Others at SCQF Level 7 (G9CR 47)

Welcome to the Professional Development Award (PDA) in Managing Self and Others at SCQF Level 7, which offers you the opportunity to develop knowledge and skills in self management and working with people.

The target group for this award is first line managers or those aspiring to this role. It can be seen as the first step in a management development programme. Typical job roles could include: supervisor; team leader; first line manager; first level team leader; production supervisor

The PDA in Managing Self and Others at SCQF Level 7 is made up of two mandatory Units:

- ◆ Management: Developing Self Management Skills (H1F134)
- ◆ Managing and Working with People (H1F434)

The Self Management Skills Unit introduces you to a range of tools which can be used to gain self-awareness, self-understanding and self-knowledge that provides you with an understanding of the skills required to work with and manage others. An understanding of one's self provides an ideal starting point from which you can identify, prioritise and achieve your own personal and career goals within both a work and life context. This Unit will give you an understanding of these skills and how to use them in an effective manner.

Managing and working with people gives you the skills and knowledge to enable you to select, recruit and work successfully with people and have an understanding of key people management processes of recruitment and selection, coaching, performance management, conflict management and discipline and grievance handling. This Unit should help you in developing an understanding of the need to build and maintain positive relationships with other colleagues in the workplace.

The Units are likely to be assessed by means of a portfolio of evidence for Management: Self Management Skills and by case study/scenario for Managing and Working with People. Evidence can also be presented using a variety of Web 2.0 technologies such as blogs, wikis, podcasts and presentation software.

Support packs, including interactive activities have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs and the interactive activities can be found on the HN Management and Leadership subject webpage <http://www.sqa.org.uk/sqa/26294.html>

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as HNC Management and Leadership. The two Units making up the award are mandatory Units within the HNC and the PDA therefore can be used as a stepping stone to the HNC in Management and Leadership. Completion of the PDA will give you 3 credits towards the 12 that are required for an HNC Management and Leadership.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI).



PDA in Managing Self and Others at SCQF Level 8 (G9CT 48)

Welcome to the Professional Development Award (PDA) in Managing Self and Others at SCQF Level 8. This award has a similar purpose to the PDA in Managing Self and Others at SCQF Level 7 in that it offers you the opportunity to develop your knowledge and skills in self management and in working with people. However, this PDA has a stronger focus on managing others.

The target group for this award is people who do have some managerial experience or know that they will be moving into a managerial role in the very near future. It enables you to take stock of where you are at the moment and to focus on developing your skills in line management. It can, like its SCQF Level 7 equivalent, be seen as the first step in a management development programme, although it stands alone and can be completed on this basis.

Typical job roles could include: junior managers in medium to large organisations (between supervisor and department head; trainee manager; manager in designate; sales manager; call centre manager

The PDA in Managing Self and Others at SCQF Level 8 is made up of two mandatory Units:

- ◆ Developing Skills for Personal Effectiveness (DF4F35)
- ◆ Managing People (F5GF35)

The Developing Skills for Personal Effectiveness Unit enables you to develop inter-personal skills such as assertiveness and negotiation skills, as well as other techniques such as stress management. It builds this around an Action Plan for your own development. You will audit your current skill levels and then devise, implement and evaluate an Action Plan to address your development needs and enhance your personal effectiveness. Good self-management is a crucial aspect to successfully managing others. Your Action Plan, and the thought and reflection which go into it, will enable you to think about your role as a manager and how you would like it to develop in the future.

Managing People gives you the skills and knowledge in the main areas of people management. You will analyse the roles and responsibilities of a manager which fits closely with the Action Plan for personal effectiveness. You then continue with actions to maintain and improve performance of people at work, particularly in the context of working in teams. Finally, you evaluate the recruitment and selection of people. The Unit therefore helps you to develop your skills and approach to managing others.

The Units are likely to be assessed by means of a portfolio of evidence for Developing Skills for Personal Effectiveness which could include a report for Managing People. For both Units you may be able to use your own experience in the workplace when gathering assessment evidence.

Support packs have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs.

The PDA is a qualification in its own right but it may help you to progress to other management qualifications if you wish to do so.

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PDA in Managing Resources and Quality at SCQF Level 7 (G9CP 47)

Welcome to the Professional Development Award (PDA) in Managing Resources and Quality at SCQF Level 7, which offers you the opportunity to develop the knowledge and skills that you will need to manage operational resources safely and in accordance with quality standards.

