



**Arrangements for:**  
**PDA in Decision Making and Innovation**  
**at SCQF level 9**

**Group Award Code: G9CM 49**

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## **Acknowledgement**

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

## History of changes

It is anticipated that changes will take place during the life of the qualification, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

Version number	Description	Date
02	Amendments in line with revised HNC/Diploma in Management and Leadership and change to Standards Setting Body.	10/12/12

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# 1 Introduction

This is the Arrangements Document for the PDA in Decision Making and Innovation at SCQF level 9 which was validated in May 2009. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

This award is part of a suite of Professional Development Awards (PDAs) in Management and Leadership at SCQF level 6 to SCQF level 11 which have been developed under the SQA Design Principles for Professional Development Awards.

The new Management and Leadership PDAs are in line with the following the pattern:

- ◆ They all consist of two Units. This means that they retain the above benefits of being short and sharp. However, they move on from basic managerial tools to allow candidates the opportunity to develop more specific managerial skills and capabilities at a higher level
- ◆ The Management and Leadership PDAs are also designed as practical awards in which candidates are encouraged to apply management concepts and approaches to their own work as managers or to managerial work with which they are familiar.

Candidates who achieve one/some of the Management and Leadership PDAs should, therefore, have enhanced their managerial skills and been able to apply them to a situation they know well. In this way, they should be able to carry out managerial work more effectively to the benefit of themselves and to the organisations for which they work now or in the future.

A Qualifications Development Team (QDT) was established to develop the suite of PDAs in Management and Leadership, which includes the PDA in Decision Making and Innovation at SCQF level 9.

These short awards significantly extend the portfolio of management awards offered by SQA. These new PDAs share a number of common aims and characteristics and, as a result, it has been possible to develop them as a cluster of related awards. Each award, however, is a qualification in its own right. A table showing the full suite of PDAs can be found at Appendix 1.

The Chartered Management Institute (CMI) has agreed to jointly certificate this PDA in Decision Making and Innovation at SCQF level 9, together with the other Management and Leadership PDAs in SQA's portfolio

SQA has also revised its more traditional management awards such as the HNC in Management and Leadership (SCQF level 7) and PDA Diploma in Management and Leadership (SCQF level 8). The frameworks for these awards can be found at Appendix 2.

## **2 Rationale for the development of the Group Award**

### **2.1 Rationale for the development of the PDA in Decision Making and Innovation at SCQF level 9**

This PDA is about developing skills in decision making and contributing to the process of promoting and introducing innovative ideas into an organisation. It involves the analysis of decision making and innovation and requires candidates to make specific proposals for innovation and evaluate the way decisions, about innovation for example, have been made. Innovation is critical to organisations in the increasingly complex and fast moving environments in which organisations have to operate. It is vital, therefore, that organisations have processes which enable them to identify new ideas from elsewhere and to generate ones of their own. These ideas may not always lead to radical change in the organisation but keeping abreast of new developments is important to the continuous incremental change which all organisations need to go through to maintain their effectiveness and efficiency.

Innovative ideas of themselves are of little value unless they can be translated into specific proposals for innovation and decisions made about how these proposals can be acted on. This is why innovation and decision making have been combined in this PDA — it is to enable managers to develop skills in recognising innovative opportunities and in taking action to make sure they are implemented. Innovation represents a particularly significant context for decision making and a particularly fertile background against which to explore suitable approaches to decision making and to evaluate their success. The current economic climate illuminates this particularly well. There are presently many examples of financial institutions which developed what appeared to be innovative ideas and made decisions on the basis of these innovations. These decisions have, in a number of cases, proved to be misguided.

This PDA also ties in closely with another two PDAs in Management and Leadership. Innovation and decisions about introducing innovation in organisations are frequently the direct consequence of an organisation's strategy (PDA in Strategic Management at SCQF level 8). Indeed, a strategic plan may very well involve steps to bring about innovation and change in the organisation. Earlier parts of this document have already drawn attention to the connections between strategic management and leadership at the organisational level (PDA in Organisational Leadership at SCQF level 9). To be successful, a strategy requires competent and capable leadership throughout the organisation to ensure that people in the organisation are aware of its vision and work towards realising this vision.

In common with the other PDAs in Management and Leadership at SCQF level 9, the PDA in Decision Making and Innovation follows on from the PDA Leadership and Change at SCQF level 8. Innovation can lead to change which can be the outcome also of strategic decisions and stem from leadership at the organisational level. This involves an organisation wide focus and this PDA takes a broader approach than the PDAs at SCQF level 8 and is targeted at managers at a different organisational level. This PDA will also help candidates develop suitable management skills but it will also enable them to apply these skills to situations with which they are familiar and/or to situations which they might reasonably expect to meet.

Organisations should benefit from the increased decision making skills that those who complete this PDA can bring to their employers. They should benefit also as these enhanced skills are directly related to identifying possible innovative opportunities and finding ways to introduce those which can be expected to add value to the organisation. The need to meet the challenges of rapidly changing environments is a recurrent theme for the continued success of organisations and this PDA should help candidates to contribute to this need since it should make them more pro-active in initiating new developments inside the organisation and responding to ones outwith the organisation.

The title of the award has been chosen to reflect the competences of this particular PDA. Consultation indicated that 79% of respondents felt the title of the award was appropriate.

