



**Arrangements for:**  
**Higher National Certificate in  
Retail Management**

**Group Award Code: G7NN 15\***

**Higher National Diploma in  
Retail Management**

**Group Award Code: GE3H 16\*\***

**Validation date: April 2005**

\*This award lapses on 31/07/2017 with a finish date of 31/07/2020

\*\*This award lapses on 31/07/2017 with a finish date of 31/07/2021

**Date of original publication: June 2005**

**Version: 19 (April 2017)**

## **Acknowledgement**

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

## 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. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

**NOTE:** Where a Unit is revised by another Unit:

- ◆ No new centres may be approved to offer the Unit which has been revised.
- ◆ Centres should only enter candidates for the Unit which has been revised where they are expected to complete the Unit before its finish date.

Version number	Description	Date
19	<p><b>Revision of Unit:</b> DV72 34 Advertising: The Advertising Industry (finish date 31/7/2020) has been replaced by HK55 34 Advertising: The Advertising Industry (start date 1/8/2016)</p> <p>NB All revised units below have a start date of 1/8/2017 and all replaced units have a finish date of 31/7/2019.</p> <p><b>Revision of Unit:</b> DL31 34 Retail Environment has been replaced by HJ3F 34 Retail Environment</p> <p><b>Revision of Unit:</b> DL36 34 Stock Presentation has been replaced by HJ3G 34 Stock Presentation</p> <p><b>Revision of Unit:</b> DL32 34 Retail Law has been replaced by Retail Law HJ3H 34</p> <p><b>Revision of Unit:</b> DL2R 34 Visual Merchandising Techniques finish date has been replaced by Visual Merchandising HJ3J 34</p> <p><b>Revision of Units:</b> DL34 34 Retail Security and DL35 34 Stock Management have been replaced by Retail Operations HJ3K 34</p> <p><b>Revision of Unit:</b> DL30 34 Principles of Retail Buying has been replaced by Principles of Retail Buying HJ3L 34</p> <p><b>Revision of Unit:</b> FH2R 34 Fashion Merchandising has been replaced by Fashion Merchandising HJ3M 34</p> <p><b>Revision of Unit:</b> DL2V 35 Corporate Store Image has been replaced by Retail Corporate Image HJ3N 35</p> <p><b>Revision of Unit:</b> DL2X 35 International Retailing has been replaced by International Retailing HJ3P 35</p> <p><b>Revision of Unit:</b> DL37 35 Store Design and Layout has been replaced by Store Design HJ3T 35</p> <p><b>Revision of Unit:</b> DV0M 34 Work Experience has been replaced by HJ4W 34 Work Placement</p>	21/04./17
18	<p><b>Revision of Unit:</b> F84E 35 Presentation Skills has been replaced by HH85 35 for the HND framework only and will finish 31/07/2019.</p> <p><b>Revision OF Unit:</b> FK8M 34 Marketing Research Theory has been replaced by HH9T 34 Marketing Research Theory and will finish 31/07/2020.</p>	27/01/17
17	<p><b>Unit amendment:</b> G7NN 15 (Framework) – Selected units within Group 2 options have been changed to 0 – 2 credits needed.</p>	16/08/16

Version number	Description	Date
16	<b>Revision of Unit:</b> DH4E Advertising 1: The Advertising Industry has been replaced by DV72 34 Advertising: The Advertising Industry and finishes 31/07/2018 for both HNC/HND	18/02/16
15	<b>Revision of Unit:</b> A6HC 34 Training and Developing the Workforce has been replaced by HA13 34 Continuous Workplace Development and will finish on 31/07/2017 for both HNC and HND	08/01/16
14	G7NN 15 -Group 1 options changed to 1-2 credits required. GE3H 16 – ICT Units grouping changed to 1-2 credits required.	30/09/15
13	FD69 34 Digital Imaging and H9DE 34 Digital Skills have been added to the HNC and HND Retail Management structures as an optional Grouping.  H8W8 34 Big Data has been added to the HNC and HND Retail Management Structures as an optional Unit.	14/07/15
12	<b>Revision of Unit:</b> DV5M 34 Web Design: An Introduction has been revised to H383 34. The old unit will finish 31/07/2015	19/06/15
11	<b>Revision of Unit:</b> DE1K 33 Workplace Communication in English has been revised by H8T2 33 and finishes on 31/07/2016. F35Y 35 Managing an Event has been revised by H91M 35 and will finish on 31/07/2017.	13/05/15
10	<b>Revision of Units:</b> DE2E 34 Preparing and Presenting a Business Plan revised to H7V5 34 Preparing a Formal Business Plan. Old Unit will finish on 31/07/16. DE3N 34 Communication: Analysing and Presenting Complex Communication revised by H7TK 34 Communication: Business Communication. Old unit will finish on 31/07/2016.	13/01/15
09	<b>Revision of Unit:</b> DK2K 34 Getting Started in Business <i>has been revised by</i> H7V4 34 Preparing to Start a Business <i>and will finish on</i> 31/07/2016.	05/12/14
08	<b>Revision to Unit:</b> DH4G 34 <i>Research Skills</i> revised by F60A 34 and will finish 31/07/2016.	13/05/14
07	A6HG 35 Managing a Small Business revised to H544 35 Managing Information Systems to Develop a Small Business. The old Unit will finish on 31/07/2015.	26/11/13
06	<b>Added to frameworks:</b> Digital Marketing Management: An Introduction FK93 34. <b>Changes to codes:</b> Recruitment, Selection and Induction from DN7A 34 (lapse date 31/07/2013, finish date 31/07/2015) to H1XK 34. Human Resource Management: Introduction from DN78 34 (lapse date 31/07/2012, finish date 31/07/2014) to H1HP 34. <b>Changes to code and title:</b> Individual Employment Relations: Practice from DN76 34 (lapse date 31/07/2013, finish date 31/07/2015) to Individual Employee Relations: Practice H29W 34.	15/01/13
05	Frameworks have been amended to show only most up-to-date versions of Units. HNC/HND Frameworks have been expanded to include the following ICT Units: Digital Culture: Online Communication (F86P 34) Internet: Introducing e-Commerce (DH39 34) Web Design: An Introduction (DV5M 34) The following Management Unit have been added to both HNC/HND	Aug 2012

Version number	Description	Date
	<p>Retail Management frameworks:  Managing People (F5GF 35)  Managing and Working with People (H1F4 34)  Management: Developing Self Management Skills (H1F1 34)  Depending on which Management Units are chosen, candidates may also qualify for a PDA in Management on completion of the HNC/HND Retail Management.</p> <p>The following additional Optional Units have also been added to both HNC/HND Retail Management frameworks:  Advertising 1: The Advertising Industry (DH4E 34)  Marketing: An Introduction (F7BX 34)  Marketing Research Applications (FK8L 35)  Marketing Research Theory (FK8M 34)  Fashion Merchandising (FH2R 34)  Change of codes to: Creating a Culture of Customer Care from DJ42 34 (lapse date 31/07/2013, finish date 31/07/2015) to H1F0 34*. Human Resource Management: Introduction from DN78 34 (lapse date 31/07/2012, finish date 31/07/2014) to H1KP 34*.</p> <p>In the HND Retail Management, the mandatory requirement for candidates to undertake an Economics Unit at SCQF Level 8 has been amended to allow candidates to complete the Unit at SCQF Level 7 or at SCQF Level 8. As a result, SCQF Level 8 Units have been grouped together, where candidates must complete a further number of Units at SCQF Level 8.</p> <p>This change also resulted in a Group Award code change from G7NP 16 to GE3H 16.</p> <p>Also in the HND Behavioural Skills for Business (F84L 35) has been taken out of the mandatory section and moved to an optional group.</p> <p>As a result of incremental change, the Arrangements Document has gone through a general edit in order to refresh the content since its inception.</p>	
04	<p>Frameworks and Appendix 1 updated with revised HN Business Units. Centres should note that 2004 versions of these Units will end on 31/07/2014. Unit codes for 2010 Units shown in frameworks and Appendix 1.</p> <p>Lapsed Units have been removed from frameworks.</p> <p>Presentation Skills (F84E 35) added to HNC and HND frameworks.</p>	Sept 2010
03	<p>Arrangements Document has been put into the most up-to-date shell. Clarified the frameworks with additional wording at the start of tables. Updated the frameworks by taking out references to lapsed Units in the areas of finance, organisation and management and language Units.</p>	May 2009

