Arrangements for:

PDA in Organisational Leadership

at SCQF level 9

Group Award Code: G9CV 49

Validation date: May 2009

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Version: 03 (July 2018)

Acknowledgement

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
03	**Revision of Units:** H1S8 35: Management: Organisational leadership and Development (finish date 31/07/2021) has been replaced by J1C0 35 : Management: Organisational leadership and Development (start date 01/08/2018).	01/08/18
02	One of the Units making up the PDA — Management: Organisational Leadership and Development has been revised. The revised Unit has been levelled at SCQF level 8. The document has also been revised in line with the revisions to HNC/Diploma in Management and Leadership and changes to the Standards Setting Body.	10/12/12

Contents

1   Introduction

This is the Arrangements Document for the PDA in Organisational Leadership 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 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 Organisational Leadership at SCQF level 9.

The suite of seven PDAs significantly extend the portfolio of management and leadership awards offered by SQA. These 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 suite of PDAs can be found at Appendix 1.

The Chartered Management Institute (CMI) has agreed to jointly certificate this PDA in Organisational Leadership 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 Organisational Leadership at SCQF level 9

This PDA is about organisational leadership, both for the organisation in the present and in the future. It covers approaches to leadership, leadership and organisational vision, leadership skills and developing leaders. Effective leadership is crucial to organisations if they wish to achieve their current and longer term objectives and this PDA addresses this development need. It focuses particularly on the importance of providing a direction for the organisation which those within the organisation can follow and work towards. This direction applies to the organisation so this PDA takes a broader approach than the PDA Leadership and Change at SCQF level 8. This is what distinguishes the two awards — each looks at leadership but at a different organisational level.

This PDA, therefore, looks at approaches to and techniques of leadership and considers the role of leadership in promoting change at an organisational level. This may be much more about creating an organisational climate in which change is seen as positive and to be welcomed than about piloting individual teams through a particular change. This is an important part of a change as the PDA Leadership and Change at SCQF level 8 illustrates but it can be made easier if there is a supportive organisational climate. This is why the PDA also covers the development of an organisational vision. The broader organisational thrust of this PDA is reinforced by the inclusion of skills and techniques to develop leadership and leaders in an organisation. In the same way as other PDAs, this PDA will help candidates develop suitable leadership and management skills but it will also enable them to apply them to situations with which they are familiar and/or to situations which they might reasonably expect to meet.

Organisations should benefit from the increased effectiveness of leadership that candidates will bring with them. They will benefit too as candidates will be aware of the need to develop leaders for the future and how this can be done. In a rapidly changing environment these skills are an important dimension for organisational success. This PDA should enable candidates to make a significant and positive contribution to establishing and maintaining a direction suited to the capabilities and wishes of their organisation and its stakeholders.

This PDA also complements the PDA in Strategic Management at SCQF level 8. The Strategic Management award seeks to help managers to contribute to determining a suitable strategy for an organisation based on an assessment of its strategic position. The vision which is such a key part of leadership at organisational level is directly linked to strategy. The vision may inform the strategy but strategy may also affect the vision.

The title of the award has been chosen to reflect the competences of this particular PDA. Consultation indicated that 81% 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 Organisational Leadership at SCQF level 9 — relationship to and alignment with NOS

The PDA in Organisational Leadership at SCQF level 9 covers a number of the functional areas identified by the Skills CFA for National Occupational Standards in Management and Leadership 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 and Leadership NOS.

Management and Leadership Occupational Standard	SQA Unit	Outcomes
B Providing Direction		
BA6 Provide leadership in your area of responsibility	Leadership for Managers	1, 2, 3
BA1 Provide leadership for your organisation	Management: Organisational Leadership and Development	1, 2
BA8 Develop the culture of your organisation	Management: Organisational Leadership and Development	1, 2
C Facilitating Innovation and Change		
CA3 Engage people in change	Leadership for Managers	3
D Working with People		
DC2 Support individuals' learning and development	Management: Organisational Leadership and Development	2
F Achieving results		
FE5 Manage continuous improvement	Management: Organisational Leadership and Development	1, 2

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 Organisational Leadership SCQF level 9 is not intended solely as a vehicle for progression. However, *Management: Organisational Leadership and Development,* is a mandatory Unit and *Leadership for Managers* an optional Unit in the Diploma in Management and Leadership so this PDA could be used as a stepping stone to the Diploma. Candidates who complete this PDA will have gained 3 credits towards the Diploma in Management and Leadership.

The table below illustrates the mandatory Units of the Diploma. The Unit from this PDA is highlighted.