## 2.2 Consultation with Stakeholders: Meeting Employers' Needs

In order to confirm that the suite of Management and Leadership PDA awards would meet the needs of employers, the QDT made use of information from three main sources, ie:

- 1 Research by the SQA on its own awards.
- 2 Consultation with relevant stakeholders on the proposed suite of new awards.
- 3 Consultation undertaken for the PDA Management at SCQF level 6.

In addition, generic research on managers in the UK was also considered. Details of this research can be found at Appendix 5.

## 2.3 PDA in Decision Making and Innovation at SCQF level 9 — relationship to and alignment with NOS

The PDA in Decision Making and Innovation at SCQF level 9 covers a number of the functional areas identified by the Skills CFA for National Occupational Standards in Management and illustrated in Appendix 3. The following table gives some indication and examples of how the Units making up the award align with the Management NOS.

Management and Leadership Occupational Standard	SQA Unit	Outcomes
<b>B Providing Direction</b>		
BA8 Develop your organisation's values and culture	Management: Organisational Innovation	1
BB1 Manage risks to your organisation	Decision Making for Managers	1, 2, 3
<b>C Facilitating Innovation and Change</b>		
CA1 Identify and evaluate opportunities for innovation and improvement	Management: Organisational Innovation	1, 2
CA3 Engage people in change	Decision Making for Managers	2

CA2 Plan change	Decision Making for Managers	2
<b>D Working with people</b>		
DD2 Develop and sustain productive working relationships with stakeholders	Decision Making for Managers	2
<b>E Using resources</b>		
EB5 Optimise effective use of technology	Management: Organisational Innovation	1, 2
<b>F Achieving results</b>		
FE5 Manage continuous improvement	Management: Organisational Innovation Decision Making for Managers	1, 2 1, 2, 3

## 2.4 Progression routes/further opportunities/relationship with other SQA awards

Possible pathways and progression routes (together with additional advice) are outlined in Appendix 4.

The PDA in Decision Making and Innovation at SCQF level 9 is not intended solely as a vehicle for progression. However, both Units are optional Units in the Diploma in Management and Leadership. The PDA could therefore help candidates who wish to progress to this award. Candidates who complete this PDA will have gained 3 credits towards the Diploma in Management and Leadership.

This PDA fits well with the other PDAs in Management and Leadership at SCQF level 9. All are suited to managers whose role requires them to take broader view of the organisation and its future direction. All are suited to managers who have reached or hope to reach middle or senior management positions, depending on the type and size of organisation. There is therefore lateral progression from this PDA in addition to its contribution to progression into the Diploma in Management and Leadership. The possession of an award at SCQF level 9 is likely also to help candidates who wish to progress into management programmes at higher education institutions as it will enable them to demonstrate achievement at a suitable SCQF level.

The PDA in Decision Making and Innovation at SCQF level 9 will also offer progression to the SVQs in Management as the Units making up the award have been aligned to the NOS and therefore provide the underpinning knowledge and skills for particular SVQ Units as shown in the earlier table. At this stage, depending on the extent of their management responsibility candidates who choose to progress to an SVQ Management may well be thinking of SVQ 4 Management at SCQF level 9 or SVQ 5 Management at SCQF level 11.

This PDA is also an award which will fully meet the management education needs of some candidates who would not wish to undertake further awards. It is hoped, however, that the proposed PDA will provide an opening for all successful candidates to enhance their professional development after completing the award.

The Chartered Management Institute jointly certifies this PDA with SQA. This will enable candidates to progress within the CMI framework of qualifications.

### 3 Aims of the Group Award

#### 3.1 General aims of the Group Award

Each PDA in Management and Leadership has its own individual aims but, as a group, they share some general aims. These are:

- 1 Enable candidates **to develop** skills and knowledge across a range of management principles and apply them to a relevant work context (either their own or one which they might meet as managers).
- 2 **Provide recognition** for the management skills and achievements of candidates in a relevant work context (either their own or one which they might meet as managers).
- 3 Meet the **needs of candidates** with different experience and different managerial responsibilities (by providing awards at SCQF level 6 to SCQF level 11).
- 4 Enable **progression** within the SCQF framework of qualifications.
- 5 Provide candidates with **alternative exit routes**.

#### 3.2 Specific aims of the Group Award

The PDA in Decision Making and Innovation at SCQF level 9 has some specific aims. It will:

- 1 Provide candidates with the skills and knowledge to make proposals and take decisions about innovation in organisations.
- 2 Enable candidates to develop an approach to decision making based on an analysis of recognised decision making models.
- 3 Analyse innovation within an organisation
- 4 Evaluate decisions and proposals about innovation

#### 3.3 Target groups

The target group for this award is managers who have a specific remit for innovation in organisations 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. Their actual position in the organisation is likely to depend on factors such as the size of the organisation and its approach to strategy.

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, eg managers of teams in research or product/service/business development areas of an organisation. This PDA can be seen as a follow on from the PDA Leadership and Change at SCQF level 8 and, as noted earlier, complements the other PDAs in Management and Leadership at SCQF level 9 and Strategic Management at SCQF level 8.

### 3.4 Employment opportunities

A range of appropriate of job roles for those achieving the PDA in Decision Making and Innovation at SCQF level 9 was highlighted by stakeholders during the consultation process and include:

- ◆ senior/middle managers
- ◆ those aspiring senior/middle managers
- ◆ production managers
- ◆ sales managers
- ◆ marketing managers
- ◆ research team leaders
- ◆ business development managers

## 4 Access to Group Award

Access to this Award will be at the discretion of the centre. There should be no barriers to entry and the award should be open to all candidates who have a reasonable chance of achieving the award.