The target group for this award is first line managers with responsibility for operations management or related areas such as process management or those aspiring to this type of role.

Typical job roles could include: supervisor or team leader eg in manufacturing sector; production line manager; service manager; process manager

The PDA in Managing Resources and Quality at SCQF Level 7 is made up of two mandatory Units:

- ◆ Manage Operational Resources (H1F534)
- ◆ Management of Quality (DW6G34)

The two Units in this PDA enable you to manage operational resources safely and in accordance with relevant quality standards. The Managing Operational Resources Unit covers all the main areas of operational management, eg what operational management involves; using financial data; managing the impact of technology; and introduces quality. This is the springboard for the more in-depth exploration of quality which is covered in the Management of Quality Unit, where you will look at the requirements of total quality systems and examine why organisations need Total Quality Management.

You will develop a number of skills through this PDA including interpreting and preparing budgets and measuring the costs of quality. The PDA enables you to critically assess documents such as Health and Safety procedures and those needed for ISO 9001. It helps you to think about how to deal with issues that are increasingly important in today's dynamic environment, such as the impact of technology on operational activity. Overall, the PDA will help you to become more effective as a manager of operational resources. If you have not yet started on your managerial career, this PDA will help give you the confidence to take on a job which has operational management responsibilities.

The Units are likely to be assessed by a combination of methods including reports and a critique of documents such as Health and Safety documents. You are encouraged to make use of information from organisations with which you are familiar, such as the one you work for or one you have worked for in the past. You may encounter some case studies – on financial information for example.

Support packs have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs. There are also interactive activities available on SQA's website for Manage Operational Resources. These can be found on the HN Management and Leadership subject webpage <http://www.sqa.org.uk/sqa/26294.html>

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as HNC Management and Leadership.

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PDA in Leadership and Change at SCQF Level 8 (G9CN 48)

Welcome to the Professional Development Award (PDA) in Leadership and Change at SCQF Level 8, which offers you the opportunity to develop the knowledge and skills that you will need to plan for change and develop strategies to lead others through a period of change. Once you have completed the PDA, you should be in a position to not only tackle change in a positive manner but also be able to avoid the pitfalls which can derail change programmes - even well intentioned ones.

The target group for this award is managers, especially team leaders, with responsibility for leading or managing change. Typical job roles could include: middle management positions; Change facilitators; programme managers; team leaders in change situations.

The PDA in Leadership and Change at SCQF Level 8 is made up of two mandatory Units:

- ◆ Management: Leadership at Work (H1F2 34)
- ◆ Management: Plan, Lead and Implement Change (H1F3 35)

The two Units in this PDA complement each other, and between them, enable you to plan for change and develop approaches and strategies to lead others through a period of change. It is likely that you will begin with the Management: Leadership at Work Unit as this gives you a chance to think about the principles of management and leadership and how they apply to your own situation as a manager (or as someone who hopes to become a manager). This Unit enables you to analyse different approaches to leadership and to think about how you could apply these to your own leadership approach. In particular, you can relate it to techniques of team building and consider how you can use these to develop your effectiveness as a team leader.

This sets the scene for Management: Plan, Lead and Implement Change because in this Unit you apply the ideas of leadership and teambuilding to the particular managerial challenge of managing change. You will have the opportunity to work through at least one complete change – from making a plan to devising strategies for leading and implementing the plan. Again, you can relate this directly to your own experience at work, whether as a manager or as someone who has been managed during change.

Change is an important part of modern organisation and it is something which every manager has to deal with. Overall, the PDA helps you to extend and develop your skills as a manager/leader and become more effective in managing change and in meeting the challenges which this involves. It also helps you to avoid the common pitfalls which often make change a more difficult process for leaders and managers than it needs to be. If you have not yet started on your managerial career, this PDA can give you the confidence to successfully tackle change when you meet it as a manager. It may also help you contribute to the successful management of change in a non-management capacity.

The Units are likely to be assessed by a combination of methods including reports, plans and strategies. Evidence can also be presented using a variety of Web 2.0 technologies such as blogs, wikis, podcasts and presentation software. You will be encouraged to make use of information from organisations with which you are familiar, such as the one you work for or one you have worked for in the past. You may also encounter some case studies – on particular aspects of change or teambuilding for example.