Diploma in Management and Leadership: Mandatory Units	
Unit code	**Unit title**
J1C0 35*	Management: Organisational Leadership and Development
H1S7 35	Management: Develop Strategic Plans
H1S6 35	Management: Strategic Change
H1S9 35	Management Research

This PDA takes a broader view than the PDA in Leadership and Change at SCQF level 8.

It also aligns well with the PDA in Strategic Management at SCQF level 8. Both PDAs complement the PDA in Decision Making and Innovation at SCQF level 9. All three PDAs take a broader view of the role of management and fit more closely into a middle/senior management role. There is therefore lateral progression from this PDA as well as progression into the Diploma in Management and Leadership. The assessment for Management: Organisational Leadership and Development is a closed book assessment. The ability to perform successfully in this type of assessment is valued by higher education institutions. Possession of this Unit will benefit candidates who wish to progress into management programmes offered by HEIs as it will allow candidates to demonstrate that they can cope with this type of assessment.

The PDA in Organisational Leadership at SCQF level 9 also offers 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 SCQF level 11.

The PDA in Organisational Leadership at SCQF level 9 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 certificates 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 Organisational Leadership at SCQF level 9 has some specific aims. It will:

1   Provide candidates with the skills and knowledge to lead organisations in a manner which is consistent with the organisation's vision.
2   Enable candidates to develop leadership within the organisation.
3   Enable candidates to develop a vision to support organisational purpose and values.
4   Enable candidates to review their approach to leadership by evaluating different approaches to leadership.
5   enable candidates to evaluate inter-personal skills used by leaders.
6   enable candidates to assess the role that leaders can play in the change process.

3.3 Target groups

The target group for this award 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, they could be in middle management positions, perhaps as departmental managers, or in senior management roles. It is likely that they will have responsibility for other managers such as team or section leaders. This PDA is also be suitable for managers aspiring to this role, although these are likely to be people who already have some experience of managerial work.

This PDA can also be seen as a follow on from the PDA Leadership and Change at SCQF level 8. There are a number of reasons for this.

- Firstly, it takes a broader, organisation wide, view of leadership than PDA Leadership and Change at SCQF level 8 which is primarily concerned with leading change — and tends to be focused at team level.
- Secondly, both Units in this PDA suggest that a constituent Unit of PDA Leadership and Change at SCQF level 8 (ie *Management: Plan, Lead and Implement Change*) is suitable background preparation.
- Thirdly, this PDA provides progression in terms of SCQF level — from SCQF level 8 to SCQF level 9.

3.4 Employment opportunities

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

- senior/middle managers
- those aspiring to senior or middle management positions
- operational managers
- production 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 have, or had, direct experience of developing leaders as well as leading others. 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. Both Units in this PDA recommend that it will be beneficial if candidates have achieved H1F3 35: *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.

5 Group Award structure

5.1 Framework

The PDA in Organisational Leadership at SCQF level 9 consists of two Units, both of which are mandatory:

Unit code	Unit title	SQA credit value	SCQF credit points	SCQF level
J1C0 35*	Management: Organisational Leadership and Development	1	8	8
F5GH 36	Leadership for Managers	2	16	9
Total		3	24	

The PDA in Organisational Leadership SCQF level 9 will be achieved on successful completion of the two mandatory Units. It has been levelled at SCQF level 9 as more than 50% of the award is at SCQF level 9.

H1S8 35: *Management: Organisational Leadership and Development* is a mandatory Unit in the Diploma in Management and Leadership and F5GH 36 *Leadership for Managers* is an optional Unit in this award.

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

5.2 Mapping information

Each Unit of the PDA in Organisational Leadership at SCQF level 9 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	Aim 5	Aim 6
H1S8 35 J1CO 35*	Management: Organisational Leadership and Development	✓	✓	✓			
F5GH 36	Leadership for Managers	✓			✓	✓	✓

5.3 Articulation, professional recognition and credit transfer

As outlined earlier, the PDA in Organisational Leadership 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.

Also as outlined earlier, the PDA in Organisational Leadership SCQF level 9 is not intended solely as a vehicle for progression. However, one of the Units, *Management: Organisational Leadership and Development*, is a mandatory Unit in the Diploma in Management and Leadership and the other an optional Unit in this award. The PDA therefore can be used as a stepping stone to this award. Candidates who complete this PDA will have gained three credits towards the Diploma in Management and Leadership.

The PDA in Organisational Leadership at SCQF level 9 will 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 or 5 Management.