It would, however, be beneficial if candidates had good written and oral communications skills. This PDA is at SCQF level 9 and, for this reason, it is unlikely that candidates who do not have some experience of working in a management capacity will benefit from the award. Candidates could be working, or have worked, at a middle management or departmental level where they may have some responsibility for stimulating innovative behaviour in the organisation and for taking decisions about how this should be achieved. However, the award would also be suitable for those with first line management experience who anticipate moving into higher level management posts, particularly if they have reason to believe they may be doing this in the near future. The award would also suit a manager in an area of work where innovation is of particular importance. Leaders of research oriented teams, for example, may find this PDA beneficial.

Both Units in this PDA recommend that it will be beneficial if candidates have achieved *Management: Plan, Lead and Implement Change* which is part of the PDA Leadership and Change at SCQF level 8. An equivalent to this Unit would also be suitable. *Management: Organisational Innovation* also suggests that *Management: Developing Self Management Skills* would be beneficial to candidates attempting the Unit. This is part of the PDA Managing Self and Others at SCQF level 7. An equivalent such as *DF4F 35: Develop Skills for Personal Effectiveness* (part of the PDA Managing Self and Others at SCQF level 8) would also be suitable.

## 5 Group Award structure

### 5.1 Framework

The PDA in Decision Making and Innovation at SCQF level 9 consists of 2 Units, both of which are mandatory:

Unit code	Unit title	SQA credit value	SCQF credit points	SCQF level
F5GG 36	Decision Making for Managers	2	16	9
DV80 36	Management: Organisational Innovation	1	8	9
Total		3	24	

The PDA in Decision Making and Innovation SCQF level 9 will be achieved on successful completion of the two mandatory Units. It has been levelled at SCQF level 9 as the two mandatory Units making up the award are at SCQF level 9.

Both Units are optional Units in the Diploma in Management and Leadership. They are included in Group B of the optional Units for this award. Candidates for the Diploma in Management and Leadership are required to complete 4 credits worth of Units from Optional Group B.

The Unit *Decision Making for Managers* is levelled at SCQF level 9 to ensure that this PDA will meet the needs of managers in more senior positions in organisations. This also ensures that it aligns with the academic and practical challenges posed by Organisational Innovation. Together they demand a level of autonomy appropriate to the role of managers who are likely to have responsibilities for making proposals for innovation and taking the decisions which will be required if these proposals are to be successfully carried out.

Both Units in this PDA have support packs available free of charge to assist delivery.

### 5.2 Mapping information

Each Unit of this PDA aligns to all the general aims of the suite of PDAs. The following table shows how the specific aims of this PDA align to the Units in the award:

Unit code	Unit title	Aim 1	Aim 2	Aim 3	Aim 4
F5GG 36	Decision Making for Managers	✓	✓		✓
DV80 36	Management: Organisational Innovation	✓		✓	✓

### **5.3 Articulation, professional recognition and credit transfer**

As outlined earlier, the PDA in Decision Making and Innovation at SCQF level 9 is jointly certificated by SQA and CMI. Successful candidates are eligible for membership of CMI which means that they can become part of the professional community of managers and can benefit from development opportunities that this can bring.

The PDA in Decision Making and Innovation at SCQF level 9 is not intended solely as a vehicle for progression. Management: Organisational Innovation and Decision Making for Managers are optional Units in Group B of the Diploma in Management and Leadership. The PDA could therefore help candidates who wish to progress to this award. Candidates who complete this PDA will have gained 3 credits towards the Diploma in Management and Leadership.

This PDA fits well with the Strategic Management PDA at SCQF level 8 and the other PDAs in Management and Leadership at SCQF level 9. All are suited to managers whose role requires them to take broader view of the organisation and its future direction. All are suited to managers who have reached or hope to reach middle or senior management positions, depending on the type and size of organisation. There is therefore lateral progression from this PDA in addition to its contribution to progression into the Diploma in Management and Leadership. The possession of an award at SCQF level 9 is likely also to help candidates who wish to progress into management programmes at higher education institutions as it will enable them to demonstrate achievement at a suitable SCQF level.

The PDA in Decision Making and Innovation at SCQF level 9 will also offer progression to the SVQs in Management as the Units making up the award have been aligned to the NOS and therefore provide the underpinning knowledge and skills for particular SVQ Units as shown in the earlier table. At this stage, depending on the extent of their management responsibility candidates who choose to progress to an SVQ Management may well be thinking of SVQ 4 Management at SCQF level 9 or SVQ 5 Management at SCQF level 11.

This PDA is also an award which will fully meet the management education needs of some candidates who would not wish to undertake further awards. It is hoped, however, that the proposed PDA will provide an opening for all successful candidates to enhance their professional development after completing the award.

## 6 Approaches to delivery and assessment

### 6.1 Approaches to delivery

The Units contained in the PDA Decision Making and Innovation at SCQF level 9 may be delivered as stand alone qualifications, as part of the PDA or in conjunction with a programme leading to the Diploma in Management and Leadership. Where they are delivered as the PDA, they provide a coherent, attractive and relevant programme which will equip candidates with the knowledge and skills required for employment as a middle/senior manager (depending on the size of the organisation) or as a change facilitator. This PDA would also be attractive to those already in employment who do not possess a relevant qualification.