Version number	Description	Date
02	<p>A number of changes have taken place to the HN Retail Management framework over the period of 2006/07. These are noted below in detail. Reference should be made to necessary Unit Specifications and Assessment Exemplars where appropriate. The corresponding frameworks on pages 15–22 have been amended accordingly.</p> <p>The following HN Units have been added to the Optional Section of the HNC/HND Retail Management framework:</p> <p>Getting Started in Business (DJ2K 34)  Work Role Effectiveness — SCQF level 7 (DG6E 34)  Work Role Effectiveness — SCQF level 8 (DG6G 35)  Personal Development Planning — SCQF level 7 (DE3R 34)  Workplace Communication in English — SCQF level 6 (DE1K 33)</p> <p>The revised version of the Workplace Experience Unit has also been added to the Optional Section:</p> <p>Work Experience (DV0M 34). This Unit gives automatic certification of the Core Skill Problem Solving at SCQF level 6 (Higher).</p> <p>There have been changes to the language Units within the Optional Section of the HND framework. The Units are listed below with the revised Unit in bold.</p> <p>French for Vocational Purposes (Elementary) — (A5F8 33)  <b>French for Work: Basic Operational — (F0HW 33)</b>  Gaelic for Vocational Purposes (Elementary) — A5KY 33)  <b>Gaelic for Work: Basic Operational(F0HV 33)</b>  German for Vocational Purposes (Elementary) — (A5F9 33) <b>German for Work: Basic Operational — (F0HT 33)</b>  Italian for Vocational Purposes (Elementary) — (A5L0 33)  <b>Italian for Work: Basic Operational — (F0HS 33)</b></p>	April 2007

Version number	Description	Date
	<p>Spanish for Vocational Purposes (Elementary) — (A5L6 33)  Spanish for Work: Basic Operational — (F0HR 33)  French for Vocational Purposes (Advanced) — (A5FC 34)  French for Work: Advanced Operational — (F0J3 34)  Gaelic for Vocational Purposes (Advanced) — (A5LS 34)  Gaelic for Work: Advanced Operational — (F0J5 34)  Italian for Vocational Purposes (Advanced) — A5LV 34)  Italian for Work: Advanced Operational — (F0J8 34)  Spanish for Vocational Purposes (Advanced) — (A5M2 34)  Spanish for Work: Advanced Operational — (F0J9 34)  French for Vocational Purposes (Intermediate) — A5FA 34)  French for Work: Intermediate Operational — (F0HX 33)  Gaelic for Vocational Purposes (Intermediate) — (A5LC 34)  Gaelic for Work: Intermediate Operational — (F0HY 33)  German for Vocational Purposes (Intermediate) — (A5FB 34)  German for Work: Intermediate Operational — (F0J0 33)  Italian for Vocational Purposes (Intermediate) — (A5LD 34)  Italian for Work: Intermediate Operational — (F0J1 33)  Spanish for Vocational Purposes (Intermediate) — (A5LK 34)  Spanish for Work: Intermediate Operational — (F0J2 33)</p> <p>At the 1st meeting of the QST in November 2005 it was agreed and confirmed by all members that the Core Skills Entry and Exit profile for the HNC would be exactly the same as that set for the HND. Refer to page 23 for further details.</p> <p>The Arrangements document has been updated accordingly to reflect the use of the term Verification as opposed to Moderation.</p> <p>Section 2.4 of the Arrangements Document has been changed to reflect the introduction of the accredited suite of SVQs in Retail and Supply Chain Management.</p> <p>Appendix 1: Core Skills Development and Signposting have been updated.</p> <p>Changes have been made to the Graded Unit 1 and 2 Core Skills Statements.</p> <p><b>Retail Management Graded Unit 1 (DL38 34).</b> The achievement of this Unit gives automatic certification of Problem Solving at SCQF level 5 (Intermediate 2).</p> <p><b>Retail Management Graded Unit 2 (DL39 35).</b> The achievement of this Unit gives automatic certification of the Problem Solving Core Skill components Critical Thinking and Review and Evaluation at SCQF level 6 (Higher).</p>	

Version number	Description	Date
	<p><b>Unit Specification Changes</b></p> <p>Content changes have been incorporated into both the Unit Specific and Assessment Exemplar for the Retail Management Graded Unit 1(DL38 35). These include:</p> <ul style="list-style-type: none"> <li>◆ The marks for the Graded Unit have been increased to 200 to allow for better discrimination in the marking in order to more accurately reflect candidates' work.</li> <li>◆ It was agreed that the grading criteria within the Unit Specification and the Assessment Exemplar would be updated accordingly to reflect the need for candidates to be aware of the importance of completing work to agreed deadlines.</li> <li>◆ At the evaluation stage, where an oral presentation is used as an alternative to a written submission, this should be approximately 6 minutes in duration.</li> <li>◆ The number of words required for the report at the developing stage was adjusted to (1500–2000).</li> </ul> <p>Please refer to the updated versions of the Graded Unit 1 and the assessment exemplar.</p> <p>The IFAS and UFAS Units have undergone content changes and have been revised and re-validated:</p> <p>Financial Accounting Statements: An Introduction (F138 34) Using Financial Accounting Statements (F137 34)</p> <p>These Units will be available for use from August 2007 and will be imported into the HNC/HND Retail frameworks.</p> <p>Two additional Case Studies have been developed to supplement the current Graded Unit Year 1. These now appear within the Assessment Exemplar as appendices and can be located on the SQA secure site.</p>	



# Contents

1	Introduction .....	1
2	Rationale for the revision of the Qualifications.....	1
2.1	Background and rationale.....	1
2.2	Market research, consultation and development processes .....	2
2.3	Progression .....	3
3	Aims of the Group Award(s) .....	3
3.1	General Aims for both awards:.....	3
3.2	Specific Aims – HNC/HND Retail Management.....	3
3.3	Target groups.....	4
3.4	Employment opportunities .....	4
4	Access to Group Award(s) .....	6
5	Group Award structure .....	7
5.1	Framework.....	8
5.2	Mapping information.....	16
5.3	Articulation, professional recognition and credit transfer .....	17
6	Approaches to delivery and assessment .....	19
6.1	Context and content.....	19
6.2	Delivery and assessment.....	19
6.3	Reassessment.....	20
6.4	Prior verification of Unit assessments .....	21
6.5	Articulation, professional recognition and credit transfer .....	21
6.6	Credit transfer table .....	21
7	General information for centres.....	22
8	General information for candidates .....	22
9	Glossary of terms.....	23
10	Appendices .....	24
	Appendix 1: Core Skills development and signposting .....	25
	Appendix 2: Exemplar Delivery Schedule – Example 1 .....	28
	Appendix 3: Progression Chart .....	30

# 1 Introduction

This arrangements document is for the qualifications HNC/HND Retail Management which have been subject to incremental review in 2010/2012. In 2011/2012 this led to a re-coding of the HND.

