



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

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

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

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

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

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

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

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

(cont over)

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

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

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

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

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