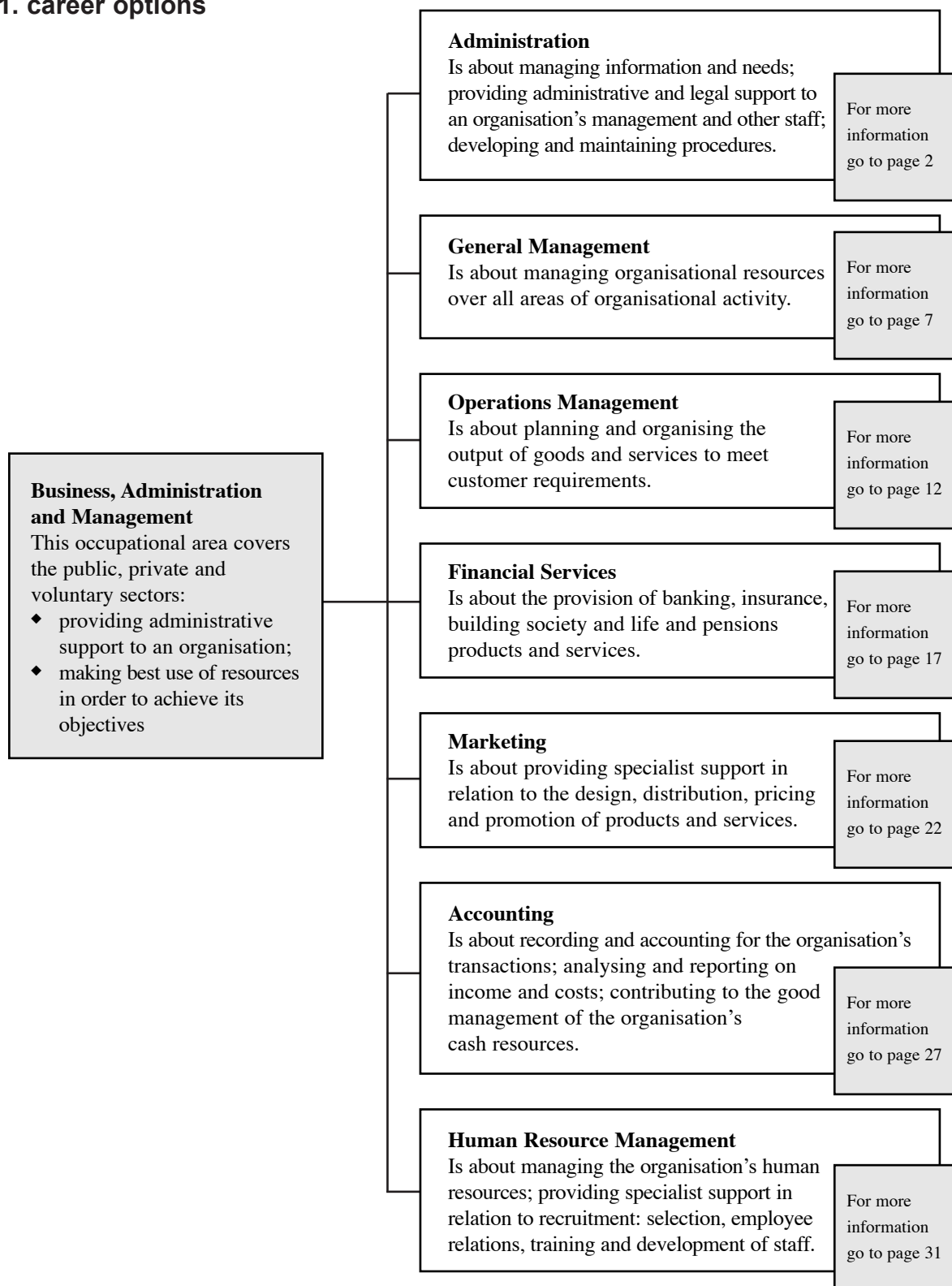


Business, Administration and Management

1. career options

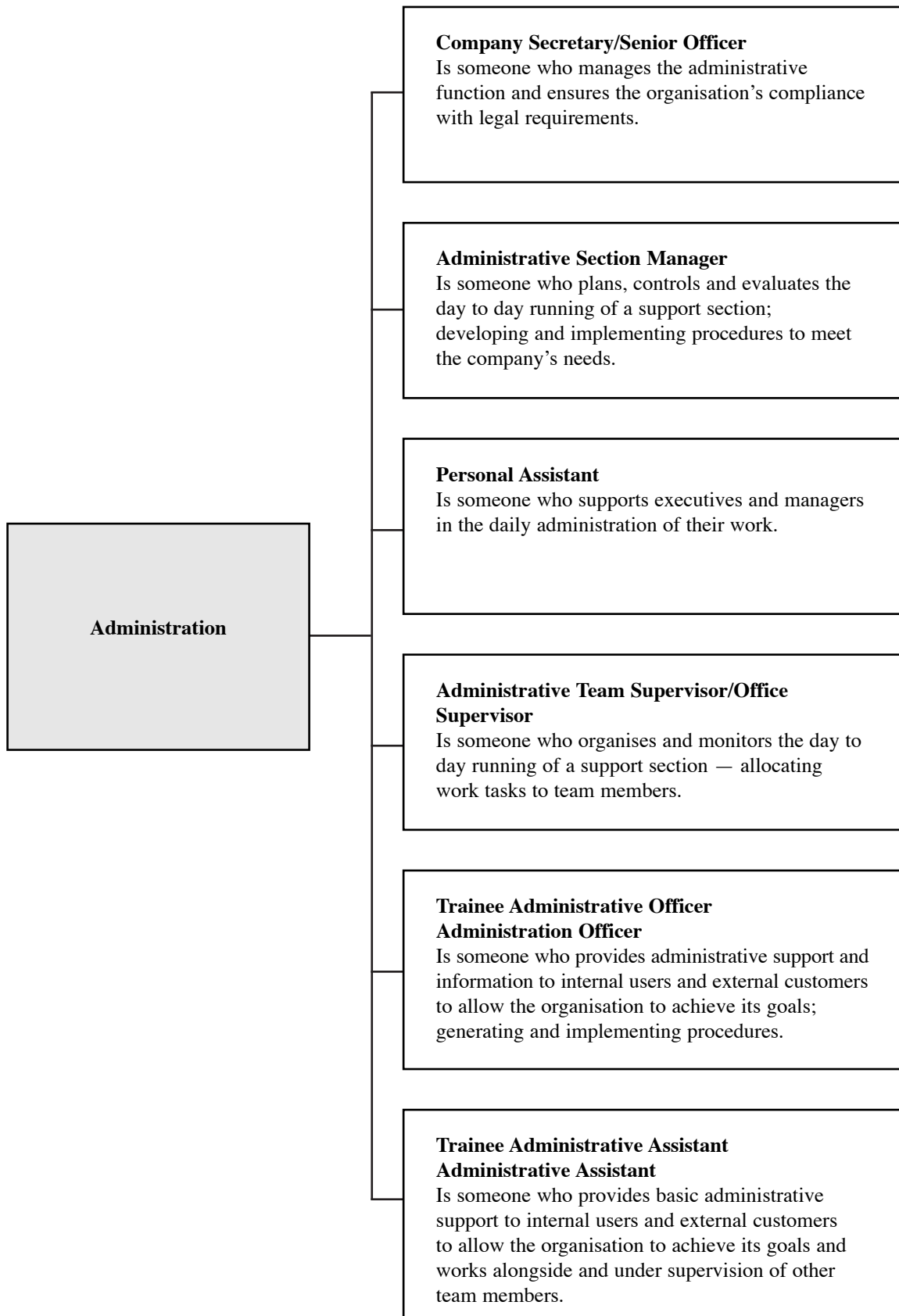


Other career areas related to Business, Administration and Management include:

2. Arts and Social Sciences
5. Communication and Media (Advertising, Public Relations and Marketing)
6. Computing and IT
17. Retail and Distribution