Delivery and assessment of the award is at the discretion of centres. The two Units in the award are closely related to each other in that organisational innovation can be used as a context within which to explore managerial decision making. Hence, the delivery of the PDA can be fully integrated. For example, candidates could begin with a twin analysis of models of decision making and innovation within an organisation which may help them to think about the decisions made about innovation and how they have been made and/or could have been made in the most effective and efficient manner. This can lead directly into candidates developing an approach to decision making which suits their own and their organisation's situation and making proposals for innovation. This is because the proposals may well reflect the way decisions should be made eg making sure that factors such as previous organisational actions are not replicated just because this has worked in the past. The evaluation of decision making can complete the delivery process. Decisions made about innovation are often particularly good at illustrating the pros and cons of the way decisions are made and a fruitful source of lessons for the future.

During the Unit candidates can be encouraged to draw on their own experience of being a manager and of working in organisations and being managed. This is particularly important in this PDA since decision making is often regarded as a key distinguishing feature of managerial work. Candidates who have previously achieved *Management: Plan, Lead and Implement* (perhaps as part of the PDA in Leadership and Change at SCQF level 8) could also reflect on their learning from this and how change at team level links in to innovation and way decisions are made. Examples of decision making and innovation can come from any organisational level — since they apply throughout all parts of an organisation.

The delivery of both Units should encourage candidates to relate theory to practice, particularly to their own organisations and their own experience. It should help candidates to think about how theory can inform what they do in the way they make decisions and how they can promote innovation within their organisations. Candidates who are not yet in higher level management roles will have much experience to draw on in this PDA and should be able to draw lessons which will directly benefit them as their managerial careers progress. Delivery can be augmented with case studies and real life examples to encourage candidates to compare their own experience with other situations and to recognise the importance of different organisational contexts.

## 6.2 Approaches to assessment

Assessment of this PDA is at the discretion of the centre. However, where possible, assessment should centre on the candidate's own organisational experience, as a manager and/or as someone being managed. Candidates can produce a report or reports covering the requirements of the two Units which make up the PDA. They may be able to make use of material that they have developed as part of their work role, eg a proposal for innovation. It is also possible to use case studies where candidates do not have access to suitable information from their own work experience. Candidates can be encouraged, in delivery and in assessment, to draw lessons for their own managerial situation. They should, for example, identify an approach to decision making which they think will suit them and their situation.

## 6.3 Support materials

The following support materials are available for both Units making up the PDA:

- ◆ Assessment Exemplar
- ◆ Candidate Support Pack

The candidate support packs provide a comprehensive learning package which give assistance particularly if candidates are undertaking the PDA as an open or distance learning student. Each Candidate Support Pack is broken down into sections which link broadly to the relevant Unit and provide a framework for learning, leading the candidate through the development in a logical way.

The Assessment Exemplars and the candidate Support packs are available to download from SQA's secure website.

In addition to the above support materials, candidates registered on the PDA are eligible for 12 months free studying membership of the Chartered Management Institute (CMI). This allows candidates to access a range of management information, tools and materials.

## 6.4 Arrangements for open/distance learning

This PDA is suited to candidates wishing to study on a part-time basis or, open/distance learning, however arrangements would need to be made by centres for assessment and quality assurance. Full information on these can be found in the SQA website ([www.sqa.org.uk](http://www.sqa.org.uk))

As outlined earlier, candidate support packs have been developed for the Units making up the PDA which allows candidates to study at home.

Authentication is not an issue that relates solely to open or distance learning. However, the fewer the opportunities for assessors and candidates to meet face-to-face, then the greater the need to build authentication strategies into the awards. Centres are responsible for the authentication of their open, distance or mixed-mode programmes through their quality assurance processes and must be confident that:

- ◆ candidates entered for a qualification are who they say they are
- ◆ evidence submitted for assessment by candidates can be authenticated as their own work

SQA recommend that a mix of authentication tools be used to ensure the above including:

- ◆ questioning — personal, telephone or online interview
- ◆ written questioning
- ◆ ICT — on-line conferences, email discussions, password controlled systems, handwriting recognition, computer scanning of facial features, voice prints, finger prints, hand patterns and recognition of key board use.
- ◆ personal logs and personal statements
- ◆ witness testimony
- ◆ summative assessment under supervision
- ◆ audio or video taped evidence
- ◆ signing and counter-signing of candidates work
- ◆ assessment supervisors — authenticators, invigilators and mentors

## 6.5 Opportunities for Developing Core Skills

There are no Core Skills embedded in this PDA but it offers opportunities to develop some Core Skills. These are shown in the following table:

Unit	Core Skill				
	Communication	Numeracy	ICT	Problem Solving	Working with Others
Decision Making for Managers				SCQF 6	
Management: Organisational Innovation	SCQF 6		SCQF 6	SCQF 6	

## 7 General information for centres

### Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website [www.sqa.org.uk/assessmentarrangements](http://www.sqa.org.uk/assessmentarrangements).

### Internal and external verification

All instruments of assessment used within this Group Award should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education* ([www.sqa.org.uk](http://www.sqa.org.uk)).

## 8 General information for candidates

### 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
- ◆ Management: Organisational Innovation

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 to 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 copies of the candidate 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). Once you are registered on the PDA you will be eligible for 12 months free studying membership of CMI. This will allow you access to a range of management information, tools and support materials.