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

The document is designed to assist centres who will be delivering the revised qualifications and outlines the background details to the development, the general and specific aims of the qualifications, changes in the structure and content, recommended delivery and assessment guidance and it also details the structure of the revised qualifications.

## 2 Rationale for the revision of the Qualifications

### 2.1 Background and rationale

The HNC and HND in Retail Management have gone through framework changes since the first HNC/HND were introduced in 1997, then when they were later revised in 2005 and as a result of incremental changes in 2011/2012.

The rationale for the Group Awards is to prepare candidates for entry into team leader/supervisor/manager level positions in retail organisations.

There are obviously links between the retail and distribution industries which will continue but the distribution industry has developed in such a way that it is now seen as a distinct area which incorporates greater use of logistics and purchasing and supply which separates it from retail operations.

During this evolution, the retailers' operations have become more widespread encompassing operations previously conducted by other areas of the chain of distribution. They have become involved in marketing activities throughout the traditional chain of distribution. At store level, changes in retail marketing and management policies are evident in all major outlets, through sophisticated merchandising techniques, in-store visuals and customer service.

The HNC and HND Retail Management aim to provide candidates with an appropriate mix of knowledge, understanding and skills to enhance their ability to pursue a career in the retail industry. These are Group Awards which give the depth and breadth of knowledge required in the retail industry. This allows candidates scope to develop and progress in a variety of ways within organisations of all sizes, including ones which candidates may set up themselves.

The retail industry is an organic environment which is open to change and will consequently need managers in the future who are aware of the difficulties faced and know how to react to the changing needs of the market place. As a result of these significant developments, retailers have been forced to apply strategic marketing, management and training initiatives to their organisations, necessitating every employee in every function of the operation to work towards the same aim; customer satisfaction at a profit.

The Group Awards have been delivered in a variety of modes, predominately full time but there has been some limited day release/part time/evening/open learning delivery.

Past evidence indicates approximately 70% go on from HNC to HND and 50–60% progress to degree study from HND, the remainder going into employment destinations.

## 2.2 Market research, consultation and development processes

*Consultation details are summarised in the following table:*

Stakeholder	Method of Consultation
Delivering centres	<ul style="list-style-type: none"> <li>◆ Initial postal survey of all delivering centres</li> <li>◆ Interviews with retail management teams, including candidates, in a selection of colleges</li> <li>◆ Review group meetings with representatives from all delivering centres. (These considered structures/Core Skill issues/Graded Units/assessment topics and consideration of draft Units)</li> <li>◆ Information posted on the HN pages of the SQA website</li> <li>◆ Targeted consultations on options/modes of delivery/candidate destinations/modes of attendance</li> </ul>
Candidates	Questionnaires sent to a cross section, centre/age profile etc, of graduates of the awards to provide information on the type of employment entered, relevance to the award to current employment and any gaps.
Employers	<ul style="list-style-type: none"> <li>◆ Initial questionnaire sent to employers.</li> <li>◆ Industry Focus consultation carried out to probe issues arising from questionnaires</li> <li>◆ Top up email questionnaire sent to potential focus group members who could not attend</li> </ul>
Higher education	<ul style="list-style-type: none"> <li>◆ Initial questionnaire to universities offered related degree programmes</li> <li>◆ Higher Education letters of support obtained</li> </ul>

The whole process was overseen by a review group comprising representatives from centres.

Following implementation in 2005, a Qualifications Support Team (QST) was established to oversee the Group Awards. All centres delivering were represented on the QST. Annual Survey Monkey questionnaires for centres and candidates were developed. The QST evaluated responses to help inform the maintenance of the qualifications.

The incremental review which took place in 2010-2012 focused on refreshing several Units and expanding on the optionality within the frameworks.

## **2.3 Progression**

The qualifications provide candidates with the relevant mix of competences to enable entry to employment whilst at the same time allowing candidates an articulation route to degree level study.

A large number of related degree programmes are offered at a range of institutions throughout Scotland. The HNC/HNDs provide entry variously into 2nd and 3rd year of degree programmes.

Please see progression chart in Appendix 3.

## **3 Aims of the Group Award(s)**

The awards are prevocational and designed to serve employers needs in a wide range of organisations in the retail sector. The awards provide scope for candidates to develop in a variety of ways within organisations of all sizes.

### **3.1 General Aims for both awards:**

- 1 Provide a basis for future career and personal development.
- 2 Enable progression within SCQF.
- 3 Develop transferable and Core Skills.
- 4 Develop the ability to take responsibility for one's own learning.

### **3.2 Specific Aims – HNC/HND Retail Management**

#### **HNC Retail Management:**

- 5 Prepare candidates for entry to the retail industry at team leader/supervisor/manager level.
- 6 Provide underpinning knowledge and skills for relevant SVQs.
- 7 Develop skills and understanding in customer care.
- 8 Develop an understanding of the environment in which the retail sector operates.
- 9 Develop knowledge, understanding in managing, controlling and presenting stock.
- 10 Develop an understanding of the underpinning concepts of management and finance.

**Additionally the HND Retail Management will:**

- 11 develop a sound understanding of the current and future trends in the environment in which the retail sector operates and their impact on organisations
- 12 develop an understanding of corporate image and store image and their effects on store image
- 13 develop an understanding of the principles and practice of selling
- 14 broaden and deepen knowledge, understanding and skills in key areas of management, finance and marketing

**The HND can also be distinguished from the HNC in terms of the:**

- ◆ likely entry point into an organisation
- ◆ speed of progression within an organisation
- ◆ level of entry into further qualifications
- ◆ development of underpinning knowledge of relevant SVQs

### **3.3 Target groups**

The retail management programmes are suitable for a wide range of candidates including:

- ◆ School leavers
- ◆ Adult returners to education
- ◆ Candidates in employment who wish to enhance their career prospects
- ◆ Candidates who wish to start their own business and require a broad grounding in business

### **3.4 Employment opportunities**

Skillsmart Retail, the Sector Skills Council for the retail sector has been working on the development of a qualifications strategy over the last year. The current strategy, credit/ Unit based with flexible entry/exist points linked to clear career progression is highly compatible with the revised HN model in Scotland. One thread of this development has been to agree a profile of categorising expertise. This is described below and applied to the revised framework for the HNC/HND Retail Management:

