



Higher National Unit Specification

General information

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

Unit code: HX58 35

Superclass: VH

Publication date: January 2018

Source: Scottish Qualifications Authority

Version: 01

Unit purpose

This unit develops learner's knowledge and understanding in managing negotiations within the facilities management sector. Including skills relevant to leading and managing complex negotiations, conflict resolution and an evaluation of the impact negotiations have both within the facilities management section and wider business.

This unit is suited to learners who are working or seeking work in the field of facilities management and is part of the HND Facilities Management Group Award.

Outcomes

On successful completion of the unit the learner will be able to:

- 1 Analyse the role of negotiation within the facilities management sector.
- 2 Evaluate the role of individuals and teams within negotiations.
- 3 Evaluate the success of a negotiation.

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8)

Higher National Unit Specification: General information (cont)

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

Recommended entry to the unit

Entry to this unit is at the discretion of the delivering centre; however it would be beneficial if the learner has prior experience of the facilities management industry. It is recommended that learners have some experience of studying Facilities Management at Higher National level and that they will already have achieved the Higher National Units HL96 34 *Facilities Management: An Overview* and HL9A 34 *Facilities Management: Managing Stakeholder Delivery*.

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the support notes for this unit specification.

There is no automatic certification of Core Skills or Core Skill components in this unit.

Context for delivery

If this unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes.

Equality and inclusion

This unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Higher National Unit Specification: Statement of standards

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

Acceptable performance in this unit will be the satisfactory achievement of the standards set out in this part of the unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

Where evidence for outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Learners should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Analyse the role of negotiation within the facilities management sector.

Knowledge and/or skills

- ◆ Situations where negotiations take place within facilities management
- ◆ Relationship between facilities management negotiations and wider business strategy
- ◆ Strategies for negotiating relevant to facilities management

Outcome 2

Evaluate the role of individuals and teams within negotiations.

Knowledge and/or skills

- ◆ Negotiation strategies for:
 - conflict resolution
 - to meet objectives
- ◆ Roles within the negotiation process including for:
 - team members
 - individuals

Outcome 3

Evaluate the success of a negotiation.

Knowledge and/or skills

- ◆ Stages of negotiation
- ◆ Components of a successful negotiation
- ◆ Financial impact of negotiations on organisations
- ◆ Non-financial impact of negotiations on organisations
- ◆ Relationship to business strategy

Higher National Unit Specification: Statement of standards (cont)

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

Evidence requirements for this unit

Learners will need to provide evidence to demonstrate their knowledge and/or skills across all outcomes by showing that they can:

Outcome 1

- ◆ analyse the importance of negotiation skills for facilities managers.
- ◆ evaluate the impact of facilities management negotiations on the wider business, including their impact on service delivery and financial objectives.

Outcome 2

- ◆ describe two negotiation strategies used in individual and team negotiations in order to achieve objectives and manage conflict resolution.
- ◆ describe the roles of team members within the negotiation process.

Outcome 3

- ◆ describe the stages within a successful negotiation.
- ◆ evaluate a range of success factors for a negotiation.
- ◆ analyse how successful a negotiation was in achieving objectives, including the impact on the organisation.



Higher National Unit Support Notes

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

Unit support notes are offered as guidance and are not mandatory.

While the exact time allocated to this unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this unit

The following guidance provides additional information on the extent and scope of information learners could expect to display when meeting outcomes.

This unit could contribute underpinning knowledge for the National Occupational Standards (NOS) units ASTFM505 Build and nurture relationships in facilities management and ASTFM 516 Mobilise facilities management contracts.

For Outcome 1:

- ◆ Situations where negotiation skills are required within facilities management are expected to include consultation and negotiations with contractors and suppliers, trade unions, staff representatives, senior managers, customers, staff and colleagues.
- ◆ Topics to negotiate may include purchasing situations, tender management, contract negotiations, salary discussions, budget setting, office alterations and moves.
- ◆ The role of facilities management negotiations should be discussed in the context of the wider business and organisational strategy.

For Outcome 2:

- ◆ Negotiation strategies for facilities management is expected to include negotiations at both team and individual levels.
- ◆ Strategies for negotiation could make reference to styles of negotiation such as co-operative vs adversarial, the need for effective planning and preparation prior to negotiations and evaluation post negotiation.
- ◆ Learners are expected to demonstrate understanding of the importance of relationship building (integrity based), influencing and presentation skills within a negotiation.
- ◆ Various roles within the negotiation process may include the identification of a governance structure and team lead, legal representatives, the impact of internal and external individuals on the team. An evaluation of these is expected to include a description of the roles that may be undertaken within the negotiation process and how these together contribute to the achievement of objectives and/or conflict resolution. It is expected that learners reference how negotiations are managed and individual roles within this process.