Administration

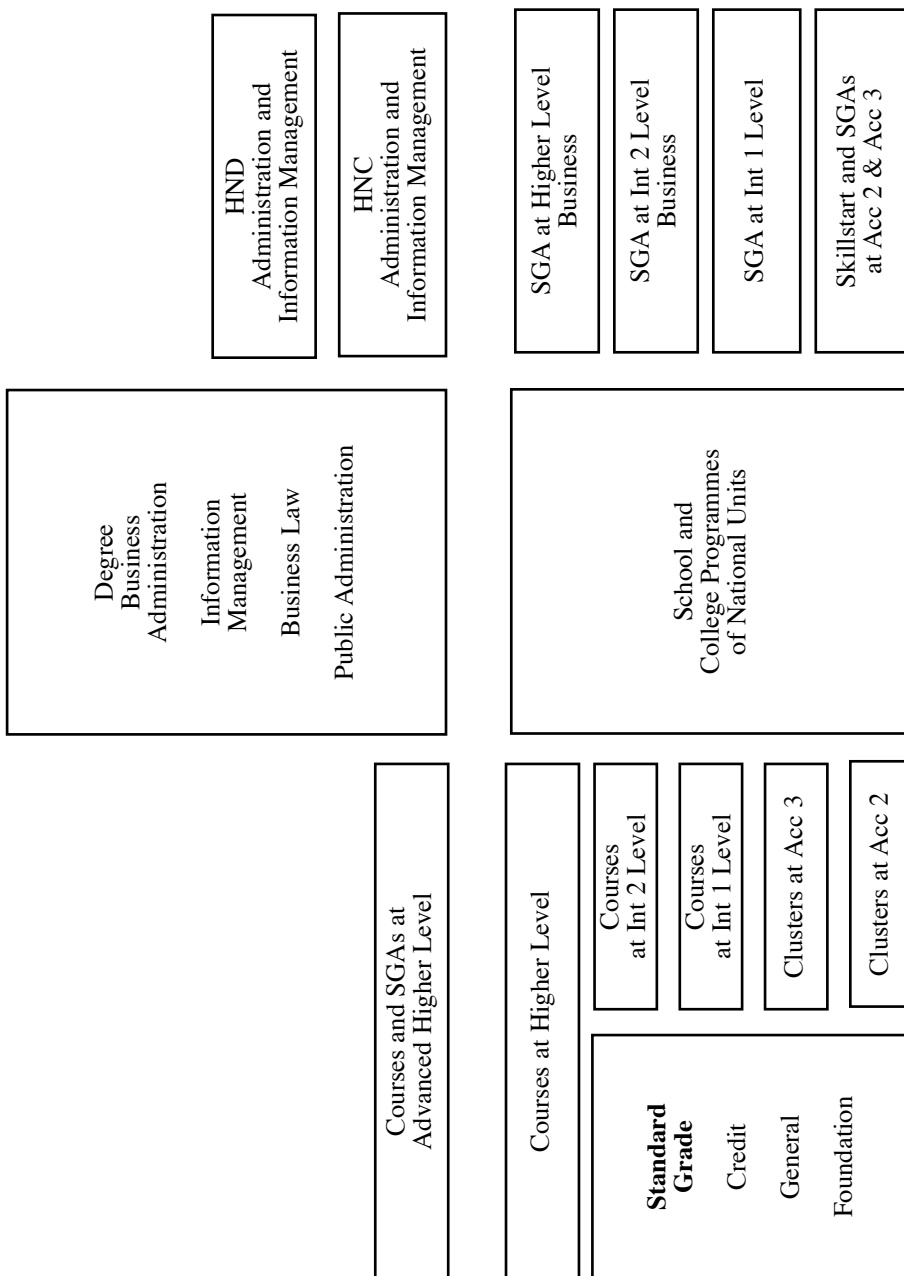
2. jobs and careers



Administration

3: qualifications and jobs

School, Further and Higher Education Qualification awards



This diagram outlines the main qualifications in the Administration area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another, eg from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

The job titles are generic — they may vary from organisation to organisation and sector to sector. In particular the degree and range of responsibilities carried by staff with the job title, administrative officer or assistant; is likely to vary a great deal between organisations.

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

Administration

4. qualifications

HND

Administration and Information Management
Administration Management
Business Administration
Business Administration with Gaelic
Business Studies
Information Technology and Business Administration
Legal Services

HNC

Administration and Information Management
Administration Management
Business Administration — Business Studies
Business Administration with Gaelic
Business Studies
Call Centre Administration
Information Technology and Business Administration
Legal Services
Public Administration

PDA

Diploma

Management

Adv Certificate

Medical Administration

Certificate

Call Centre Operations

Introductory Call Centre Skills

Learning Centre Operations

Medical Administration

Public Sector Management

SGA

Adv Higher

Business

Higher

Business

Business: Retail and Distribution

Int 2

Business

GSVQ III

Business (with optional modules in Administration and Information Processing)

GSVQ II

Business (with optional modules in Administration and Information Processing)

National Course

Adv Higher

Administration

Business Management

Higher

Administration

Business Management

Int 2

Administration

Business Management

Int 1

Administration

Business Management

Acc 3

Business Cluster

Acc 2

Business Cluster

Standard Grade

Business Management

Office and Information Studies

NC Cluster

Office and Administration Skills (levels 1 and 2)

SVQ 5

Management

SVQ 4

Administration

Management

SVQ 3

Administration

Management

SVQ 2

Administration

SVQ 1

Administration

Administration

5. notes on entry to jobs and careers

Entry routes

- ◆ **School leavers** — with no formal qualifications may find employment as trainee administrative assistant. They may then be able to take SVQs in Administration.

Those who wish to continue their studies have a choice of FE or HE qualifications.

- ◆ **Adult entry** — organisations take into account relevant work experience when considering applications from adults. Those with previous experience may need further training because of the pace of change in office and information technology.

There are a range of part-time courses available for people in employment. These lead to HN qualifications, Degrees and Professional Institute Qualifications.

SVQ access

SVQs are usually for those in employment, although most colleges also offer SVQs at levels 1 to 3 (some to level 4).

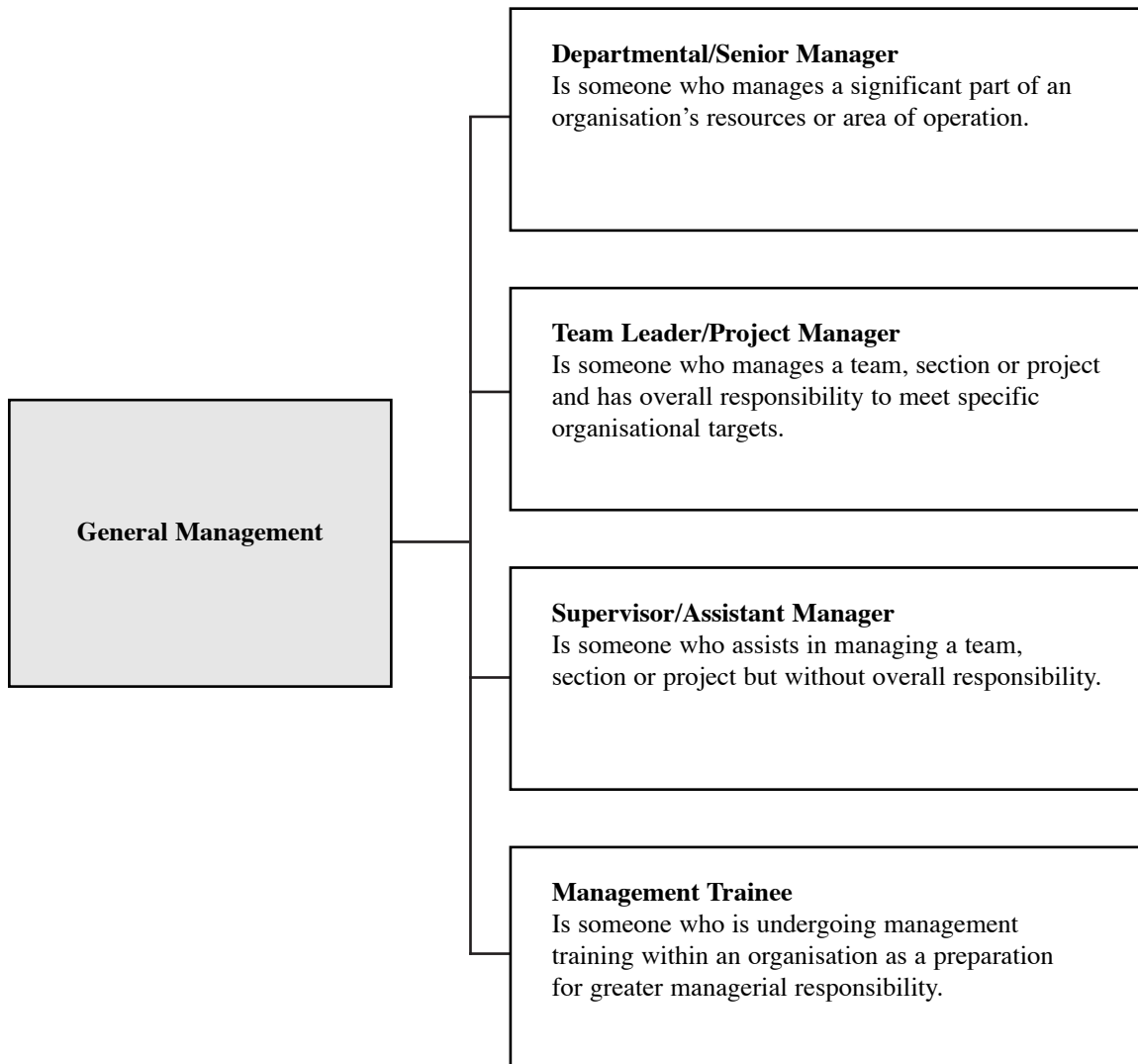
Entry requirements

- ◆ Those entering straight from school should expect to have some Standard Grades, including English. Highers will usually allow applicants to enter at a higher level.
- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English. Maths or a numeracy subject required for some courses.
- ◆ HNCs/HNDs usually require an appropriate SGA or one or two Highers (English preferred) and Standard Grades (including English and a numeracy subject)
- ◆ Degrees usually require three or four Highers (English preferred: Maths required for some courses) and Standard Grade English and Maths. A Modern Language is required for some courses. Business subjects recommended; or appropriate HNC/HND.