**Skillsmart — Categories of Specialism**

**Retail** — specific expertise particular to the retail industry

**Professional** — also relevant to other industry sectors

**Employability** — relevant almost regardless of job role or industry sector

Unit Title	Retail Specific	Professional	Employability
Retail Environment	x		
Stock Presentation	x		
Retail Security	x		
Stock Management	x		
Retail Law	x		
Creating a Culture of Customer Care		x	
Financial Accounting Statements: An Introduction		x	
Organisation and Management		x	
Comparative Retailing	x		
Corporate/Store Image	x		
Store Design and Layout	x		
Economics 1: Micro and Macro Economic Theory and Application		x	
Marketing Practice: An Introduction		x	
Using Financial Accounting Statements		x	
Behavioural Skills for Business		x	
Consumer Behaviour and the Marketing Process		x	
Information Technology: Applications Software 1			x
Using Software Applications Packages			x
Digital Culture: Online Communication			x
Internet: Introducing e-Commerce			x
Web Design: An Introduction			x
Principles of Retail Buying	x		
Store Design and Layout	x		
Retail Location	x		
Fashion Merchandising	x		
International Retailing	x		
Physical Distribution	x		
Visual Merchandising Techniques	x		
Promotional Mix		x	
Marketing Research Applications		x	
Marketing Research Theory		x	
Marketing Planning for a Domestic Market		x	
Advertising 1: The Advertising Industry		x	
Marketing: An Introduction		x	
Communication: Analysing and Presenting Complex Communication			x

Unit Title	Retail Specific	Professional	Employability
Presentation Skills			X
Economic Issues: An Introduction		X	
Economics 2: The World Economy		X	
Preparing Financial Forecasts		X	
Statistics for Business		X	
Developing Skills for Personal Effectiveness			X
Developing the Individual Within a Team			X
Work Experience			X
Behavioural Skills for Business		X	
Employment Experience 1 & 2			X
Working within a Project Team			X
Personal Development Planning			X
Managing an Event		X	
Assessing Small Business Ventures		X	
Preparing and Presenting a Business Plan		X	
Managing a Small Business		X	
Language for Work: Basic/ Intermediate/Advanced			X
Workplace Communication in English			X
Human Resource Management Practice		X	
Grievance and Discipline Handling		X	
Training and Developing the Workforce		X	
Training Skills		X	
Introducing the Internet			X
Research Skills		X	
Managing and Working with People			X
Managing People			X
Management: Developing Self Management Skills			X

#### 4 Access to Group Award(s)

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 formal entry qualifications are specified below. They are not exhaustive or mutually exclusive and may be considered in a variety of combinations.

- ◆ Appropriate grouping of National Units
- ◆ Any 2 relevant National Courses at Higher together with 3 Standard Grade passes at 3 or above
- ◆ An SVQ at level 2 or 3 in a relevant area
- ◆ Different combinations of relevant National Qualifications, Vocational Qualifications and equivalent qualifications from other awarding bodies may also be acceptable
- ◆ 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 5.5 in IELTS.

## 5 Group Award structure

The main incremental changes within the Group Awards are:

HNC/HND frameworks have been expanded to include the following ICT Units:

- ◆ *Digital Culture: Online Communication* (F86P 34)
- ◆ *Internet: Introducing e-Commerce* (DH39 34)
- ◆ *Web Design: An Introduction* (DV5M 34)

The following Management Units have been added to both HNC/HND Retail Management frameworks:

- ◆ *Managing and Working with People* (H1F4 34)
- ◆ *Managing People* (F5GF 35)
- ◆ *Management: Developing Self Management Skills* (H1F1 34)

Depending on which Management Units are chosen, candidates may also qualify for a PDA in Management on completion of the HNC/HND Retail Management.

The following additional Optional Units have also been added to both HNC/HND Retail Management frameworks:

- ◆ *Advertising 1: The Advertising Industry* (DH4E 34)
- ◆ *Marketing: An Introduction* (F7BX 34)
- ◆ *Marketing Research Application* (FK8L 35)
- ◆ *Marketing Research Theory* (FK8M 34)
- ◆ *Fashion Merchandising* (F2HR 34)

In the HND Retail Management, the mandatory requirement for candidates to undertake an Economics Unit at SCQF Level 8 has been amended to allow candidates to complete the Unit at SCQF Level 7 **or** at SCQF Level 8. As a result, SCQF Level 8 Units have been grouped together, where candidates must complete a further number of Units at SCQF Level 8.

This change also resulted in a Group Award code change from G7NP 16.

Also in the HND *Behavioural Skills for Business* (F84L 35) has been taken out of the mandatory section and moved to an optional group.



## 5.1 Framework

### HNC Retail Management G7NN 15 (12 credits)

#### Mandatory Units: (9 credits)

Unit Title	Unit Code	SCQF level	SQA Credits
Retail Environment	HJ3F 34*	7	1
Stock Presentation	HJ3G 34*	7	1
Retail Operations	HJ3K 34*	7	2
Retail Law	HJ3H 34*	7	1
Creating a Culture of Customer Care	H1F0 34*	7	1
Financial Accounting Statements: An Introduction	F93K 34	7	1
Organisations and Management	F1MF 34	7	1
Retail Management: Graded Unit 1	DL38 34	7	1

#### Options – A further 3 credits must be achieved

#### Options:

#### Group 1 – Candidates must attain minimum 1 maximum 2 from this group:

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 1</b>			
Information Technology: Applications Software 1	D75X 34	7	1
Using Software Application Packages	D85F 34	7	1
Digital Culture: Online Communication	F86P 34	7	1
Internet: Introducing e-Commerce	DH39 34	7	1
Web Design: An Introduction	H383 34*	7	1
Digital Imaging	FD69 34	7	1
Or			
Digital Skills	H9DE 34	7	1

#### Group 2 – Candidates must attain minimum 0 maximum 2 SQA credits from the following group of options:

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 2</b>			
Big Data	H8W8 34	7	1
Principles of Retail Buying	HJ3L 34*	7	2
Comparative Retailing	DL2T 35	8	1
Retail Corporate Image	HJ3N 35*	8	1
Store Design	HJ3T 35*	8	2
Retail Location (finishing 31/07/2017)	DL33 34	7	1
Fashion Merchandising	HJ3M 34*	7	2
International Retailing	HJ3P 35*	8	1

Principles and Practices of Selling	DG6W 34	7	1
-------------------------------------	---------	---	---

\*Refer to History of Changes for revision changes.

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Option group 2 (continued)</b>			
Physical Distribution (finishing 31/07/2017)	DL2Y 34	7	1
Visual Merchandising	HJ3J 34*	7	1
Marketing Practice: An Introduction	DG6V 34	7	1
Promotional Mix	DG6K 34	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	7	1
Marketing Research Applications	FK8L 35*	8	1
Marketing Research Theory	HH9T 34*	7	1
Marketing Planning for a Domestic Market	DG6P 35	8	2
Marketing: An Introduction	F7BX 34	7	1
Communication: Business Communication*	H7TK 34*	7	1
Economic Issues: An Introduction	F7J8 34*	7	1
Economics 1: Micro and Macro Theory and Application	F7J6 35*	8	1
Economics 2: The World Economy	F86E 35*	8	1
Preparing Financial Forecasts	F84R 35*	8	1
Statistics for Business	F84K 35*	8	1
Using Financial Accounting Statements	F93H 34*	7	1
Behavioural Skills for Business	F84L 35*	8	1
Working within a Project Team	DH21 34	7	1
Personal Development Planning	DE3R 34	7	1
Managing an Event	H91M 35*	8	2
Assessing Small Business Ventures	A6HE 35	8	2
Preparing a Formal Business Plan*	H7V5 34*	7	2
Managing Information Systems to Develop a Small Business	H544 35*	8	2
Workplace Communication in English	H8T2 33*	6	1
Human Resource Management Practice	A6HA 35	8	2
Grievance and Discipline Handling	D4XF 35	8	1
Continuous Workforce Development	HA13 34*	7	2
Training Skills	A78F 34	7	1
Introducing the Internet	D4F9 33	6	1
Preparing to Start a Business	H7V4 34*	7	1
Research Skills	F60A 34*	7	1
Introduction to Operations Management	A6H3 34	7	1
Business Culture and Strategy	F7J7 35*	8	2
Human Resource Management: Introduction	H1KP 34*	7	1
Personal Enterprise Skills	F3HT 34*	7	1
ESOL for Work: Advanced Operational	F1HW 34*	7	3
Recruitment, Selection and Induction	H1XK 34*	7	1
Individual Employee Relations: Practice	H29W 34*	7	1
Work Placement	HJ4W 34*	7	1
Presentation Skills	HH85 35*	8	1

\*Refer to History of Changes for revision changes.