Support packs, including interactive activities have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs and the interactive activities can be found on the HN Management and Leadership subject webpage <http://www.sqa.org.uk/sqa/26294.html>

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as HNC Management.

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PDA in Project Management at SCQF level 8 (G9CK 48)

Welcome to the Professional Development Award (PDA) in Project Management which is designed to equip you with the knowledge, understanding and skills required for successful project design and implementation in current and future employment. Regardless of your employment status, profession or occupational sector the Award will recognise and develop your project management experiences. It aims to provide you with a structured and standardised approach for the management of projects.

The PDA in Project Management comprises two mandatory Units at SCQF level 8 (HND level). The award is sequenced from the first Unit on *Project Management: Project Justification and Planning* (DV5H 35) through to the second Unit on *Project Management: Managing the Implementation of a Project* (DV5J 35).

The purpose of *Project Management: Project Justification and Planning* is to provide you with an introduction to the knowledge and skills required to develop an initial project idea through to production of a sound business case for the project which can, if required, be presented to your organisation's senior decision makers for approval prior to implementation.

The purpose of *Project Management: Managing the Implementation of a Project* is to provide you with the knowledge and skills required to run and complete a project which has been given approval to proceed to implementation. The resultant skills will enable you to manage and control project resources including project relationships and the budget within the context of efficient management of risk and change.

If you are currently employed it is recommended that in agreement with your line manager and tutor you select a suitable project at your place of work which can be used as the basis of development and assessment across all Outcomes of both Units. If it is not possible to select a work-based project or the project is not suitable for assessment purposes then a simulated or case-study based project will be provided by the Centre.

Development of your project management skills will be through formative practical exercises and be assessed either at the end of each Outcome or with summative assessments incorporating two or more Outcomes across the two Units. In order to complete the Award successfully you will be required to achieve a satisfactory level of performance in all assessed work.

Support packs have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs.

The PDA is designed to support you in current or future project management roles. It may provide you with the first steps in the development of your project management skills and enable you to progress in due course to other widely recognised professional project management qualifications.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the Diploma in Management and Leadership.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI).



PDA in Strategic Management at SCQF Level 8 (GF93 48)

Welcome to the Professional Development Award (PDA) in Strategic Management at SCQF Level 8, which enables you to determine a suitable strategy for an organisation based on an assessment of its strategic position. The PDA allows you to think about different approaches to strategy and how your organisation can use these to find a way to meet the challenges of its environment and achieve its objectives.

The target group for this award is managers who contribute to strategic development in organisations as well as managers who wish to enhance their awareness and understanding of the strategic process. The PDA would also be suitable if you were aspiring to this role, although it would be expected that you would already have some experience of managerial work. Typical job roles could include: senior/middle managers or those aspiring to these positions; middle managers in voluntary or public sector; project manager; production manager

The PDA in Organisational Leadership at SCQF Level 8 is made up of two mandatory Units:

- ◆ Management: Strategic Change (H1S6 35)
- ◆ Management: Develop Strategic Plans (H1S7 35)

The overall focus of this PDA is at the **organisational** level as this is where strategic management takes place. The PDA, therefore, goes beyond first line management and addresses the challenges you may have to face in higher level posts as a middle or senior manager.

The PDA enables you to analyse different strategic concepts and establish your organisation's strategic position. You will look at how to determine the direction of strategic change and some methods, including the planning process, for doing this. You will get practical experience of devising a strategic plan for an organisation that you are familiar with – perhaps the one you work for just now.

The PDA enables you to relate theory directly to your own experience at work and find ways in which it can help you become aware of strategic management and what it involves - which will allow you to contribute to the strategic management process in your organisation. Overall, the PDA helps you to extend and develop your skills as a manager/leader and give you an insight into strategic development so that you can make an effective contribution to it - in what ever capacity you can in terms of your position in your organisation. It should also help you build on your previous experience as a first line manager or equip you to step beyond this role when the opportunity arises.

Management: Strategic Change deals with examining strategic options and selecting a suitable option from among those available. Management: Develop Strategic Plans takes this forward and considers the implementation of the chosen strategic option. You could begin with Management: Strategic Change and use your work as the starting point for Management: Develop Strategic Plans.

Evidence for the Units can be provided using a wide variety of Web 2.0 technologies such as blogs, wikis, podcasts, and presentation software or more traditional means such as reports, responses to case studies, and paper based portfolios etc.