6   Approaches to delivery and assessment

6.1   Approaches to delivery

The Units contained in the PDA Organisational Leadership 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. The PDA would also be attractive to those already in employment who do not possess a relevant qualification.

Delivery of the award is at the discretion of centres. The two Units in the award overlap and it may well be possible to integrate the delivery of them, eg:

♦   Candidates could begin by evaluating approaches to management from *Leadership for Managers*, which would allow them to draw on any experience they have as managers perhaps in a first line managerial post. Those 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.
♦   Candidates could then move to developing a vision from H1S8 35: *Management: Organisational Leadership and Development*, which would allow them to recognise the broader organisational focus of leadership in this PDA and compare it with their previous experience and study. They could consolidate this by returning to Leadership for Managers and evaluating the kind of inter-personal techniques this more comprehensive leadership role may require as well as the different leadership approaches to change which it may entail.
♦   Finally, they could end with *Management: Organisational Leadership and Development* and consider the development of leaders. Although this covers developing others it is also an opportunity for candidates to reflect and review their own development as leaders in their organisations.

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 as leaders and how it can offer pointers to their own personal development and to ways to develop others as leaders. 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 in this PDA involves a closed book, holistic assessment lasting 2.5 hours for Management: Organisational Leadership and Development plus a report for Leadership for Managers. The closed book assessment will be based on a case study to enhance its practical value to candidates.

Throughout the PDA, in delivery and in assessment, candidates can be asked to draw lessons for their own managerial situation. They may be able, for example, to identify some specific inter-personal skills which will benefit them as leaders.

6.3 Support materials

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

♦ Assessment Exemplar
♦ Candidate Support Pack

In addition, interactive activities have been developed for Unit *Management: Organisation Leadership and Development*. 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 interactive activities reinforce the learning and provide illustrations of theory, activities and case studies.

The Assessment Exemplars and the Candidate Support packs are available to download from SQA's secure website. The interactive activities can be found on the open site, the HN Management and Leadership subject webpage **http://www.sqa.org.uk/sqa/26294.html**

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

The PDA is suited to candidates wishing to study on a part-time basis or, open/distance learning, although it would be necessary to make suitable arrangements to conduct the closed book assessment. Appropriate 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**).

As outlined earlier, candidate support packs have been developed for the Units making up the PDA which allows candidates to study at home. Some of these packs have interactive activities to support the learning process.

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
Management: Organisational Leadership and Development	SCQF 6			SCQF 6	SCQF 6
Leadership for Managers	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**.

Internal and external verification

All instruments of assessment used within this/these Group Award(s) 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* (**www.sqa.org.uk**).

8 General information for candidates

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:

♦ ~~H1S8 35~~J1CO 35*: *Management: Organisational Leadership and Development*
♦ F5GH 36: *Leadership for Managers*

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.

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). Once registered for the PDA, you will be eligible for 12 months free studying membership of CMI which allows you access to management information, tools and materials.

9   Appendices

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) J1CO 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)

Mandatory Units — 9 credits required	Unit code	SCQF credit points	SCQF level	Credit value
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

Optional Units — 3 credits required	Unit code	SCQF credit points	SCQF level	Credit value
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

Optional Units — 3 credits required	Unit code	SCQF credit points	SCQF level	Credit value
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)

Mandatory Units — 13 credits required	Unit code	SCQF credit points	SCQF level	Credit value
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~~J1CO 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

Optional Units Group 'A' — candidates can select a maximum of 1 credits from this group	Unit code	SCQF credit points	SCQF level	Credit value
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