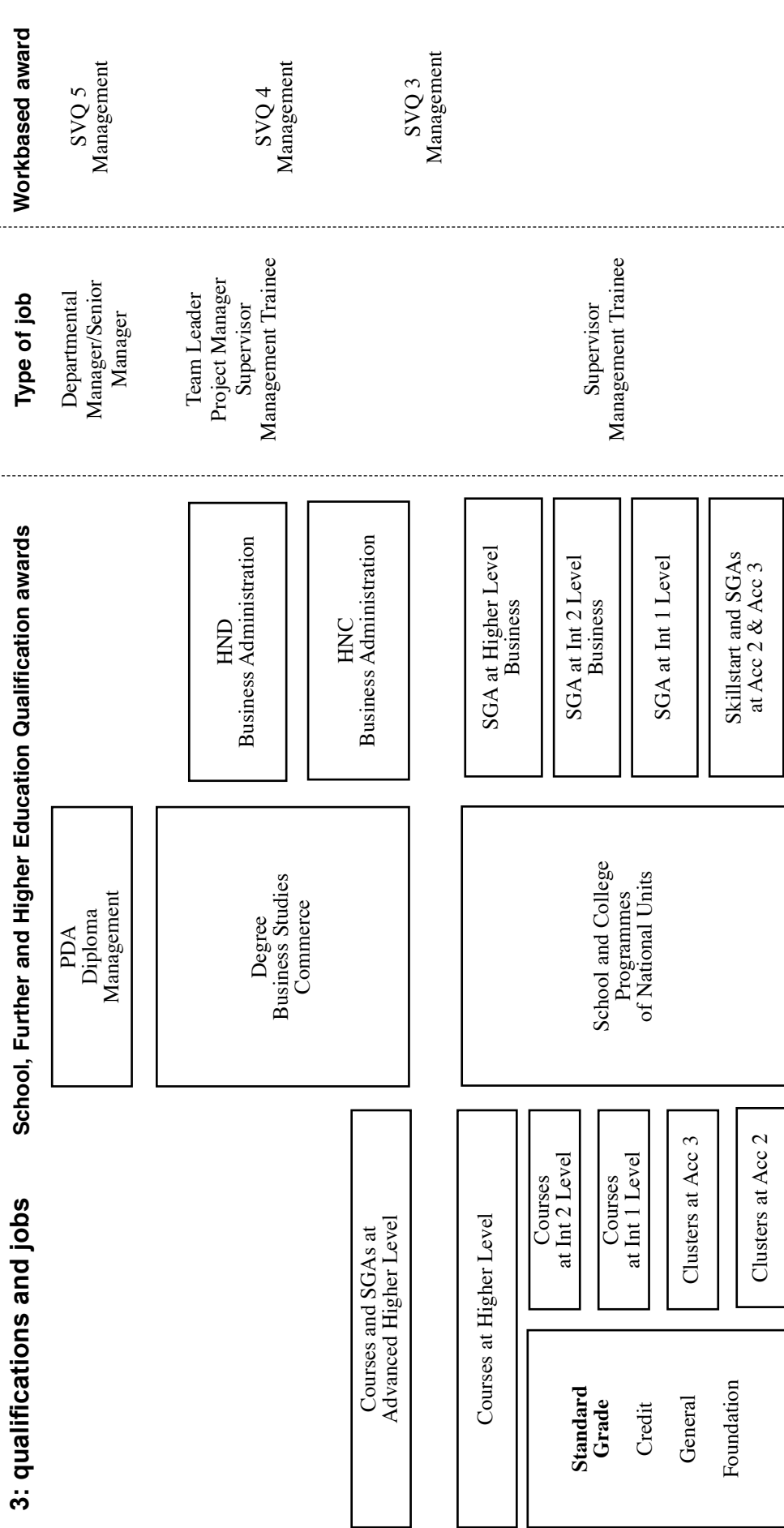
Note — entry requirements vary between institutions. Check prospectuses before applying.

General Management

2. jobs and careers



General Management



This diagram outlines the main qualifications in the General Management area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another, eg from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

The type of job entered may be much the same for a wide range of qualifications. The nature of any training programme and subsequent progression within an organisation may be influenced by the level of entry qualification as well as performance as a trainee.

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

General Management

4. qualifications

HND

Business Administration
European Business Management
Engineering: Management
Social Sciences with Management
Supply Chain Management

HNC

Business Administration
Management
Social Sciences with Management
Supply Chain Management

PDA

Adv Diploma

Management of Applied Ecology

Diploma

Management

Certificate

Elected Members of Local Authorities

SGA

Adv Higher

Business

Higher

Business

Business: Retail and Distribution

Int 2

Business

GSVQ III

Business (with optional modules in Supervisory Management)

GSVQ II

Business

National Course

Adv Higher

Administration

Business Management

Higher

Administration

Business Management

Int 2

Administration

Business Management

Int 1

Administration

Business Management

Acc 3
Business Cluster

Acc 2
Business Cluster

Standard Grade
Office and Information Studies

SVQ 5
Management

SVQ 4
Management
Owner Manager: Business Management and Development

SVQ 3
Owner Management: Business Planning
Management

General Management

5. notes on entry to jobs and careers

Entry into management posts is possible through a variety of routes and there are various levels of entry. The titles used to describe jobs in management also vary widely.

Entry routes

- ◆ **School leavers** — many enter as managerial trainees and often have a range of qualifications. It is possible to enter trainee management posts either straight from school or after completing a qualification at FE or HE level.

The Diploma in Management is a suitable entry qualification for general management for those who have already obtained a non-management qualification in FE or HE.

- ◆ **Direct entry into employment** — it is possible for school leavers to enter employment as management trainees. Where this occurs, they may take an appropriate HNC on a part-time basis.

Information about job vacancies are published weekly by the Institute of Leisure and Amenity Management.

- ◆ **Adult entry** — opportunities for adults will depend on their previous experience or qualifications

There are a range of part-time courses available, leading to HNC, HND, degree or professional qualifications.

SVQ access

These are designed for people with management experience and already in management posts. The SVQs in Owner Management are useful for those who wish to start up their own businesses.

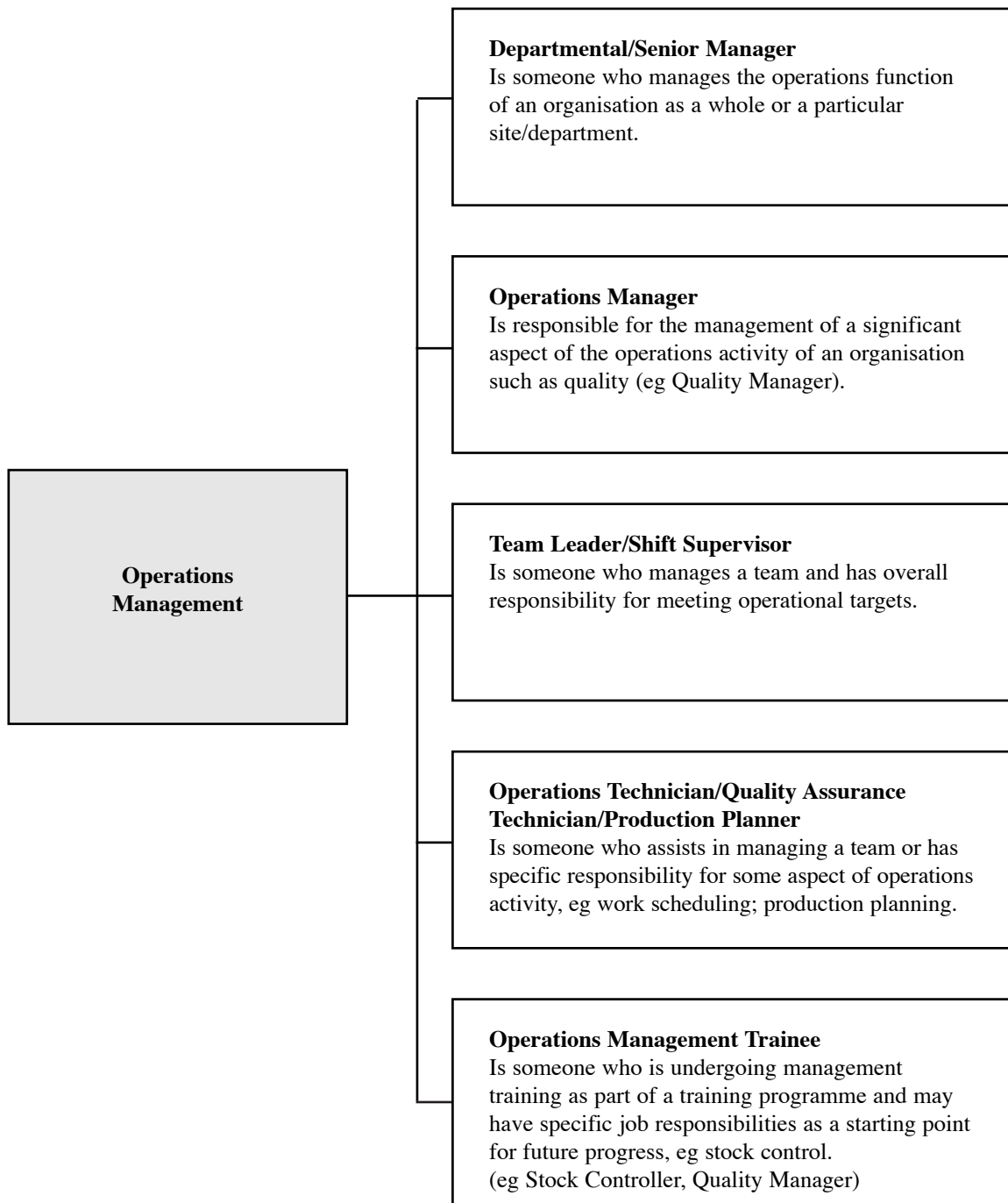
Entry requirements

- ◆ Those entering trainee management posts straight from school should expect to have a good group of Standard Grades including Maths and English, and preferably Highers.
- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English. Maths or a numeracy subject required for some courses.
- ◆ HNCs/HNDs usually require an appropriate SGA or one or two Highers (English preferred) and Standard Grades including English and a numeracy subject.
- ◆ Degree courses usually require three or four Highers (English preferred; Maths required for some courses) and Standard Grade English and Maths. A Modern Language is required for some courses. Business subjects recommended; or appropriate HNC/HND.