## **9 Appendices**

- Appendix 1: Table of PDAs in Management and Leadership jointly certificated by SQA and CMI
- Appendix 2: Framework of HNC in Management and Leadership and Framework of PDA Diploma in Management and Leadership
- Appendix 3: Full suite of PDAs in Management and Leadership relationship to National Occupational Standards (NOS)
- Appendix 4: PDAs in Management and Leadership — Possible Pathways and Progression Routes
- Appendix 5: Consultation with stakeholders and generic management research
- Appendix 6: Glossary of Terms

## Appendix 1 Table of PDAs in Management and Leadership jointly certificated by SQA and CMI

Titles of PDA	Units making up the PDA	SCQF level	SCQF credit points
PDA in Management at SCQF level 6 (G972 46)	Managing Self and Resources (F3XP 33) Working in a Team (F3XR 33)	6	16
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	Management: Developing Self Management Skills (H1F1 34) Managing and Working with People (H1F4 34)	7	24
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Develop Skills for Personal Effectiveness (DF4F 35) Managing People (F5GF 35)	8	24
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Manage Operational Resources (H1F5 34) Management of Quality (DW6G 34)	7	32
PDA in Leadership and Change at SCQF level 8 (G9CN 48)	Management: Leadership at Work (H1F2 34) Management: Plan, Lead and Implement Change (H1F3 35)	8	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)	8	24
PDA in Strategic Management at SCQF level 8 (GF93 48)	Management: Strategic Change (H1S6 35) Management: Develop Strategic Plans (H1S7 35)	8	16
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Management: Organisational Leadership and Development (H1S8 35) Leadership for Managers (F5GH 36)	9	24
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Decision Making for Managers (F5GG 36) Management: Organisational Innovation (DV80 36)	9	24
PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)	Organisational Ethics (F8K9 39) Organisational Decision Making (F8KA 39)	11	32

## Appendix 2: HNC/Diploma in Management and Leadership

### HNC Management and Leadership (GF5V 15)

<b>Mandatory Units — 9 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Management: Developing Self Management Skills	H1F1 34	8	7	1
Management: Leadership at Work	H1F2 34	8	7	1
Management: Plan, Lead and Implement Change	H1F3 35	8	8	1
Managing and Working with People	H1F4 34	16	7	2
Manage Operational Resources	H1F5 34	16	7	2
Creating a Culture of Customer Care	H1F0 34	8	7	1
Management and Leadership: Graded Unit 1	H1KT 34	8	7	1

<b>Optional Units — 3 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Workplace Communication in English	DE1K 33	8	6	1
Business Law: An Introduction	F84P 34	8	7	1
Individual Employment Relations: Law	DN75 34	8	7	1
Managing Knowledge	DV85 34	8	7	1
Management: Managing Financial Resources	DV89 34	8	7	1
Supply Chain Management: An Introduction	DL5G 34	8	7	1
Health and Safety Legislation: An Introduction	DF87 34	8	7	1
Managing Information	DV84 34	8	7	1
Marketing: An Introduction	F7BX 34	8	7	1
Human Resource Management: Introduction	H1KP 34	8	7	1
Economic Issues: An Introduction	F7J8 34	8	7	1
Management of Quality	DW6G 34	16	7	2
Public Sector: An Introduction	F3HN 34	8	7	1
Public Sector Financial Management	F3HL 34	16	7	2
Management and Leadership in the Public Sector	FHM 35	8	8	1
Preparing Financial Forecasts	F84R 35	8	8	1
Project Management: Project Justification and Planning	DV5H 35	8	8	1
Project Management: Managing the Implementation of a Project	DV5J 35	16	8	2
Project Management: Managing Multiple Projects	F1F1 36	8	9	1
Statistics for Business	F84K 35	8	8	1
Marketing Planning for a Domestic Market	DG6P 35	16	8	2

<b>Optional Units — 3 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Supply Chain Management: Tactics and Techniques	DL5M 36	8	9	1
Organisational Management	F0EG 35	24	8	3
Leadership for Managers	F5GH 36	16	9	2
Decision Making for Managers	F5GG 36	16	9	2

**Total credits required for the HNC in Management and Leadership — 12**

## Diploma in Management and Leadership (GF6G 48)

<b>Mandatory Units — 13 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Management: Developing Self Management Skills	H1F1 34	8	7	1
Management: Leadership at Work	H1F2 34	8	7	1
Management: Plan, Lead and Implement Change	H1F3 35	8	8	1
Managing and Working with People	H1F4 34	16	7	2
Manage Operational Resources	H1F5 34	16	7	2
Creating a Culture of Customer Care	H1F0 34	8	7	1
Management and Leadership: Graded Unit 1	H1KT 34	8	7	1
Management: Organisational Leadership and Development	H1S8 35	8	8	1
Management: Develop Strategic Plans	H1S7 35	8	8	1
Management: Strategic Change	H1S6 35	8	8	1
Management Research	H1S9 35	8	8	1

<b>Optional Units Group ‘A’ — candidates can select a maximum of 1 credits from this group</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Workplace Communication in English	DE1K 33	8	6	1
Business Law: An Introduction	F84P 34	8	7	1
Individual Employment Relations: Law	DN75 34	8	7	1
Managing Knowledge	DV85 34	8	7	1
Management: Managing Financial Resources	DV89 34	8	7	1
Supply Chain Management: An Introduction	DL5G 34	8	7	1
Health and Safety Legislation: An Introduction	DF87 34	8	7	1
Managing Information	DV84 34	8	7	1
Marketing: An Introduction	F7BX 34	8	7	1
Human Resource Management: Introduction	H1KP 34	8	7	1
Economic Issues: An Introduction	F7J8 34	8	7	1
Management of Quality	DW6G 34	16	7	2
Public Sector: An Introduction	F3HN 34	8	7	1
Public Sector Financial Management	F3HL 34	16	7	2

