Arrangements for:

PDA in Management

at SCQF level 6

Group Award Code: G972 46

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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
02	Amendments in line with revised HNC/Diploma in Management and Leadership.	09/01/13

Contents

1   Introduction

This is the Arrangements Document for the PDA in Management at SCQF level 6 which was validated in November 2008. 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.

This PDA is an introductory award which will enable candidates to grasp fundamental management principles and apply them to a relevant work context (either their own or one which they might meet as managers). Candidates undertaking the award will probably be in, or aspiring to, roles with limited managerial responsibility. The benefits for candidates are that the award will provide them with the basic tools they need to function effectively in the managerial roles that they will be expected to fulfil.

After some preliminary meetings involving centre representatives during the latter part of 2007, formal approval was received for the development of this new award early in 2008. A Qualifications Development Team (QDT) was established to develop this award and held its first meeting in April 2008. Most members of the QDT were from centres which had previously been involved in the preliminary discussions.

The Chartered Management Institute (CMI) has agreed in to jointly certificate this PDA in Management at SCQF level 6, together with the other PDAs in Management in SQA's portfolio.

2   Rationale for the development of the Group Award

2.1   Rationale for the PDA in Management at SCQF level 6

The rationale for the PDA in Management at SCQF level 6 is primarily based on the need to meet the educational requirements of a more extensive range of managers, in particular, those who aspire to managerial positions. This PDA therefore fills a gap and offers a more comprehensive range of awards for managers and aspiring managers.

This basic rationale is supported by two other important factors. Firstly, there are strong indications that there is a requirement among employers for management awards at an introductory level. This is borne out by the results of consultation discussed later in this section.

Secondly, the SQA has developed/revised management awards at other levels. This has led to a range of revised awards, ie:

♦ HNC Management and Leadership (SCQF level 7) and the PDA Diploma in Management and Leadership at SCQF level 8.
♦ A suite of concise PDAs in Management and Leadership from SCQF level 7 to SCQF level 11, which, in the main, consist of two Units from the revised HNC Management and Leadership or PDA Diploma in Management and Leadership. The table at Appendix 1 outlines the full range of available PDAs in Management and Leadership, including this award at level 6.

All SQA's management awards are intended for managers in positions appropriate to the level of the award. However, they are also a means by which managers who have yet to enter such positions can prepare themselves for the managerial demands of these positions prior to embarking on them. This PDA in Management at SCQF level 6 also has this dual role.

Overall, therefore, the PDA in Management at SCQF level 6 is designed to both complement and provide an introduction to other SQA awards. It also extends SQA's current portfolio of management Units. As a result, there is now a range of awards suitable for the requirements of existing and aspiring managers at wider range of levels than before.

2.2   Nature and Purpose of the PDA in Management at SCQF level 6

The PDA in Management at SCQF level 6 is seen as an introductory award which will enable candidates to grasp fundamental management principles and apply them to a relevant work context (either their own or one which they might meet as managers). It is intended to achieve two distinct purposes:

♦   Some candidates may attempt it as an end in itself and may have no reason to embark on subsequent awards.
♦   Others may well use it as a stepping-stone to further awards.

The PDA in Management at SCQF level 6 consists of two Units. There are several reasons for this.

♦   It will help make the award very attractive to employers and to candidates as it will enable both to see the benefits of it quickly.
♦   It enables candidates and employers to make a short-term commitment which can help to alleviate any apprehension that they may have about undertaking an introductory award such as this.
♦   A short award is consistent with the approach of other awarding bodies whose awards at this level are designed to be completed relatively quickly.

It is possible, also, to capture the essential aspects of management in two Units and also to meet the main underpinning knowledge requirements of the SVQ 2 Team Leading at SCQF level 5.