Optional Units Group 'B' — candidates must select a minimum of 4 credits from this group	Unit code	SCQF credit points	SCQF level	Credit value
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 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.
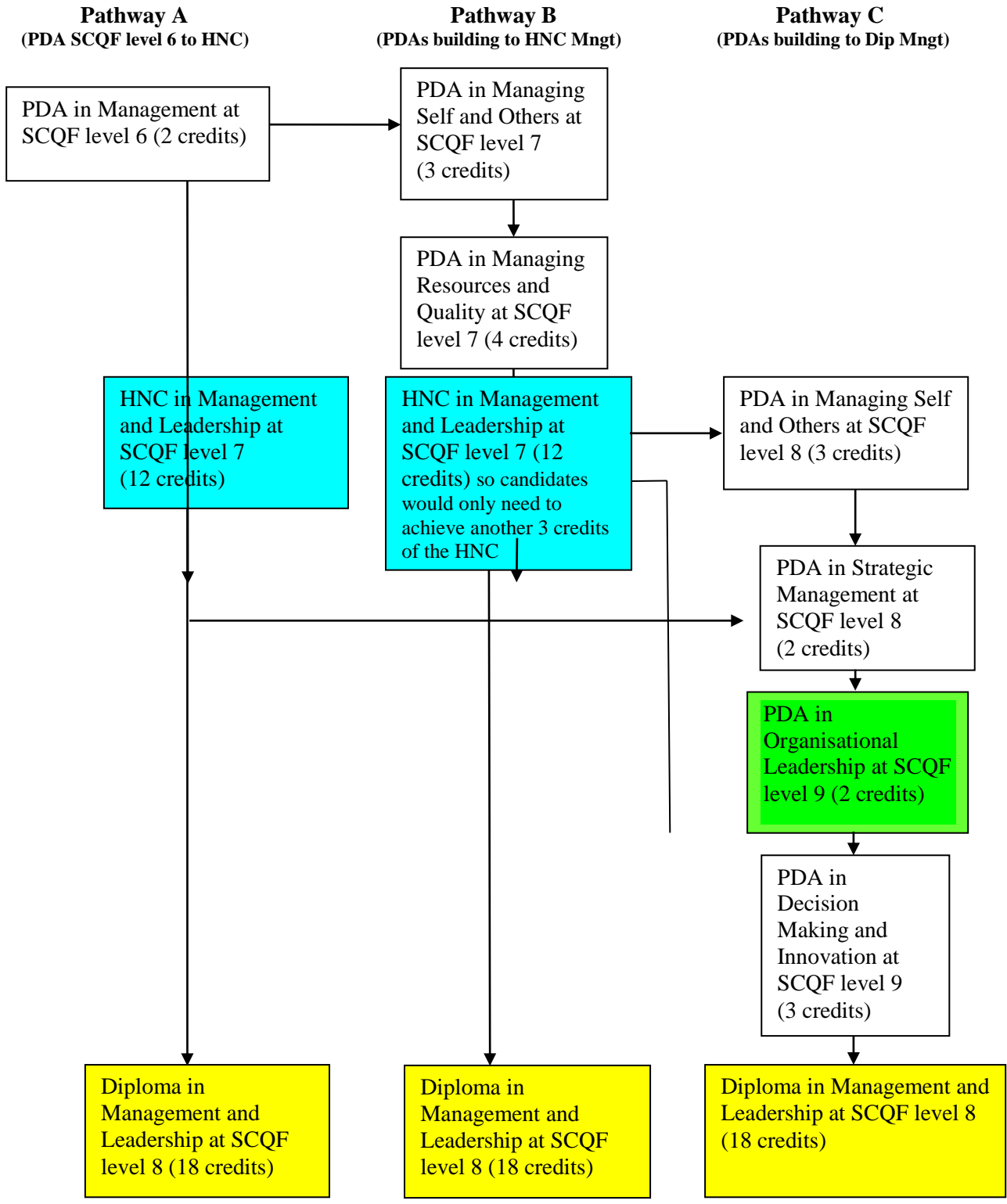
The six areas of competence apply to the work of managers as a whole. The table below summarises the links between each PDA in Management and Leadership and the functional areas.

PDA title	Functional area
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.

Pathway A
(PDA SCQF level 6 to HNC)

Pathway B
(PDAs building to HNC Mngt)

Pathway C
(PDAs building to Dip Mngt)

PDA in Management at SCQF level 6 (2 credits)

PDA in Managing Self and Others at SCQF level 7 (3 credits)

PDA in Managing Resources and Quality at SCQF level 7 (4 credits)

HNC in Management and Leadership at SCQF level 7 (12 credits)

HNC in Management and Leadership at SCQF level 7 (12 credits) so candidates would only need to achieve another 3 credits of the HNC

PDA in Managing Self and Others at SCQF level 8 (3 credits)

PDA in Strategic Management at SCQF level 8 (2 credits)

PDA in Organisational Leadership at SCQF level 9 (2 credits)

PDA in Decision Making and Innovation at SCQF level 9 (3 credits)

Diploma in Management and Leadership at SCQF level 8 (18 credits)

Diploma in Management and Leadership at SCQF level 8 (18 credits)

Diploma in Management and Leadership at SCQF level 8 (18 credits)

This diagram illustrates possible linkages between the Managements and Leadership PDAs and the SQA awards HNC 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 Organisational Leadership 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 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 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 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 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

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**

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 level 7 and 8.

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

Graded Unit: Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

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.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.