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Option group 2 (continued)</b>			
Advertising: The Advertising Industry	HK55 34*	7	1
Managing People	F5GF 35	8	2
Digital Marketing Communications: An Introduction	FK93 34*	7	1
Management: Developing Self Management Skills	H1F1 34*	7	1
Managing and Working with People	H1F4 34*	7	2
<b>Option group 3 — up to 1 SQA credit from the following:</b>			
Developing Skills for Personal Effectiveness	DF4D 33	6	1
Developing Skills for Personal Effectiveness	DF4E 34	7	1
Developing Skills for Personal Effectiveness	DF4F 35	8	1
<b>Option group 4 — up to 1 SQA credit from the following:</b>			
Developing the Individual within a Team	F870 34*	7	1
Developing the Individual within a Team	F86Y 35*	8	1
<b>Option group 5 — up to 1 SQA credit from the following:</b>			
Employment Experience 1	D7HJ 34	7	1
Employment Experience 2	D77H 34	7	1
<b>Option group 6 up to 3 SQA credits from the following:</b>			
Work Role Effectiveness (2003)	DG6E 34	7	3
Work Role Effectiveness (2003)	DG6G 35	8	3
<b>Option group 7 — Languages</b>			
Unit Title	Unit Code	SCQF level	SQA Credits
<b>up to 2 SQA credits from the following:</b>			
Communication in French: Basic Operational Reading and Writing Skills	F2F9 33	6	1
Communication in French: Basic Operational Speaking and Listening Skills	F20P 33	6	1
Communication in Gaelic: Basic Operational Reading and Writing Skills	F2FA 33	6	1
Communication in Gaelic: Basic Operational Speaking and Listening Skills	F20R 33	6	1
Communication in German: Basic Operational Reading and Writing Skills	F2FB 33	6	1
Communication in German: Basic Operational Speaking and Listening Skills	F20S 33	6	1
Communication in Italian: Basic Operational Reading and Writing Skills	F2FC 33	6	1
Communication in Italian: Basic Operational Speaking and Listening Skills	F20T 33	6	1
Communication in Spanish: Basic Operational Reading and Writing Skills	F2FE 33	6	1
Communication in Spanish: Basic Operational Speaking and Listening Skills	F20W 33	6	1

\*Refer to History of Changes for revision changes.

## HND Retail Management GE3H 16 (30 credits)

### Mandatory Units: (19 credits)

Unit Title	Unit Code	SCQF level	SQA Credits
Retail Environment	HJ3F 34*	7	1
Stock Presentation	HJ3G 34*	7	1
Retail Operations	HJ3K 34*	7	2
Retail Law	HJ3H 34*	7	1
Creating a Culture of Customer Care	H1F0 34*	7	1
Comparative Retailing	DL2T 35	8	1
Retail Corporate Image	HJ3N 35*	8	1
Store Design	HJ3T 35*	8	2
Marketing Practice: An Introduction	DG6V 34	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	7	1
Principles and Practices of Selling	DG6W 34	7	1
Retail Management: Graded Unit 1	DL38 34	7	1
Retail Management: Graded Unit 2	DL39 35	8	2
Using Financial Accounting Statements	F93H 34	7	1
Financial Accounting Statements: An Introduction	F93K 34	7	1
Organisations and Management	F1MF 34	7	1

### Limited Options:

**Economics – Candidates must attain 1 SQA Credit from Limited Optional Group:**

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Limited Optional Group</b>			
Economics 1: Micro and Macro Economic Theory and Application**	F7J6 35	8	1
Economic Issues: An Introduction	F7J8 34	7	1

**Options – A further 10 credits must be achieved.**

**ICT Units – Candidates must attain minimum 1 maximum 2 SQA from the following group of options:**

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 1</b>			
Information Technology: Applications Software 1	D75X 34	7	1
Using Software Application Packages	D85F 34	7	1
Digital Culture: Online Communication	F86P 34	7	1
Internet: Introducing e-Commerce	DH39 34	7	1
Web Design: An Introduction	H383 34*	7	1

Digital Imaging	FD69 34	7	1
Or Digital Skills	H9DE 34	7	1

\*Refer to History of Changes for revision changes.

**Candidates must attain between 2 and 9 SQA Credits from the following group of options:**

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 2</b>			
Behavioural Skills for Business	F84L 35	8	1
Managing People	F5GF 35	8	2
Developing Skills for Personal Effectiveness	DF4F 35	8	1
International Retailing	HJ3P 35*	8	1
Marketing Research Applications	FK8L 35	8	1
Marketing Planning for a Domestic Market	DG6P 35	8	2
Preparing Financial Forecasts	F84R 35	8	1
Statistics for Business	F84K 35	8	1
Managing an Event	H91M 35*	8	2
Assessing Small Business Ventures	A6HE 35	8	2
Managing Information Systems to Develop a Small Business*	H544 35*	8	2
Human Resource Management Practice	A6HA 35	8	2
Grievance and Discipline Handling	D4XF 35	8	1
Business Culture and Strategy	F7J7 35	8	2
Presentation Skills	HH85 35*	8	1
Economics 2: The World Economy	F86E 35	8	1
Work Role Effectiveness (2003)	DG6G 35**	8	3
Developing the Individual within a Team	F86Y 35**	8	1
Economics 1: Micro and Macro Economic Theory and Application	F7J6 35**	8	1

**Candidates may attain up to 7 SQA credits from the following group of Units:**

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 3 – up to 7 credits from the following:</b>			
Big Data	H8W8 34	7	1
Principles of Retail Buying	HJ3L 34*	7	2
Retail Location (finishing 31/07/2017)	DL33 34	7	1
Physical Distribution (finishing 31/07/2017)	DL2Y 34	7	1
Visual Merchandising	HJ3J 34*	7	1
Promotional Mix	DG6K 34	7	1
Communication: Business Communication*	H7TK 34*	7	1
Working within a Project Team	DH21 34	7	1
Personal Development Planning	DE3R 34	7	1
Preparing a Formal Business Plan*	H7V5 34*	7	2
Workplace Communication in English	H8T2 33*	6	1
Continuous Workforce Development	HA13 34*	7	2

\*Refer to History of Changes for revision changes.

\*\*Unit can **ONLY** be counted once.

