

Assessment Strategy for the PDAs in Management and Leadership

Purpose of this document

The document outlines the Assessment Strategy for the following PDAs in Management and Leadership.

Management SCQF Level 6
Managing Resources and Quality SCQF Level 7
Managing Self and Others SCQF Level 7
Leadership and Change SCQF Level 8
Managing Self and Others SCQF Level 8
Project Management SCQF Level 8
Strategic Management SCQF Level 8
Decision Making and Innovation SCQF Level 9
Organisational Leadership SCQF Level 9

It contains information on the requirements for assessors and internal verifiers; assessment; and open learning, including authentication and plagiarism.

1 Assessor and Internal Verifier requirements

There are no set qualifications required for assessors and internal verifiers of the suite of Management and Leadership PDAs. However, centres must be able to show that staff are:

- ◆ competent in the subject/occupational area to a level appropriate to the qualification
- ◆ competent in assessment (or internal verification) of the type involved in the qualification
- ◆ familiar with the procedures and documentation for the qualification

The following gives some guidance on factors that centres should bear in mind when deciding whether or not staff should be involved in the delivery process for Units in the PDAs in Management and Leadership. They are not hard and fast rules but are intended to help centres to determine whether individual members of staff meet the 3 conditions above.

a) competent in the subject/occupational area to a level appropriate to the qualification

Assessors/internal verifiers should be able to show that they possess qualifications which are at an appropriate SCQF level for the PDA Unit(s) with which they are involved. Ideally, the qualification should be at an SCQF Level which is at least one SCQF level above that of the Unit(s)

concerned. For example, an Honours degree in Management or Business (i.e. SCQF Level 10) may well be appropriate for relevant PDA Units at SCQF Level 9 or below; an SQA Diploma in Management (SCQF Level 8) could be appropriate for PDA Units at SCQF Level 7 or below. Centres should consider all qualifications held by an individual in making a judgement on whether the level of qualifications held by assessors/internal verifiers is appropriate. This may be particularly important for individuals who have both technical/specialist qualifications and specific management or business qualifications.

As well as possessing qualifications at a suitable SCQF level, assessors/internal verifiers should possess relevant knowledge and skills in the subject area of the PDA Unit(s) with which they are involved. The qualifications they hold, for example, may include study of the subject content of the Unit(s) they are delivering. Assessors/internal verifiers may, however, have obtained suitable knowledge/skills of the subject matter in other ways. If so, they should have suitable evidence of this.

In addition, assessors/internal verifiers should also be able to show that their qualifications are equivalent to the type of Units which make up the PDAs in Management. The Units in the PDAs in Management and Leadership are designed to provide aspirant and existing managers with an understanding of managerial concepts and principles. Their purpose is to enhance managerial effectiveness by encouraging candidates to apply these concepts and principles to situations that they encounter as managers. The qualifications which assessors/internal verifiers possess, therefore, should be ones which give them a suitable background in management theory and principles.

Some management qualifications such as SVQ Management seek to enhance managerial effectiveness by encouraging managers to reflect on their own experience as managers. Qualifications of this type take a slightly different approach to that of the Units in the PDAs in Management and Leadership. Both approaches are equally important. However, it is possible that in some cases, assessors/internal verifiers whose only relevant qualification is an SVQ Management (particularly at level 3) may not necessarily be suited to the delivery of some of the HN Units making up the PDAs in Management and Leadership. Each situation should be considered on its own merits.

Relevant experience in a managerial post may also help to show that a member of staff is competent in the subject/occupational area of the PDA Unit(s) for which they could act as an assessor/internal verifier. Previous experience in project management, for example, particularly if it has led to a professional qualification such as PRINCE2, is likely to indicate that a member of staff is competent to deliver Units in the PDA in Project

Management. However, it is possible that experience alone may not provide the underpinning theoretical background which many Units in the PDAs in Management and Leadership require.

b) competent in assessment (or internal verification) of the type involved in the qualification

Ideally, assessors should have suitable experience of assessment in the type of Units which comprise the PDAs in Management and Leadership. Not all assessors will have had the opportunity to gain this experience and where this is the case centres should make arrangements to mentor and support new assessors. As noted above, many of the Units in the PDAs in Management and Leadership require a background in principles and concepts of management. It would be expected that new assessors would have this background.