Evidence for Management: Strategic Change could be presented in an electronic or paper-based portfolio and for Management: Develop Strategic Plans the strategic plan could be presented in the format of a formal management report, through a series of postings on a blog or, again as a portfolio of evidence. The strategic plan and the report can be based on an organisation with which you are familiar, eg the one you work for or one you have previously worked.

Support packs, including interactive activities have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs and the interactive activities can be found on the HN Management and Leadership subject webpage <http://www.sqa.org.uk/sqa/26294.html>

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the Diploma in Management and Leadership.

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PDA in Organisational Leadership at SCQF Level 9 (G9CV 49)

Welcome to the Professional Development Award (PDA) in Organisational Leadership at SCQF Level 9, which offers you the opportunity to develop the knowledge and skills that you will need to lead organisations in a manner which is consistent with the organisation's vision and develop leadership within the organisation.

The target group for this PDA is managers who have a significant part to play in leading the organisation towards achievement of its objectives. Depending on the size of the organisation, you could be in middle management positions, perhaps as departmental manager, or in a senior management role. It is likely that you will have responsibility for other managers such as team or section leaders or will be aspiring to this type of role.

Typical job roles could include: senior/ middle managers or those aspiring to these positions; operational manager; production manager

The PDA in Organisational Leadership at SCQF Level 9 is made up of two mandatory Units:

- ◆ Management: Organisational Leadership and Development (H1S8 35)
- ◆ Leadership for Managers (F5GH 36)

The overall focus of this PDA is leadership at an **organisational** level so it takes you beyond first line management and addresses the challenges you may have to face as a manager of managers. The PDA enables you to evaluate leadership approaches and relate leadership to the overall vision and direction of your organisation. It gives you practice in the inter-personal skills that leaders at organisational level need and highlights how leading change can be different at organisational level from leading a team through change as a first line manager. It also helps to find ways to develop other leaders - as this is critical to the future of any organisation.

The PDA enables you to relate theory directly to your own experience at work and to find ways in which it can help you develop approaches to leadership which allow you to contribute to leading your organisation towards the goals it has set itself. Overall, the PDA should help you to extend and develop your skills as a manager/leader and become more effective in managing organisational change and developing others as leaders. It also helps you to build on your previous experience as a first line manager. If you are still in the first stages of your managerial career, the PDA helps to equip you to move beyond your current role when the opportunity arises.

The PDA will be assessed by a report for Leadership for Managers and by an examination held in controlled conditions for Management: Organisational Leadership and Development. The report can be based on an organisation with which you are familiar, eg the one you work for or one you have worked for previously. The examination will be based on a case study and you will be given details of this by your tutor during the PDA. You will pass the examination if you obtain a mark of 50 or more out of 100.

Support packs have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the Diploma in Management and Leadership. One advantage of the examination assessment is that it helps make you attractive as a potential student at University if you are thinking of progressing into a management qualification at a Higher Education Institution.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI).



PDA in Decision Making and Innovation at SCQF Level 9 (G9CM 49)

Welcome to the Professional Development Award (PDA) in Decision Making and Innovation at SCQF Level 9, which enables you to make proposals and take decisions about innovation in your organisation.

The target group for this award is managers who have a specific remit for innovation in their organisation, as well as managers who wish to enhance their awareness and understanding of the innovative process. All managers have to make decisions, however this PDA is aimed specifically at managers in middle or senior management positions and who take decisions about innovation which apply to significant areas of the organisation's activities. This PDA would also be suitable for managers aspiring to this role, although these are likely to be people who already have some experience of managerial work. It may also appeal to first line managers whose job remit directly covers innovative activities e.g. managers of teams in research or product/service/business development areas of an organisation.

Typical job roles could include: senior/ middle managers or those aspiring to these positions; production manager; sales and marketing managers; research team leaders; business development managers.

The PDA in Organisational Leadership at SCQF Level 9 is made up of two mandatory Units:

- ◆ Decision Making for Managers (F5GG36)
- ◆ Management: Organisational Innovation (DV8036)

The overall focus of this PDA is at the **organisational** level as this is where strategic management takes place. The PDA, therefore, takes you beyond first line management and addresses the challenges you may have to face in higher level posts as a middle or senior manager. The PDA enables you to analyse decision making and innovation. You will also be able to develop and evaluate an approach to decision making which you will be able to use in your work as a manager and make proposals for innovation in your organisation.