<b>Optional Units Group ‘B’ — candidates must select a minimum of 4 credits from this group</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Human Resource Management: Employee Relationship Management	DN7E 35	8	8	1
Collective Employment Relations: Practice	DN7C 35	16	8	2
Preparing Financial Forecasts	F84R 35	8	8	1
Project Management: Project Justification and Planning	DV5H 35	8	8	1
Project Management: Managing the Implementation of a Project	DV5J 35	16	8	2
Project Management: Managing Multiple Projects	F1F1 36	8	9	1
Statistics for Business	F84K 35	8	8	1
Marketing Planning for a Domestic Market	DG6P 35	16	8	2
Human Resource Management: Performance Management	H1XR 35	8	8	1
Managing Organisational Risks	DV7Y 36	8	9	1
Managing in a Global Environment	DV83 36	8	9	1
Management: Organisational Innovation	DV80 36	8	9	1
Supply Chain Management: Tactics and Techniques	DL5M 36	8	9	1
Organisational Management	F0EG 35	24	8	3
Management and Leadership in the Public Sector	F3HM 36	8	9	1
Leadership for Managers	F5GH 36	16	9	2
Decision Making for Managers	F5GG 36	16	9	2

### **Total credits required for the Diploma in Management and Leadership — 18**

To achieve the Diploma Management and Leadership award candidates must select no more than one optional Credits from the Group ‘A’ Units (SCQF level 6 and 7) and a minimum of 4 credits from the Group ‘B’ Units (SCQF level 8 and 9).



The shaded boxes show the mandatory Units that are common to the HNC in Management and Leadership.

### Appendix 3 Full suite of PDAs in Management and Leadership — relationship to National Occupational Standards (NOS)

There have been national occupational standards in management and leadership for some time. Current responsibility for the maintenance and development of these NOS lies with the Skills CFA. The standards were completely revised in 2005 and are now subject to a process of regular incremental review. This has led to the development and introduction of standards in additional aspects of management.

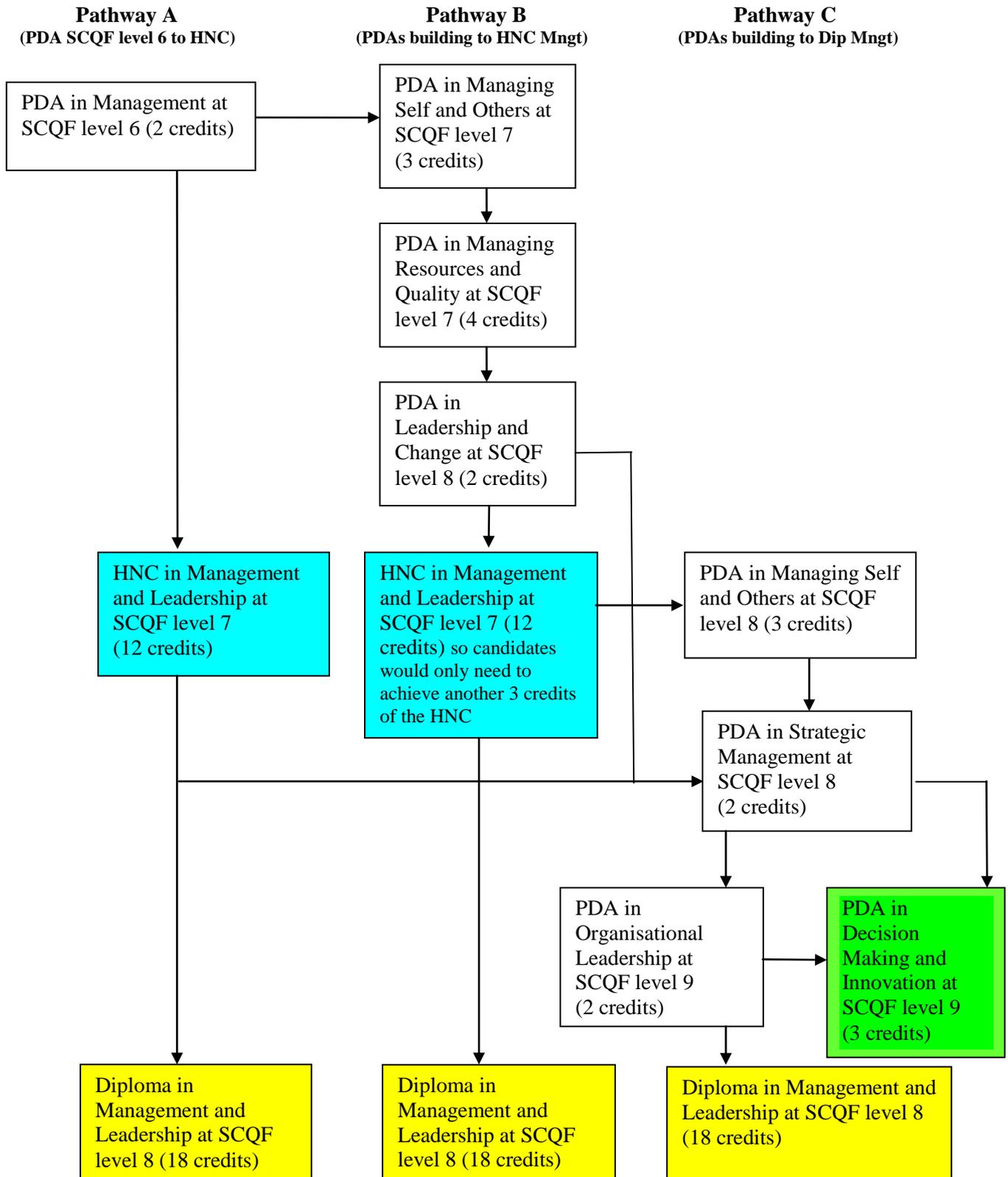
The NOS highlight six functional areas of management and leadership. The Skills CFA has developed, and continues to develop, Units of competence within each of these functional areas.

