Arrangements for:

PDA in Managing Self and Others

at SCQF level 8

Group Award Code: G9CT 48

Validation date: May 2009

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Version: 04 (April 2019)

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
04	**Unit**: H1F1 34: Management: Developing Self Management Skills added as an alternative to DF4F 35: Developing Skills for Personal Effectiveness	08/04/19
03	Revision of Unit: F5GF 35 Managing People (finish date 31/07/2020) has been replaced by J1F5 35 Managing People (start date 01/08/2018)	19/10/18
02	Amendments in line with revised HNC/Diploma in Management and Leadership and changes in Standards Setting Body.	10/12/12

Contents

1   Introduction

This is the Arrangements Document for the PDA in Managing Self and Others at SCQF level 8 which was validated in May 2009. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

This award is part of a suite of Professional Development Awards (PDAs) in Management and Leadership at SCQF level 6 to SCQF level 11 which have been developed under the SQA Design Principles for Professional Development Awards.

The Management and Leadership PDAs are in line with the following the pattern:

♦   They all consist of two Units. This means that they retain the above benefits of being short and sharp. However, they move on from basic managerial tools to allow candidates the opportunity to develop more specific managerial skills and capabilities at a higher level.
♦   The Management and Leadership PDAs are also designed as practical awards in which candidates are encouraged to apply management concepts and approaches to their own work as managers or to managerial work with which they are familiar.

Candidates who achieve one/some of the Management and Leadership PDAs should, therefore, have enhanced their managerial skills and been able to apply them to a situation they know well. In this way, they should be able to carry out managerial work more effectively to the benefit of themselves and to the organisations for which they work now or in the future.

A Qualifications Development Team (QDT) was established to develop the suite of PDAs in Management and Leadership, which includes the PDA in Managing Self and Others at SCQF level 8.

These short awards significantly extend the portfolio of management awards offered by SQA. These PDAs share a number of common aims and characteristics and, as a result, it has been possible to develop them as a cluster of related awards. Each award, however, is a qualification in its own right. A table showing the full suite of PDAs can be found at Appendix 1.

The Chartered Management Institute (CMI) has agreed to jointly certificate this PDA in Managing Self and Others at SCQF level 8, together with the other Management and Leadership PDAs in SQA's portfolio

SQA has also revised its more traditional management awards such as the HNC in Management and Leadership (SCQF level 7) and PDA Diploma in Management and Leadership (SCQF level 8). The frameworks for these awards can be found at Appendix 2.

2 Rationale for the development of the Group Award

2.1 Rationale for the development of the PDA in Managing Self and Others at SCQF level 8

This award covers managing personal effectiveness and managing others which are two key aspects of managerial work. Its main purpose, therefore, is to enable candidates to review and reflect on their current situation in terms of their managerial situation and relate this to people management skills which are a critical aspect of successful management. In this way it will enable them to operate more effectively when managing others as well as a basis on which to plan future management development.

The title of the award has been chosen to reflect the competences of this particular PDA. Consultation indicated that 74% of respondents felt the title of the award was appropriate. A significant reason for this award is that provides a starting point for development for candidates for whom an award at level 7 would not be appropriate.

This PDA in Managing Self and Others at SCQF level 8 has a similar purpose to the PDA in Managing Self and Others at SCQF level 7 in that it offers candidates the opportunity to develop their knowledge and skills in self management and in working with people. However the PDA in Managing Self and Others at SCQF level 8 has a much stronger focus on managing others. Candidates who successfully complete this award will benefit because they will have devised, implemented and evaluated an Action Plan to address their development needs and enhance their personal effectiveness. This could be the basis of development over a number of years and ensure that they have skills and capabilities which meet their own needs and the needs of their employers. They will also have developed inter-personal skills in negotiation and conflict resolution which should help them become more effective in dealing with people, especially in a managerial role. Successful candidates and their employers will benefit from the award in other ways as it will enable them to manage people in an effective way to ensure that required performance standards are met and maintained.

2.2 Consultation with stakeholders: meeting employers' needs

In order to confirm that the suite of Management and Leadership PDA awards would meet the needs of employers, the QDT made use of information from three main sources, ie:

1 Research by the SQA on its own awards
2 Consultation with relevant stakeholders on the proposed suite of new awards
3 Consultation undertaken for the PDA Management at SCQF level 6

In addition, generic information on managers in the UK was also considered.

2.3 PDA in Managing Self and Others at SCQF level 8 — relationship to and alignment with NOS

Managing Self is a key theme of the functional areas identified by Skills CFA for National Occupational Standards in Management and illustrated at Appendix 3. Managing Self feeds into all the other functional areas and demonstrates the importance of self management to all managers.

The following table gives some indication and examples of how the Units making up the PDA in Managing Self and Others at SCQF level 8 align with the Management NOS.

Management and Leadership Occupational Standard	SQA Unit	Outcomes
A Managing Self		
AA1 Manage yourself	Developing Skills for Personal Effectiveness	1, 2
AA2 Develop your knowledge skills and competence	Developing Skills for Personal Effectiveness	2, 3
AA1 Manage yourself	Management: Developing Self Management Skills	1,2
AA2 Develop your knowledge skills and competence	Management: Developing Self Management Skills	1,3
B Providing Direction		
BB4 Ensure compliance with legal, regulatory, ethical and social requirements	Managing People	1, 2
BA7 Promote equality of opportunity, diversity and inclusion in your area of responsibility	Managing and Working with People	1, 2
D Working with people		
DD1 Develop and sustain productive working relationships with colleagues	Managing People	3,4
DA2 Recruit, select and retain colleagues	Managing People	2, 4
DB4 Manage people's performance at work	Managing People	2

This PDA is seen as a building block in management development. It is primarily aimed at candidates with some management or other relevant work experience who feel that they wish to embark on a development programme and enhance their underpinning line management skills.

2.4 Progression routes/further opportunities/relationship with other SQA awards

The PDA in Managing Self and Others at SCQF level 8 is not intended solely as a vehicle for progression. Neither of the Units are part of the HNC Management and Leadership or the PDA Diploma in Management and Leadership. However, candidates who successfully complete this PDA would be in a strong position to embark on the Diploma in Management and Leadership if they wished to do so or to other more extensive management awards. They may be able to use the award to demonstrate a capacity to achieve management Units at a high SCQF level which may help to commence awards offered by higher education institutions.

The PDA in Managing Self and Others at SQCF level 8 also offers progression to the SVQs in Management as the Units making up the award have been aligned to the NOS and therefore provide the underpinning knowledge and skills for particular SVQ Units as shown in the earlier table on NOS.

The PDA in Managing Self and Others at SCQF level 8 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 this PDA will provide an opening for all successful candidates to enhance their professional development after completing the award.

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

3   Aims of the Group Award

3.1   General aims of the Group Award

Each PDA in Management and Leadership has its own individual aims but, as a group, they share some general aims. These are to:

1   Enable candidates **to develop** skills and knowledge across a range of management principles and apply them to a relevant work context (either their own or one which they might meet as managers).
2   **Provide recognition** for the management skills and achievements of candidates in a relevant work context (either their own or one which they might meet as managers).
3   Meet the **needs of candidates** with different experience and different managerial responsibilities (by providing awards at SCQF level 6 to SCQF level 11).
4   Enable **progression** within the SCQF framework of qualifications.
5   Provide candidates with an **alternative exit routes**.

3.2   Specific aims of the Group Award

The PDA in Managing Self and Others at SCQF level 8 has some specific aims. It will enable candidates to:

1   Audit their personal effectiveness, strengths and development needs.
2   Devise, implement and evaluate an Action Plan to address development needs and personal effectiveness, including stress management.
3   Use a range of inter-personal skills such as assertiveness more effectively.
4   Analyse and evaluate the work of managers.
5   Find ways to maintain and improve the performance of people at work, particularly those working in teams.

3.3 Target groups

The target group for this award is people who do have some managerial experience or know that they will be moving into a managerial role in the very near future. It will enable them to take stock of where they are at the moment and to focus particularly on developing their skills in line management. It can, like the PDA in Managing Self and Others at SCQF level 7, be seen as the first step in a management development programme - although it also stands alone and can be completed on this basis.

In this case, however, the level of the award indicates that it is aimed at candidates who have some relevant work experience, probably (although not necessarily) in a management role and who have the prior academic achievement to cope with an award at SCQF level 8. For example, this PDA would be suitable for candidates who have a technical qualification but have (or expect to have) managerial responsibilities. This award would also be suitable for candidates who have completed some form of management qualification in the past (which could include the HNC Management and Leadership, which is at SCQF level 7) but now wish to review their current situation and reflect on their current skills and capabilities with a view to finding ways to sharpen them up.

3.4 Employment opportunities

A range of appropriate job roles for those achieving the PDA in Managing Self and Others at SCQF level 8 were highlighted by stakeholders during the consultation process and include:

♦ junior managers in medium to large organisations (between supervisor and department head)
♦ trainee manager
♦ manager in designate
♦ sales manager
♦ call centre manager
♦ team leaders

4 Access to Group Award

Access to the 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 some relevant work experience, preferably in a managerial role. It would be beneficial also if candidates had good written and oral communications skills and could demonstrate prior achievement at SCQF level 7.

5 Group Award structure

5.1 Framework

The PDA in Managing Self and Others at SCQF level 8 consists of two Units, both of which are mandatory:

Unit code	Unit title	SQA credit value	SCQF credit points	SCQF level
DF4F 35	Developing Skills for Personal Effectiveness OR	1	8	8
H1F1 34	Management: Developing Self Management Skills	1	8	7
J1F5 35*	Managing People	2	16	8
Total		3	24	

The PDA in Managing Self and Others SCQF level 8 will be achieved on successful completion of the two mandatory Units. It has been levelled at SCQF level 8 as the two mandatory Units making up the award are at SCQF level 8.

5.2 Mapping information

Each Unit of the PDA in Managing Self and Others at SCQF level 8 aligns to all the general aims of the award. The following table shows how the specific aims of the PDA in Managing Self and Others at SCQF level 8 align to the Units in the award:

Unit code	Unit title	Aim 1	Aim 2	Aim 3	Aim 4	Aim 5
DF4F 35	Developing Skills for Personal Effectiveness	✓	✓	✓		
H1F1 34	Management: Developing Self Management Skills	✓	✓	✓		
J1F5 35	Managing People				✓	✓

5.3 Articulation, professional recognition and credit transfer

As outlined earlier, the PDA in Managing Self and Others at SCQF level 8 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.

This PDA is not intended solely as a vehicle for progression. *Managing People* is an optional Unit in the Diploma Management and Leadership, and the PDA therefore can be used as a stepping stone to the Diploma in Management and Leadership. Candidates who complete this PDA will have gained 2 credits towards the 18 required for the Diploma in Management and Leadership.

The PDA in Managing Self and Others at SCQF level 8 also offers progression to the SVQs in Management as the Units making up the award have been aligned to

the NOS and therefore provide the underpinning knowledge and skills for particular SVQ Units as shown in the earlier table on NOS.

This PDA is also an award which fully meets the management education needs of some candidates who would not wish to undertake further awards. It is hoped, however, that the PDA in Managing Self and Others at SCQF level 8 will provide an opening for all successful candidates to enhance their professional development after completing the award.

6 Approaches to delivery and assessment

6.1 Approaches to delivery

The Units contained in this PDA may be delivered as stand alone qualifications. However, 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 in jobs with line management responsibilities. The PDA would also be attractive to those already in employment who do not possess a relevant qualification.

Delivery and assessment of the award is at the discretion of centres. The nature of the Units means that they can be delivered concurrently. Devising, implementing and evaluating the Action Plan in *Developing Skills for Personal Effectiveness/ Management: Developing Self Management Skills* means that candidates are expected to gather evidence over a period of time. Candidates are encouraged to see the Action Plan as covering all aspects of the Unit and it would be possible to extend it to cover development aspects taken from the *Managing People* Unit also. *Developing Skills for Personal Effectiveness/Management: Developing Self Management Skills* can thus 'wrap around' the whole PDA. Relevant concepts and management techniques from both Units, including devising the Action Plan, can be covered at an early stage with implementation and evaluation taking place towards the end of the PDA. Further support for this approach comes from the *Managing People* Unit which stresses that good self-management is a crucial aspect to successfully managing others.

6.2 Approaches to assessment

A portfolio of evidence is recommended for Developing Skills for Personal Effectiveness/*Management: Developing Self Management Skills* which could include self-assessment instruments as well as the Action Plan and supporting evidence for it. A report is suggested for Managing People and it would be possible for candidates to include this is the portfolio. Candidates who have relevant work experience may be able to provide evidence from this for Managing People/ *Management: Developing Self Management Skills*. At SCQF level 7/8, candidates can be expected to take responsibility for developing their own portfolio in a manner which suits their long term development. They may, however, benefit from suggestions on how best to approach this task

Reflection is a key aspect of both Units. It is clearly a vital component of any Action Plan but it is also a way in which candidates can relate the theories, techniques and approaches in Managing People to their own experience as managers and of being managed. They can reflect on incidents and actions that they (and others known to them) have undertaken and this can help them to consider how they can improve the quality of their own managerial interventions. Managing People encourages candidates to recognise the value of a flexible, non-dogmatic approach and that, in any situation, a number of courses of action are likely to be available and that there may not be a single best option. In particular, different theoretical approaches may suggest different types of intervention. These lessons could inform their Action Plan and help to ensure that the PDA is delivered as a coherent whole. It can also help emphasise that much of this PDA is about effectiveness — of what managers themselves do and how others perform.

Candidates can be given short case studies or examples to help them to recognise how the concepts in both Units relate to situations which they can encounter as managers of people. They can also carry out their own investigations into processes in their own organisations or of organisations that they know of. Role-plays and mock interviews could be used to inform this process to allow candidates to give appropriate consideration to the skill requirements of managing people, developing inter-personal skills and managing themselves.

6.3   Support materials

Assessment Exemplars are available for both Units making up the PDA:

A candidate support pack has been developed for Managing People and Management: Developing Self Management Skills. This provides a comprehensive learning package which gives assistance particularly if candidates are undertaking the PDA as an open or distance learning student. The Candidate Support Packs are broken down into sections which link broadly to the Units and provide a framework for learning, leading the candidate through the development in a logical way.

The Assessment Exemplars and the Candidate Support pack are available to download from SQA's secure website.

In addition to the above support materials, candidates registered on the PDA are eligible for 12 months free studying membership of the Chartered Management Institute (CMI). This allows candidates to access a range of management information, tools and materials.

6.4   Arrangements for open/distance learning

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 they are primarily practical awards 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 in the SQA website (**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, then the greater the need to build authentication strategies into the awards. Centres are responsible for the authentication of their open, distance or mixed-mode programmes through their quality assurance processes and must be confident that

♦ candidates entered for a qualification are who they say they are
♦ evidence submitted for assessment by candidates can be authenticated as their own work

SQA recommend that a mix of authentication tools be used to ensure the above including:

♦ questioning — personal, telephone or online interview
♦ written questioning
♦ ICT — on-line conferences, email discussions, password controlled systems, handwriting recognition, computer scanning of facial features, voice prints, finger prints, hand patterns and recognition of key board use.
♦ personal logs and personal statements
♦ witness testimony
♦ summative assessment under supervision
♦ audio or video taped evidence
♦ signing and counter-signing of candidates work
♦ assessment supervisors — authenticators, invigilators and mentors