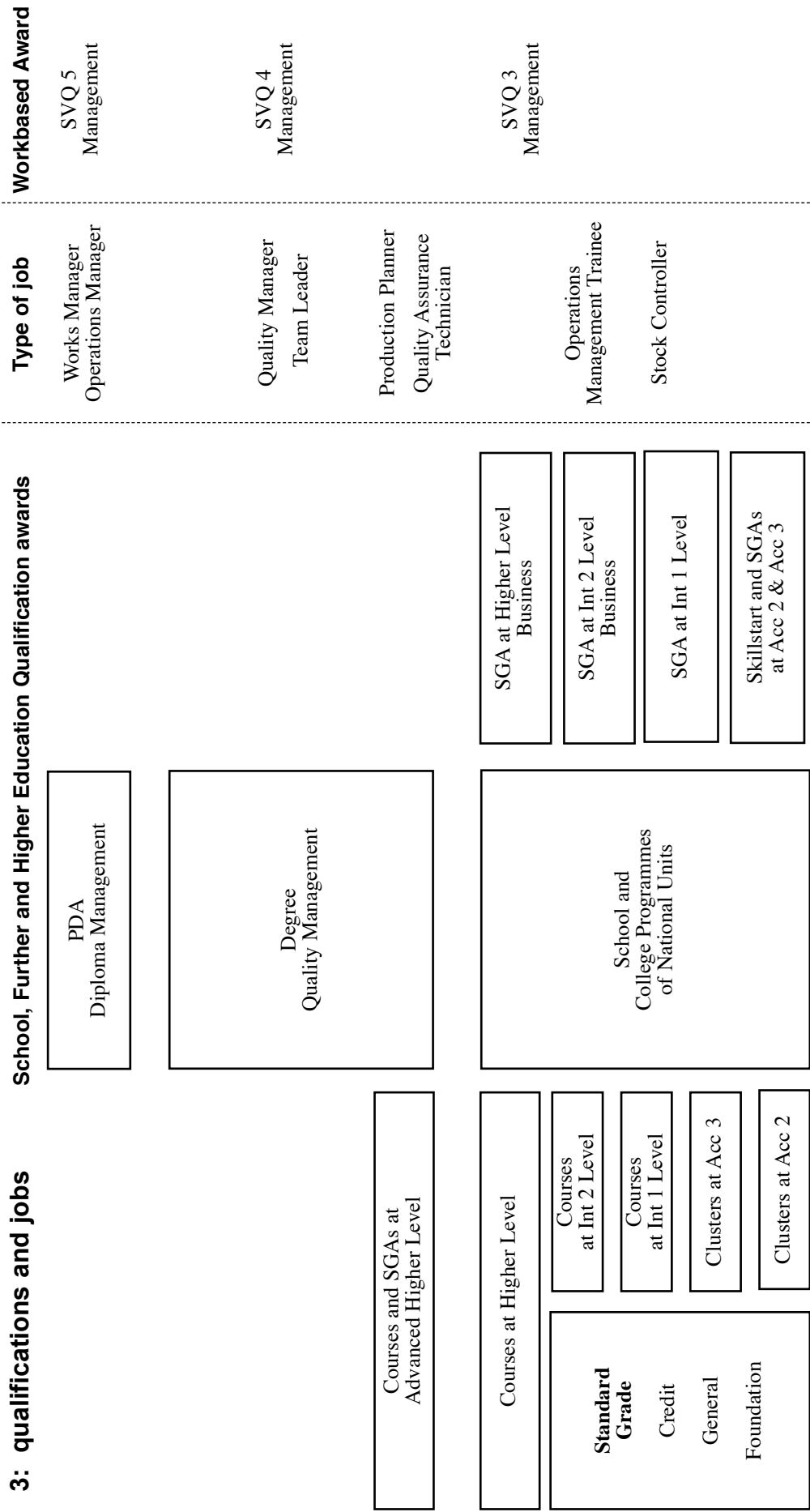
Note — entry requirements vary between institutions. Check prospectuses before applying.

Operations Management

2. jobs and careers



Operations Management



This diagram outlines the main qualifications in the Operations Management area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another, eg from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

The type of job may be similar for a range of qualifications. Job titles used are for guidance only. Titles vary between organisations and may, in any particular case, not match the level shown here.

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

Operations Management

4. qualifications

HND

Business Administration
Business Management (Agri-Food)
Conference and Event Management
Facilities Management
Information Management in Business
International Trade and Business
Quality

HNC

Business Administration
Business Information Systems with Librarianship
Conference and Event Management
Enterprise
Information Management in Business
International Trade and Business
Quality

PDA

Diploma

European Business Language (Call Centre Operations)
Management

Adv Certificate

Quality

SGA

Higher

Business
Business: Retail and Distribution

Int 2

Business

GSVQ III

Business (with optional modules in Supervisory Management or Purchasing)

GSVQ II

Business

National Course

Adv Higher

Administration
Business Management

Higher

Administration
Business Management

Int 2

Administration
Business Management

Int 1

Administration
Business Management

Acc 3

Business Cluster

Acc 2

Business Cluster

Standard Grade

Office and Information Studies

SVQ 5

Management

Operational Management

SVQ 4

Management

SVQ 3

Management

Operations Management

5. notes on entry to jobs and careers

Entry into management posts in general, and operations management posts in particular, can be via a variety of routes with various levels of entry. Many posts in operations management require technical ability in the relevant area of operational activity.

Entry routes

- ◆ **School leavers** — junior positions (eg management trainee, quality administrator) can be entered with a variety of qualifications and school leavers can enter straight from school or after studying at FE or HE level.

The Diploma in Management is suitable for those who have already obtained a non-management qualification in FE or HE.

- ◆ **Direct entry into employment** — it is possible for school leavers to enter employment in an operations management area (eg in purchasing, stock control, quality administration). They may study part-time (eg for appropriate HNC qualifications).
- ◆ **Adult entry** — will depend on past experience and qualifications. Part-time study may be undertaken while in employment.

SVQ access

SVQs are designed for people with management experience and in management posts.

The relevant professional body is The British Production and Inventory Control Society.

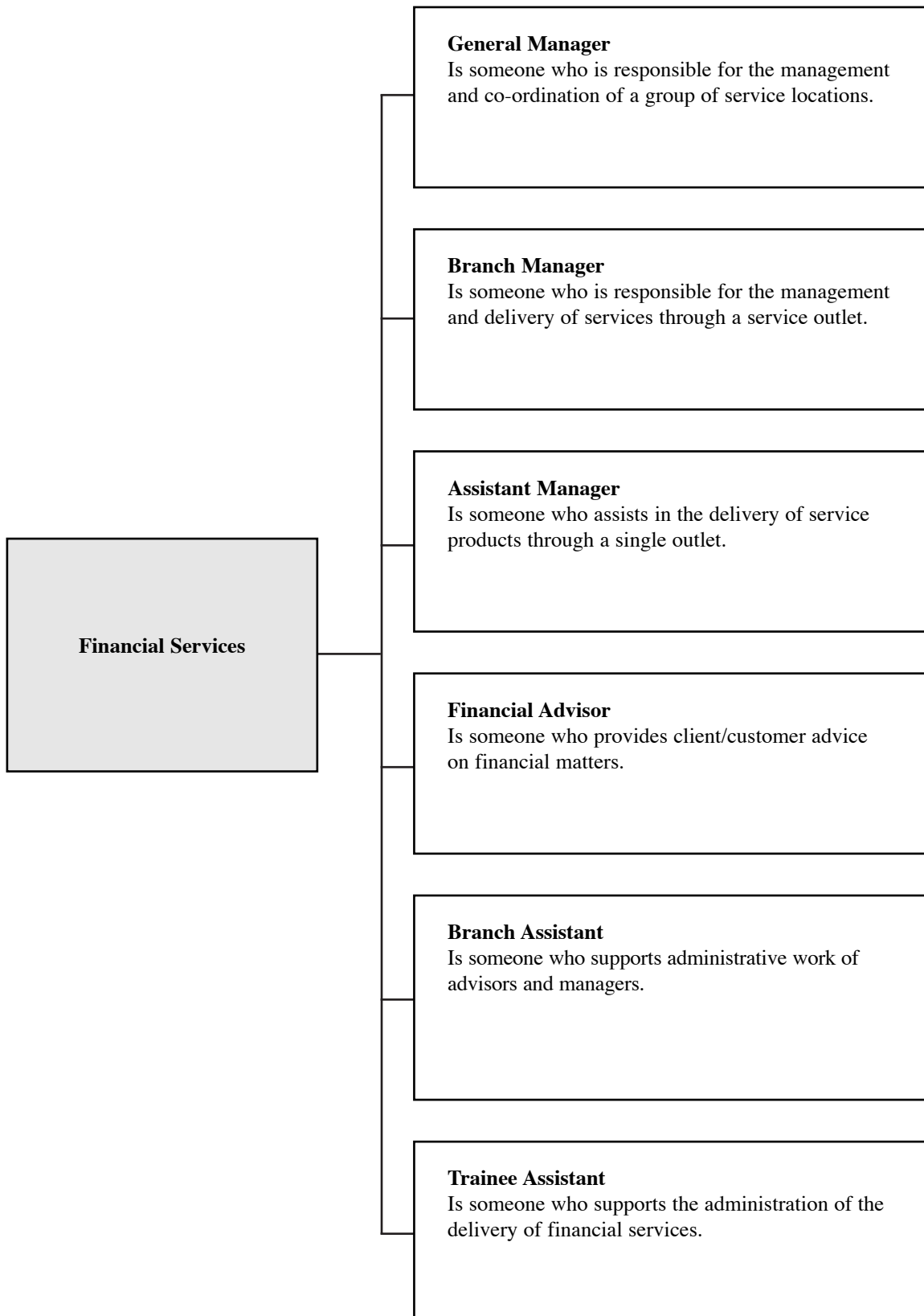
Entry requirements

- ◆ Those entering straight from school should have at least a good group of Standard Grades. Highers will usually be necessary for junior management positions.
- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English. A numeracy subject is required for some courses.
- ◆ HNCs/HNDs usually require an appropriate SGA or one or two Highers and Standard Grade Maths and English.
- ◆ Degree courses usually require three or four Highers including English and Standard Grade Maths; or appropriate HNC/HND.

Note— entry requirements vary between institutions. Check prospectuses before applying.