The six areas of competence apply to the work of managers as a whole. The table below summarises the links between each PDA in Management and Leadership and the functional areas.

<b>PDA title</b>	<b>Functional area</b>
PDA in Management at SCQF level 6 (G972 46)	Managing Self; Providing Direction; Working with People
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	Managing Self; Providing Direction; Working with People
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Managing Self; Providing Direction; Working with People
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Providing Direction; Working with People; Using Resources; Achieving Results
PDA in Leadership and Change at SCQF level 8 (G9CN 48)	Managing Self; Providing Direction; Facilitating Innovation and Change; Working with People; Using Resources; Achieving Results
PDA in Project Management at SCQF level 8 (G9CK 48)	Achieving Results
PDA in Strategic Management at SCQF level 8 (GF93 48)	Providing Direction; Facilitating Innovation and Change; Achieving Results
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Providing Direction; Facilitating Innovation and Change; Working with People; Achieving Results
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Providing Direction; Facilitating Innovation and Change; Working with People; Using Resources; Achieving Results
PDA in Organisational Ethics and Decision Making at SCQF level 11 (G9M9 51)	All six functional areas are covered in this PDA

## Appendix 4 PDAs in Management and Leadership — possible pathways and progression routes

As already noted the PDAs in Management and Leadership are not intended solely as a vehicle for progression. However, this diagram illustrates possible pathways and progression routes



This diagram illustrates possible linkages between the Management and Leadership PDAs and the SQA awards HNC Management and Leadership and Diploma in Management and Leadership. The HNC Management and Leadership is, in fact, a sub-set of the Diploma in Management and Leadership. See Appendix 2 for the structure of the HNC Management and Leadership and the Diploma in Management and Leadership respectively.

The diagram also shows that there is some progression between the various PDAs in the suite of Management and Leadership awards, including the PDA in Decision Making and Innovation at SCQF level 9. This is a deliberate aspect of the design of the suite as this enables it to cater for the development needs of managers at different stages of their managerial careers. However, providing a structured progression route through the PDAs is not the main purpose of the suite — rather each individual PDA is intended to meet a particular management development need and is, therefore, valid in its own right.

Nevertheless, if a candidate wished to do so it would be possible to structure an individual management development programme by progressing from one PDA to another. Some PDAs, especially those at level 9, recommend that candidates have studied topics which appear in Units in other PDAs. For example, the Unit *Management: Plan, Lead and Implement Change* (at SCQF level 8) which is part of the PDA Leadership and Change at SCQF level 8 is suggested as a suitable background for entry into both the Units which make up the PDA in Decision Making and Innovation at SCQF level 9.

Such a development route may not necessarily involve all PDAs particularly since it should be aligned as closely as possible to the candidate's own development needs as a manager. Candidates who have completed the PDA Managing Self and Others at SCQF level 7 may find that their development needs mean that they would not benefit substantially by undertaking the PDA Managing Self and Others at SCQF level 8. For other candidates, the PDA Managing Self and Others at SCQF level 8 may be the starting point for a development programme involving PDAs at SCQF Levels 8 and 9.

Please note that one drawback of the diagram is that it tends to give the impression that candidates who do wish to undertake a number of PDAs should do so in a particular order. **This is not the case.** While there are some good reasons (such as recommended prior knowledge and understanding as noted above) why it may be beneficial to undertake one PDA before another, this does not apply to all PDAs. In any case, recommended entry requirements are for guidance and the test should be whether candidates will benefit as managers from whichever PDA they decide to attempt. The PDAs at SCQF level 9, for example, are linked to each other but candidates wishing to undertake them all could do so in any order which suited them. The major determining factor in deciding which PDA to undertake, and which order to take more than one, should be the candidate's development needs.

## **Appendix 5 Consultation with stakeholders and generic management research**

### **1 Consultation with Stakeholders: Meeting Employers' Needs**

In order to confirm that the suite of Management and Leadership PDA awards would meet the needs of employers, the QDT made use of information from three main sources, ie:

- 1 Research by the SQA on its own awards.
- 2 Consultation with relevant stakeholders on the proposed suite of new awards.
- 3 Consultation undertaken for the PDA Management at SCQF level 6.

Each are now considered in turn.

#### **1 Research by the SQA on its own awards**

Market research was carried out by SQA into part-time provision in the Business area with the further education sector, and the findings were reported in January 2007. The report recommended that shorter, bite-sized qualifications were required by centres and employers. These qualifications would be more accessible to candidates in terms of time, cost and assessment.

This suite of PDAs in Management and Leadership was a response to this market research. These PDAs complement other SQA provision such as the HNC Management and Leadership which take a more traditional format and require a more extended period of learning and study.

