



Advanced Higher
Course Assessment
Specification



Advanced Higher Business Management Course Assessment Specification (C710 77)

Valid from August 2015

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Please refer to the note of changes at the end of this Course Assessment Specification for details of changes from previous version (where applicable).

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Course outline

Course title:	Advanced Higher Business Management
SCQF level:	7 (32 SCQF credit points)
Course code:	C710 77
Course assessment code:	X710 77

The purpose of the Course Assessment Specification is to ensure consistent and transparent assessment year on year. It describes the structure of the Course assessment and the mandatory skills, knowledge and understanding that will be assessed.

Course assessment structure

Component 1 — question paper	80 marks
Component 2 — project	40 marks
Total marks	120 marks

This Course includes eight SCQF credit points to allow additional time for preparation for Course assessment. The Course assessment covers the added value of the Course.

Equality and inclusion

This Course Assessment Specification has been designed to ensure that there are no unnecessary barriers to assessment. Assessments have been designed to promote equal opportunities while maintaining the integrity of the qualification.

For guidance on assessment arrangements for disabled learners and/or those with additional support needs, please follow the link to the Assessment Arrangements web page: www.sqa.org.uk/sqa/14977.html.

Guidance on inclusive approaches to delivery and assessment of this Course is provided in the *Course/Unit Support Notes*.

Assessment

To gain the award of the Course, the learner must pass all of the Units as well as the Course assessment. Course assessment will provide the basis for grading attainment in the Course award.

Course assessment

SQA will produce and give instructions for the production and conduct of Course assessments based on the information provided in this document.

Added value

The purpose of the Course assessment is to assess added value of the Course as well as confirming attainment in the Course and providing a grade. The added value for the Course will address the key purposes and aims of the Course, as defined in the Course Rationale. It will do this by addressing one or more of breadth, challenge, or application.

In this Course assessment, added value will focus on the following:

- ◆ challenge — requiring greater depth or extension of knowledge and/or skills
- ◆ application — requiring application of knowledge and/or skills in practical or theoretical contexts as appropriate

This added value consists of:

- ◆ evaluating the effectiveness of business activities and decisions in unfamiliar business-related contexts
- ◆ applying business concepts and ideas to explain management and leadership
- ◆ communicating complex business ideas and opinions, from a wide range of sources, with clarity and logic
- ◆ researching, analysing and evaluating business information to reach conclusions and make recommendations

Grading

Course assessment will provide the basis for grading attainment in the Course award.

The Course assessment is graded A–D. The grade is determined on the basis of the total mark for all Course assessments together.

A learner's overall grade will be determined by their performance across the Course assessment.

Grade description for C

For the award of Grade C, learners will have demonstrated successful performance in all of the Units of the Course. In the Course assessment, learners will typically have demonstrated application of skills and knowledge of understanding of management theories and concepts to actual business contexts in order to aid strategic planning, control and decision-making in an organisation.

Grade description for A

For the award of Grade A, learners will have demonstrated successful performance in all of the Units of the Course. In the Course assessment, learners will have demonstrated the ability to consistently apply skills and knowledge of understanding of management theories and concepts to actual business contexts in order to aid strategic planning, control and decision-making in an organisation, to a high level of performance.

Credit

To take account of the extended range of learning and teaching approaches, remediation, consolidation of learning and integration needed for preparation for external assessment, six SCQF credit points are available in Courses at National 5 and Higher, and eight SCQF credit points in Courses at Advanced Higher. These points will be awarded when a Grade D or better is achieved.

Structure and coverage of the Course assessment

The Course assessment will consist of two Components: a question paper and a project.

Component 1 — question paper

The purpose of this question paper is to address challenge and application. These will be assessed by drawing on, and sampling, the knowledge and understanding from across the Course. Learners will be required to apply their knowledge and understanding of business concepts and situations in complex contexts.

The question paper will give learners an opportunity to demonstrate the following skills, knowledge and understanding by:

- ◆ analysing complex business information to evaluate strategic plans and strategic decisions of large organisations, and the impact of external factors on large organisations
- ◆ applying knowledge and understanding of complex business, management and leadership theories and concepts to specific business situations
- ◆ evaluating the social and ethical impact of multinational companies at home and abroad
- ◆ evaluating how analytical techniques and emerging technology can be used to support business decisions
- ◆ communicating complex business ideas and opinions with clarity and logic

The question paper will have 80 marks.

