



**Arrangements for:
PDA in Strategic Management
at SCQF level 9**

Group Award Code: G9CL 49

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Acknowledgement

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

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1 Introduction

This is the Arrangements Document for the PDA in Strategic Management 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 at SCQF level 6 to SCQF level 9 which have been developed under the SQA Design Principles for Professional Development Awards.

The new Management 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 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 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 from SCQF level 7 to SCQF level 9, which includes the PDA in Strategic Management at SCQF level 9.

These new short awards are a suite of 7 PDAs which 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 seven new awards, together with the existing PDAs in Management (ie PDA in Management at SCQF level 6 and the PDA in Project Management at SCQF level 8) can be found at Appendix 1.

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

SQA has also revised its more traditional management awards such as the HNC in Management (SCQF level 7) and PDA Diploma in Management (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 Strategic Management at SCQF level 9

This PDA is about contributing to the strategic process in organisations. It covers different strategic concepts, establishing a strategic position and methods of working out a strategy, particularly the production of a strategic plan. Contributing to strategy is something which middle managers often do, especially in small and medium sized organisations. Even if they do not do this an appreciation of the strategic process can help them as managers in understanding how the organisation is interacting with its environment and how the organisation sees the challenges and opportunities that this produces for the organisation.

This PDA links very closely with the PDA in Organisational Leadership at SCQF level 9 which emphasises the importance for leaders in middle management roles of providing a direction for the organisation which members of the organisation can follow and work towards. This direction, in the form of the organisation's vision, is directly related to strategy. The connection is two-way in that vision may be an influence on strategy but strategy may affect what the vision is and how it is expressed.

This PDA also ties in with the PDA Leadership and Change at SCQF level 8. Change in organisations often flows from strategic decisions. However, in a similar way to the PDA in Organisational Leadership, this PDA takes a broader approach. It focuses much more on the organisation as a whole rather than leading a particular change through as a line manager. It is thus pitched at managers at a different organisational level than the PDA in Leadership and Change at SCQF level 8 but is at the same level of management as the PDA in Organisational Leadership at SCQF level 9. In the same way as other PDAs, this PDA will 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 awareness of strategy and the skills that candidates will develop in setting a strategic direction and in strategic planning. These skills are essential if organisations are to continue to operate effectively in the fluid environment in which many now find themselves. This PDA should help candidates to make a significant and positive contribution to strategic development either directly or in terms of their understanding of the process and their response to it.

The title of the award has been chosen to reflect the competences of this particular PDA. Consultation indicated that 82% 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 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, along with the existing PDA Management at SCQF level 6, is a response to this market research. These PDAs will complement other SQA provision such as the HNC Management 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 new management awards. There was considerable consultation to examine the validity of the new suite of awards. It has taken two main forms:

- ◆ Meetings and discussions with representatives from nine centres currently offering SQA awards in management (particularly HNC and PDA Diploma in Management) 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 new awards stem largely from the discussions among centre representatives. This, together with responses in the questionnaires from 7 centres, provides evidence of centre commitment and indicates that the proposals meet the requirements of centres.

A total of 39 responses were received — 18 candidates; 14 employers and 7 centres — which whilst not high, it is an acceptable return in situations such as this. 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 PDA in Leadership and Change at SCQF level 8 award are shown later in this document.

The responses from the consultation provide specific confirmation of the more general findings from the SQA market research. They also provide 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 proposed new award and that it would meet a management training and development need. These results do not relate directly to the current proposals but they reinforce the conclusion that there is a need for smaller awards which meet specific management training and development requirements.

Overall, therefore, the suite of new PDA awards in Management has support from employers, potential candidates and from centres likely to deliver the awards.

Support for the content of the PDA in Strategic Management at SCQF level 9 was substantial, with 87% of respondents either ‘agreeing’ or ‘strongly agreeing’ with the content of the award. In addition, 78% of employers believed there would be a demand for this PDA. Supportive comments from employers include ‘*level 9 feels right for this module*’; ‘*strategic management is a very high level and as such warrants a module of its own*’; ‘*good potentially for voluntary or public sectors...*’

2.3 Specific Occupational Skills

In developing the full suite of PDAs in Management, 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 Management Standards Centre (MSC) is now the body responsible for NOS in Management and it has been developing the work originally undertaken through the MCI. During 2008–9, MSC has been making presentations at events including the SVQ Management Networking event hosted by SQA. MSC makes 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. Overall, there would seem to be a requirement for focused awards which will enable individuals to develop and enhance their managerial skills and capabilities.