Good practice suggests that internal verifiers are people who have a track record as competent and effective assessors of the type of Units which they will internally verify. In this case, good assessment experience would be in Units from PDAs in Management and Leadership or from working with equivalent qualifications.

The PDAs in Management and Leadership do not require that assessors/internal verifiers hold specific qualifications in assessment or internal verification. It is clearly beneficial, however, if assessors/internal verifiers have completed relevant awards. Again, there are no specific requirements but a teaching qualification such as TQFE and/or assessment qualifications such as L&D9D/L&D9DI are good indicators of competence in assessment and L&D11 for internal verification.

c) familiar with the procedures and documentation for the qualification

This can be seen as the responsibility of the members of staff who act as assessors/internal verifiers. The procedures and systems operated in centres can help staff to become familiar with the requirements of PDAs in Management and Leadership. Good practice in centres includes meetings between assessors and internal verifiers to standardise approaches to assessment; induction and/or training programmes for new assessors/internal verifiers, mentoring of new assessors by experienced assessors or internal verifiers and cross marking of assessment work from candidates.

2 Assessment

a) Assessment methods

The Units making up the PDAs in Management and Leadership are assessed in a variety of ways, for example, reports, extended responses, open book and closed book examinations. Appendix 1 provides a summary of the assessment methods for each Unit making up the PDAs. Full details of the evidence requirements and assessment guidance are provided in each Unit specification which is available to download from SQA's website. Centres should consider the requirements of the Units making up the PDA carefully in deciding on the appropriate assessor (see section 1 above).

b) Eligibility for reassessment

Candidates who have not satisfactorily demonstrated their attainment of knowledge and/or skills and/or competence in the whole or only part of an assessment may be considered for re-assessment. Candidates would normally be offered one re-assessment opportunity.

c) Re-assessment

In some cases for some Units, re-assessment might be partial where candidates are re-assessed only on those parts of the original assessment in which they did not satisfactorily demonstrate competence. In other situations it may not be possible to re-assess only those parts of the performance in which candidates have not satisfactorily demonstrated competence. In these cases, candidates must make a further attempt at all parts of the Unit covered by the original assessment. Scenarios where candidates may require to re-do the whole assessment include:

- ◆ assessment which tests knowledge and other cognitive skills and where it may not be possible to extract some of the items for reassessment
- ◆ where parts of several Outcomes are involved
- ◆ where a project has been designed as an integrated assessment and where there is a requirement to complete the project as a single complex task

d) Developing alternative assessments

The design of the original assessments informs the reassessment process to a large extent. This is because the original assessments determine the type of assessment instruments used and the purpose of the assessment for a particular Unit in a Management and Leadership PDA. Normally,

centres build up banks of assessments which can be used in whole or part for reassessment purposes. Assessors can play a key role in the development of suitable instruments of assessment to include in these assessment banks. Centres should also ensure that instruments of assessment are internally verified before being used with candidates.

Assessment writers should refer to the Unit specification when developing an alternative assessment and ensure that it is of equal demand to the original assessment and that it covers all necessary criteria. Where candidates have not provided satisfactory evidence for knowledge and/or skill items which have been sampled, they would normally be reassessed on a different sample.

e) Prior moderation of unit assessments

SQA has produced Assessment Exemplars for the PDA Units and these can be used as instruments of assessment provided that centres ensure the integrity of the assessment in the first and subsequent years of use and between centres. These can be downloaded from SQA's secure website. If centres wish to amend these exemplars or create their own assessment instruments they may wish to have these instruments prior verified before use. While it is not mandatory that prior verification takes place, it is strongly recommended that centres take advantage of this service with any new instruments of assessment that are devised.

3 Open Learning

SQA has developed candidate centred support material for each Unit making up the PDAs and as such, the PDAs in Management and Leadership are particularly suited to open, distance or mixed mode learning.

While authentication is not an issue that relates solely to open or distance learning, the fewer the opportunities for assessors and candidates to meet face-to-face; the greater the need to build authentication strategies into the programme. Centres which adopt open, distance or mixed mode learning methods for Units in the PDAs in Management and Leadership will need, therefore, to develop suitable authentication strategies.

SQA approved centres are responsible for the authentication of their open, distance or mixed mode programmes through their quality assurance processes. Centres 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.