Higher National Unit Support Notes (cont)

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

For Outcome 2 (cont):

- ◆ Learners are expected to reference the need for individuals to understand their role within the team including limitations and boundaries of individuals within a negotiation.
- ◆ This would benefit from learner's reflecting on their own experience, whether within the workplace or via simulated negotiations.

For Outcome 3:

- ◆ Stages of successful negotiation are expected to make reference to planning and preparation, sharing and discussion, bargaining, change requests, commitment and a review and evaluation of the negotiation once this has been completed.
- ◆ Success factors within a negotiation are expected to include quality of submission, innovation, quality standards, sustainability, equality and diversity, experience of working in and with the local community, number of apprenticeships offered, etc. Discussion is expected between the cost/quality weighting within negotiations.
- ◆ Evaluation of the success of a negotiation is expected to make reference to the ability to achieve objectives for both facilities management teams and the wider business; particular focus should be paid to a negotiation's potential financial impact and the relationship with business strategy.
- ◆ The non-financial impact of a negotiation on an organisation should take into account the impact on reputation, relationships, business retention and the quality of negotiations; particularly with clients, partners and subcontractors. Thought should also be given to potential risks which may occur from negotiations.

Guidance on approaches to delivery of this unit

This unit is likely to form part of a group award designed to provide learners with technical and professional skills and knowledge for employment within the facilities management sector. It supports delivery for learners who are employed within this field and will be able to draw on their previous knowledge and experience of the sector. It would be appropriate for centres to contextualise their teaching and encourage learners to use evidence and case studies from employment.

As a result of the close relationship between negotiations, procurement and contracts and the management of relationships with contractors in facilities management, it is suggested that these units are delivered together or in the following order. HX58 35 *Facilities Management: Managing Negotiations*, HX5A 35 *Facilities Management: Managing Procurement and Contracts*, HX59 35 *Facilities Management: Managing Relationships with Suppliers and Specialists*.

Higher National Unit Support Notes (cont)

Unit title: Facilities Management: Managing Negotiations
(SCQF level 8)

Guidance on approaches to assessment of this unit

Evidence can be generated using different types of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

Due to the focus on vocational skills and experience relevant to the facilities management sector throughout this unit, suggested method for assessment will focus on utilising the learner's own experience. Suitable forms of assessment could include presentations and learners proposing and undertaking simulated negotiations from a provided case study.

It is suggested that all outcomes in this unit are assessed simultaneously, with opportunities for integration of assessment with F7J7 35 *Business Culture and Strategy*, HX59 35 *Facilities Management: Managing Relationships with Suppliers and Specialists*, and HX5A 35 *Facilities Management: Managing Procurement and Contracts*, providing a holistic assessment for the unit.

Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the evidence requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at www.sqa.org.uk/e-assessment.

Assessment could be delivered as an e-assessment if desired; this may be particularly suitable for learners who are working whilst studying this unit.

Opportunities for developing Core and other essential skills

There is no automatic certification of Core Skills or Core Skills components in this unit, however there may be opportunities to develop the Core Skills of *Communication*, *Numeracy*, *Information and Communication Technology (ICT)*, *Problem Solving* and *Working with Others* at SCQF level 6.

History of changes to unit

| Version | Description of change | Date |
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General information for learners

Unit title: Facilities Management: Managing Negotiations (SCQF level 8)

This section will help you decide whether this is the unit for you by explaining what the unit is about, what you should know or be able to do before you start, what you will need to do during the unit and opportunities for further learning and employment.

This unit has been designed to develop your knowledge and understanding of managing negotiations within the facilities management sector. You can expect to develop skills relevant to leading and managing complex negotiations, conflict resolution and evaluating the impact negotiations can have both within the facilities management section and wider business.

In Outcome 1 you will analyse the role of negotiation within the facilities management sector.

In Outcome 2 you will evaluate the role of individuals and teams within negotiations.

In Outcome 3 you will evaluate the success of a negotiation.

The unit is primarily intended for those already employed within the facilities management sector and will allow you to directly relate the knowledge and skills covered in the unit to your real working experience.

This unit can be as one single assessment. You will be asked to show practical application of your knowledge and skills and will be encouraged to link assessments to your experience within the facilities management sector.