Financial Services

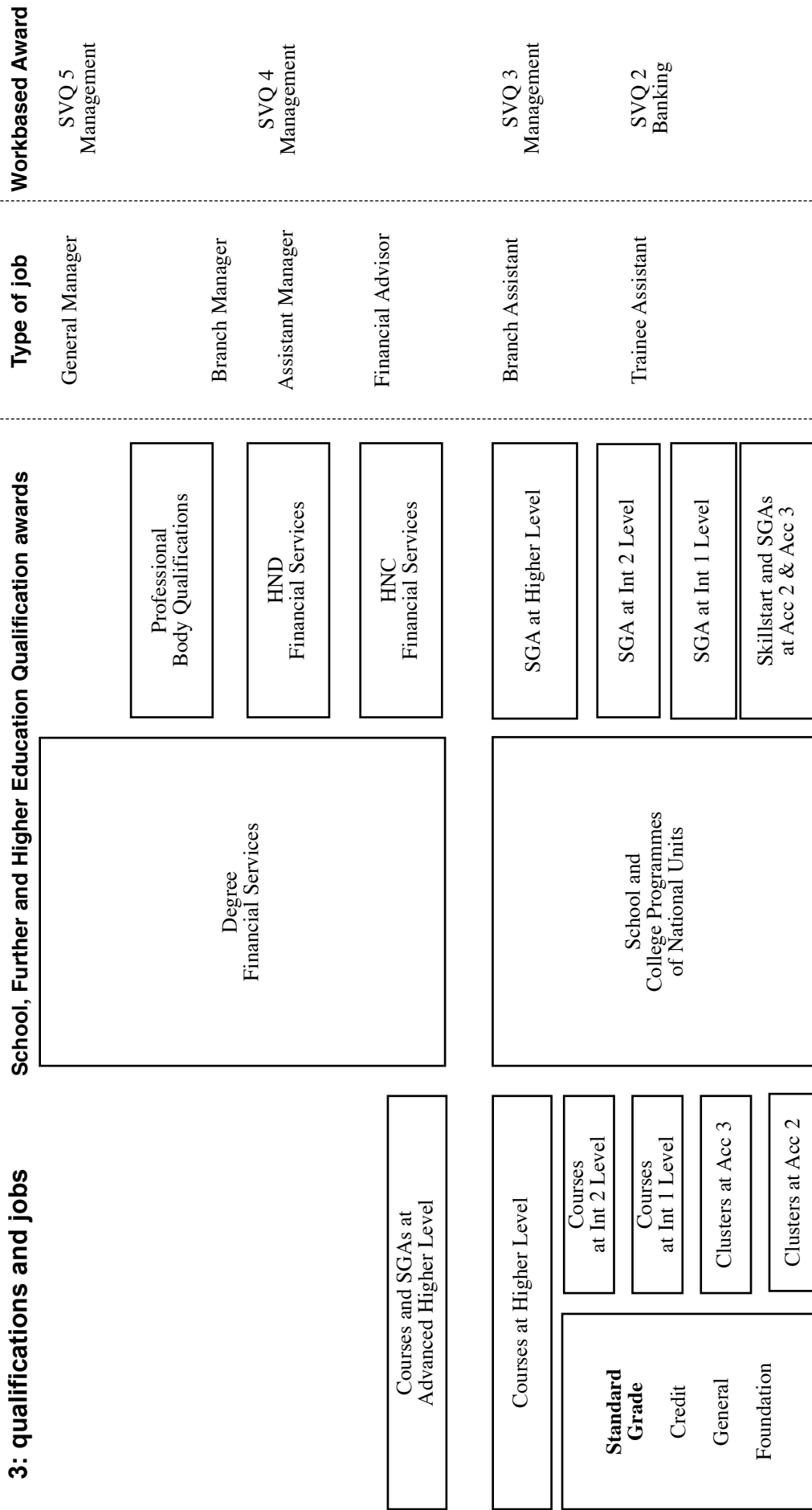
2. jobs and careers



Job titles will vary from organisation to organisation.

Financial Services

3: qualifications and jobs



This diagram outlines the main qualifications in the Financial Services area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another, eg from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

Financial Services

4. qualifications

HND

Administration and Information Management
Business Administration
Financial Services

HNC

Administration and Information Management (with optional Units in financial services)
Business Administration (with optional Units in financial services)
Financial Services

PDA

Adv Certificate

Technology for Administrators

Certificate

Book-keeping
Executive Management and Accounting

SGA

Adv Higher

Business

Higher

Business

Business: Retail and Distribution

Int 2

Business

GSVQ III

Business (with optional modules in financial services)

GSVQ II

Business (with optional modules in financial services)

National Course

Adv Higher

Accounting and Finance

Administration

Business Management

Economics

Higher

Accounting and Finance

Administration

Business Management

Economics

Int 2

Accounting and Finance

Administration

Business Management

Economics

Int 1

Accounting and Finance

Administration

Business Management

Economics

Acc 3

Business Cluster

Acc 2

Business Cluster

Standard Grade

Accounting and Finance
Administration
Business Management
Economics
Office and Information Studies

SVQ 5

Management

SVQ 4

Banking
Building Society Services
Building Society Services: Regulated
Insurance: General
Insurance: Intermediaries
Insurance: Life Offices
Management
Managing Residential Estate Agency
Pensions Administration
Providing Financial Services

SVQ 3

Banking
Building Society Services
Building Society Supervisory Management
Insurance: General
Insurance: Intermediaries
Insurance: Life Offices
Management
Providing Financial Advice (excluding Direct Investment)
Providing Financial Services
Residential Estate Agency
Residential Letting and Property Management Agency

SVQ 2

Banking
Building Society Services
Insurance: General
Insurance: Intermediaries
Insurance: Life Offices
Providing Financial Services
Residential Estate Agency
Residential Letting and Property Management Agency

Note — Banking and Building Society Services have been replaced by Providing Financial Services.

Financial Services

5. notes on entry to jobs and careers

Regulation within the industry means that a high level of competence is required from all staff. In particular Financial Advisers are now required to provide evidence that they possess the necessary knowledge and skills to carry out the task and need certain minimum qualifications.

Entry routes

- ◆ **School leavers** — who have achieved GSVQ level III may be able to find jobs and work towards an SVQ, eg in banking, insurance and building society service.

Increasingly HNC, HND or degree level qualifications are required.

- ◆ **Adult entry** — adults with few formal qualifications are unlikely to find employment in this sector. Employers take into account relevant work experience. Access courses in Business-related subjects may provide a route for mature entrants to progress to HN programmes.

There are a range of part-time courses available for people in employment leading to HN awards, degrees and professional institute qualifications, eg qualifications offered by the Chartered Institute of Bankers in Scotland and the Chartered Insurance Institute. These qualifications may be at a number of levels, the highest of which will be membership of the relevant Institute.

SVQ access

SVQs in this sector are designed to be assessed in the workplace and are most suitable, therefore, for people in employment.

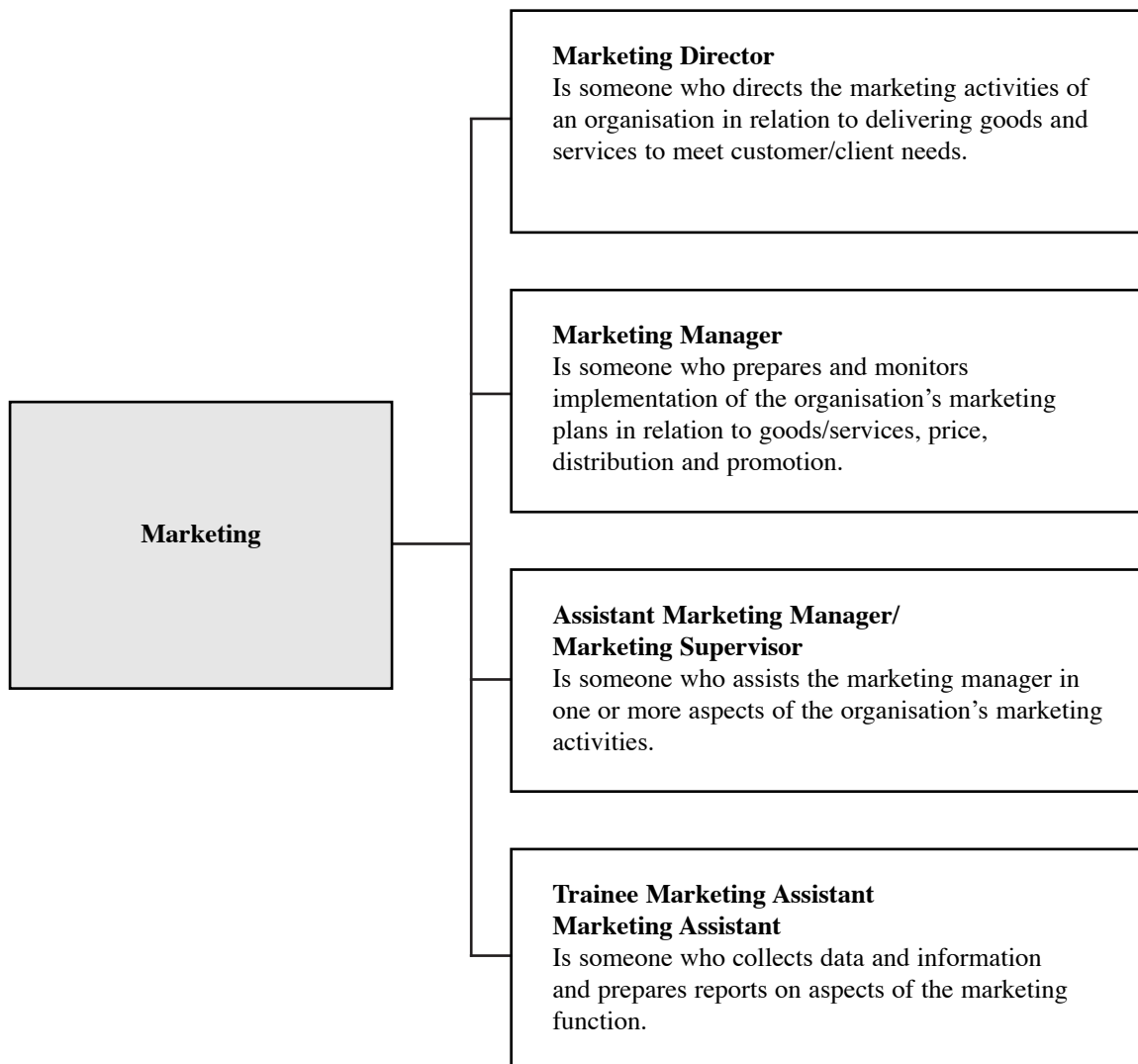
Entry requirements

- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English. Maths or a numeracy subject is required for some courses.
- ◆ HNCs/HNDs usually require an appropriate SGA or one or two Highers (preferably including English) and Standard Grade Maths and English.
- ◆ Degree courses usually require three or four Highers including English. Maths preferred for some courses, plus Standard Grade Maths; or appropriate HNC/HND.