The nature of management is such that it demands a level of maturity and the ability to take account of a number of factors at any given time. This award meets the requirements of SCQF level 6 in a number of ways:

♦   it provides generalised knowledge of key areas of management
♦   it requires candidates to apply their knowledge and understanding in routine situations but ones which may have non-routine elements
♦   it requires candidates to obtain information and draw conclusions from it
♦   it requires candidates to take account of the roles and responsibilities related to tasks being carried out and take a role in the evaluation of what has been undertaken

An award at SCQF level 6 is also a suitable way of helping candidates prepare for further study, eg HNC Management and Leadership which is at SCQF level 7; one of the PDAs in Management and Leadership at SCQF level 7, etc.

2.3 Consultation with Stakeholders: Meeting Employers' Needs

There was considerable consultation to examine the validity of this award. It took two main forms:

♦ Meeting of representatives from centres currently offering SQA awards in management, particularly HNC Management. This has been supplemented by discussions with relevant individuals, such as present and past members of the relevant Verification Group.
♦ Distribution of questionnaires to employers and to candidates currently undertaking SQA awards in Management. To an extent these groups overlap, in that many of the latter are both in employment and in a position to influence decisions on whether organisations make use of SQA awards as part of their management training and development programmes.

In addition, generic research on managers in the UK labour market was considered. Details of the consultation and research can be found at Appendix 4.

2.4 PDA in Management at SCQF level 6 — relationship to and alignment with NOS

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

The NOS appropriate to the PDA in Management at SCQF level 6 are those for the Team Leading SVQ. These standards form the basis of the SVQ 2 Team Leading at SCQF level 5. The PDA in Management at SCQF level 6 takes into account the knowledge and understanding requirements of the standards on which these Units are based. In this way, the new award is closely related to relevant occupational standards. This award is intended for both existing and aspiring managers and for this reason only the knowledge and understanding parts of the occupational standards for management are relevant.

The SVQ 2 Team Leading at SCQF level 5 has four mandatory Units which, in broad terms, map into the PDA in Management at SCQF level 6 as follows:

Mandatory Unit in SVQ Team Leading level 2		PDA in Management at SCQF level 6	
AA1	Manage yourself	F3XP 33	Managing Self and Resources: Outcomes 1 and 3
BA3	Lead your team	F3XR 33	Working in a Team: Outcome 2
DD1	Develop and sustain productive working relationships with colleagues	F3XR 33	Working in a Team: Outcome 1
EB1	Provide healthy, safe, secure and productive working environments and practices	F3XP 33	Managing Self and Resources: Outcome 2 F3XR 33 Working in a Team: Outcome 2

2.5 Progression routes/further opportunities

As already noted this award is not intended solely as a vehicle for progression. The PDA in Management at SCQF level 6 will provide a grounding for candidates which will enable them to progress to other awards if they wish to do so. In particular, candidates will be able to progress to HNC Management and Leadership which is at SCQF level 7 or PDAs in Management and Leadership at SCQF level 7 — which are aligned with the PDA Diploma in Management and Leadership at SCQF level 8, thus providing further progression opportunities for candidates.

The PDA in Management at SCQF level 6 also provides a basis from which candidates can progress the SVQ 2 Team Leading at SCQF level 5. As noted earlier, the PDA can help candidates gain relevant knowledge and understanding for SVQ 2 Team Leading at SCQF level 5. The new award may also be a means by which candidates eligible for SVQ 2 Team Leading can develop the confidence that they need to tackle this qualification. It may be possible also for candidates who hold a suitable managerial position to move to SVQ 3 Management at SCQF level 7.

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. This PDA will also provide an opening for all successful candidates to enhance their professional development after completing the award.

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

2.6 Relationship to other SQA Awards and Units

The PDA in Management at SCQF level 6 is designed to both complement and provide an introduction to other SQA awards. It has already been explained that the PDA in Management at SCQF level 6 is a basis from which successful candidates can progress to an HNC Management and Leadership and perhaps further to the PDA Diploma in Management and Leadership at SCQF level 8. It can therefore be seen as the first rung on the ladder of SQA management qualifications.