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

2.4 PDA in Strategic Management at SCQF level 9 — relationship to and alignment with NOS

The PDA in Strategic Management at SCQF level 9 covers a number of the functional areas identified by the MSC 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 Providing Direction		
B2 Map the environment in which your organisation operates	Management: Strategic Change	2
B3 Develop a strategic plan for your organisation	Management: Develop Strategic Plans	1, 2
C Facilitating Change		
C5 Plan change	Management: Develop Strategic Plans	1
C6 Implement change	Management: Strategic Change Management: Develop Strategic Plans	1, 2, 3 2
D Working with people		
D2 Develop productive working relationships with colleagues and stakeholders	Decision Making for Managers	2
F Achieving results		
F12 Improve organisational performance	Management: Strategic Change Management: Develop Strategic Plans	2 3

2.5 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 Strategic Management at SCQF level 9 is not intended solely as a vehicle for progression. However, both Units are mandatory Units in the Diploma in Management and the PDA therefore can be used as a stepping stone to this award. Candidates who complete this PDA will have gained two credits towards the Diploma in Management.

The table below illustrates this. The Units from this PDA are highlighted in grey.

Diploma in Management: Mandatory Units	
Unit code	Unit title
DV8C 36	Management: Organisational Leadership and Management
DV87 36	Management: Develop Strategic Plans
DV7W 36	Management: Strategic Change
DV81 36	Management Research

This PDA fits well with another of the PDAs in the suite, ie the PDA in Organisational Leadership and Development at SCQF level 9. Candidates who have not already undertaken this PDA may wish to embark on it after completing the PDA in Strategic Management at SCQF level 9. It also complements the PDA in Decision Making and Innovation at SCQF level 9. All these 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. The assessment for *Management: Strategic Change* 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 Strategic Management 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 Management level 5.

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 has its own individual aims but, as a group, they share some general aims. These are:

- 1 To 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 7 to SCQF level 9).
- 4 Enable **progression** within the SCQF framework of qualifications.
- 5 Provide candidates with **alternative exit routes** at SCQF levels 7, 8 and 9.

3.2 Specific aims of the Group Award

The PDA in Strategic Management at SCQF level 9 has some specific aims. It will:

- 1 Provide candidates with the skills and knowledge to determine a suitable strategy for an organisation based on an assessment of its strategic position.
- 2 Enable candidates to analyse different strategic concepts and their implications for an organisation.
- 3 Enable candidates to establish an organisation's strategic position.
- 4 Enable candidates to assess suitable methods for strategic change, including the planning process.
- 5 Produce a strategic plan.

3.3 Target groups

The target group for this award is managers who contribute to strategic development in organisations as well as managers who wish to enhance their awareness and understanding of the strategic process. Their position in the organisation is likely to depend on factors such as the size of the organisation and its approach to strategy. They could be in middle or senior management positions and may well have responsibility for other managers such as team or section leaders.

The 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. This PDA can be seen as a follow on from the PDA Leadership and Change at SCQF level 8 and, as noted above complements the PDA in Organisational Leadership at SCQF level 9.

3.4 Employment opportunities

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

- ◆ senior/middle managers
- ◆ those aspiring senior/middle manager
- ◆ middle managers in voluntary or public sector
- ◆ project 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 may have some exposure to strategy development. 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 *DV8C 35: 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.

5 Group Award structure

5.1 Framework

The PDA in Strategic Management 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
H1S6 36*	Management: Strategic Change	1	8	9
H1S7 36*	Management: Develop Strategic Plans	1	8	9
Total		2	16	

*Refer to History of Changes for revision change.

The PDA in Strategic Management at 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 in the PDA Strategic Management at SCQF level 9 are mandatory Units in the Diploma in Management and 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 the PDA align to the Units in the award:

Unit code	Unit title	Aim 1	Aim 2	Aim 3	Aim 4	Aim 5
DV7W 36	Management: Strategic Change	✓	✓	✓	✓	
DV87 36	Management: Develop Strategic Plans	✓			✓	✓

5.3 Articulation, professional recognition and credit transfer

As outlined earlier, the PDA in Strategic Management at SCQF level 9 is jointly certificated by SQA and CMI. Successful candidates therefore gain 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 Strategic Management at SCQF level 9 is not intended solely as a vehicle for progression. However, both Units are mandatory Units in the Diploma in Management and the PDA therefore can be used as a stepping stone to this award. Candidates who complete this PDA will have gained two credits towards the Diploma in Management.