6.5   Opportunities for developing Core Skills

The Core Skill of *Problem Solving* at Higher (SCQF level 6) is embedded in this PDA. The PDA also offers opportunities to develop Core Skills of *Working with Others* and *Communication*. These are shown in the following table:

Unit	Core Skill				
	Communication	Numeracy	ICT	Problem Solving	Working with Others
Developing Skills for Personal Effectiveness				embedded at SCQF level 6	
Management: Developing Self Management Skills	SCQF 6			SCQF 6	
Managing People	SCQF 6			SCQF 6	SCQF 6

7   General information for centres

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website **www.sqa.org.uk/assessmentarrangements**.

Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education* **(www.sqa.org.uk).**

8 General information for candidates

PDA in Managing Self and Others at SCQF level 8 (G9CT 48)

Welcome to the Professional Development Award (PDA) in Managing Self and Others at SCQF level 8. This award has a similar purpose to the PDA in Managing Self and Others at SCQF level 7 in that it offers you the opportunity to develop your knowledge and skills in self management and in working with people. However, this PDA has a stronger focus on managing others.

The target group for this award is people who do have some managerial experience or know that they will be moving into a managerial role in the near future. It enables you to take stock of where you are at the moment and to focus on developing your skills in line management. It can, like its SCQF level 7 equivalent, be seen as the first step in a management development programme, although it stands alone and can be completed on this basis.

Typical job roles could include: junior managers in medium to large organisations (between supervisor and department head); trainee manager; manager in designate; sales manager; call centre manager.

The PDA in Managing Self and Others at SCQF level 8 is made up of two mandatory Units:

♦ Developing Skills for Personal Effectiveness or Management: Developing Self Management Skills
And
♦ Managing People

The *Developing Skills for Personal Effectiveness* Unit enables you to develop inter-personal skills such as assertiveness and negotiation skills, as well as other techniques such as stress management. It builds this around an Action Plan for your own development. You will audit your current skill levels and then devise, implement and evaluate an Action Plan to address your development needs and enhance your personal effectiveness. Good self-management is a crucial aspect to successfully managing others. Your Action Plan, and the thought and reflection which go into it, will enable you to think about your role as a manager and how you would like it to develop in the future.

The Management: Developing Self Management Skills Unit enables you to review your career, work and life history to date and build on this by developing a Personal Development Plan. This plan should also take account of organisational, departmental and other life events that may impact upon your plan. Clear personal and career goals and objectives should be set and you should be encouraged to examine these goals using SMART as a checking framework. You will be encouraged to see development in its widest possible context and be encouraged to explore a full range of learning and development opportunities. Your plan will cover at least a 6 month period and you will be required to evaluate and reflect on your plan and draw some lessons from your experience for your future development and for your future personal development plans. In this way the Unit will help you make continuous professional development an integral part of your work role.

Managing People gives you the skills and knowledge in the main areas of people management. You will analyse the roles and responsibilities of a manager which fits closely with the Action Plan for personal effectiveness. You then continue with actions to maintain and improve performance of people at work, particularly in the context of working in teams. Finally, you evaluate the recruitment and selection of people. The Unit therefore helps you to develop your skills and approach to managing others.

The Units are likely to be assessed by means of a portfolio of evidence for *Developing Skills for Personal Effectiveness/ Management: Developing Self Management Skills* which could include a report for *Managing People*. For both Units you may be able to use your own experience in the workplace when gathering assessment evidence.

The PDA is a qualification in its own right but it may help you to progress to other management qualifications if you wish to do so.

A support pack has been developed for the *Management: Developing Self Management Skills* and *Managing People* Unit. Your tutor will be able to provide you with a copy of the support pack.

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

Appendix 2:   Framework of HNC in Management and Leadership and Framework of PDA Diploma in Management and Leadership

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

Appendix 4:   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 (J1F5 35)	8	24
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Manage Operational Resources (J1BY 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 (J1C0 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 (J1BX 36)	9	24
PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)	Organisational Ethics (F8K9 39) Organisational Decision Making (F8KA 39)	11	32

Appendix 2: HNC/Diploma in Management and Leadership

HNC in Management and Leadership

To achieve the HNC in Management and Leadership, learners are required to complete 12 SQA credits/96 SCQF credits

Group A - Mandatory units
 Learner must complete all mandatory units (7 SQA credits/56 SCQF credits)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
H1F1	34	Management: Developing Self Management Skills	1	8	7
H1F2	34	Management: Leadership at Work	1	8	7
J1BY	34	Manage Operational Resources	2	16	7
J1F5	35	Managing People	2	16	8
J1LW	34	Management and Leadership: Graded Unit 1	1	8	7
		TOTAL	7	56	7

Group B – Restricted Mandatory Units
Learners are required to complete at least one unit from this group (1 SQA credit/8 SCQF credits) ie a minimum of 1 SQA credit/8 SCQF credits and a maximum of 5 SQA credits/40 SCQF credits)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
F7BX	34	Marketing: An Introduction	1	8	7
H1F0	34	Creating a Culture of Customer Care	1	8	7
DV89	34	Management: Managing Financial Resources	1	8	7
DW6G	34	Management of Quality	2	16	7
F84T	34	Managing People and Organisations	2	16	7
F1MF	34	Organisations and Management	1	8	7
F93K	34	Financial Accounting Statements: An Introduction	1	8	7
F93H	34	Using Financial Accounting Statements	1	8	7

Group C – Optional Units

Learners must completed sufficient optional units to ensure an overall total of 12 SQA credits/96 SCQF credits to achieve the HNC Management and Leadership.

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
DV5H	35	Project Management: Project Justification and Planning	1	8	8
DV5J	35	Project Management: Managing the Implementation of a Project	2	16	8
H91M	35	Managing an Event	2	16	8
H1KP	34	Human Resource Management: Introduction	1	8	7
H2MK	34	Individual Employment Relations: Law	1	8	7
DN7E	35	Human Resource Management: Employee Relationship Management	1	8	8
DN7H	35	Human Resource Management: Employee Reward	1	8	8
H1XP	35	Human Resource Management: Supporting Organisational Change	1	8	8
HX3T	35	Marketing Planning: Domestic Market	2	16	8
FK8K	35	Managing Marketing Resources	1	8	8
F84R	35	Preparing Financial Forecasts	1	8	8
F7J7	35	Business Culture and Strategy	2	16	8
F84K	35	Statistics for Business	1	8	8
F84P	34	Business Law: An Introduction	1	8	7
J1BW	35	Behavioural Skills for Business	1	8	8
F7J8	34	Economic Issues: An Introduction	1	8	7
F7J6	35	Economics 1: Micro and Macro Theory and Application	1	8	8
F84W	35	Information and Communication Technology in Business	2	16	8

Diploma in Management and Leadership

To achieve the Diploma in Management and Leadership, learners are required to complete 6 SQA credits/48 SCQF credits

Learners must complete all mandatory units (4 SQA credits/32 SCQF credits)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
H1F3	35	Management: Plan, Lead and Implement Change	1	8	8
J1C0	35	Management: Organisational Leadership and Development	1	8	8
H1S7	35	Management: Develop Strategic Plans	1	8	8
H1S9	35	Management Research	1	8	8
		Total	4	32	8