The PDA in Management at SCQF level 6 complements SQA provision in other ways too. Candidates increasingly favour the chance to obtain smaller awards either on their own or as part of a larger award. There is now a range of short, concise PDAs in Management and Leadership which candidates who successfully complete this award could progress to — details of all PDAs in Management and Leadership can be found at Appendix 1.

SQA currently offers Scottish Vocational Qualifications (SVQs) in Management at SVQ levels 3, 4 and 5 (SCQF levels 7, 9 and 11) and an SVQ 2 Team Leading at SCQF level 5. These awards are distinct from the PDA in Management at SCQF level 6 and the HNC/Diploma in Management and Leadership in that they are specifically designed for people in management positions. However, as noted above, the PDA in Management (and other awards like the HNC) may help candidates to meet the knowledge requirements of these awards.

Possible pathways and progression routes are outlined in Appendix 3.

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:

♦ 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)
♦ to **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)
♦ to enable **progression** within the SCQF framework of qualifications

3.2　Specific aims of the Group Award

The PDA in Management at SCQF level 6 has been designed as an award which can be delivered in a flexible manner to enable candidates to understand and apply key aspects of management. It is an introductory award which will help candidates to operate effectively in situations where they will be undertaking management responsibility for the first time. It is designed for candidates who are in posts with some management responsibility and for those who hope to take up such posts. The award also seeks to extend the SQA's portfolio of management awards. The specific aims of the PDA in Management at SCQF level 6 are to:

♦ enable candidates to gain knowledge and understanding of fundamental management principles
♦ enable candidates to apply their knowledge and understanding of these principles in a relevant work context (either their own or one which they might meet as managers)
♦ enable candidates to develop general management skills
♦ provide a progression route to SQA Management awards at SCQF level 7 and above
♦ provide an opportunity to prepare for progression to SVQ 2 Team Leading at SCQF level 5 and above
♦ enable candidates to gain professional recognition

3.3　Target groups

The main targets for this award are people in posts which have some management responsibility and people who anticipate that they will take up such roles. These posts are likely to be ones where people gain their first experience of managerial work but they may well combine this with operational or specialist work. Within these broad categories, three main target groups have been identified:

1　those in employment who are in supervisory/team leading roles — including those aspiring to enter these roles
2　those seeking a bridge to enable them to prepare for progress to further award, such as HNC in Management and Leadership; PDAs in Management and Leadership at SCQF level 7 or SVQ Management — these could include a variety of individuals including NC candidates and new immigrants to Scotland
3　those wishing to return to employment after a period of absence

These target groups are consistent with the dual role referred to earlier. Target group 1 are likely to see the award as an end point which will fit them for their current or anticipated occupational role. Target group 2 are more likely to see the award as a stage which will eventually culminate in obtaining a further qualification. Those in target group 3 may also see the award as an end in itself in that it may be a passport to returning to work. However, once they have resumed employment, persons in this group may well wish to proceed to further qualifications. The PDA in Management at SCQF level 6 should help them to do this.

3.4 Employment opportunities

A wide and interesting range of job roles have been highlighted as appropriate to the PDA in Management at SCQF level 6. These include:

♦ Operational Support Services Manager
♦ Contract Supervisor
♦ Office Manager
♦ Team leader
♦ Project Manager
♦ Crew manager
♦ Domestic services Manager
♦ Catering Manager
♦ 1st level of management
♦ Lower–middle management
♦ Administrator looking for promotion

4 Access to Group Award

There are no specific recommended entry requirements for the award of PDA in Management at SCQF level 6. Entry to the award will be at the discretion of the centre. Candidates would normally be in a situation where they expect to undertake some management responsibility within a team in the future or already have some such experience.

5 Group Award structure

5.1 Framework

The PDA in Management at SCQF level 6 consists of two Units, both of which are mandatory.