The PDA in Strategic Management at SCQF level 9 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 Management level 5.

6 Approaches to delivery and assessment

6.1 Approaches to delivery

The Units contained in the PDA Strategic Management at SCQF level 9 may be delivered as standalone qualifications, as part of the PDA or in conjunction with a programme leading to the Diploma in Management. 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. For example, candidates could begin by analysing different approaches to strategy from *DV7W 36: Management: Strategic Change* as this will set the scene and enable them to recognise that there are a number of different ways to approach strategy; one of which is a rational approach which sees planning as the main strategic technique. This should enable candidates to establish an organisation's strategic position and to begin the process of determining the direction of strategic change and the methods by which it can be achieved. As part of

this, they can explore the planning process within an organisation which is part of DV87 36: *Management: Develop Strategic Plans*. This should prepare them for the task of producing a strategic plan but ensure that they do so in the knowledge that any plan is uncertain and conditional and that the essence of a good plan is that it is flexible and can be readily modified as circumstances require.

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. Candidates who have previously achieved DV8C 35: *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 strategic factors may have had a bearing on leading teams through change. First line managers in situations like this may not directly input into strategy but they may have some influence on how strategy is actually implemented and how successful that implementation ultimately is.

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 their contributions to strategic management and how strategic management affects them, whatever role they currently have in an organisation. Candidates who are not yet in positions where they can contribute to strategic management may reflect on how strategic management influences them and how they influence it. 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: Strategic Change* plus a report and a strategic plan for *Management: Develop Strategic Plans*. The closed book assessment is likely to 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 establish the strategic position of their own organisation.

Both Units making up this PDA would be suitable, for open learning delivery, although it would be necessary to make arrangements to conduct a closed book assessment

6.3 Arrangements for open/distance learning

This 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

6.4 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: Strategic Change				SCQF 6	SCQF 6
Management: Develop Strategic Plans	SCQF 6	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 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).

8 General information for candidates

PDA in Strategic Management at SCQF level 9 (G9CL 49)

Welcome to the Professional Development Award (PDA) in Strategic Management at SCQF level 9, which enables you to determine a suitable strategy for an organisation based on an assessment of its strategic position. The PDA allows you to think about different approaches to strategy and how your organisation can use these to find a way to meet the challenges of its environment and achieve its objectives.

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

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

- ◆ DV7W 36: Management: Strategic Change
- ◆ DV87 36: Management: Develop Strategic Plans

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

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

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

For the assessment of the Unit, Management: Develop Strategic Plans, you will have to produce a strategic plan supplemented by a short report explaining the planning process behind it. The strategic plan and the report can be based on an organisation with which you are familiar, eg the one you work for or one you have previously worked. Management: Strategic Change will be assessed by an examination held in controlled conditions. The examination will probably be based on a case study and you will be given details of this by your tutor during the PDA. You will pass the examination if you obtain a mark of 50 or more out of 100.

Support packs, including interactive activities have been developed for the Units making up this PDA. These can be found on the HN Management subject webpage <http://www.sqa.org.uk/sqa/30913.html>

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

9 Appendices

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

Appendix 2: Framework of HNC in Management (G85M 15) and Framework of PDA Diploma in Management (G85Y 16)

Appendix 3: Full suite of PDAs in Management - relationship to National Occupational Standards (NOS)