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 3 – (cont)</b>			
Training Skills	A78F 34	7	1
Introducing the Internet	D4F9 33	6	1
Research Skills	F60A 34*	7	1
Getting Started in Business	DK2K 34*	7	1
Introduction to Operations Management	A6H3 34	7	1
Human Resource Management: Introduction	H1KP 34*	7	1
Recruitment, Selection and Induction	H1XK 34*	7	1
Individual Employee Relations: Practice	H29W 34*	7	1
Advertising: The Advertising Industry	HK55 34*	7	1
Marketing: An Introduction	F7BX 34	7	1
Management: Developing Self Management Skills	H1F1 34*	7	1
Managing and Working with People	H1F4 34*	7	2
Marketing Research Theory	HH9T 34*	7	1
Fashion Merchandising	HJ3M 34*	7	2
Personal Enterprise Skills	F3HT 34	7	1
Digital Marketing Communications: An Introduction	FK93 34*	7	1

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 4 —up to 3 SQA credits from the following:</b>			
Work Role Effectiveness (2003)	DG6E 34**	7	3
Work Role Effectiveness (2003)	DG6G 35**	8	3
Work Placement	HJ4W 34*	7	1
<b>Group 5—up to 1 SQA credit from the following:</b>			
Developing Skills for Personal Effectiveness	DF4D 33	6	1
Developing Skills for Personal Effectiveness	DF4E 34	7	1
Developing Skills for Personal Effectiveness	DF4F 35	8	1
<b>Group 6 — up to 1 SQA credit from the following:</b>			
Developing the Individual within a Team	F870 34	7	1
Developing the Individual within a Team	F86Y 35	8	1
<b>Group 7 — up to 1 SQA credit from the following:</b>			
Employment Experience 1	D7HJ 34	7	1
Employment Experience 2	D77H 34	7	1

\*Refer to History of Changes for revision changes.

\*\*Units can **ONLY** be counted once.

Unit Title	Unit Code	SCQF level	SQA Credits
<b>Group 8 – Languages:</b>			
<b>Limited option – up to 3 credits</b>			
ESOL for Work: Advanced Operational	F1HW 34	7	3
<b>Limited option – up to 3 credits</b>			
Communication in French: Basic Operational Reading and Writing Skills	F2F9 33	6	1
Communication in French: Basic Operational Speaking and Listening Skills	F20P 33	6	1
French for Work: Basic Operational	FOHW 33	6	3
French for Work: Intermediate Operational	FOHX33	6	3
French for Work: Advanced Operational	FOJ3 34	7	3
<b>Limited option – up to 3 credits</b>			
Communication in Gaelic: Basic Operational Reading and Writing Skills	F2FA 33	6	1
Communication in Gaelic: Basic Operational Speaking and Listening Skills	F20R 33	6	1
Gaelic for Work: Basic Operational	FOHV 33	6	3
Gaelic for Work: Intermediate Operational	FOHY 33	6	3
Gaelic for Work: Advanced Operational	FOJ4 34	7	3
<b>Limited option – up to 3 credits</b>			
Communication in German: Basic Operational Reading and Writing Skills	F2FB 33	6	1
Communication in German: Basic Operational Speaking and Listening Skills	F20S 33	6	1
German for Work: Basic Operational	FOHT 33	6	3
German for Work: Intermediate Operational	FOJ0 33	6	3
German for Work: Advanced Operational	FOJ5 34	7	3
<b>Limited option – up to 3 credits</b>			
Communication in Italian: Basic Operational Reading and Writing Skills	F2FC 33	6	1
Communication in Italian: Basic Operational Speaking and Listening Skills	F20T 33	6	1
Italian for Work: Basic Operational	FOHS 33	6	3
Italian for Work: Intermediate Operational	FOJ1 33	6	3
Italian for Work: Advanced Operational	FOJ8 34	7	3
<b>Limited option – up to 3 credits</b>			
Communication in Spanish: Basic Operational Reading and Writing Skills	F2FE 33	6	1
Communication in Spanish: Basic Operational Speaking and Listening Skills	F20W 33	6	1
Spanish for Work: Basic Operational	FOHR 33	6	3
Spanish for Work: Intermediate Operational	FOJ2 33	6	3
Spanish for Work: Advanced Operational	FOJ9 34	7	3



## 5.2 Mapping information

### General and specific aims linked with individual Units

The following table identifies how these aims are met by individual units:

Unit	Objectives
Retail Environment	5,6,8
Stock Presentation	5,6,9
Retail Security	5,6,8
Stock Management	5,6,9
Retail Law	5,6,8
Creating a Culture of Customer Care	5,6,7
Financial Accounting Statements: An Introduction	5,10
Organisation and Management	5,10
Comparative Retailing	5,11
Corporate/Store Image	5, 12
Store Design and Layout	5,11,12
Economics 1: Micro and Macro Economic Theory and Application	5,11
Economic Issues: An Introduction	5, 11
Marketing Practice: An Introduction	5,14
Using Financial Accounting Statements	5,14
Behavioural Skills for Business	5,14
Consumer Behaviour and the Marketing Process	5,14
Principles and Practice of Selling	5,13
Graded Units	3,4
Information Technology: Applications Software 1	3
Using Software Applications Packages	3
Digital Culture: Online Communication	3
Internet: Introducing e-Commerce	3
Web Design: An Introduction	3
Communication: Analysing and Presenting Complex Communication	3
Presentation Skills	3,5
Developing Skills for Personal Effectiveness	3,5
Developing the Individual Within a Team	3,5
Work Experience	4,5
Working within a Project Team	3
Personal Development Planning	4

Note: General aims 1 and 2 are met by the whole Group Award rather than specific units.

## 5.3 Articulation, professional recognition and credit transfer

### Graded Units

The purpose of the Graded Units in the qualifications is to assess the candidate's ability to integrate and apply the knowledge and/or skills gained in the individual units in order to demonstrate that they have achieved the principal aims of the qualifications.

To achieve the HNC Retail Management award, candidates are required to complete one single credit Graded Unit at SCQF level 7. To achieve the HND Retail Management award candidates are required to complete one double credit Graded Unit at SCQF level 8, in addition to the Graded Unit at SCQF level 7.

A project based Graded Unit will 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.

Projects were chosen in preference to examinations for both the single credit HNC Graded Unit and the double credit HND Graded Unit as it was felt that a project was more appropriate for testing candidate's understanding of the award's principal aims, and also would better prepare the candidates for employment or further study.

The single credit Graded Unit for the HNC will be assessed by means of a case study, which will be based on a realistic retail business model, therefore allowing candidates the opportunity to display their knowledge and skills over as wide a range of units, as they feel appropriate to cover, but which must include a minimum of three of the mandatory units.

It will also allow them to develop transferable skills, such as planning, researching executing and evaluating the given task. An additional benefit of this method of assessment is that it does not place time restrictions on candidates, who wish to develop their responses in greater depth.

At HND level, one double credit Graded Unit was chosen, in preference to two single ones. This choice allows for greater continuity of study, and offers candidates the challenge of researching, developing and evaluating an extended piece of work. It also eliminates any duplication of generic processes in planning and evaluation arising from completion of two single credit units.

As with the HNC Graded Unit case study, candidates do not experience the time constraints associated with examinations, and can devote as much time as they wish to develop their investigation topic and to integrate information from across a minimum of three Units.

## Core Skills Development

The recommended HNC/HND Core Skills entry and exit profile is detailed below:

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

This profile was derived from consultation responses and relevant Modern Apprenticeship frameworks.

*Communication and Information and Communication Technology* Core Skills will be automatically certificated by the generic IT and Communication Units in the limited option section or option section as they have all been audited and successfully validated as carrying the Core Skills involved.