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Managing Self and Resources	F3XP 33	8	6	1
Working in a Team	F3XR 33	8	6	1

The PDA in Management at SCQF level 6 will be awarded to candidates who achieve 16 SCQF points at SCQF level 6 made up from the two mandatory Units in the award.

The Unit specifications of this award have been designed to be delivered in a flexible way and could, if required, be tailored to the needs of particular employers.

5.2   Mapping information

Linkage of Units to the Specific Aims of the Award

The Units link to the specific aims of the PDA in Management at SCQF level 6 as outlined in the table below:

Mandatory Units	Linked to aims
F3XP 33: Managing Self and Resources	♦ to enable candidates to gain knowledge and understanding of fundamental management principles ♦ to enable candidates to apply their knowledge and understanding of these principles in a relevant work context (either their own or one which they might meet as managers) ♦ to enable candidates to develop general management skills to enable candidates to gain professional recognition
F3XR 33: Working in a Team	♦ to enable candidates to gain knowledge and understanding of fundamental management principles ♦ to enable candidates to apply their knowledge and understanding of these principles in a relevant work context (either their own or one which they might meet as managers) ♦ to enable candidates to develop general management skills ♦ to enable candidates to gain professional recognition

5.3   Articulation, professional recognition and credit transfer

The PDA in Management 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.

Candidates who successfully complete this PDA may progress to related PDAs in Management and Leadership or HN Units to build up their qualification(s) towards a full HNC in Management and Leadership or PDA Diploma in Management and Leadership.

6   Approaches to delivery and assessment

6.1   Approaches to delivery

Both the Units in the award are practical Units and it is expected that this will be reflected in the approaches to delivery.

Depending on the requirements of candidates, the Units can be delivered as separate entities or integrated into a combined programme where they are delivered simultaneously. Where the Units are delivered separately, it is recommended that *F3XP33: Managing Self and Resources* is delivered first.

The Units can be delivered in a context appropriate to the candidates. The flexibility of the Units means that the award can be tailored to the particular situation and needs of specific employers and/or of a specific group of candidates. One possible approach, therefore, may be to deliver the PDA in Management at SCQF level 6 as part of a workplace training and development programme structured to meet the requirements of a particular employer. The programme could then be built directly around the team or teams within which the candidate works.

Another delivery approach is to base the award in a centre environment. This may be particularly suitable for candidates who aspire to a management role or where candidates come from a number of different employers.

Whatever the context for delivery, the methods used will make considerable use of practical exercises (eg in developing inter-personal skills) and setting objectives are likely to be an important part of delivery. Candidates will be encouraged to make use of any work experience they have. Candidates may, for example, be able to use examples of teams which they work in at the moment or have worked in previously or examples of management tasks with which they have been involved. Candidates not currently working in a management role may be able to make reference to their experiences of being managed and use this as a basis for considering how they might act when they undertake a management role. They may also be able to use experience of the performance of a team with which they are familiar.

6.2   Approaches to assessment

Assessment for both Units and thus for the award as a whole can be closely integrated with the delivery. Where candidates are in management positions, assessment can be based on work which arises naturally from their current situation. It may be possible also for candidates not yet in managerial posts to make use of their current work situation, perhaps by participating in special projects. Candidates aspiring to management posts and who do not have suitable current work experience may be able to make use of other situations with which they are involved in other capacities, eg a voluntary organisation, charity, church or a sports or social club.

Assessment recommends that candidates produce a short report which can be written or given orally. It is expected that the report will be supplemented with performance evidence of activities that the candidate has actually carried out and which can be gathered together in a portfolio format. This should help to integrate delivery and assessment as well as emphasising the practical nature of the Units and the award.