Appendix 4: PDAs in Management - Possible Pathways and Progression Routes

Appendix 5: Glossary of Terms

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

Title of PDA	Units making up the PDA	SCQF level	SCQF credit points (PDA)	SQA credits (PDA)
PDA in Management at SCQF level 6 (G972 46)	<ul style="list-style-type: none"> ◆ F3XP 33: Managing Self and Resources; SCQF level 6, 8 SCQF credit points ◆ F3XR 33: Working in a Team; SCQF level 6, 8 SCQF credit points 	6	16	2
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	<ul style="list-style-type: none"> ◆ DV86 34: Management: Developing Self Management Skills; SCQF level 7; 8 SCQF credit points ◆ DV82 34: Managing and Working with People; SCQF level 7; 16 SCQF credit points 	7	24	3
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	<ul style="list-style-type: none"> ◆ DF4F 35: Develop Skills for Personal Effectiveness; SCQF level 8; 8 SCQF credit points ◆ F5GF 35: Managing People; SCQF level 8; 16 SCQF Credit points 	8	24	3
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	<ul style="list-style-type: none"> ◆ DV7X 34: Manage Operational Resources; SCQF level 7; 16 SCQF credit points ◆ DW6G 34: Management of Quality; SCQF level 7; 16 SCQF credit points 	7	32	4
PDA in Project Management at SCQF level 8 (G9CK 48)	<ul style="list-style-type: none"> ◆ DV5J 35: Project Management: Managing the implementation of a project; SCQF level 8; 16 SCQF credit points ◆ DV5H 35: Project Management: Project justification and planning; SCQF level 7; 8 SCQF credit points <p>Additional Unit:</p> <ul style="list-style-type: none"> ◆ F1F1 36: Project Management: Managing Multiple Projects; SCQF level 9; 8 SCQF credit points 	8	24	3
PDA in Leadership and Change at SCQF level 8 (G9CN 48)	<ul style="list-style-type: none"> ◆ DV88 34: Management: Leadership at Work; SCQF level 7; 8 SCQF credit points ◆ DV8C 35: Management: Plan, Lead and Implement Change; SCQF level 8; 8 SCQF credit points 	8	16	2
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	<ul style="list-style-type: none"> ◆ DV8A 36: Management: Organisational Leadership and Development; SCQF level 9; 8 SCQF credit points ◆ F5GH 36: Leadership for Managers; SCQF level 9; 16 SCQF credit points 	9	24	3
PDA in Strategic Management at SCQF level 9 (G9CL 49)	<ul style="list-style-type: none"> ◆ Management: Strategic Change (DV7W 36) SCQF level 9; SCQF credit points 8 ◆ Management: Develop Strategic Plans (DV87 36) SCQF level 9; SCQF Credit points 8 	9	16	2
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	<ul style="list-style-type: none"> ◆ Decision Making for Managers (F5GG 36) SCQF level 9; SCQF credit points 16 ◆ Management: Organisational Innovation (DV80 36) SCQF level 9; SCQF credit points 8 	9	24	3

Appendix 2 Frameworks

HNC in Management (G85M 15)

Mandatory Units — 9 credits required	Unit code	SCQF credit points	SCQF level	Credit value
Management: Developing Self Management Skills	DV8634	8	7	1
Management: Leadership at Work	DV8834	8	7	1
Management: Plan, Lead and Implement Change	DV8C35	8	8	1
Managing and Working with People	DV8234	16	7	2
Manage Operational Resources	DV7X34	16	7	2
Creating a Culture of Customer Care	DJ4234	8	7	1
Management: Graded Unit 1	DW2X34	8	7	1
Optional Units — 3 credits required	Unit code	SCQF credit points	SCQF level	Credit value
Workplace Communication in English	DE1K33	8	6	1
Business Law: An Introduction	DE3E34	8	7	1
Individual Employment Relations: Law	DN7534	8	7	1
Managing Knowledge	DV8534	8	7	1
Management: Managing Financial Resources	DV8934	8	7	1
Supply Chain Management: An Introduction	DL5G34	8	7	1
Health and Safety Legislation: An Introduction	DF8734	8	7	1
Managing Information	DV8434	8	7	1
Marketing: An Introduction	DE3C34	8	7	1
Human Resource Management: Introduction	DN7834	8	7	1
Economic Issues: An Introduction	DE3A34	8	7	1
Management of Quality	DW6G34	16	7	2
Preparing Financial Forecasts	DE3J35	8	8	1
Project Management: Project Justification and Planning	DV5H35	8	8	1
Project Management: Managing the Implementation of a Project	DV5J35	16	8	2
Project Management: Managing Multiple Projects	F1F136	8	9	1
Statistics for Business	DE3M35	8	8	1

Total Credits required for the HNC in Management — 12

Diploma in Management (G85Y 16)

Mandatory Units — 13 credits required	Unit code	SCQF credit points	SCQF level	Credit value
Management: Developing Self Management Skills	DV8634	8	7	1
Management: Leadership at Work	DV8834	8	7	1
Management: Plan, Lead and Implement Change	DV8C35	8	8	1
Managing and Working with People	DV8234	16	7	2
Manage Operational Resources	DV7X34	16	7	2
Creating a Culture of Customer Care	DJ4234	8	7	1
Management: Graded Unit 1	DW2X34	8	7	1
Management: Organisational Leadership and Development	DV8A36	8	9	1
Management: Develop Strategic Plans	DV8736	8	9	1
Management: Strategic Change	DV7W36	8	9	1
Management Research	DV8136	8	9	1
Optional Units Group 'A' — candidates can select a maximum of 2 credits from this group	Unit code	SCQF credit points	SCQF level	Credit value
Workplace Communication in English	DE1K33	8	6	1
Business Law: An Introduction	DE3E34	8	7	1
Individual Employment Relations: Law	DN7534	8	7	1
Managing Knowledge	DV8534	8	7	1
Management: Managing Financial Resources	DV8934	8	7	1
Supply Chain Management: An Introduction	DL5G34	8	7	1
Health and Safety Legislation: An Introduction	DF8734	8	7	1
Managing Information	DV8434	8	7	1
Marketing: An Introduction	DE3C34	8	7	1
Human Resource Management: Introduction	DN7834	8	7	1
Economic Issues: An Introduction	DE3A34	8	7	1
Management of Quality	DW6G34	16	7	2
Public Sector: An Introduction	F3HN34	8	7	1
Public Sector Financial Management	F3HL34	16	7	2

Diploma in Management (G85Y 16) (cont)

Optional Units Group 'B' — candidates must select a minimum of 3 credits from this group	Unit code	SCQF credit points	SCQF level	Credit value
Human Resource Management: Employee Relationship Management	DN7E35	8	8	1
Collective Employment Relations: Practice	DN7C35	16	8	2
Preparing Financial Forecasts	DE3J35	8	8	1
Project Management: Project Justification and Planning	DV5H35	8	8	1
Project Management: Managing the Implementation of a Project	DV5J35	16	8	2
Project Management: Managing Multiple Projects	F1F136	8	9	1
Statistics for Business	DE3M35	8	8	1
Marketing Planning for a Domestic Market	DG6P35	16	8	2
Human Resource Management: Performance Management	DN7J35	8	8	1
Managing Organisational Risks	DV7Y36	8	9	1
Managing in a Global Environment	DV8336	8	9	1
Management: Organisational Innovation	DV8036	8	9	1
Supply Chain Management: Tactics and Techniques	DL5M36	8	9	1
Contemporary Policing	F0EA35	8	8	1
Professional Ethics in Policing	F0EF35	16	8	2
Criminal Justice System in Scotland	F0EB35	8	8	1
Organisational Management	F0EG35	24	8	3
Management and Leadership in the Public Sector	F3HM35	8	8	1

Total credits required for the Diploma in Management — 18

To achieve the Diploma Management award candidates must select no more than two optional Credits from the Group 'A' Units (SCQF level 6/7) and a minimum of three credits from the Group 'B' Units (SCQF level 8/9).

 The shaded boxes show the mandatory Units that are included in the HNC in Management.

Appendix 3 Full suite of PDAs in Management — 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 Management Standards Centre (MSC). 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 in 2007 and 2008.