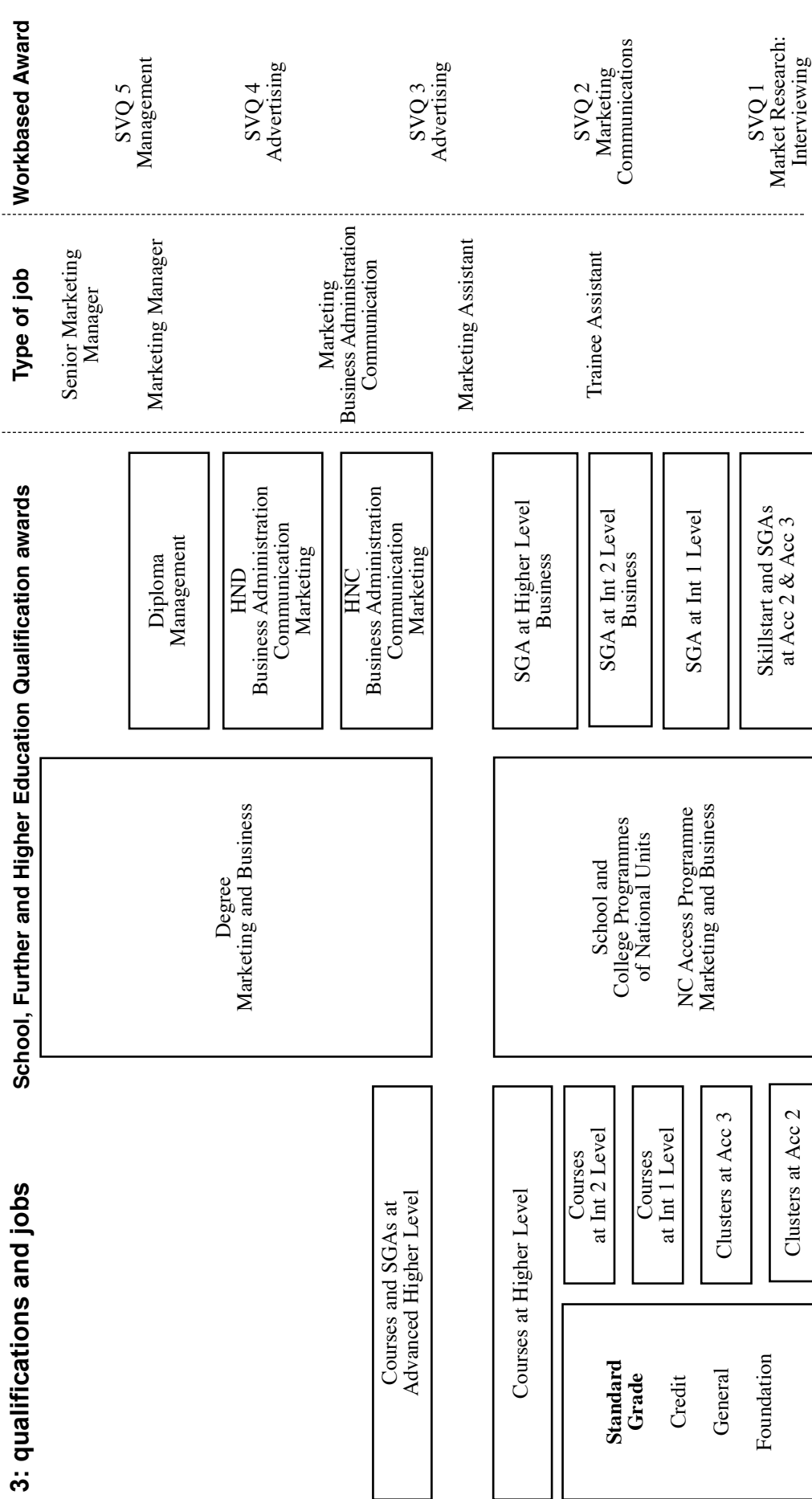
Note — entry requirements vary between institutions. Check prospectuses before applying.

Marketing

2. jobs and careers



Marketing



This diagram outlines the main qualifications in the Marketing area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another eg. from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

The job titles are generic and vary from organisation to organisation and from sector to sector.

Professional qualifications in marketing are available at a range of different levels so they have not been included in this diagram (see notes on entry routes).

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

Marketing

4. qualifications

HND

Advertising
Advertising and Public Relations
Business Administration
Communication
Marketing
Promotions and Events Management

HNC

Advertising and Public Relations
Business Administration
Communication
Languages and the Business Environment
Marketing
Promotions and Events Administration

PDA

Diploma
Management
Certificate
Counselling

SGA

Adv Higher

Business

Higher

Business

Business: Retail and Distribution

Int 2

Business

GSVQ III

Business (with optional modules in Marketing)

GSVQ II

Business (with optional modules in Marketing)

National Course

Adv Higher

Administration

Business Management

Higher

Administration

Business Management

Int 2

Administration

Business Management

Acc 3

Business Cluster

Acc 2
Business Cluster

Standard Grade
Office and Information Studies

SVQ 5
Management

SVQ 4
Advertising
Direct Marketing
Key Account Management
Management
Marketing Products and Services
Marketing Research
Public Relations

SVQ 3
Advertising
Direct Marketing
Management
Marketing Products and Services
Marketing Research
Public Relations
Selling

SVQ 2
Marketing Communications

SVQ 1
Market Research: Interviewing

Marketing

5. notes on entry to jobs and careers

Entry notes

- ◆ **School leavers** — it is unlikely that school leavers with no formal qualification would enter this area. Normally employers look for GSVQ at level III.

School leavers who have GSVQ level III may find employment which offers training on a day-release basis leading, for example, to an HNC in Marketing or Business Administration.

Increasingly HNC, HND or a degree is required for entry.

- ◆ **Adult entry** — posts as market research interviewer or marketing assistant may be available to adults without qualifications but training would be required for entry at a higher level. Employers take account of relevant work experience when considering applications from mature entrants.

There are a range of part-time courses available leading to HN Awards, Degrees and Professional Institute Qualifications. Professional associations include the Chartered Institute of Marketing, the Institute of Sales and Marketing Management and the Communication, Advertising and Marketing Education Foundation and the Market Research Society.

SVQ access

SVQs in marketing and related areas are available at levels 1 to 4. They are intended to be assessed in the workplace. Those in assistant level posts could consider SVQs in Administration while those in more senior posts with management responsibility may choose SVQs in Management.