Further details on delivery and assessment are provided in the Unit specifications. However, additional support material is provided for delivery and assessment of the Units. This includes:

♦   Exemplar assessment packs for each of the two Units.
♦   Teaching and learning materials to support the delivery of the award. This follows a model which has been very successful for the HNC and the PDA Diploma in Management and Leadership. Material to support the delivery of the mandatory Units in each of these awards was commissioned by SQA and is available on the SQA website. It is perceived by deliverers as being of high quality and very relevant to the awards. Similar material for this PDA in Management at SCQF level 6 will enhance the delivery of this award in the same way as the existing support material has added value to other SQA management awards.

In addition to the above support materials, candidates registered on the PDA in Management 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 support materials.

6.3   Arrangements for open/distance learning

This PDA is ideally suited to candidates wishing to study on a part-time basis or, open/distance learning as both Units could be delivered in an open, distance or mixed-mode learning basis, especially where the candidate is in employment.

However it is primarily a practical award and any open, distance or mixed-mode learning arrangements should be firmly grounded in the candidate's own particular situation. Appropriate arrangements would need to be made by centres for assessment and quality assurance. Full information on these can be found at **www.sqa.org.uk.**

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, the greater the need to build authentication strategies into the award. 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

The PDA in Management at SCQF level 6 provides Core Skill opportunities for candidates as follows:

Work towards the Core Skill components of *Problem Solving*: Planning and Organising and *Problem Solving*: Critical Thinking at SCQF level 5. The following are examples of the opportunities for developing these Core Skill components within the Unit *F3XP33: Managing Self and Resources*.

♦   *Problem Solving*: Planning and Organising (SCQF level 5):
— Candidates develop a plan for a management task in a context where the variables may be unfamiliar. They are expected to determine how the task will be carried out and to identify and manage the resources required for the task.
♦   *Problem Solving*: Reviewing and Evaluating (SCQF level 5):
— Candidates review their personal contribution to a management task and, on the basis of evidence from the task, draw conclusions about their own future knowledge and skills requirements and their own personal objectives.

Work towards the Core Skill of *Working with Others* at SCQF level 5. The following is an example of opportunities for developing this Core Skill within the Unit *F3XR33: Working in a Team*.

♦   Candidates work with other members of a team in order to ensure that activities consistent with the objectives of the team are successfully undertaken. As part of this, they encourage co-operative working by contributing to team decisions and offer advice and support to others which is likely to include keeping them up to date with progress. Also they seek information from others as part of the requirement to monitor progress of the team.

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 Management at SCQF level 6 (G972 46)

Welcome to the PDA in Management at SCQF level 6, which offers you the opportunity to develop knowledge and understanding of fundamental principles of management and to apply them in a context relevant to you. It will be suitable for you if you are currently in a management position or if you hope to take up a managerial post in the future. You can also undertake this award if you are not currently in work but would like to develop fundamental management skills eg to help you return to the workplace.

The benefits of the award are that it will give you the basic tools that you need to function effectively in the managerial roles you will be expected to fulfil. It is a practical award and, wherever possible, learning and assessment will be based on your own experience either as a manger or of being managed.

The PDA in Management at SCQF level 6 is a qualification in its own right but it will also help you to progress to further management awards such as HNC Management and Leadership.

The award consists of two mandatory Units and you must successfully complete both of them to achieve the PDA in Management at SCQF level 6:

♦   Managing Self and Resources
♦   Working in a Team

It is a practical award and you will be required to provide evidence to show that you can contribute to the managing of a task and working in a team.

There are no specific entry requirements for the PDA in Management at SCQF level 6. However, it will help you if you already have some experience of taking management responsibility within a team or expect to undertake such responsibility in the future.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). Once you are registered on the PDA you will be eligible for 12 months free studying membership of CMI. This will allow you access to a range of management information, tools and support materials.