Innovation is a particularly good background against which to think about decision making. There are two reasons for this. One is that proposals for innovation can sometimes be sidelined because no decision is made on carrying them out. The other is that decisions to do something new can sometimes backfire because insufficient attention has been paid to making the decision. For example, enthusiasm for the new idea can result in people getting carried away and taking decisions which they subsequently regret and wish they had been more circumspect. You will get practical experience of developing an approach to decision making and of presenting proposals for innovation.

The PDA enables you to relate theory directly to your own experience at work and find ways in which it can help you become aware of strategic management and what it involves, thus allowing you to contribute to the strategic management process in your organisation. In addition, the PDA helps you to extend and develop your decision making skills as a manager/leader and enables you to apply them to promoting innovation within your organisation. Overall, this should assist you make an effective contribution to helping your organisation meet the challenges it faces in today's dynamic environment. In addition, it should help you to build on your previous experience as a first line manager. If you are still in the first stages of your managerial career, the PDA should equip you to move beyond your current role when the opportunity arises.

The Units are likely to be assessed by reports - these will include proposals for innovation and showing how you have developed your own approach to decision making. Throughout you will be encouraged to make use of information from organisations with which you are familiar such as the one you work for or one you have previously worked for. You may also encounter some case studies, for example on particular aspects of innovation.

Support packs have been developed for the Units making up this PDA. Your tutor will be able to provide you with a copy of the support packs.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the Diploma in Management and Leadership or into a management qualification at a Higher Education Institution.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI).



PDA in Organisational Ethics and Decision Making at SCQF Level 11 (G9M9 51)

Welcome to the Professional Development Award (PDA) in Organisational Ethics and Decision Making at SCQF level 11. The overall aim of this PDA is to provide you with the opportunity to develop a critical understanding of the key theories, principles and concepts in relation to organisational ethics and decision making. It will provide you with the opportunity to critically analyse and influence professional practice in relation to these areas within your own organisation.

You and your organisation will benefit from the opportunity to directly apply learning by critically analysing existing decision making processes and influencing organisational development in this regard. You will also focus directly upon the nature of ethical dilemmas faced in practice by your organisation and evaluate possible responses to these dilemmas. There is therefore a direct impact on organisational development and your own development.

The award is made up of two Units – Organisational Ethics and Organisational Decision Making. The focus of the Organisational Ethics Unit is analysing ethical dilemmas and evaluating organisational responses to them. The Organisational Decision Making Unit concentrates on the analysis of decision making and proposing ways by which decision making can be enhanced. In many respects the two are closely related. One example may be that in order to make a suitable strategic decision a manager may have to take steps to resolve an ethical dilemma. This type of situation arises, for instance, when information about products or services provided by the organisation indicates that they may be (or already have been) harmful to users. Another example may be situations where organisational procedures have come under public scrutiny and their ethical basis is being questioned. You as a manager may have to consider factors such as what action would be appropriate, what ethical standards the organisation should meet, likely customer or client reaction to any decision and so on.

Both Units emphasise critical analysis and evaluation. However, they are both applied Units and you would be expected to make use of your own experience as a manager while undertaking the analysis and evaluation. Both Units, therefore, involve the synthesis of theoretical ideas with specific organisational contexts. In addition, you will be expected to reflect on how the analysis and evaluation can guide and inform your work as a manager.

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In undertaking this award, you will be expected to work autonomously and to undertake a detailed and analytical investigation into current thinking and research within the field of study. You will also be expected to adopt a critical approach to current thinking and research.

You will be given support material to help you work on these units on your own. It will enable you to build on the knowledge and understanding you already have and help you review your own experience. You may be given the opportunity to submit one assessment which covers both units holistically. This may take the form of a report, and should be structured appropriately. The report is likely to be around 7,000 words, excluding supporting appendices. You will be expected to submit a short proposal in relation to your proposed assessment submission. This should be approved by your programme tutor(s) in advance so that your learning is kept focused and relevant.

The PDA is a qualification in its own right but it will also help you to progress to further qualifications, such as, the MSc in Professional Enquiry: Strategic Leadership or provide possible entry credit into further programmes of study in negotiation with Higher Education learning providers.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI).