XSQA

Arrangements for:

Higher National Certificate in Marketing

Group Award Code: G85K 15

Higher National Diploma in Marketing

Group Award Code: G85L 16

Validation date: January 2006

Acknowledgement

Contents

History of changes

It is anticipated that changes will take place during the life of the qualifications, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

Version number	Description	Date
02	**Revision of Unit**: DV8V 34 Principles of Promotion has been replaced by HC2R 34 Marketing Communications: An Introduction. DV8M 35 Marketing: Brand Management has been replaced by HC4A 35 Marketing: Brand Management. Both old units will finish 31/07/2018	14/03/2016

1   Introduction

This is the Arrangements document for the revised Group Awards in HNC and HND in Marketing which were validated in January 2006. These Group Awards in Marketing replace the existing HNC and HND in Marketing from August 2006. 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.

The new HN Group Awards in Marketing are designed to equip candidates with the knowledge, understanding and skills required for success in current and future employment or for progression to further academic and/or professional qualifications.

2   Rationale for the revision of the award

2.1   History of the HNC and HND Marketing

The specialist awards of HNC and HND in Marketing were first offered by three Scottish Colleges in 1992. Subsequently with the increasing interest in marketing qualifications, a national SQA framework was designed and validated in 1996.

2.2   The Consultation Process and development process

During the consultation phase research considered work carried out by the Marketing and Sales Standards Setting Body (MSSSB), the government recognised standards setting body for marketing and sales.

Primary research also took place with stakeholders as outlined below:

Stakeholder	Method of Consultation
Delivering Centres	♦ Initial meeting with Centre representatives to establish a QDT. ♦ Postal questionnaire to all delivering centres (this covered the structure and content of awards as well as suggestions for Graded Units). ♦ Regular meetings of the QDT to discuss the market research feedback, the proposed award structures and consider the new Units.
Employers	♦ Postal questionnaire sent to employers throughout Scotland to gather their views on awareness and acceptance of the awards; and requirements in terms of knowledge and skills content.

Stakeholder	Method of Consultation
Higher Education	♦ Telephone interviews with Course Leaders at Abertay, Napier, Paisley, Stirling, Robert Gordon's and Queen Margaret Universities. ♦ Feedback from local colleges with links to Universities.
Ex students	♦ Postal questionnaire to establish destination/job statistics and views on relevance of subjects studied for employment and HE.

The consultation process with stakeholders highlighted the following main issues:

♦ there was a demand for the continuation of separate HNC and HND Awards
♦ the new course structure should reflect the current changes in the industry particularly in the areas of ICT and relationship marketing
♦ there should be strong emphasis on communication and working with others as Core Skills
♦ the need for good oral presentation skills was identified by employers and where possible this should be made an integral part of relevant Units
♦ the number and content of Optional Units should be flexible to allow for local centre and industry needs and to allow progression to HE
♦ there was little demand for languages as part of either award
♦ there was general support from all stakeholders for a work experience element to the course
♦ the current Group Awards have been successful in articulating with HE and the new awards should continue to meet these requirements
♦ there should be opportunities for candidates to develop analytical skills and personal development programmes

2.3   National Occupational Standards

The new National Occupational Standards (NOS) in Marketing have been developed by the Marketing and Sales Standards Setting Body (MSSSB), the government recognised standards setting body for marketing and sales. These NOS are the product of an extensive research project carried out by the MSSSB, between 2003 and 2005. The NOS are designed to act as a benchmark of best practice.

Reference to this work has confirmed the importance of marketing planning and strategy, brand/product management, promotion and market research as key activities, and new areas such as Customer Relationship Marketing and ICT.

To assist in the design of the new framework, a comparison of the research findings of the MSSSB and our own industry consultation, in terms of perceived importance of key subjects, was produced and is shown in the following table:

Subject Importance Rating (Weighted Averages)

Subject Area	Industry Consultation Rating	MSSSB Rating		Subject Area	Industry Consultation
Marketing Subjects				*Non marketing Subjects*	
Marketing Planning	1 Mandatory	6		Word Processing	1 Mandatory
Public Relations	2 Included within. Mandatory Unit	5		Internet	2 Mandatory
Marketing Theory & Concepts	3 Mandatory	3(strategy)		Spreadsheets	3 Mandatory
Customer Care	4 Option			Database	4 Mandatory
Marketing Management	5 Mandatory			PowerPoint	5 Mandatory
Direct Marketing	6 Option	10		Desk Top Publishing	6 Option
Sales Promotion	7 Option	11		Micro Economics	7 Option
Advertising	8 Included within Mandatory Unit	4		Macro Economics	8 Option
Customer Relationship Marketing	9 Mandatory	1		Web Design	9 Not included
Events Management	10 Not included			Legal Aspects of Marketing	10 Option
Selling Skills	11 Mandatory	NA		Management Accounting	11 Not included
Product/Brand Management	12 Option	2		Financial Accounting	12 Option
Internet Marketing	13 Not included			International Trade/Econ.	13 Not included
Database Marketing	14 Included in Option			Languages	14 Not included
Consumer Buying Behaviour	15 Mandatory				
Internal marketing	16 Included within Mandatory Unit	8			
Market Research & Information	17 Mandatory	7			
Organisational Buying Behaviour	18 Option				
Sales Management	19 Mandatory				
Environmental & Ethical Issues in Marketing	20 Option				
Distribution Management	21 Mandatory	9			
International Marketing	22 Option				
Not for Profit Marketing	23 Not included				

▯ Not included in the MSSSB Standards

2.4   Summary of Changes made to the Awards

As a result of the consultation process with the main stakeholders the following changes have been made to the Group Award structures:

The main changes to the **Group Awards** are:

♦ The previous HNC required candidates to complete 11 mandatory credits and 1 optional credits. The new HNC will require candidates to complete 10 mandatory credits and 2 optional credits.

♦ The previous HND required candidates to complete 22 mandatory credits and 8 optional credits. The new HND will require candidates to complete 21 mandatory credits and 9 optional credits.

- The introduction of Graded Units. Candidates have to achieve a 1 credit Graded Unit at SCQF level 7 to gain the HNC or first year of an HND; and a further 2 credit Graded Unit at SCQF level 8 in the second year to gain the HND. Both Graded Units are project-based and will assess the candidate's ability to carry out the planning, developing and evaluating of tasks involving a practical assignment and case materials.
- The introduction of the Scottish Credit and Qualifications Framework (SCQF). Each Unit that is included in the awards has been levelled against a Unit descriptor. This levelling process ensures that the Units within the awards that are at the same level are broadly comparable in terms of the general level of difficulty.
- 17 Units were specifically written or revised for the development of these Group Awards. Four marketing Units were incorporated which had already been revised for the HN Business award. Of the other Units included in the framework, two were revised in consultation with the HN Advertising and Public Relations review and the others were drawn from relevant cognate areas.