9   Appendices

Appendix 1:   PDAs in Management and Leadership jointly certificated by SQA and CMI
Appendix 2:   Full suite of PDAs in Management and Leadership — relationship to National Occupational Standards (NOS)
Appendix 3:   PDAs in Management and Leadership — possible pathways and progression routes
Appendix 4:   Consultation with stakeholders and generic management research
Appendix 5:   Glossary of Terms

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

Titles of PDA	Units making up the PDA	SCQF level	SCQF credit points
PDA in Management at SCQF level 6 (G972 46)	Managing Self and Resources (F3XP 33) Working in a Team (F3XR 33)	6	16
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	Management: Developing Self Management Skills (H1F1 34) Managing and Working with People (H1F4 34)	7	24
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Develop Skills for Personal Effectiveness (DF4F 35) Managing People (F5GF 35)	8	24
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Manage Operational Resources (H1F5 34) Management of Quality (DW6G 34)	7	32
PDA in Leadership and Change at SCQF level 8 (G9CN 48)	Management: Leadership at Work (H1F2 34) Management: Plan, Lead and Implement Change (H1F3 35)	8	16
PDA in Project Management at SCQF level 8 (G9CK 48)	Project Management: Project Justification and Planning (DV5H 35) Project Management: Managing the Implementation of a Project (DV5J 35)	8	24
PDA in Strategic Management at SCQF level 8 (GF93 48)	Management: Strategic Change (H1S6 35) Management: Develop Strategic Plans (H1S7 35)	8	16
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Management: Organisational Leadership and Development (H1S8 35) Leadership for Managers (F5GH 36)	9	24
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Decision Making for Managers (F5GG 36) Management: Organisational Innovation (DV80 36)	9	24
PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)	Organisational Ethics (F8K9 39) Organisational Decision Making (F8KA 39)	11	32

Appendix 2   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.
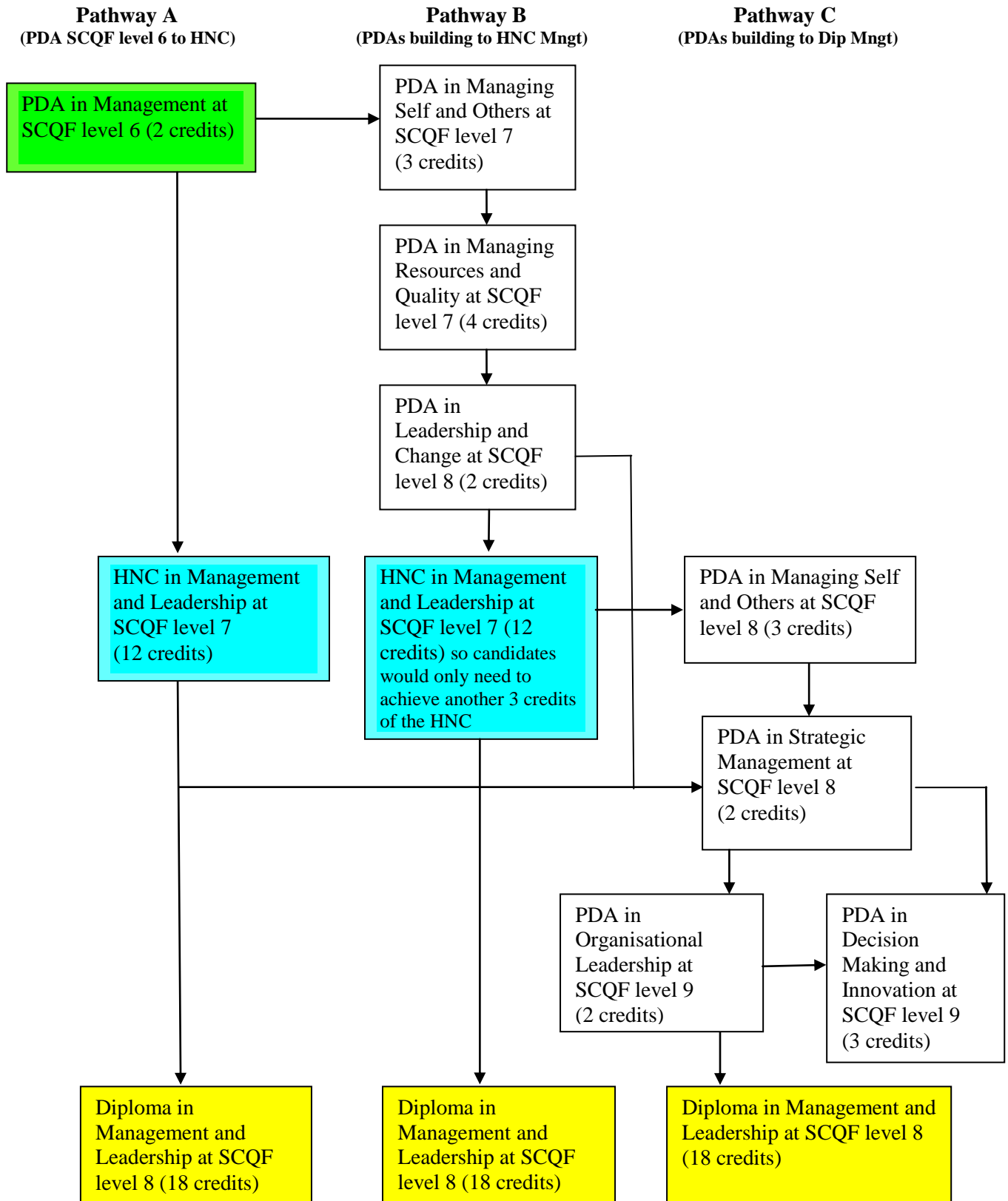
The NOS highlight six functional areas of management and leadership. The Skills CFA has developed, and continues to develop, Units of competence within each of these functional areas.