Developing skills for Personal Effectiveness provides automatic certification of *Problem Solving* at SCQF level 6 and Developing the Individual Within a Team does likewise for *Working with Others*.

The Retail Management Graded Unit 1 gives automatic certification of *Problem Solving* at SCQF level 5.

The revised *Work Experience Unit* (DV0M 34) gives automatic certification of *Problem Solving* at SCQF level 6.

Presentation Skills gives automatic certification of Problem Solving at SCQF level 6.

*Appendix 1 provides further detail on possibilities for Core Skills development through Units on the awards.*

## 6 Approaches to delivery and assessment

### 6.1 Context and content

The HNC/HND awards in Retail Management are designed for candidates who want to enter into positions in a wide range of retail organisations at an operational, supervisory/team leader or managerial level. All the awards have a heavy focus on customer service and retail specific knowledge, understanding and skills. Practical skills are developed in realistic business scenarios relevant to the sector. The Group Awards will also prepare candidates for progression to a range of further programmes of study either in higher education or occupational qualifications in the workplace.

### 6.2 Delivery and assessment

The design principles for HN have encouraged a more holistic approach to assessment and this has been adopted in the Group Awards. The HN specification places emphasis on assessing the whole Outcome or combination of Outcomes rather than individual Performance Criteria. Some of the units assess across the whole Unit. The Unit specification allows the use of sampling of knowledge and/or skills. This has reduced the assessment loading for both candidates and centres.

The Graded Units bring with them a level of integration and synthesis. The appendix illustrates the wide range of assessment methodologies adopted in individual units. This reflects a very varied mix across the awards and provides for a feature candidates generally comment favourably upon.

There are delivery and assessment integration opportunities between units within the award, for example:

Unit Title(s)	Integration Opportunity
Stock Presentation	Store Design and Layout (calculations) Visual Merchandising
Retail Security	Stock Management (stock reconciliation/security aspect)
Store Design and Layout	Retail Environment, Store Layout and Design (design/image)
Retail Location <i>and</i> Stock Presentation	Consumer Behaviour and the Marketing Process
Fashion Merchandising	Managing an Event
Comparative Retailing	Retail Environment
Principles and Practices of Selling	Marketing Practice: An Introduction

### 6.3 Reassessment

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 verification. 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 reassessment
- ◆ 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.

#### **Developing alternative assessments**

The design of the original assessments inform the reassessment 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 reassessment purposes.

Assessment writers should refer to the Unit specification and where available the assessment exemplar 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.

#### **Reassessment of Graded Units**

Reassessment of a project-based Graded Unit would normally be based on an alternative assessment task. For the latter, centres would be encouraged to set the parameters at the start of the project giving details of the draft submission date and final submission date. 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 and the Assessment Exemplar gives additional guidance.

## 6.4 Prior verification of Unit assessments

SQA will produce Assessment Exemplars for high uptake Units including Graded Units and these can normally be used as Instruments of Assessment provided that centres ensure the integrity of the assessment in the first and subsequent years of use and between centres. These can be downloaded from our secure website and we anticipate that centres will, from now on, make full use of them. However, if centres wish to amend these exemplars or create their own assessment instruments you may wish to have these instruments prior moderated before use. While it is not mandatory that prior verification takes place, we strongly recommend that centres do take advantage of this service with any new Instruments of Assessment, particularly for Graded Units, that are devised.

## 6.5 Articulation, professional recognition and credit transfer

Candidates may be given credit transfer between HN Units (developed using 1988 design principles) and the revised HN Units (developed using 2003 design principles). There is no transition framework for the HND in Retail Management but candidates can be given credit transfer for individual 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 predecessor Units and revised HN Units must still satisfy all other conditions of the revised HNC in Retail Management and HND in Retail Management including the mandatory Units, Graded Units and the correct number of credits at the correct SCQF level.

The following table lists where full or partial credit transfer can be given between predecessor Units and revised Units.

## 6.6 Credit transfer table

<b>Current Unit title</b>	<b>Predecessor Unit title</b>	<b>Credit transfer conditions</b>
Retail Law	Retail Law	Full Transfer
Fashion Merchandising	Fashion Merchandising	Full Transfer
International Retailing	International Retailing	Full Transfer
Stock Management	Stock Management	Full Transfer
Corporate Store Image	Corporate Store Image	Full Transfer
Retail Security	Retail Security	Full Transfer
Physical Distribution	Physical Distribution	Full Transfer (From 2 credits to 1 credit)
Visual Merchandising Techniques	Visual Merchandise Practice	Full Transfer
Principles of Retail Buying	Retail Purchasing Operations	Full transfer
Stock Presentation	Stock Presentation	Full Transfer
Retail Location	Retail Location	Full Transfer
Retail Environment	Retail Environment	Full Transfer
Store Design and Layout	Store Design and Layout	Full Transfer
Comparative Retailing	Comparative Retailing	Full Transfer

## 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](http://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](http://www.sqa.org.uk)).

## 8 General information for candidates

The awards are designed to prepare you for a range of positions in a broad spectrum of retail organisations. Retail is an important and growing industry in Scotland and the UK and career opportunities are wide and varied. The HNC/HNDs have a heavy emphasis on customer service. The assessments in the awards are varied with much project work, investigative activity and practical activity involved. The course will allow you to:

- ◆ Develop skills and understanding in customer care
- ◆ Develop an understanding of the environment in which the retail sector operates
- ◆ Develop knowledge, understanding in managing, controlling and presenting stock
- ◆ Develop an understanding of the underpinning concepts of management and finance

Additionally the HND Retail Management will:

- ◆ Develop a sound understanding of the current and future trends in the environment in which the retail sector operates and their impact on organisations
- ◆ Develop an understanding of corporate image and store image and their effects on store image
- ◆ Develop an understanding of the principles and practice of selling
- ◆ Broaden and deepen knowledge, understanding and skills in key areas of management, finance and marketing

If you intend going onto degree level studies it is recommended that you seek advice on the most appropriate option choices.

## 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](http://www.scqf.org.uk)

**SCQF credit points:** One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

**SCQF levels:** The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

**Subject Unit:** Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

**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 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.

**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: Core Skill development and signposting

Appendix 2: Exemplar Delivery Schedule

Appendix 3 – Progression Chart

## Appendix 1: Core Skills development and signposting

The following Units are automatically certificated for Core Skills:

Unit Title	Unit Code	Core Skill Certificated
Information Technology: Applications Software 1	D75X 34	Using Information Technology at SCQF level 6
Using Software Applications Packages	D85F 34	Using Information Technology at SCQF level 5
Developing the Individual Within a Team	DF46 35/ F86Y 35	Working with Others at SCQF level 6
Developing the Individual Within a Team	DF45 34/ F870 34	Working with Others at SCQF level 6
Communication: Analysing and Presenting Complex Communication	DE3N 34	Communication at SCQF level 6
Developing Skills for Personal Effectiveness	DF4F 35	Problem Solving at SCQF level 6
Developing Skills for Personal Effectiveness	DF4E 34	Problem Solving at SCQF level 6
Developing Skills for Personal Effectiveness	DF4D 33	Problem Solving at SCQF level 5
Retail Management: Graded Unit 1	DL38 34	Problem Solving at SCQF level 5
Working within a Project Team	DH21 34	Working with Others at SCQF level 6 Communication at SCQF level 6
Work Experience	DV0M 34	Problem Solving at SCQF level 6
Employment Experience 1	D7HJ 34	Working with Others at SCQF level 5
Employment Experience 2	D77H 35	Working with Others at SCQF level 6

The table overleaf details where there are opportunities for developing Core Skills within Retail Management Units and some optional Units in the frameworks.