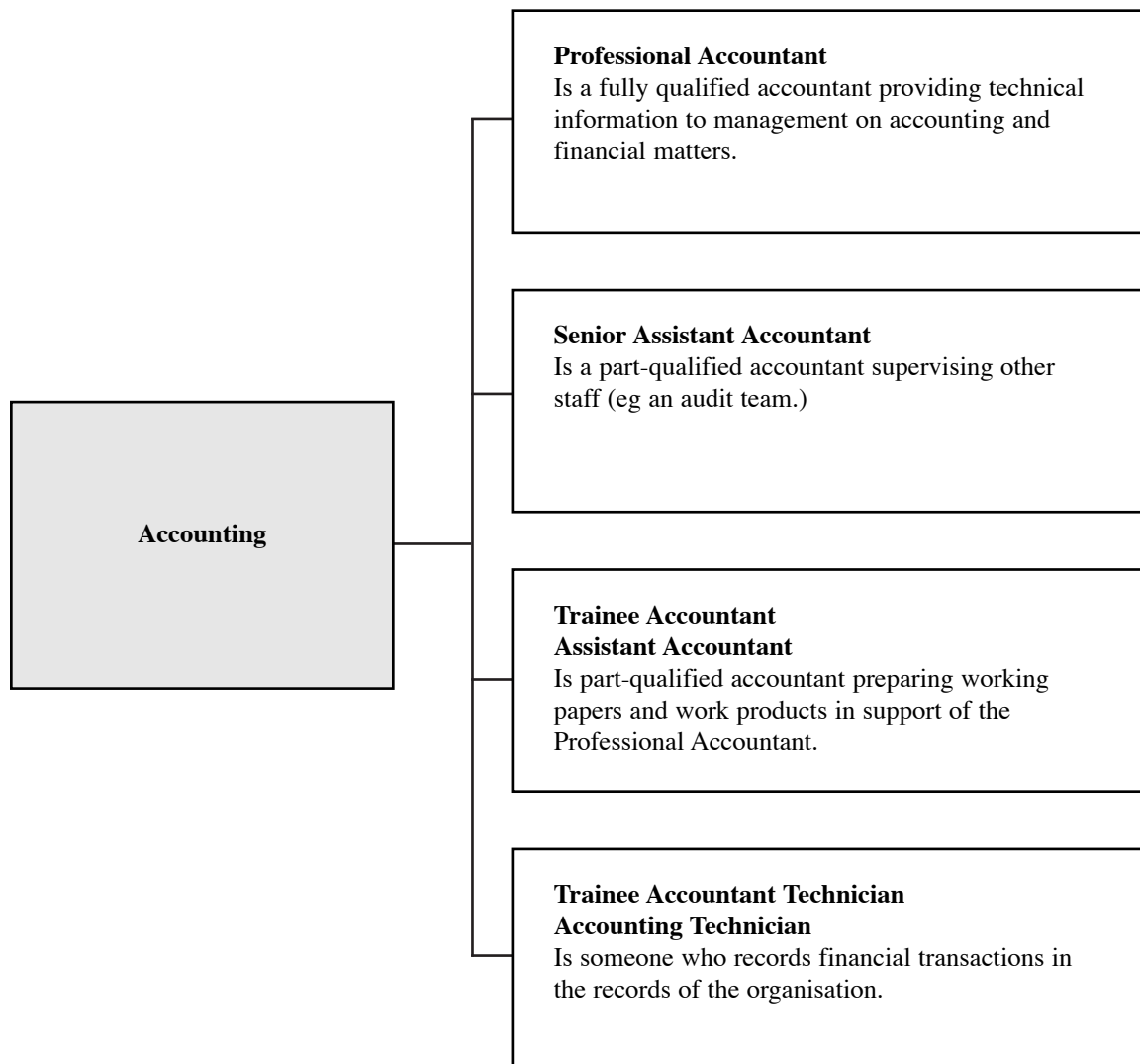
Entry requirements

- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English, Maths or a numeracy subject required for some courses.
- ◆ HNCs/HNDs usually require an appropriate SGA or one to three Highers including English, plus Standard Grades.
- ◆ Degree courses usually require three or four Highers including English, and Standard Grades including Maths and English; or appropriate HNC/HND.

Note — entry requirements vary between institutions. Check prospectuses before applying.

Accounting

2. jobs and careers



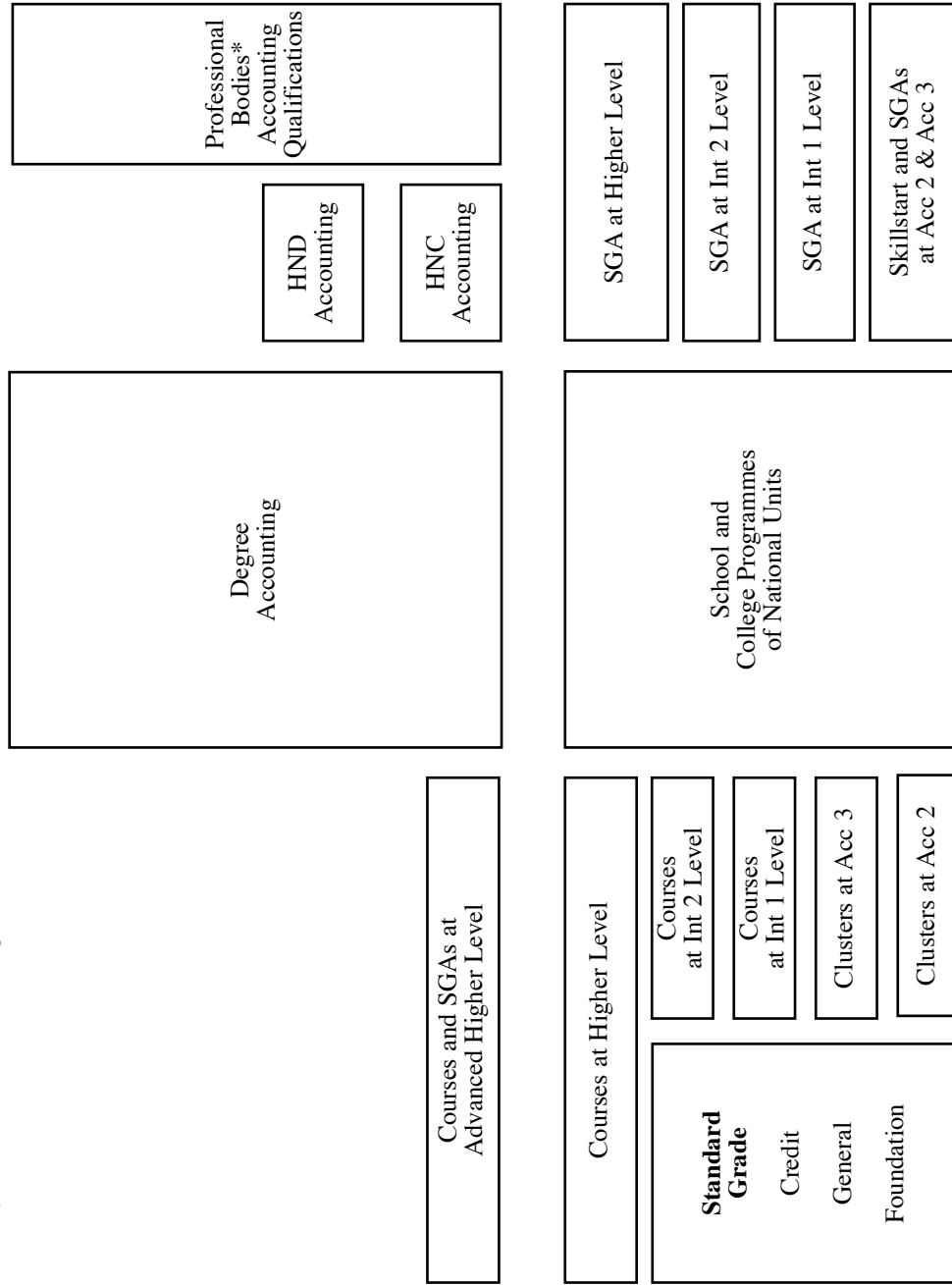
Accounting

3: qualifications and jobs

School, Further and Higher Education Qualification awards

Type of job

Workbased Award



This diagram outlines the main qualifications in the Accounting area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another, eg from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

* Colleges and universities provide tuition towards these examinations but the qualifications themselves are awarded by professional bodies. See note to diagram 4.

The job titles are generic and vary from organisation to organisation and from sector to sector.

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

Accounting

4. qualifications

HND

Accounting

HNC

Accounting

SGA

Higher

Business

Business: Retail and Distribution

Int 2

Business

GSVQ III

Business (with optional modules in Accounting and Finance)

GSVQ II

Business (with optional modules in Accounting)

National Course

Adv Higher

Accounting and Finance

Economics

Higher

Accounting and Finance

Economics

Int 2

Accounting and Finance

Economics

Int 1

Accounting and Finance

Economics

Acc 3

Business Cluster

Acc 2

Business Cluster

Standard Grade

Accounting and Finance

Economics

SVQ 4

Accounting

SVQ 3

Accounting

SVQ 2

Accounting

Accounting

5. notes on entry to jobs and careers

Entry routes

- ◆ **School leavers** — it is unlikely that school leavers with no formal qualification would enter this area. Generally employers look for evidence of attainment at GSVQ level III and/or Standard Grades and Highers.

School leavers who have GSVQ level III may find employment which offers training on a day-release basis.

This might lead to an HNC/HND Accounting or an SVQ Accounting levels 2 to 4.

Increasingly an HNC/HND or a Degree is required.

- ◆ **Adult entry** — adults are unlikely to obtain employment in this area without training. Those with previous experience who have had a career break are likely to require further training due to the pace of change in this area. Employers take into account relevant work experience.

There are a range of part-time courses available for people in employment leading to HN Awards, Degrees and Professional Institute Qualifications.

The professional bodies awarding qualifications in this area are:

- ◆ Institute of Chartered Accountants of Scotland (ICAS)
- ◆ Association of Chartered Certified Accountants (ACCA)
- ◆ Chartered Institute of Management Accountants (CIMA)
- ◆ Chartered Institute of Public Finance and Accountancy (CIPFA)

SVQ access

SVQs in Accounting are available at levels 2 to 4. They are primarily intended to be assessed in the workplace but may be available at the lower levels through college programmes.

Staff in more senior posts with management responsibilities may choose SVQs in Management.