Learners must completed 2 optional SQA credits (16 SCQF credits)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
H1F0	34	Creating a Culture of Customer Care	1	8	7
H1F1	34	Management: Developing Self Management Skills	1	8	7
H1F2	34	Management: Leadership at Work	1	8	7
J1BY	34	Manage Operational Resources	2	16	7
F7BX	34	Marketing: An Introduction	1	8	7
J1F5	35	Managing People	2	16	8
H1S6	35	Management: Strategic Change	1	8	8
J1BX	36	Management: Organisational Innovation	1	8	9
DV89	34	Management: Managing Financial Resources	1	8	7
DV7Y	36	Managing Organisational Risks	1	8	9
J1C1	36	Managing Strategically in a Global Environment	1	8	9
J1C2	36	Organisational Management	3	24	9
F5GH	36	Leadership for Managers	2	16	9
F5GG	36	Decision Making for Managers	2	16	9
DV5H	35	Project Management: Project Justification and Planning	1	8	8
DV5J	35	Project Management: Managing the Implementation of a Project	2	16	8
DW6G	34	Management of Quality	2	16	7
H91M	35	Managing an Event	2	16	8
F84T	34	Managing People and Organisations	2	16	7
F1MF	34	Organisations and Management	1	8	7
H1KP	34	Human Resource Management: Introduction	1	8	7
H2MK	34	Individual Employment Relations: Law	1	8	7
DN7E	35	Human Resource Management: Employee	1	8	8

		Relationship Management			
H1XR	35	Human Resource Management: Performance Management	1	8	8
H2W8	34	Human Resource Management: Core Activities	2	16	7
DN7H	35	Human Resource Management: Employee Reward	1	8	8
H1XP	35	Human Resource Management: Supporting Organisational Change	1	8	8
HX3T	35	Marketing Planning: Domestic Market	2	16	8
FK8K	35	Managing Marketing Resources	1	8	8
F84R	35	Preparing Financial Forecasts	1	8	8
DV89	34	Management: Managing Financial Resources	1	8	7
F93K	34	Financial Accounting Statements: An Introduction	1	8	7
F93H	34	Using Financial Accounting Statements	1	8	7
F7J7	35	Business Culture and Strategy	2	16	8
F84K	35	Statistics for Business	1	8	8
F84P	34	Business Law: An Introduction	1	8	7
J1BW	35	Behavioural Skills for Business	1	8	8
F7J8	34	Economic Issues: An Introduction	1	8	7
F7J6	35	Economics 1: Micro and Macro Theory and Application	1	8	8

Appendix 3 Full suite of PDAs in Management and Leadership — relationship to National Occupational Standards (NOS)

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

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

A   Managing Self
B   Providing Direction
C   Facilitating Innovation and Change
D   Working with People
E   Using Resources
F   Achieving Results

The six areas of competence apply to the work of managers as a whole. The specialist and focused nature of the PDAs in Management and Leadership mean that each PDA only maps into some functional areas. The table below summarises the links between each PDA in Management and Leadership and the Skills CFA functional areas.

PDA title	Functional area
PDA in Management at SCQF level 6	Managing Self; Providing Direction; Working with People
PDA in Managing Self and Others at SCQF level 7	Managing Self; Providing Direction; Working with People
PDA in Managing Self and Others at SCQF level 8	Managing Self ; Providing Direction; Working with People
PDA in Managing Resources and Quality at SCQF level 7	Providing Direction; Working with People; Using Resources; Achieving Results
PDA in Leadership and Change at SCQF level 8	Managing Self; Providing Direction; Facilitating Change; Working with People; Using Resources; Achieving Results
PDA in Project Management at SCQF level 8	Achieving Results
PDA in Strategic Management at SCQF level 8	Providing Direction; Facilitating Innovation and Change; Achieving Results
PDA in Organisational Leadership at SCQF level 9	Providing Direction; Facilitating Innovation and Change; Working with People; Achieving Results
PDA in Decision Making and Innovation at SCQF level 9	Providing Direction; Facilitating Innovation and Change; Working with People; Using Resources; Achieving Results
PDA in Organisational Ethic and Decision Making at SCQF level 11	All six functional areas.

Appendix 4   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.