## Appendix 1: Core Skills development and signposting (cont)

### Core Skills Mapping of the Group Award: HNC/HND Retail Management (HNC/HND mandatory Units and Retail Specific Units)

Code	Title	Communication			Using Number		ICT	Problem Solving			WWO
		Written (Reading)	Written (Writing)	Oral	Using Graphical Information	Using Numbers		Critical Thinking	Planning and Organising	Reviewing and Evaluating	
DL31 34	Retail Environment	x	x	x	x	x	x	x	x	x	
DL36 34	Stock Presentation	x	x	x	x	x	x	x	x	x	
DL34 34	Retail Security	x	x		x	x	x	x	x	x	
DL35 34	Stock Management	x	x	x	x	x	x	x	x	x	
DL32 34	Retail Law	x	x					x	x	x	
H1F0 34	Creating a Culture of Customer Care			x				x		x	
F93K 34	Financial Accounting Statements: An Introduction					E5					
DL2T 35	Comparative Retailing	x	x		x	x	x	x	x	x	
DL2V 35	Corporate Store Image	x	x		x	x	x	x	x	x	
DL37 35	Store Design and Layout	x	x		x	x	x	x	x	x	
DG6W 34	Principles and Practices of Selling	x	x	x		x	x	x	x	x	x
F84L 35	Behavioural Skills for Business	S6	S6	S6				S6	S6	S6	
DL39 35	Retail Management: Graded Unit 2 (HND)	x	x	x		x	x	E6	x	E6	x

## Appendix 1: Core Skills development and signposting (cont)

Code	Title	Communication			Using Number		ICT	Problem Solving			WVO
		Written (Reading)	Written (Writing)	Oral	Using Graphical Information	Using Number		Critical Thinking	Planning and Organising	Reviewing and Evaluating	
DL30 34	Principles of Retail Buying	x	x		x	x	x	x	x	x	
DL37 35	Store Design and Layout	x	x	x		x	x	x	x	x	x
DL2W 34	Fashion Merchandising	x	x	x		x	x	x	x	x	x
DL2X 35	International Retailing	x	x		x		x	x	x	x	
DL2R 34	Visual Merchandising Techniques	x	x		x		x	x	x	x	
F7J7 35	Business Culture and Strategy	S6	S6	S6				S6	S6	S6	
F7J8 34	Economic Issues: An Introduction	S6	S6	S6				S5	S5	S5	
F7J6 35	Economics 1: Micro and Macro Theory and Application	S6	S6				S6				
F86E 35	Economics 2: The World Economy	S6	S6	S6			S5	S6	S6	S6	
F84R 35	Preparing Financial Forecasts					S6		S5			
F84K 35	Statistics for Business				E6	E6	S5				

S = Signposted

X = Opportunities to develop

E = Embedded

5/6 = SCQF Level

## Appendix 2: Exemplar Delivery Schedule – Example 1

YEAR 1				YEAR 2			
Semester 1		Semester 2		Semester 1		Semester 2	
Unit	Credit	Unit	Credit	Unit	Credit	Unit	Credit
<b>Mandatory:</b> Retail Environment	1	<b>Mandatory:</b> Retail Law	1	<b>Mandatory:</b> Corporate Store Image	1	<b>Mandatory:</b> Comparative Retailing	1
<b>Mandatory:</b> Stock Management	1	<b>Mandatory:</b> Retail Security	1	<b>Mandatory:</b> Store Design and Layout	2	<b>Mandatory:</b> Behavioural Skills for Business	1
<b>Mandatory:</b> Financial Accounting Statements: An Introduction	1	<b>Mandatory:</b> Organisation and Management	1	<b>Mandatory:</b> Economics 1: Micro and Macro Theory and Application / Economic Issues: An Introduction	1	<b>Mandatory:</b> Financial Accounting Statements: An Introduction	1
<b>Mandatory:</b> Stock Presentation	1	<b>Mandatory:</b> Graded Unit 1	1	<b>Mandatory:</b> Marketing Practice: An Introduction	1	<b>Mandatory:</b> Principles and Practice of Selling	1
<b>Mandatory:</b> Creating a Culture of Customer Care	1	<b>Option 3</b>	1	<b>Mandatory:</b> Consumer Behaviour and the Marketing Process	1	<b>Mandatory:</b> Graded Unit	2
<b>Limited option</b> Using Software Applications Packages	1	<b>Option 4</b>	1	<b>Option 1</b>	1	<b>Option 3</b>	1
<b>Option 1</b>	1	<b>Option 5</b>	1	<b>Option 2</b>	1		
<b>Option 2</b>	1						

## Appendix 2: Exemplar Delivery Schedule – Example 2

HNC Retail Management (Year 1)			HND Retail Management (Year 2)		
Block 1	Block 2	Block 3	Block 1	Block 2	Block 3
<b>Mandatory</b> Retail Environment (1 credit)	<b>Mandatory</b> Stock Presentation (1 credit)	<b>Mandatory</b> Organisation and Management (1 credit)	<b>Mandatory</b> Corporate Store Image (1 credit)	<b>Mandatory</b> Store Design and Layout (2 credit)	<b>Store design contd.</b>
<b>Mandatory</b> Stock Management (1 credit)	<b>Mandatory</b> Retail Security (1 credit)	<b>Mandatory</b> Creating a Culture of Customer Care (1 credit)	<b>Mandatory</b> Consumer Behaviour and the Marketing process (1 credit)	<b>Mandatory</b> Comparative Retailing (1 credit)	<b>Mandatory</b> Using Financial Accounting Statements (1 credit)
<b>Mandatory</b> Financial Accounting Statements: An Introduction (1 credit)	<b>Mandatory</b> Retail Law (1 credit)	<b>Mandatory</b> Graded Unit 1 (1 credit)	<b>Mandatory</b> Economics 1: Micro and Macro Theory and Applications / Economic Issues: An Introduction (1 credit)	<b>Mandatory</b> Graded Unit 2 (2 credits)	<b>Graded Unit contd.</b>
<b>Option 1</b> (1 credit)	<b>Option 3</b> (2 credits)	<b>Option 3 contd.</b>	<b>Mandatory</b> Principles and Practices of Selling (1 credit)	<b>Option 5</b> (2 credits)	<b>Option 5 contd.</b>
<b>Option 2</b> (1 credit)	<b>Limited Option</b> (1 credit)	<b>Option 4</b> (1 credit)	<b>Mandatory</b> Behavioural Skills for Business (1 credit)	<b>Option 6</b> (2 credits)	<b>Option 6 contd.</b>

## Appendix 3: Progression Chart

### Current SQA qualifications in Retail

SCQF* Level	SQA National Units Courses and Group Awards	Higher Education	Scottish Vocational Qualifications (SVQs)	SCQF* level
12				12
11				11
10				10
9				9
8		HND in Retail Management		8
7		HNC in Retail Management		7
6			SVQ 3 Retail (Visual Merchandising) SVQ 3 Retail (Sales Professional) SVQ 3 Retail (Management)	6
5	Intermediate 2 Skills for Work Retailing National Certificate in Retailing		SVQ 2 Retail Skills	5
4			SVQ 1 Retail Skills	4
3				3
2				2
1				1

*\*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*