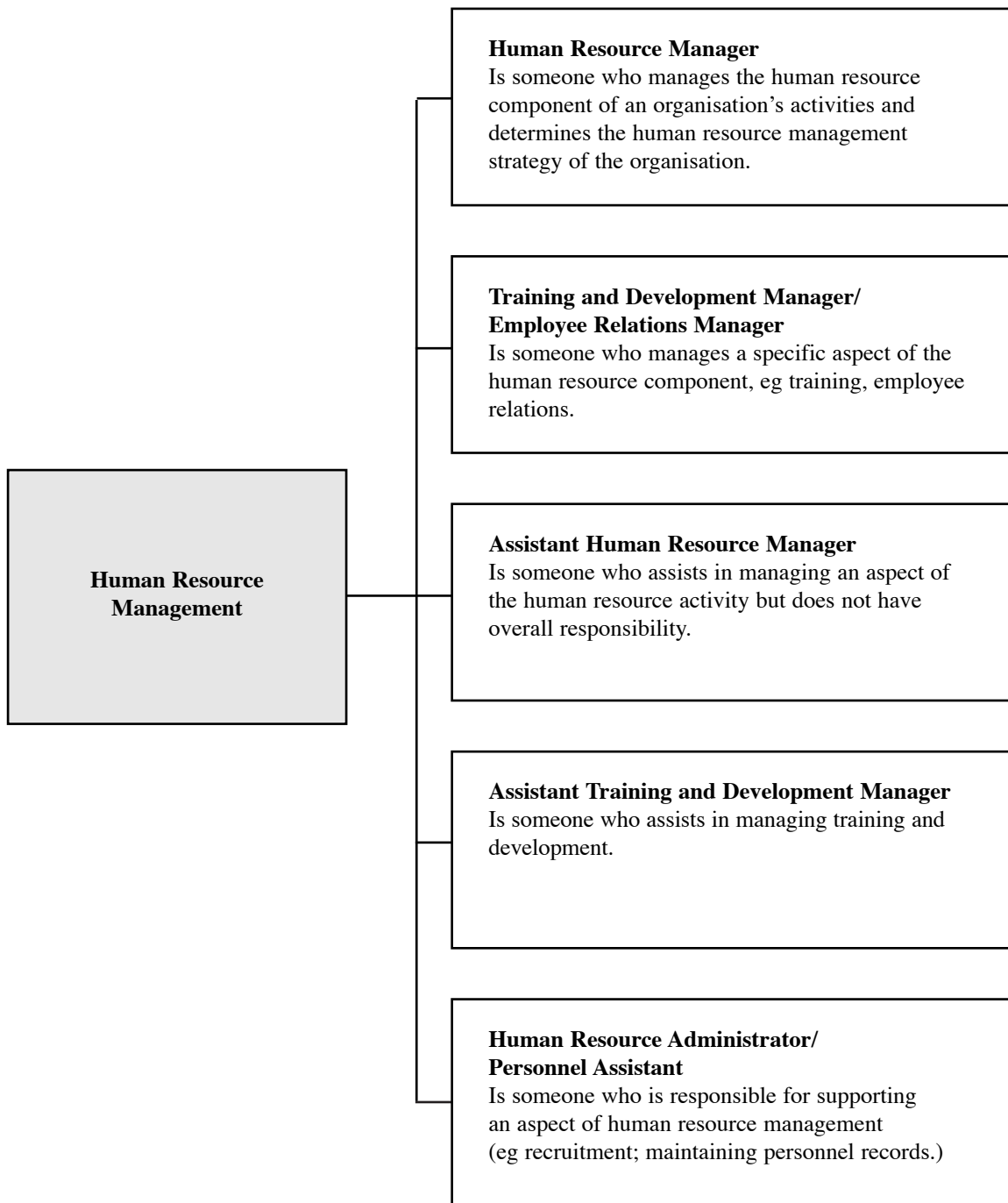
Entry requirements

- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English and a numeracy subject.
- ◆ HNCs/HNDs usually require an appropriate SGA or one to three Highers and Standard Grade English and a numeracy subject.
- ◆ Degree courses usually require three or four Highers (English and Maths required for some courses) and Standard Grade English and Maths. A Modern Language is required for some courses; or appropriate HNC/HND.

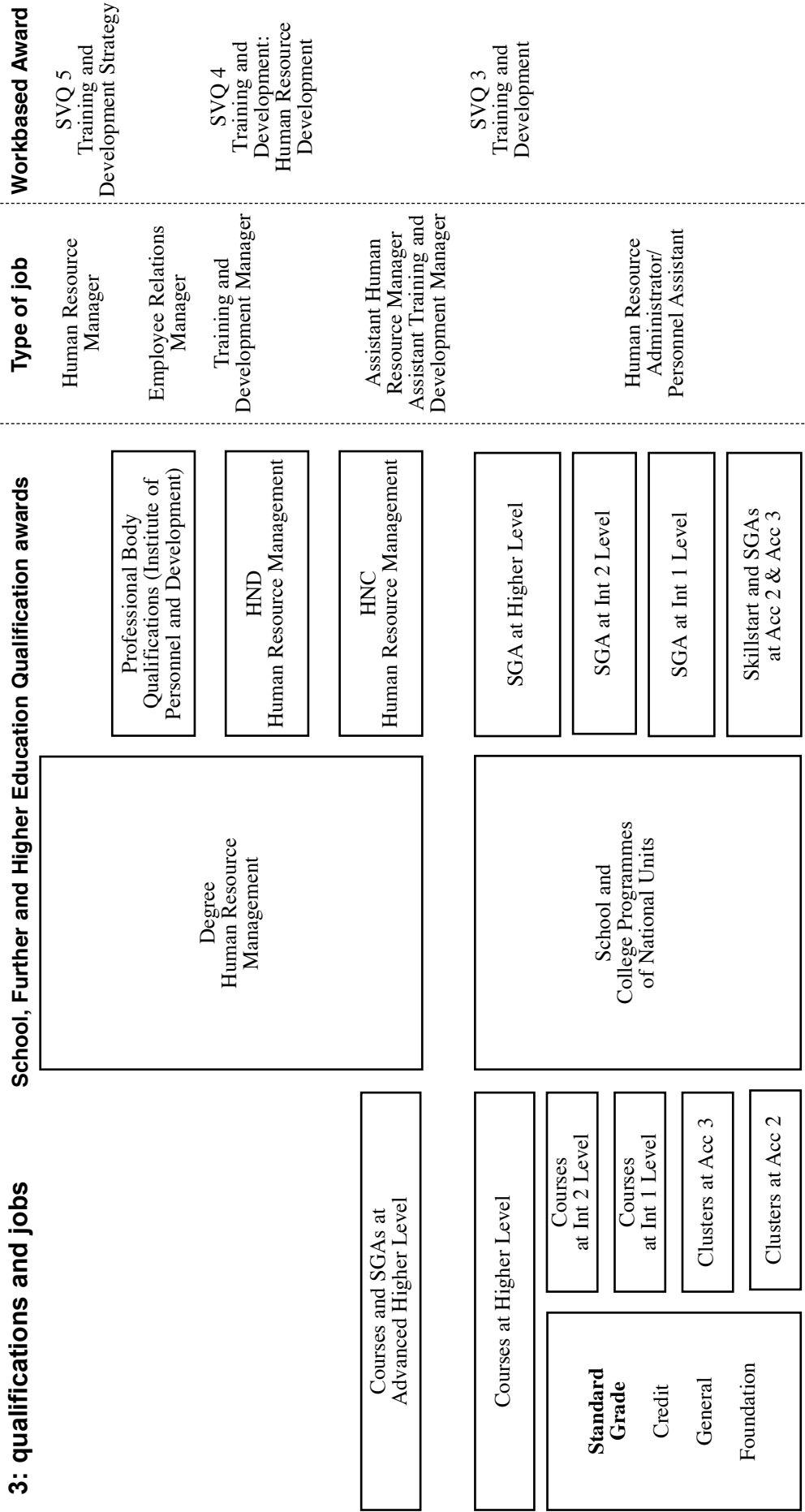
Note — entry requirements vary between institutions. Check prospectuses before applying.

Human Resource Management

2. jobs and careers



Human Resource Management



This diagram outlines the main qualifications in the Human Resource Management area. A full list of all SQA qualifications is on the following pages. People can progress vertically from one qualification to another, eg from a Course at Int 1 to a Course at Int 2. In addition people can progress diagonally from one level of Standard Grade to a higher level of Course or Scottish Group Award (SGA), eg from Standard Grade at General level to Courses or SGAs at Int 2 level.

The type of job entered may be similar for a range of qualifications. Job titles are used for guidance only. Titles vary between organisations and may, in any particular case, not match with the level shown here.

In this diagram, SVQs and PDAs in the Vocational sector are placed according to current practice and usage in illustrating the relationships and pathways between qualifications, jobs and careers.

Human Resource Management

4. qualifications

HND

Administration and Information Management
Business Administration
Human Resource Management

HNC

Administration and Information Management
Business Administration
Human Resource Management
Management
Training and Development

PDA

Diploma

Continuing Special Education and Training Needs
Management

Certificate

APL Advisers
APL Advisers and Assessors
APL Counsellors
Assessors of Organisations
Communication for Business
External Verifiers
Internal Verifiers
Open Learning Practitioners
Skills Assessors — First Line
Skills Assessors — Second Line
Skills Trainers and Assessors — First Line
Training Practice
Staff Development Co-ordinators
Vocational Assessors
Vocational Trainers and Assessors
Workbased Coaches and Assessors

SGA

Higher

Business

Int 2

Business

GSVQ III

Business (with optional modules in Supervisory Management)

GSVQ II

Business

National Course

Higher

Administration

Business Management

Int 2

Administration

Business Management

Int 1

Administration

Business Management

Acc 3

Business Cluster

Acc 2

Business Cluster

SVQ 5

Management

Personnel Strategy

Training and Development Strategy

SVQ 4

Management

Personnel Management

Training and Development: Human Resource Development

Training and Development: Learning Development

SVQ 3

Management

Personnel Support

Training and Development

Human Resource Management

5. notes on entry to jobs and careers

Professional qualifications (from the Institute of Personnel and Development) are important for management posts in this area. Many prospective HRM managers are likely to aim for Corporate Membership of the IPD. The IPD also awards a Certificate in Personnel Practice (CPP) and in Training Practice (CTP) which is suitable for administrators and personnel assistants.

Entry routes

- ◆ **School leavers** — entry into administrative positions is possible with a variety of qualifications and school leavers can take up posts after FE or HE. Those with higher level qualifications may be able to enter management or more senior administrative positions.

The Diploma in Management is a possible route for those who have a non-management qualification.

- ◆ **Direct entry into employment** — it is possible for school leavers to find administration posts in a human resources department. They can then study part-time, eg for HNC Business Administration or HNC Training and Development. Employers will normally look for people with post-school qualifications.
- ◆ **Adult entry** — relevant experience will be helpful. The GSVQ in Business will be useful but qualifications such as HNC Training and Development or HNC/HND Human Resources Management are likely to be more appropriate. A qualification at this level along with suitable experience may enable mature entrants to find employment at a higher level.

SVQ access

SVQs are designed for those with relevant experience and currently working in human resource management. It is possible to obtain membership of the IPD through the SVQ route.

Entry requirements

- ◆ Those entering straight from school should have Standard Grades including English. Those with Highers may be able to enter at a higher level.
- ◆ Entry to an SGA ranges from no formal qualifications to three or four Standard Grades including English and a numeracy subject.
- ◆ HNCs/HNDs usually require an appropriate SGA or two Highers (preferably including English) and two or three Standard Grades.
- ◆ Degree courses usually require three or four Highers including English (Maths preferred for some courses) plus Standard Grade Maths and English; or appropriate HNC/HND.

Note — entry requirements vary between institutions. Check prospectuses before applying.