Centres which do not use these delivery methods may also find it beneficial to have authentication strategies in place. Candidates increasingly have access to rich sources of information, for example through the internet, and everyone concerned with the delivery of PDAs in Management and Leadership has a duty to support candidates to make sure that they do not plagiarise material from the sources available to them. Candidates should be made fully aware, for example, that it is not acceptable to pass off as their own work, material which has been produced by someone else. Most Units in the PDAs in Management and Leadership require candidates to be familiar with management theories, principles and concepts and candidates should, therefore, know the importance of acknowledging the sources that they have used to gather relevant information. Candidates should also know how to use a recognised system of referencing.

As well as supporting candidates to provide authentic evidence, centres should be vigilant in identifying instances where plagiarism may have occurred. This, in turn may require procedures to deal with candidates who are suspected of plagiarism.

This combination of vigilance and support applies to all assessment evidence produced by candidates for Units in the Management and Leadership PDAs. It covers all types of assessment work listed in Appendix 1 and includes evidence based on candidates' working environments.

SQA recommend that centres make use of a mix of tools to ensure that the work of candidates for PDAs in Management and Leadership is authentic. They can be applied to all forms of delivery but they may be particularly important in open, distance or mixed mode learning. Centres will need to decide which tools to use and how they will be used. It is possible that different Units may require a different mix of authentication procedures.

The recommended authentication tools are:

- ◆ 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-taped or video taped evidence
- ◆ Signing and counter-signing of candidates work
- ◆ Assessment supervisors — authenticators, invigilators and mentors

Appendix 1

Assessment Summary

Unit Title	Code	Outcome Number	Suggested Assessment Method
PDA in Management at SCQF level 6 (G972 46)			
Managing Self and Resources	F3XP 33	1,2,3	Written or oral report on a management task
Working in a Team	F3XR 33	1,2	Written or oral report on a practical task
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)			
Management: Developing Self Management Skills	H1F1 34	1,2	Integrated portfolio of evidence (e-portfolio or paper based)
Managing and Working With People	H1F4 34	1	Extended responses to Case study or report
		2	Group wiki or group poster presentation or storyboard
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)			
Develop Skills for Personal Effectiveness	DF4F35	1,3	Action Plan
		2	Case study or simulated scenario
Managing People	F5GF 35	1,2,3,4	Report approximately 3000 words
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)			
Manage Operational Resources	H1F534	1	Extended response to case study
		2	Financial calculations and short report
Management of Quality	DW6G34	1, 2	Report approximately 1750-2000 words
		3	Report approximately 1000-1250 words
		4	Analysis and presentation of data
		5	Open book extended responses
PDA in Leadership and Change at SCQF level 8 (G9CN 48)			
Management: Leadership at Work	H1F2 34	1,2	An holistic approach combining both outcomes is suggested. Centres can use web 2.0 technologies eg blogging

			platforms or more traditional approaches eg extended responses to case study.
Management: Plan Lead and Implement Change	H1F3 35	1,2	An holistic approach combining both outcomes is suggested. Centres can use web 2.0 technologies eg staged/staggered e-portfolio based on a change effort or more traditional approaches eg report based on case study.
PDA in Project Management at SCQF level 8 (G9CK 48)			
Project Management: Project Justification and Planning	DV5H 35	1,2,3	Project documentation covering all 3 outcomes
Project Management: Managing the Implementation of a Project	DV5J 35	1,2,3,4,5	Integrated portfolio of evidence
PDA in Strategic Management at SCQF level 8 (GF93 48)			
Management: Strategic Change	H1S6 35	1,2	Portfolio of evidence – paper based or electronic
Management: Develop Strategic Plans	H1S7 35	1,2	Integrated investigative report based on response to questions (strategic plan and commentary) or a portfolio/e-portfolio
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)			
Management: Organisational Leadership and Development	H1S8 35	1,2	Controlled conditions; closed-book for Outcomes 1 and 2 — 50% required to pass
Leadership for Managers	F5GH 36	1,2	Report, approximately 4000 words
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)			
Decision Making for Managers	F5GG 36	1,2,3	Report, approximately 4000 words
Management: Organisational Innovation	DV8036	1,2	Proposal for an innovation