As a result of stakeholder feedback, the following changes have been made to the **Units in the Group Awards**:

- The previous 2 credit Marketing Research Unit has now been replaced by 2 single credit Units — Marketing Research Theory at SCQF level 7 and Marketing Research Applications at SCQF level 8, to allow greater flexibility across the Group Awards.
- A new 2 credit Unit 'Principles of Promotion' (now entitled Marketing Communications: An Introduction) has replaced the previous single credit Unit 'Promotional Principles' as a mandatory Unit in the HNC Award in line with the research findings.
- In response to industry demand, the economics, accounts and law Units are now no longer mandatory Units. However, because of the interest from HE in these subjects, all these Units have been retained as options in the new structures.
- A new mandatory single credit Unit 'Marketing Relationships' has been written for the HND Award in response to stakeholder feedback
- The previous Unit 'International Marketing' has changed from a mandatory to an optional Unit based on industry demand.
- As work experience was identified as important by all stakeholders during the consultation process, the Unit 'Industrial Investigation' has been added to the mandatory part of the HND structure. Previously this was an optional Unit.
- Similarly the new IT Unit 'Using Software Application Packages' has been adopted as a mandatory Unit in the HNC. This will allow the candidate to study a wider and more relevant selection of computer packages.
- A new optional single credit Unit at SCQF level 8 'Contemporary Marketing Issues' has replaced 'Environmental Aspects of Marketing'. This new Unit takes into account current Chartered Institute of Marketing (CIM) and industry views and covers a broader range of issues than previously.
- The HND Unit 'Marketing Analysis and Planning', which was previously a 3 credit Unit has been replaced with a single credit 'Marketing Planning Process' as much of the content of the original Unit reflected the aims of the HND Group Award and has now been integrated into the HND Graded Unit.
- A number of additional optional Units have been added to the Awards in response to industry and Centre needs. These are 'Brand Management',

'Services Marketing', 'Sales Promotion', 'Managing and Working with People', 'Managing Information', and 'Personal Enterprise Skills'.

♦ Stakeholders felt that working with others was very important and consequently a Unit called 'Interpersonal and Group Skills' has been introduced.

♦ HE felt that personal development plans were very important and consequently the Unit 'Personal Development Planning' has been introduced as an optional Unit across both frameworks

♦ Languages have been removed in response to stakeholder feedback.

2.5 Other Related Qualifications

The following qualifications provide opportunities for progression to and from the HNC and HND in Marketing:

♦ *National Qualifications (NQ)*
There are no nationally developed NQ Group Awards in this area, but a number of Centres offer NQ courses in Marketing, Advertising and Public Relations, Media and Business, made up from individual marketing related NQ Units (SCQF levels 3, 4, 5, 6).

♦ *Higher*
Higher Advertising and Public Relations (SCQF level 6) is currently on the SQA catalogue.

♦ *Higher National Qualifications (HN)*
There are close links between the revised qualifications in HN Marketing and HN Advertising and Public Relations (SCQF levels 7 and 8). Several Units which have been common to both structures have been developed in partnership between the two review teams.

♦ *Degree Programmes*
A large number of related degree programmes are offered at a range of institutions throughout Scotland. The HNC/D in Marketing provides entry variously into 2nd and 3rd year of degree programmes. These are detailed in Appendix 1.

♦ *Professional Qualifications*
The HNC/D in Marketing is accepted by the Chartered Institute of Marketing for entry to their Professional Diploma in Marketing qualification.

3 Aims of the award

The HNC and HND in Marketing have the following broad aims:

♦ to provide candidates with the skills and competences at HE level which will allow candidates to pursue a range of opportunities in employment, higher education and professional development

♦ to develop candidates knowledge and skills which will enhance their employment prospects

3.1 General aims of the award

(1) To enable candidates to develop a range of Core Skills in communication, numeracy, information technology, problem solving and personal and interpersonal skills as required by employers and for progression in higher/professional education.

(2) To develop an individual personally and vocationally.

(3) To provide a degree of choice for candidates to enable them to pursue a range of different employment opportunities and higher education pathways within the field of marketing and business.

(4) To offer the individual the opportunity to acquire up to date marketing skills.

3.2 Specific aims of the award

The Group Award and individual Units will provide the opportunity to:

(a) HNC in Marketing

(5) Prepare candidates for employment in marketing and business at the level of marketing assistant or equivalent.

(6) Develop the candidate's knowledge and skills in marketing theory and buyer behaviour, and also in the main operational areas such as marketing research, distribution, selling and promotion.

(7) Develop options to provide the opportunity of marketing specialisation and career progression.

(8) Prepare candidates for progression to further studies in marketing at HND level or to 2nd year in higher education, or to professional qualifications. Alternatively for 1st year entry to Higher Education in non-related qualifications.

(b) HND in Marketing

(9) Preparing candidates for employment in marketing and business at the level of marketing assistant/trainee manager/executive or equivalent.

(10) Providing candidates with a range of contemporary vocational skills in marketing, and specifically in marketing analysis and planning at an operational level.

(11) Providing a choice of optional Units that will allow candidates to develop in other areas relevant to future employment or progression into Higher Education.

(12) Preparing candidates for progression to 3rd year of marketing and business related qualifications in Higher Education, and to advanced professional qualifications.

3.3 Target groups

The Marketing awards are suitable for a wide range of candidates including:

♦ School leavers
♦ Candidates progressing from suitable NQ awards
♦ Adult returners to education
♦ Candidates in employment who wish to enhance their career prospects

3.4 Employment Opportunities

The awards have general aims to equip candidates with the skills to gain employment at a junior managerial level in the following vocational areas:

Marketing
Sales Administration
Market Research
Public Relations
Selling
Direct Marketing
Advertising
Events Management

The following list provides an indication of the types of positions taken up by past HNC/HND candidates:

Marketing Assistant
Advertising Assistant
Marketing Executive
Advertising Sales
Market Research Assistant
Property Sales Assistant
Marketing Officer
Customer Service Assistant
Sales Representative
Membership Sales
Sales Administrator
Promotions Assistant
Sales Assistant
Events and Marketing Assistant

3.5 Articulation and Professional Recognition

The HN marketing awards offer candidates a number of articulation routes to higher education. Depending on the HE institution, candidates with HNC awards can obtain up to 2nd year entry and HND awards up to 3rd year entry to degree programmes. Entry to these programmes is usually dependent on a satisfactory UCAS reference and specific conditions of either HNC or HND Graded Units.

Centres should be aware that HE institutions will be revising their entry requirements to incorporate the Graded Units in HNC and HND awards. No information is available on this at present but when it becomes available it will be published in the History of Changes section of this document. Appendix 1 provides details of current articulation routes for candidates.

The HNC/D Marketing allows candidates exemption for the first level of the Chartered Institute of Marketing professional qualifications and candidates will enter at the second level — the Professional Diploma in Marketing.

4   Access to awards

4.1   Prior Qualifications

As with all SQA qualifications, access to the awards is at the discretion of the centre. The following recommendations are for guidance only. Examples of appropriate entry qualifications are specified below. They are not exhaustive or mutually exclusive and may be considered in a variety of combinations.

♦ any relevant Scottish Group Award at Intermediate 2 or Higher
♦ appropriate groupings of National Units, for example those focussing on marketing, market research, advertising or media studies or general business studies
♦ any two National Qualifications at Higher Grade, together with three Standard Grade passes at 3 or above
♦ an SVQ at level 2 or 3 in a relevant area
♦ relevant work experience
♦ for candidates where English is not their first language it is recommended that they possess English for Speakers of other Languages (ESOL) level 5 or a score of at least 5.5 in IELTS

5   Award(s) structure

Conditions of the Group Award

HNC

Candidates will be awarded an HNC on successful completion of 96 SCQF credit points which will include successful achievement of all of the Units and the Graded Unit in the mandatory section. The structure has been designed so that the 96 SCQF credit points incorporate at least 48 SCQF credit points at SCQF level 7.

HND

Candidates will be awarded an HND on successful achievement of 240 SCQF credit points, which will include successful achievement of all of the Units and the Graded Units in the mandatory section. The structure has been designed so that the 240 SCQF credit points incorporate at least 64 SCQF credit points at SCQF level 8.

5.1   HNC Marketing Mandatory Framework

MANDATORY UNITS	Unit Code	SCQF Credit Points	SCQF level	Credit value
Principles of Marketing	DV8T 34	16	7	2
Marketing Communications: An Introduction	HC2R 34*	16	7	2
Marketing Research Theory	DG6T 34	8	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	8	7	1
Managing Distribution: An Introduction	DV8L 34	8	7	1
Principles and Practices of Selling	DG6W 34	8	7	1
Using Software Application Packages	D85F 34	8	7	1
Marketing: Graded Unit 1	DW2M 34	8	7	1

HNC Requirements: Mandatory Credits   10

Optional Credits   2

TOTAL CREDITS REQUIRED   <u>12</u>

5.2   HNC Marketing Optional Framework

OPTIONAL UNITS — 2 Credits	Unit Code	SCQF Credit Points	SCQF level	Credit value
Marketing Planning Process	DV8N 35	8	8	1
Integrated Marketing Communications	DV8J 35	16	8	2
Sales Management	DV8W 35	16	8	2
Marketing Research Applications	DG6R 35	8	8	1
Marketing Relationships	DV8P 35	8	8	1
Industrial Investigation	DV79 35	16	8	2
Commercial Law for Marketing	DV99 34	8	7	1
An Introduction to Financial Accounting Statements	A6GN 34	8	7	1
Human Resource Management: Introduction	DN78 34	8	7	1
Creating a Culture of Customer Care	DJ42 34	8	7	1
Direct Marketing	DV8H 35	8	8	1
Sales Promotion	DV8X 35	8	8	1
Economic Issues: An Introduction	DE3A 34	8	7	1
Economics: Micro and Macro Theory and Application	DE3G 35	8	8	1
Marketing: Brand Management	HC4A 35*	8	8	1
International Marketing	DV8K 35	16	8	2
Interpersonal and Group Skills	D7XF 35	8	8	1
Contemporary Marketing Issues	DV8G 35	8	8	1
Consumer Behaviour: Research and Applications	DV77 35	8	8	1
Personal Enterprise Skills	DK2M 34	8	7	1
Personal Development Planning	DE3R 34	8	7	1
Organisational Buyer Behaviour	DV8R 34	8	7	1
Services Marketing	DV8F 34	8	7	1

OPTIONAL UNITS — 2 Credits	Unit Code	SCQF Credit Points	SCQF level	Credit value
Communication: Using Information Technology and Desktop Publishing	D7LW 34	8	7	1
Managing Information	DV84 34	8	7	1
Managing and Working with People	DV82 34	16	7	2

5.3 HND Marketing Mandatory Framework

MANDATORY UNITS — 21 Credits	Unit Code	SCQF Credit Points	SCQF level	Credit Value
Principles of Marketing	DV8T 34	16	7	2
Marketing Communications: An Introduction	HC2R 34*	16	7	2
Marketing Research Theory	DG6T 34	8	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	8	7	1
Managing Distribution: An Introduction	DV8L 34	8	7	1
Principles and Practices of Selling	DG6W 34	8	7	1
Using Software Application Packages	D85F 34	8	7	1
Marketing: Graded Unit 1	DW2M 34	8	7	1
Marketing Planning Process	DV8N 35	8	8	1
Integrated Marketing Communications	DV8J 35	16	8	2
Sales Management	DV8W 35	16	8	2
Marketing Research Applications	DG6R 35	8	8	1
Marketing Relationships	DV8P 35	8	8	1
Industrial Investigation	DV79 35	16	8	2
Marketing: Graded Unit 2	DW2P 35	16	8	2

HND Requirements:- Mandatory Credits   21

Optional Credits   9

TOTAL CREDITS REQUIRED   <u>30</u>

5.4 HND Marketing Optional Framework

OPTIONAL UNITS — 9 Credits	Unit Code	SCQF Credit Points	SCQF level	Credit Value
Commercial Law for Marketing	DV99 34	8	7	1
An Introduction to Financial Accounting Statements	A6GN 34	8	7	1
Human Resource Management: Introduction	DN78 34	8	7	1
Creating a Culture of Customer Care	DJ42 34	8	7	1
Direct Marketing	DV8H 35	8	8	1
Sales Promotion	DV8X 35	8	8	1
Economic Issues: An Introduction	DE3A 34	8	7	1
Economics 1: Micro and Macro Theory and Application	DE3G 35	8	8	1

OPTIONAL UNITS — 9 Credits	Unit Code	SCQF Credit Points	SCQF level	Credit Value
Marketing: Brand Management	HC4A 35*	8	8	1
International Marketing	DV8K 35	16	8	2
Interpersonal and Group Skills	D7XF 35	8	8	1
Contemporary Marketing Issues	DV8G 35	8	8	1
Personal Enterprise Skills	DK2M 34	8	7	1
Personal Development Planning	DE3R 34	8	7	1
Consumer Behaviour: Research and Applications	DV77 35	8	8	1
Organisational Buyer Behaviour	DV8R 34	8	7	1
Services Marketing	DV8F 34	8	7	1
Communication: Using Information Technology and Desktop Publishing	D7LW 34	8	7	1
Managing Information	DV84 34	8	7	1
Managing and Working with People	DV82 34	16	7	2

5.5 Table Linking Units to Aims of the Group Awards

The following table identifies how these aims are met by mandatory Units:

Unit	Aims
Principles of Marketing	1,2,3,4,5,6,8
Consumer Behaviour and the Marketing Process	1,2,3,5,6,8
Marketing Research Theory	1,2,3,4,5,6,7,8
Principles of Promotion Marketing Communications: An Introduction	1,2,3,4,5,6,7,8
Principles and Practices of Selling	1,2,3,4,5,6,7,8
Managing Distribution: An Introduction	1,2,3,4,5,6,7,8
Using Software Application Packages	1,2,3,5,9
Marketing: Graded Unit 1	1,2,3,4,5,6,7,8
Marketing Planning Process	9,10,12
Integrated Marketing Communications	9,10,11,12
Sales Management	9,10,11
Marketing Relationships	9,10
Marketing Research Applications	9,10,11
Industrial Investigation	9,10,11
Marketing: Graded Unit 2	9,10,11,12

5.6 Links to the Occupational Standards

The HN Units in the Marketing Awards have been mapped against the National Occupational Standards and are detailed in Appendix 3.

5.7 Graded Units

♦ For the HNC Award, one single credit Graded Unit at SCQF level 7 must be achieved.

♦ For the HND one double credit Graded Unit at SCQF level 8 must be achieved, in addition to the SCQF level 7 Graded Unit.

Project based Graded Units assess the application of knowledge and skills in the planning and evaluation of a given task, while an examination assesses theoretical knowledge and understanding under invigilated conditions.

A project rather than an examination was chosen for the Graded Units for both awards. This was based on feedback from stakeholders, which indicated that projects would be better preparation for candidates for employment; the format would be best suited for capturing current good practice across centres; and that the project would be most appropriate to assess the candidate's understanding of the principal aims of the Group Award.

A practical assignment was chosen as the format for the project based Graded Unit in the HNC Award and a case study proposed for the HND Award. It was felt that the skills developed in planning, developing and evaluating projects would be best suited for candidates entering the various career paths existing in marketing, and would be best suited for candidates meeting the aims of both awards.

5.8   Opportunities for Core Skills Development

The Core Skills recognised by SQA are:

♦   Communication
♦   Working with Others
♦   Problem Solving
♦   Information Technology
♦   Numeracy

Research for the HNC/D Awards in Marketing suggests that key skills demanded by the industry include specific professional and personal qualities. The ability to communicate, negotiate, foster team working, and to manage resources effectively are attributes essential to success.

All practical work for the award will, therefore, provide a context for developing and tailoring relevant elements of the Core Skills in Communication, Working with Others and Problem Solving to meet the specific demands of the vocational area. Skills in using Technology underpin the competences developed in the awards, both in the researching current industry information and in producing campaign materials and research reports to a professional standard. Critical to overall achievement will be understanding and demonstrating a sound grasp of Numeracy and the financial imperatives impacting on business.

Candidates will be required as they undertake the award to analyse and seek solutions to a range of theoretical and practical problems and issues in a number of areas of Marketing. Most Units require that candidates identify and consider the variables in situations, including all available resources, and analyse the significance of each before identifying and demonstrating or describing an appropriate strategic approach. Critical analytical thinking and on-going understanding and evaluation of financial, ethical and regulatory issues are also essential. Candidates will be expected to research, produce and present plans and reports to a standard which would be acceptable in industry and appropriate for wide distribution, using appropriate technology to research information, support accuracy and maximise the impact of information presented.

The Graded Unit integrates and applies knowledge and skills developed during the award, and provides further opportunities for candidates to demonstrate transferable skills and a high level of achievement.

Candidates will have opportunities to develop Core Skills in numeracy and information technology to a minimum of SCQF level 5 and Communication, Working with Others and Problem Solving to a minimum of SCQF level 6. Most Units, including the wide range of optional Units which will be selected to meet local and specific needs, provide advice on the potential to develop relevant aspects of Core Skills.

A fuller picture of opportunities to develop Core Skills in these Group Awards can be found at Appendix 2.

The recommended entry and exit profiles for HNC and HND are detailed below:

Core Skill	Entry SCQF level	Exit SCQF level
Communication	5	6
Working With Others	4	6
Problem Solving	4	6
IT	4	5
Numeracy	4	5

5.9   Credit Transfer Arrangements

For existing candidates the following credit transfer guidance is provided for the new Group Awards:

Candidates may be given credit transfer between HNC/HND Units (developed using 1988 design principles) and the new HN Units (developed using 2003 design principles).

A candidate who is transferring, from a Group Award in the same subject area, with a 12 credit HNC (or having completed the 15 credits necessary for the first part of a HND) should:

♦   achieve a Graded Unit(s) of 16 SCQF points at level 8
♦   be given opportunities to develop Core Skills
♦   be given credit for the Units achieved in the previous award
♦   achieve the Mandatory Units in this award by credit transfer or normal study
♦   obtain the remaining SCQF credit points required at the SCQF level to gain the award (either by credit transfer or normal study)

It is recommended that Centres consult current SQA Credit Transfer Arrangements and the guidance in Appendix 5 on credit transfer for old and new mandatory Units.

Credit transfer can be given where there is broad equivalence between the subject related content of the Unit (or combination of Units).

Candidates who are given credit transfer between current HNC/HND Units and the new HN Units must still satisfy all other conditions of the Group Award of the new HNC/HND design principles, including the Mandatory Units and the correct number of credits at the correct SCQF level.

Credit transfer from revised HNQs to those developed under 1988 design rules

This situation may arise if a candidate has most of the Units for a framework developed under the 1988 design rules and wishes to complete this award but is unable to take the Units developed as part of the 1988 frameworks because they are no longer delivered by the centre.*

In this case the following course of action could be followed.

HNQs developed under 1988 design rules

Under the 1988 design rules, candidates must be offered the opportunity to achieve merit on all Units.

If there is a broad equivalence between the 2003 and 1988 Units then the merit statement for the 1988 Unit should be scrutinised to ascertain whether it could be applied to the *evidence* generated from the 2003 Unit.

If the merit statement can be applied, then centres could teach and assess the 2003 Unit but register candidates for the 1988 Unit (and Group Award) with the appropriate result.

Appendix 5 provides credit transfer arrangements from existing HN Marketing Units to revised HN Units.

*Centres need to ensure that the framework and Units developed under the 1988 rules are still current and have not lapsed.

6 Approaches to delivery and assessment

6.1 Sequence of delivery

Although Centres can choose the order in which to teach the Units, according to their local market needs and resources, an exemplar schedule for 3 Block delivery is produced in Appendix 4.

The Units across both Group Awards have been sequenced to allow the candidates to progress from a basic initial understanding of the marketing concept and process to then develop a greater understanding of the role and function of marketing in industry. Indeed the HND Award places increased emphasis on providing the opportunity to apply the theory by developing practical skills in research, analysis and planning together with an element of work experience. With this in mind, the Graded Units assessments take the form of a practical assignment for the HNC and a case study for the HND.

In the HNC it is recommended that Units delivering introductory knowledge and skills in marketing are delivered early on in the programme. Such Units are Principles of Marketing, Consumer Behaviour and the Marketing Process and Marketing Research Theory. With the importance of IT skills development, it is also beneficial if this is delivered early so that the IT skills gained can be used throughout the programme.

In the HND it is recommended the Marketing Planning Process, Marketing Research Applications and Integrated Marketing Communication would be delivered early. The Industrial Investigation Unit, which provides the candidates with the opportunity to apply their marketing skills in a work placement, should be programmed into the later part of the programme.

6.2   Choice of Optional Units

The choice of optional Units is at the discretion of the Centre delivering the award.

The mandatory part of the Framework reflects the industry consultation. This placed less importance on the general business subjects such as economics, finance and law, and these are now optional subjects.

However, the consultation results indicated most universities strongly preferred that HN candidates have a good general business knowledge in the above areas, and subjects such as economics and finance were singled out in particular. These were seen as highly desirable but not essential for articulation by most universities

When it is known that candidates intend to articulate to HE institutions or professional qualifications after achieving the award, it is recommended that Centres consider offering subject options that will:

♦   provide candidates with the necessary entry requirements
♦   develop knowledge and skills that prepare candidates for more advance study

It is therefore recommended that Centres take this into consideration in their choice of Options.

The Consultation also gave International Marketing a lower priority and consequently it is also now in the optional section of the Framework. However, as this is regarded as an important area of marketing by Centres and the CIM, it is strongly recommended that International Marketing be offer as an option in the HND.

6.3   Management of Graded Units and sequence of delivery of Units relative to the Graded Unit(s)

Graded Units have been introduced in both Group Awards in line with the new HN design principles. As well as encapsulating the key aims of both Group Awards, these bring with them a level of integration and synthesis not featured in the current Group Awards.

With this in mind, the Graded Units assessments take the form of a practical assignment for the HNC and a case study for the HND.

To deliver the Graded Units effectively, it is important that the management and ownership of these Units is held by the Course Team. This will mean that the team will be responsible for the delivery of the Units and that in effect the delivery of the Units may need to be done using a multi — tutor model with one person having overall responsibility for the Unit.

Staff should be allocated to deliver the Graded Units who have subject expertise in the areas detailed under Recommended Prior Knowledge and Skills. This may mean, for example, 2/3 members of staff being involved in the delivery of the HNC Graded Unit and possibly 3/4 members for the HND Graded Unit. Once again it should be stressed that the co-ordinating role is crucial and that decisions on staffing and delivery be made by centres well before the start of the academic year.

6.4 Assessment strategy of awards

6.4.1 Assessment

The design principles for HN awards have encouraged a more holistic approach to assessment and this has been adopted in both qualifications. The new HN specification places emphasis on assessing the whole Outcome or combination of Outcomes rather than individual performance criteria. The new Unit specification allows the use of sampling of knowledge and/or skills. This has reduced the assessment loading for both candidates and centres. The Unit specifications detail exactly what Evidence Requirements and assessment procedures are for each assessment event and SQA is producing assessment exemplars for exemplification of the Mandatory Units. These Assessment exemplars will be available in the Autumn 2006 and will be accessible via the secure section on SQA's website. SQA co-ordinators have details of how to access these. An Assessment Summary document is available in **Section 6.4.8.**

6.4.2 Re-assessment

The way that centres reassess candidates is integral to the way that they manage assessment as a whole and as such, will be subject to internal moderation. In order to ensure that the assessment process is as holistic as possible and that assessors are able to effectively judge candidates' performance in the Outcome or Unit as a whole, it may not always be possible to reassess only those parts of the performance in which candidates have not satisfactorily demonstrated competence. Scenarios where candidates may require to re-do the whole assessment include:

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

Candidates may require to do only part of an assessment where their evidence has been generated over a period of time and/or a discrete part of the Unit, such as an Outcome, has been assessed originally.

6.4.3 Eligibility for re-assessment

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

6.4.4 Developing alternative assessments

The design of the original assessments inform the re-assessment process to a large extent, as these determine the type of assessment instruments used and the purpose of the assessment. Normally, centres build up banks of assessments which can be used in whole or part for re-assessment purposes.

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

6.4.5 Reassessing HN Graded Units

Re-assessment of a project-based Graded Unit would normally be based on an alternative assessment task. Centres would be encouraged to set the parameters at the start of the project class giving details of the draft (one only) submission date and final submission date. Candidates must pass each section of the project/investigation. The overall grade is derived from the total number of marks across all the sections. The Conditions of Assessment section on the Graded Unit specification gives additional guidance.

6.4.6 Assessment Exemplars

A range of assessment exemplars are being produced for the mandatory Units in both awards and will be available from the secure site on the SQA website. Access to this is obviously restricted but centres should contact their SQA Co-ordinator to gain access.

Centres should access the site regularly as more exemplars will be produced and made available as the implementation of the new courses follows. It is hoped centres will be encouraged to share new exemplars for optional Units and that they will be co-ordinated by the Review team and made available on the web site.

6.4.7 Additional Resources

A number of additional resources are available to help centres deliver the Units in both awards and they are detailed in the Support Notes of the respective Unit.

6.4.8 Summary of Assessment

Principles of Marketing	
Outcomes 1-4	open-book under controlled conditions/case materials
Marketing Communications: An Introduction	
Outcomes 1-3	variety of assessment methods
Outcome 4	investigative project
Consumer Behaviour and the Marketing Process	
Outcomes 1,2	open-book under controlled conditions/ case materials
Using Software Application Packages	
Outcome 1	practical exercise
Outcomes 2, 3	case study
Managing Distribution: An Introduction	
Outcomes 1-3	open-book under controlled conditions/case materials
Marketing Research Theory	
Outcome 1	structured questions under controlled conditions
Outcome 2	case study
Outcome 3	practical exercise in candidate's own time
Outcome 4	written response under restricted open-book conditions
Marketing Research Applications	
Outcomes 1, 2	practical research
Outcome 3	analysis and report
Principles and Practices of Selling	
Outcome 1	2,000 word report
Outcome 2	simulated sales presentation
Marketing: Graded Unit 1	
	project: practical assignment
Marketing: Graded Unit 2	
	project: case study
Marketing Planning Process	
Outcome 1	restricted response questions under controlled conditions
Outcomes 2, 3	case study
Integrated Marketing Communications	
Outcome 1	restricted response questions under controlled conditions
Outcome 2	written response under restricted open-book conditions
Outcome 3	case study
Sales Management	
Outcome 1	restricted response questions under closed-book conditions
Outcomes 2-5	case study
Industrial Investigation	
Outcomes 1, 2	investigation
Outcome 3	report
Outcome 4	presentation
Marketing Relationships	
Outcomes 1, 2	Case study/investigation
Contemporary Marketing Issues	
Outcome 1	case study
Outcome 2	report/article/presentation
Commercial Law for Marketing	
Outcomes 1, 2, 3	case studies
Economics 1: Micro and Macro Theory and Application	
Outcome 1	1,000 word extended response as report
Outcomes 2, 3	restricted response questions in controlled conditions

Personal Development Planning	
Outcomes 1, 2, 3	compilation of portfolio
Personal Enterprise Skills	
Outcome 1	preparation of CV
Outcome 2	interview role play
Consumer Behaviour: Research and Applications	
Outcomes 1, 2	1,500–2,000 word report on chosen research topic
Services Marketing	
Outcome 1	case study
Outcome 2	1,000–2,000 word report

6.5 Possible integration opportunities in teaching, learning and assessment

When delivering these Awards centres should endeavour to identify opportunities for integration in both teaching and assessment.

Within the HND Units Marketing Research Applications (DG6R 35) (Outcomes 1 and 2) and Industrial Investigation (Outcomes 1 and 2) there are definite opportunities as primary research is required within both Units. There may be other such opportunities depending on the Option choices provided by individual Centres eg Contemporary Marketing Issues, Consumer Behaviour: Research and Applications, and Marketing Research Units.

6.6 Open learning and suitability of HNC/D Marketing for this type of delivery

The new HNC/HND in Marketing include a sufficient number of Units which are suitable for Open Learning, although some attendance at a centre would be desirable unless the candidate is able to produce video evidence of oral and group activity or access to interactive media.

The practical nature of some Units could prove more challenging to undertake by open learning but with appropriate centre links and a candidate-centred approach, these barriers could be overcome.

6.7 Possible modes of delivery

The structure of the qualification allows centres a high degree of flexibility in the delivery modes.

The awards can be offered:

♦ full-time, day release, evening or distance learning mode (including on line)
♦ using a combination of modes. For example, candidates may want to study on a half-day/one evening basis or combine evening (or day release) study with some distance learning provision

7 General information for centres

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs (**www.sqa.org.uk**).

Internal and external moderation

All instruments of assessment used within these Group Awards should be internally moderated, using the appropriate policy within the centre and the guidelines set by SQA.

External moderation 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 moderation 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

8.1 The knowledge and skills provided by the awards

The revised HNC and HND in Marketing are designed to equip you to enter employment in a wide range of marketing careers. The Group Awards have been designed to enable you to develop the skills to enter junior administrative/managerial levels in a wide variety of private and public organisations, where job opportunities exist in both in-house departments and specialist agencies in marketing, market research, selling and promotion.

Both Group Awards aim to develop your practical, interpersonal and social skills which have been identified in our research as important requirements for a career in marketing.

8.2 The structure of the awards

The HNC and HND in Marketing are designed to equip you with the knowledge, understanding and skills to allow you to gain employment in a marketing field or to progress to higher education or professional body qualifications.

The HNC Marketing is made up of 12 credits, 10 of which are mandatory. The mandatory section provides you with a general background in marketing, market research, promotion, consumer behaviour, distribution, selling and IT. The award also offers you a good choice of optional Units in areas such as, economics, law, accounts, human resource management and also a wide range of marketing Units. In addition to the 10 mandatory credits, you will need to achieve two optional credits to achieve the award.

The HND is made up of 30 credits, 21 of which are mandatory. In addition to the topics covered in the HNC, the mandatory section also covers areas such as, marketing planning, marketing research applications, marketing relationships, sales management, marketing communications and industrial investigation. To achieve the award you will need to complete the 21 mandatory credits and 9 optional credits.

Both awards include a Graded Unit. These Units are designed to assess your ability to retain and integrate the knowledge and skills gained in the award and also to grade your achievement. There are three grades — 'A' if you achieve 70% or over; 'B' if you achieve between 60% and 69% and 'C' if you achieve between 50% and 59%. For the HNC, the Graded Unit is a project and you will be required to undertake research and produce an outline marketing plan for an organisation. For the HND, you will be required to carry out a marketing audit and develop a one year marketing plan.

8.3   Possible employment Pathways

The Marketing awards aim to equip you with the skills to gain employment at a junior managerial level in the following vocational areas:

Marketing
Sales Administration
Market Research
Public Relations
Selling
Direct Marketing
Advertising
Events Management

The following list provides an indication of the types of positions taken up by past HNC/HND candidates:

Marketing Assistant
Advertising Assistant
Marketing Executive
Advertising Sales
Market Research Assistant
Property Sales Assistant
Marketing Officer
Customer Service Assistant
Sales Representative
Membership Sales
Sales Administrator
Promotions Assistant
Sales Assistant
Events and Marketing Assistant

8.4   Progression to university

The HN marketing awards offer you a wide range of articulation routes to higher education. Depending on the HE institution, candidates with HNC awards can obtain up to 2nd year entry and HND awards up to 3rd year entry to degree programmes. Entry to these programmes is usually dependent on a satisfactory UCAS reference and specific conditions of either HNC or HND Graded Units. Examples of articulation routes are detailed in Appendix 1.

8.5   Professional exemptions

The HNC/D in Marketing is accepted by the Chartered Institute of Marketing for entry to its Professional Diploma in Marketing qualification.

9   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 credits: 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.

Graded Unit: Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

Dedicated Core Skill Unit: This is a Unit that is written to cover one or more particular Core Skills, eg HN Units in Information Technology or Communications.

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/D 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.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

10   Appendices

Appendix 1: HE Articulation Routes
Appendix 2: Opportunities to Develop Core Skills
Appendix 3: Mapping against National Occupational Standards
Appendix 4: Recommended Delivery Schedule
Appendix 5: Credit Transfer from existing HN Marketing to revised HN Marketing
Appendix 6: External Moderation: Guidance on Best Practice

See following pages for appendices.

Appendix 1

HE Articulation Routes for HN Marketing Awards

Queen Margaret University College: Edinburgh	B.A. Marketing B.A. Retail and Marketing
Glasgow Caledonian University:	B.A. Marketing B.A. International Marketing
Napier University:	B.A. Marketing Management
Robert Gordon's University:	B.A. Marketing with Management
University of Abertay Dundee:	B.A. Business and Marketing
University of Paisley:	B.A. Marketing B.A. International Marketing
University of Stirling:	B.A. Marketing B.A. Retail Marketing
University of Strathclyde: *	B.A. Marketing
University of Ulster:	B.Sc. Business Studies B.Sc. Retail, Marketing and Customer Services Management

In most instances articulation is from HNC to 2nd year and HND to 3rd year of these degree programmes.

*HND articulation is to 2nd year at Strathclyde.

As well as the formal articulation arrangements to marketing degrees, students can also access other business, management, communication and media programmes by individual negotiation with programme tutors.

Appendix 2

Opportunities to develop Core Skills

Core Skills signposting

Communication (SCQF Level 6)

Written Communication (Reading)

Read and Understand complex written communication

a   Identify and summarise significant information, ideas and supporting detail.
b   Evaluate effectiveness in meeting purpose and needs of readership.

Unit	Knowledge and Skills/Evidence	a	b
Marketing: Research Theory	Underpinning knowledge requires an understanding of research strategies and techniques, analysis and summary of strategies for effective access to a full range of complex information.	√	√
Marketing Planning Process	Identification, evaluation and summary of complex information, including the internal and external marketing environments, and in a company Marketing plan.	√	√
Managing Distribution: An Introduction	Interpretation, analysis, summary and evaluation of complex written and graphic media.	√	√
Marketing: Brand Management	Analysis, understanding and detailed evaluation of an organisation's portfolio.	√	√

The development of knowledge and skills across the award will involve in depth study and evaluation of a range of complex reading materials. Independent research into current theory and practice in Marketing and related business issues will underpin all practical activities.

Written Communication (Writing)

Produce well-structured Written Communication on complex topics

a   Present essential ideas/information in a logical and effective order.
b   Use a structure which takes account of purpose/links points for clarity and impact.
c   Use conventions which are effective adapted for audience.
d   Use accurate spelling, punctuation, sentence structures.
e   Vary sentence structure, paragraphing, vocabulary to suit purpose and target audience.

Unit	Knowledge/Skills/Evidence	a	b	c	d	e
Marketing Communications: An Introduction	In response to industry case study, design and production of customised communication materials with emphasis on clarity, impact and professional presentation for PR purposes.	√	√	√	√	√
Integrated Marketing Communications	Underpinning knowledge — principles of communication. Negotiation, design and production of two integrated marketing plans.	√	√	√	√	√
Managing Distribution: An Introduction	Written responses to structured questions on case studies in a holistic assessment of approximately 2,000 words.	√	√	√	√	√
Marketing Research: Applications	Written formal Marketing Research Report to professional presentation standards.	√	√	√	√	√

An ability to report on and document activities to a professional standard of content and presentation will be essential.

Several Units include extended written analytical responses on the theory and practice of Marketing, with a 1,000 words minimum remit.

Oral Communication

Produce and respond to oral Communication on a complex topic

a   Use vocabulary and a range of spoken language structures consistently and effectively with appropriate formality.
b   Convey all essential ideas/information/opinions accurately and coherently with appropriate varied emphasis.
c   Structure to take full account of purpose and audience.
d   Take account of situation and audience during delivery.
e   Respond to others taking account of their contribution.

Unit	Knowledge/Skills/Evidence	a	b	c	d	e
Principles and Practices of Selling	Formal oral presentation of sales proposals supported by technology to potential buyers.	√	√	√	√	√
Contemporary Marketing Issues	Formal oral presentation on the impact of a contemporary issue on the marketing of an organisation.	√	√	√	√	√
Industrial Investigation	Formal oral presentation of work placement project.	√	√	√	√	√

Teaching and Learning for all Units will involve on-going discussion with a range of people, analysing and evaluating relevant and related information. Personal interviews with and guidance from assessors will support verbal exploration of complex issues and problem solving approaches.

Using Information Technology (SCQF Level 5)

Use an IT system effectively and responsibly to process a range of information

a   Make effective and responsible use of the range of IT equipment in everyday use.
b   Carry out straightforward processing in two types of software application.
c   Carry out complex processes to use one further application in depth.
d   Integrate different types of data in a piece of work.
e   Carry out two searches to extract and present relevant information from electronic data sources.

Unit	Knowledge/Skills/Evidence	a	b	c	d	e
Using Software Application Packages	Using IT equipment and an appropriate range of software to analyse, design, integrate and output materials.	√	√	√	√	√
Marketing: Research Theory	Research of complex information. Presentation of written records and reports of evidence in a professional format.	√	√	√	√	√
Contemporary Marketing Issues	Research requiring extensive in depth searches of electronic sources to extract a range of information and ideas on current marketing issues.	√	√	√	√	√

Internet research on current Marketing issues, events and practice will provide essential underpinning knowledge for the award. Security, consideration and the managing of any technical problems will be a routine aspect of research, records of information and good practice.

Professional presentation of all materials will involve access to and use of technology.

Numeracy (SCQF level 5)

Skill component -Using Number

Apply a wide range of numerical skills

a   Work confidently with a numerical concept.
b   Decide on the numerical operations to be carried out.
c   Carry out complex calculations or a number of sustained calculations.

Unit	Knowledge/Skills/Evidence	a	b	c
Sales Management	Theoretical and underpinning knowledge for the Unit requires an understanding of broad trends in a costing and promotion. The ability to assess the financial position of an organisation business, including calculating profitability and financial safety and liquidity, preparing project budgets, reporting on financial progress is critical.	√	√	√
Sales Promotion	Theoretical and underpinning knowledge for the Unit requires an understanding of marketing objectives, profitability and market share.	√	√	√
Marketing: Brand Management	Evidence requires an understanding of strategic and tactical pricing, concepts of profit and loss: research guided by financial factors as market share, sales price distribution.	√	√	√
Marketing Research Applications	Numerical and statistical analysis of research data.	√	√	√

Numeracy (SCQF level 5)

Skill component — Using graphical information

Interpret and communicate graphical information in everyday and generalised contexts

a   Interpret information from tables, graphs, charts or diagrams.
b   Select an appropriate form of tables, graphs, charts, diagrams and communicate information in that form.

Unit	Knowledge/Skills/Evidence	a	b
Sales Promotion	Theoretical and underpinning knowledge for the Unit requires an understanding of numerical concepts and analysis, including demographic information, profitability trends and budgetary constraints.	√	√
Marketing: Brand Management	Theoretical and underpinning knowledge for the Unit requires an understanding of numerical concepts and analysis, including demographic information, profitability trends and budgetary constraints.	√	√
Marketing: Research Theory	Understanding and interpreting qualitative and quantitative data in a range of business formats.	√	√
Sales Management	Use of graphical information in identifying sales trends and producing sales forecasts.	√	√

Problem Solving (SCQF Level 6)

♦ **Critical Thinking**
   Analyse a complex situation or issue

♦ **Planning and Organising**
   Plan organise and complete a complex task

♦ **Reviewing and Evaluating**
   Review and evaluate a complex problem solving activity

Unit	Knowledge/Skills/Evidence	CT	PO	RE
Marketing Planning Process	Analyse market information and evaluate marketing decisions of an organisation.	√	√	√
Sales Management	Analysing recruitment requirement. Developing sales plan including analysis of appropriate target markets and resources. Producing a sales forecast. Evaluating the organisation of the sales force in terms of manpower, territory and markets.	√	√	√
Marketing: Brand Management	Analysing approaches to branding and the impact of legal issues. Evaluating an organisation's brand portfolio and recommending appropriate strategies.	√	√	√
Managing Distribution: An Introduction	Investigating and selecting methods to maximise all potential channels of distribution.	√	√	√
Using Software Application Packages	Applying skills to analyse requirements of a remit and to, design, integrate and output effective materials appropriate for audience and readership.	√	√	

All elements of the Core Skill will be critical to the award which involves throughout an analytical and evaluative approach to problem solving. Analysis, strategic planning and implementation of a range of practical activities which require sophisticated skills in communication, co-operation and negotiation with others is integral, and evaluative activities on an on-going basis.

Working with Others (SCQF Level 6)

Work with Others in a group to analyse, plan and complete an activity

a   Analyse the activity and identify component tasks and roles.
b   Agree allocation of activities taking account of group strengths and weaknesses.
c   Support co-operative working.
d   Evaluate and draw conclusions about own contribution, justifying with evidence.

Unit	Knowledge/Skills/Evidence	a	b	c	d
Marketing Research Applications	Participate as part of a group in a practical market research project.	√	√	√	
Industrial Investigation	Working in or researching an external organisation.	√	√	√	√
Consumer Behaviour and the Marketing Process	Underpinning theoretical knowledge: motivational models underpinning qualitative/quantitative research, behavioural theories on group processes, roles and cognitive attitudes.	√			
Principles and Practices of Selling	Underpinning knowledge — principles of communication. Negotiation, design and production of a selling strategy to meet a specific client brief.	√			

All elements of the Core Skill will be critical to achievement of the award. Working in the industry requires an understanding of motivation, negotiation and persuasion, as well as an analytical and evaluative approach to working with a range of others.

Appendix 3

Links to National Occupational Standards

Marketing National Occupational Standard	SQA HN Units
Develop an organisation's marketing strategy	Principles of Marketing Marketing Planning Process
Develop marketing strategies and plans for products/services	Marketing Planning Process Marketing: Brand Management
Lead the monitoring and evaluation of marketing performance	Marketing Planning Process Sales Management
Implement marketing strategies and plans for products/services	Marketing Planning Process Sales Management
Ensure marketing operations comply with legal, regulatory, ethical and social requirements	Commercial Law for Marketing Principles of Marketing Marketing Communications: An Introduction
Develop productive working relationships with colleagues	Industrial Investigation
Work with other business functions	Not explicitly covered
Manage your own resources and professional development	Personal Enterprise Skills Personal Development Planning
Map organisations within their current and future marketing environment	Marketing Planning Process
Obtain feedback from existing customers, suppliers and others	Marketing Research Applications Managing Marketing Relationships
Identify and monitor competitors' marketing strategies and activities	Not explicitly covered
Define the need for research	Marketing Research Theory Marketing Research Applications
Design market research projects	Marketing Research Applications
Analyse research data	Marketing Planning Process Marketing Research Applications Consumer Behaviour: Research and Applications
Evaluate and interpret findings and identify connections in complex data	Marketing Research Applications Marketing Planning Process
Define the customer experience	Consumer Behaviour and the Marketing Process Consumer Behaviour: Research and Applications

Marketing National Occupational Standard	SQA HN Units
Establish and understand potential market segments	Consumer Behaviour and the Marketing Process Principles of Marketing Marketing Planning Process
Establish target market segments for products/services and evaluate their potential	Marketing: Graded Units 1 and 2 Principles of Marketing Marketing Planning Process
Demonstrate the value of marketing to the organisation	Principles of Marketing Marketing Planning Process
Establish requirements for products/services	Principles of Marketing
Develop new products/services	Principles of Marketing
Create and develop brand identity characteristics	Marketing: Brand Management
Develop and implement packaging requirements	Not explicitly covered
Establish and maintain pricing policy for products/services	Marketing Planning Process
Design and implement price promotions	Integrated Marketing Communications
Develop a distribution strategy for products/services	Marketing Planning Process
Develop a marketing distribution plan	Managing Distribution: An Introduction
Implement a marketing distribution plan	Managing Distribution: An Introduction
Motivate distribution channel members	Managing Distribution: An Introduction
Develop a marketing communications strategy and plans for products/services	Marketing Planning Process
Develop advertising strategy	Integrated Marketing Communications
Develop a media plan	Integrated Marketing Communications
Develop an advertising campaign	Integrated Marketing Communications
Evaluate advertising	Integrated Marketing Communications
Create a direct marketing strategy and plan	Direct Marketing
Develop direct marketing plans	Direct Marketing

Marketing National Occupational Standard	SQA HN Units
Develop a communications strategy to manage the organisation's corporate reputation	Integrated Marketing Communications
Build and manage stakeholder relationships	Marketing Relationships Integrated Marketing Communications
Coordinate communications functions and the dissemination of the organisation's communications	Integrated Marketing Communications
Develop a sales promotional strategy and plan	Sales Promotion Integrated Marketing Communications
Manage sales promotion plans	Sales Promotion
Develop a field marketing strategy	Not explicitly Covered
Prepare an outline project plan for field marketing activity	Marketing: Graded Unit 1
Develop a motivation strategy and plan	Sales Management
Manage motivation plans	Sales Management Human Resource Management: Introduction
Develop a customer information strategy	Not explicitly covered
Develop and maintain a marketing database	Direct Marketing Using Software Application Packages
Use IT in managing marketing data	Not explicitly covered
Develop and maintain a portfolio of products/services	Marketing: Brand Management
Lead marketing/marketing communications teams	Integrated Marketing Communications
Lead and manage marketing projects	Marketing: Graded Unit 1
Ensure effective marketing logistics systems	Managing Distribution: An Introduction
Explore international and/or diverse markets	International Marketing
Establish the business case and marketing plan for distributing products/services to international and/or diverse markets	International Marketing

Marketing National Occupational Standard	SQA HN Units
Implement and evaluate marketing plans for international and/or diverse markets	International Marketing
Manage finance for an area of marketing operations	Sales Management
Manage a marketing budget	Marketing Graded Unit 2
Develop sales strategies and plans	Sales Management
Build and deliver customer service and customer care support	Creating a Culture of Customer Care
Build and retain effective sales relationships	Sales Management Marketing Relationships
Manage and assess ongoing financial viability of key customer relationships	Not explicitly covered
Monitor and control relationship management activities	Sales Management
Monitor and solve customer service problems	Creating a Culture of Customer Care
Create a brief that captures the marketing proposition	Marketing Planning Process
Decide whether to buy in services from external suppliers	Not explicitly covered
Identify third party suppliers of marketing services	Marketing Research Theory Integrated Marketing Communications
Brief and work with third party suppliers of marketing services	Not explicitly covered
Develop personal networks	Personal Enterprise Skills
Recruit, select and keep marketing colleagues	Sales Management Human Resource Management: Introduction
Plan the marketing workforce	Not explicitly covered
Allocate and monitor work within marketing	Not explicitly covered
Provide learning opportunities for marketing colleagues	Not explicitly covered
Encourage innovation	Marketing: Graded Unit 2

Appendix 4

Recommended Delivery Schedule

Recommended Delivery Schedule for HNC/HND Marketing

HNC MARKETING		(HND YEAR 1)	HND MARKETING		(HND YEAR 2)
BLOCK 1	**BLOCK 2**	**BLOCK 3**	**BLOCK 1**	**BLOCK 2**	**BLOCK 3**
Principles of Marketing (2 Credits)		Managing Distribution	Marketing Planning Process	HND GRADED UNIT PROJECT (2 credits)	
Marketing Research Theory	Consumer Behaviour and the Marketing Process	HNC GRADED UNIT	OPTION 1 Contemporary Marketing Issues	Sales Management (2 Credits)	
Using Software Application Packages	Marketing Communications: An Introduction (2 Credits)		Integrated Marketing Communications (2 Credits)		Marketing Relationships
OPTION 1 Economic Issues – An Introduction	OPTION 3 Economics 1 — Micro & Macro Theory	OPTION 4 Commercial Law for Marketing	Marketing Research Applications	Industrial Investigation (2 Credits)	
OPTION 2 An Introduction to Financial Accounting Statements	Principles and Practices of Selling	OPTION 5	OPTION 2 & 3 International Marketing		OPTION 4

It is not compulsory to deliver the Options suggested above.

The project based Graded Units could also be timetabled to be spread over the whole academic session:
For example the HNC Graded Unit could also be timetabled for 1 hour per week and the HND Graded Unit for 2 hours per week across the whole year.

NOTE: The above recommended HNC delivery schedule outlines a programme for full-time candidates likely to be completing 15 credits rather than 12.

Appendix 5

Credit Transfer Transition Arrangements

The following table lists current and old Units with their Credit Transfer conditions:

Title New Unit (credit value)	Title Old Unit (credit value)	Credit Transfer Conditions (credit value)
Principles of Marketing (2) DV8T 34	Fundamentals of Marketing (2) A60R 04	Full Transfer
Marketing Research Theory (1) DG6T 34	Marketing Research (2) A610 34	Full Transfer
Marketing Research Applications (1) DG6R 35	Marketing Research (2) A610 34	Full Transfer
Managing Distribution: An Introduction (1) DV8L 34	Planning Distribution (1) A6OY 34	Full Transfer
Principles of Promotion (2) DV8V 34	Promotional Principles (1) A60T 04	There may be opportunity for partial credit transfer
Consumer Behaviour and the Marketing Process (1) DG6L 34	Behavioural Aspects of Marketing (1) A611 04	Full Transfer
Principles and Practices of Selling (1) DG6W 34	Principle and Practice of Selling (1) A60W 35	Full Transfer
Commercial Law for Marketing (1) DV99 34	Legal Aspects of Commercial Transactions (1) A614 34	Full Transfer
Marketing Planning Process (1) DV8N 35	Marketing Analysis and Planning (3) A60S 34	Full Transfer
Sales Management (2) DV8W 35	Sales Management (2) A60X 34	Full Transfer
International Marketing (2) DV8K 35	International Marketing (2) A613 34	Full Transfer
Integrated Marketing Communications (2) DV8J 35	Promotional Theory and Practice (2) A60V 04	Full Transfer
Direct Marketing (1) DV8H 35	Direct Marketing (1) A617 04	Full Transfer
Sales Promotion (1) DV8X 35	Sales Promotion (1) D4VK 04	Full Transfer
Economic Issues: An Introduction (1) DE3A 34 ----------------- Economics 1: Micro and Macro Theory and Application (1) DE3G 35	Micro Economic Environment (1) A6GX 04 ------------------ Marco Economic Environment (1) A6GY 04	Both Units required for Full Transfer (Units not individually equivalent but the combined content is equivalent)
Human Resource Management: Introduction (1) DN78 34	Introduction to Managing the Human Resource (1) A6H9 34	TBA

Appendix 6

External Moderation — Guidance on Best Practice

External Moderation — Guidance on Best Practice

In order to increase the likelihood of successful external moderation it is strongly recommended that:

♦ **Centres have their Question Papers with Marking Instructions prior moderated by SQA.** Staff are advised to put the materials through an internal moderation process.

♦ Before submission to SQA. Staff are advised to submit these materials to SQA not less than eight weeks before their intended use to: Assessment Moderation Unit, Scottish Qualifications Authority, Hanover House, 24 Douglas Street, Glasgow G2 7NQ.

♦ Question Papers are assigned a **Unique Identifier** (eg Lauder 5460352 May 2002) and this should be recorded against each candidate's name. This should help to avoid candidates receiving the same Question Paper for re-assessment.

♦ Centres produce a **Coverage Grid** for each Question Paper to ensure that the paper is correctly balanced and in accordance with the Graded Unit. Questions and marks should be linked directly to the relevant Unit and Outcome in the Arrangements.

♦ Marking Instructions are sufficiently detailed to indicate **clearly** how many marks are to be awarded for each response. Where appropriate, '**or any other suitable response**' should be included if there is a wide range of possible answers. This will avoid penalising candidates for omissions in the Marking Instructions. **If examples are to be provided by a candidate then examples should also be provided in the marking scheme.**

♦ **Half marks should not be used** since, cumulatively, they inflate candidates' scores artificially.

♦ For security purposes, Question Papers are counted out and counted back after the examination. They should then be **shredded** and only the master copy retained securely by centres.

♦ Markers write 0, 1, 2, 3, etc, on scripts to show where marks have (or have not) been awarded and these should relate directly to the Marking Instructions. **'Global' totals for questions are not useful unless it is clear how they have been derived.**

♦ Centres produce a **Summary List** of candidates showing:

  (i)   centre name and number
  (ii)   candidate's name with unique identifier of Question Paper
  (iii)   candidate's date of birth
  (iv)   SQA candidate number
  (v)   marks for both sections and total mark, and
  (vi)   grade achieved

  This should be enclosed with the scripts, Question Papers and Marking Instructions submitted for moderation.