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 3   PDAs in Management and Leadership — 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

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)

PDA in Leadership and Change at SCQF level 8 (2 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 Management 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.

The diagram also shows that there is some progression between the various PDAs in the suite of Management awards, including the PDA in Management at SCQF level 6. 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 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 4 Consultation with stakeholders and generic management research

There was considerable consultation to examine the validity of this award. It took two main forms:

♦ Meeting of representatives from centres currently offering SQA awards in management, particularly HNC Management. This was supplemented by discussions with relevant individuals, such as present and past members of the relevant Verification Group.

♦ Distribution of questionnaires to employers and to candidates undertaking SQA awards in Management. To an extent these groups overlapped, in that many of the latter were both in employment and in a position to influence decisions on whether organisations made use of SQA awards as part of their management training and development programmes.

The structure of the award stemmed largely from the discussions among centre representatives. This provided evidence of centre commitment and indicated that the award would meet the requirements of centres.

Responses to questionnaires, were obtained from 39 candidates and 25 employers. Generally, the replies were favourable with 'agree' being the most common response to almost all questions. The responses were based on a structure very similar to that of the finalised award which suggested that the award and the way in which it is structured would meet the needs of employers.

The consultation was further reinforced by the discussions with the CMI on joint awarding/certification. The CMI is a key professional organisation in the management field and its support, co-operation and agreement to jointly certificate this award reinforced the view that there is a place for the award in today's market.

Overall, therefore, the award appeared to have ample support from those likely to supply candidates, from potential candidates, and from those likely to deliver the award.

Generic Management Research

In developing the full suite of PDAs in Management and Leadership, attention was also paid to generic information on managers in the UK labour market. For the target groups, whether currently in management roles or aspiring to them, the PDAs in Management and Leadership will help to enhance current management skill levels. There has long been a requirement to enhance managerial skills in the UK in general and Scotland in particular. This PDA in Management at SCQF level 6 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 Skills CFA's predecessor body MSC (Management Standards Centre). During 2008–2009, MSC made presentations at events including the SVQ Management Networking event hosted by SQA. MSC made 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 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 will enable 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 2.

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 level 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.