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

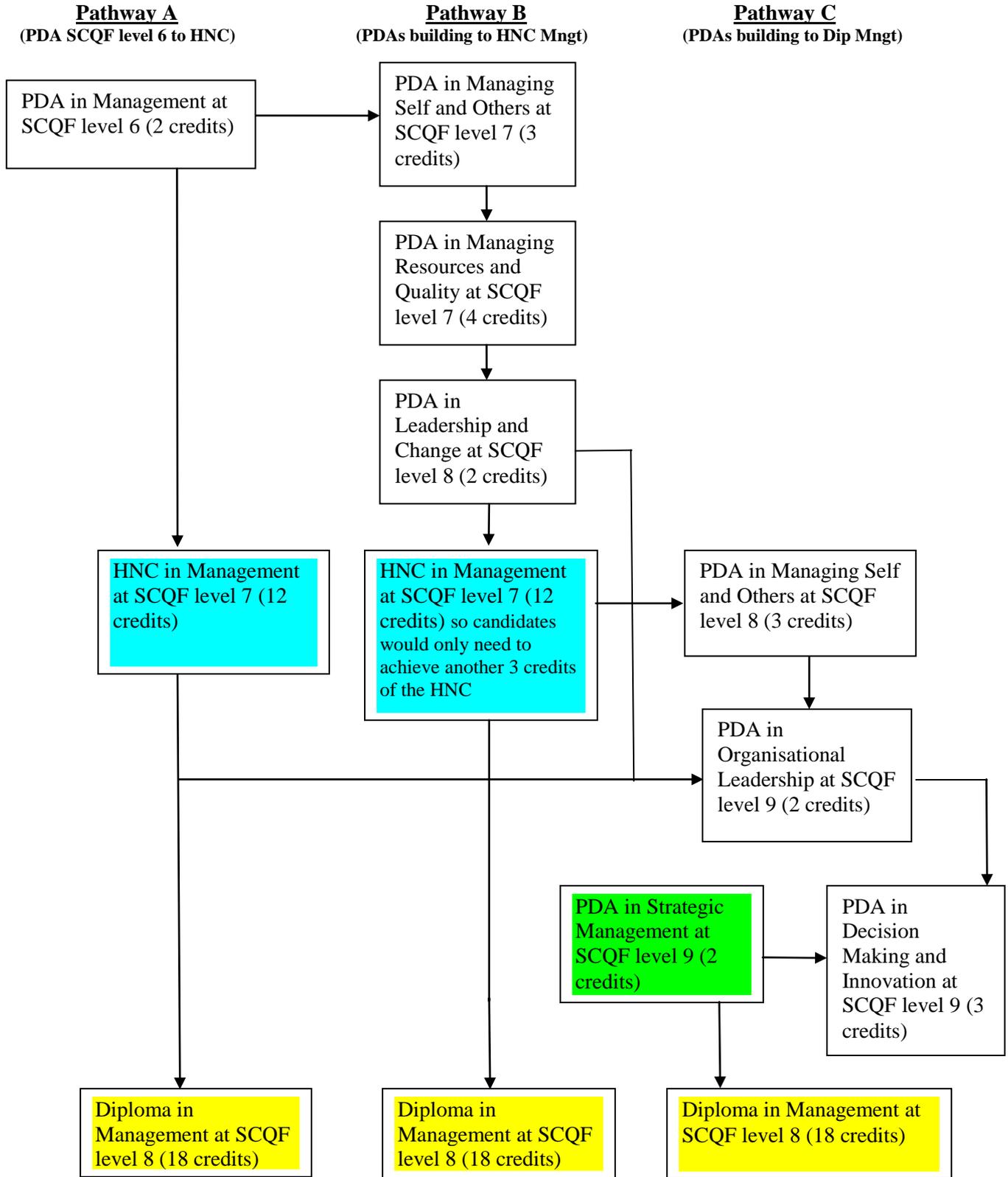


The diagram above (from the MSC) illustrates these 6 areas of competence. They apply to the work of managers as a whole. The specialist and focused nature of the PDAs in Management mean that each PDA only maps into some functional areas. The table below summarises the links between each PDA in Management and the MSC functional areas.

PDA title	Functional area
PDA in Management at SCQF level 6 (G972 46)	Managing Self and Personal Skills; Providing Direction; Working with People
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	Managing Self and Personal Skills; Providing Direction; Working with People
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Managing Self and Personal Skills; 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 and Personal Skills; Providing Direction; Facilitating Change; Working with People; Using Resources; Achieving Results
PDA in Project Management at SCQF level 8 (G9CK 48)	Achieving Results
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Providing Direction; Facilitating Change; Working with People; Achieving Results
PDA in Strategic Management at SCQF level 9 (G9CL 49)	Providing Direction; Facilitating Change; Achieving Results
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Providing Direction; Facilitating Change; Working with People; Using Resources; Achieving Results

Appendix 4 PDAs in Management — possible pathways and progression routes

As already noted the PDAs in Management 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 Managements PDAs and the SQA awards HNC Management and Diploma in Management. The HNC Management is, in fact, a sub-set of the Diploma in Management. See Appendices 3 and 4 for the structure of the HNC Management and the Diploma in Management respectively.

The diagram also shows that there is some progression between the various PDAs in the suite of Management awards, including the PDA in Strategic Management 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 *DV8C35: 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 Strategic Management 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 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 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.