#### **2 Consultation with relevant stakeholders on the proposed suite of new awards**

This is, perhaps, the most important of the three sources since it pertains directly to the research on the Management and Leadership PDAs. There was considerable consultation to examine the validity of the awards which took two main forms:

Meetings and discussions with representatives from nine centres offering SQA awards in management (particularly HNC and PDA Diploma in Management and Leadership) and who were also involved in the design, development and/or validation of the PDA in Management at SCQF level 6.

Distribution of questionnaires to employers, to candidates currently undertaking SQA awards in Management and Leadership and to centres. To an extent the employer and candidate groups overlap, in that many of the latter are both in employment and in a position to influence decision on whether organisations make use of SQA awards as part of their management training and development programmes.

The agreed structures of the awards stem largely from the discussions among centre representatives. This, together with responses in the questionnaires from 7 centres, provided evidence of centre commitment and indicated that the proposals would meet the requirements of centres.

A total of 39 responses were received — 18 candidates; 14 employers and 7 centres. The responses to the questionnaires were very positive — 95% of all respondents agreed that there would be demand for the PDAs. 92% of respondents agreed that Professional Body recognition was important.

Centres and Employers were asked to respond on the need for the PDAs to link to the National Occupational Standards (NOS) for Management. 95% of the respondents agreed that it was quite important/very important that there were links to the NOS. Links to the NOS for the PDAs was therefore undertaken for each PDA.

The responses from the consultation provided specific confirmation of the more general findings from the SQA market research. They also provided pointers to the design of the new awards. For this reason, professional body recognition has been agreed and the structures of the new awards have been aligned to NOS.

### **3 Consultation undertaken for the PDA Management at SCQF level 6**

This involved a questionnaire which was returned by 39 candidates and 25 employers, almost all of whom agreed that there would be a demand for the PDA in Management at SCQF level 6 and that it would meet a management training and development need. The results of the consultation reinforced the conclusion that there was a need for smaller awards which meet specific management training and development requirements.

Overall, therefore, the suite of PDAs in Management and Leadership has support from employers, potential candidates and from centres.

## **2 Generic Management Research**

In developing the full suite of PDAs in Management and Leadership, attention was also paid to generic information on managers in the UK labour market. For the target groups, whether currently in management roles or aspiring to them, the PDAs in Management and Leadership will help to enhance current management skill levels. There has long been a requirement to enhance managerial skills in the UK in general and Scotland in particular. This PDA in Strategic Management at SCQF level 9 can be seen as part of developments which began with the Management Charter Initiative (MCI) in the 1980s and have been taking place for some time.

The Skills CFA is now the body responsible for NOS in Management and it has been developing the work originally undertaken through the MCI and CFA's predecessor body MSC (Management Standards Centre). During 2008–9, MSC made presentations at events including the SVQ Management Networking event hosted by SQA. MSC make the following key points:

- ◆ there are 4.2 million manager/leaders in the UK, making up 15% of the total working population (1.75million are employed in SMEs)
- ◆ between now and 2020, 890,000 new managers are needed
- ◆ less than 20% of managers are qualified in management
- ◆ productivity of UK managers lags behind France, Germany and the US

*Pioneering Change: Making UK Management and Leadership Skills World Class by 2020, [www.management-standards.org](http://www.management-standards.org)*

A summary report by the Chartered Management Institute (CMI) — *Environmental Scanning: Trends Affecting the World of Work in 2018*, CMI (2008) — confirms the work of the MSC. It points out that employers are ‘already experiencing skills shortages in some areas and this is being exacerbated by the steady ‘brain drain’ of skilled managers and professionals to other countries’ (*Executive Summary*, page 9). The full report — *Management Futures: The World in 2018* (CMI, March 2008) — considers likely changes in the world economy in the coming decade and concludes, among other things, that ‘leaders and managers will have the foresight to identify changes in the market . . . to make important business decisions’ (page 22) and that ‘although we cannot determine the future, we can prepare for it’ (page 24). Throughout, the report highlights the role that managers will play in future economic success.

Other research by the MSC in conjunction with the CMI confirms that managers believe qualifications are of value (Wilton P, Woodman P, and Essex R, *The Value of Management Qualifications: The perspective of UK employers and managers*, CMI, September 2007). Based on responses from over 2,000 UK managers, it found that a clear majority of both employers (64%) and managers (74%) believed that management qualifications would become more important over the next five years. The drivers for this were a need for transferable skills, a focus on professional development and employer demand. Respondents also noted the importance of being able to transfer learning to the workplace.

It is clear from this brief snapshot of current research that there is a requirement for well-designed awards in management which will contribute to developing the managerial skills needed by the UK. This adds weight to the conclusions from the consultation carried out in connection with the suite of PDAs in Management and Leadership. Overall, there would seem to be a requirement for focused awards which enables individuals to develop and enhance their managerial skills and capabilities.

Information on the relationship of the full suite of PDAs in Management and Leadership to NOS can be found at Appendix 3.

## Appendix 6 Glossary of terms

**SCQF:** This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at [www.scqf.org.uk](http://www.scqf.org.uk)

**SCQF credit points:** One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

**SCQF levels:** The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at levels 7 and 8.

**Subject Unit:** Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

**Dedicated Unit to cover Core Skills:** This is a non-subject Unit that is written to cover one or more particular Core Skills.

**Embedded Core Skills:** This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

**Signposted Core Skills:** This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

**Qualification Design Team:** The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/HND from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.