This question paper has two Sections.

Section 1 will have 40 marks and will consist of a set of mandatory questions based on a business case study stimulus. The questions will be drawn from across the Course. Learners will be required to demonstrate application of skills and knowledge and understanding, within the context of the case study.

Section 2 will have 40 marks and will consist of four mandatory questions, worth 10 marks each, which are drawn from across the Course.

Component 2 — project

The purpose of this project is to address challenge and application. The project will provide learners with the opportunity to apply and extend research, analytical, evaluative and decision-making skills, within the context of a business topic or issue. Learners should use a wide range of business sources relevant to the context of the project, and present their findings in a business report.

The project will have 40 marks.

This project will give learners an opportunity to demonstrate their ability to:

- ◆ select a business topic from the Course to research
- ◆ use suitable business information, related to the context of the topic, from a range of sources
- ◆ apply in-depth knowledge and understanding of business concepts to explain, analyse and evaluate the topic

- ◆ reach valid conclusions and/or make recommendations based on evidence
- ◆ structure a detailed, well-informed report on the topic
- ◆ organise, present and reference findings using appropriate conventions

For further details of the Course requirements, please see the 'Further mandatory information on Course coverage' section of this Course Assessment Specification.

Setting, conducting and marking of assessment

Question paper

This question paper will be set and marked by SQA, and conducted in centres under conditions specified for external examinations by SQA. Learners will complete this in 2 hours and 45 minutes.

Controlled assessment — project

This assignment is:

- ◆ set within SQA guidelines
- ◆ conducted under some supervision and control

Evidence will be submitted to SQA for external marking.

All marking will be quality assured by SQA.

Setting the assessment

Set within SQA guidelines.

Conducting the assessment

Guidelines for conducting the assessment will be provided by SQA.

The project will be conducted under supervision and control to ensure that the work presented is the candidate's own. Centres are responsible for ensuring the authentication of this work.

The project will involve researching, analysing and evaluating business information gathered in order to reach conclusions and make recommendations. This will be presented in the form of a business report.

The project must be completed individually. Guidelines regarding the time frame for completing the project will be provided by SQA.

Further mandatory information on Course coverage

The following gives details of the mandatory skills, knowledge and understanding for the Advanced Higher Business Management Course. Course assessment will involve sampling the skills, knowledge and understanding. This list of skills, knowledge and understanding also provides the basis for the assessment of the Units of the Course.

When preparing learners for the Course assessment, please refer first to the 'Structure and coverage of the Course assessment' section.

The External Business Environment

Global business	<p>Globalisation, its effects on business and reasons for growth of multinationals, including the impact of external factors on organisations</p> <p>Foreign direct investment, such as creating new facilities or buying existing organisations; joint ventures</p> <p>Issues raised, such as transfer pricing, exploitation of local resources and foreign control of the economy</p> <p>Multinational Companies — effects on host country, effects on home country</p> <p>Current developments in the EU and their effect on UK organisations, including EU policies, such as Single European Market, EU Enlargement, European Monetary Union, Social Chapter</p> <p>Other current developments and their effect on UK organisations, such as the Association of South East Asian Nations (ASEAN) and China</p>
Current issues	Business ethics; corporate social responsibility; environmental issues; government influence; technological developments

The Internal Business Environment

Management	<p>Role of Management, such as Fayol and Mintzberg</p> <p>Management thought such as:</p> <ul style="list-style-type: none"> ◆ Classical including Fayol, Taylor and Weber ◆ Human relations, including Mayo and McGregor ◆ Systems ◆ Contingency <p>Strategic planning and decision-making</p>
Leadership	<p>Leadership theories, such as Trait and Contingency</p> <p>Comparison of managers and leaders including personal qualities</p>

Teams	Stages of development such as Tuckman Belbin's team roles Characteristics of effective teams Impact of team working
Time and task management	Principles, methods and use of
Managing change	Stages of changes, such as Kurt Lewin's theory Approaches to managing change, such as top-down, participative, negotiated, piecemeal, action-centred Factors affecting the success of change management, such as organisational culture
Equality and diversity	Impact of the Equality Act 2010 on organisations Training, transfers and progression opportunities

Evaluating Business Information

Research	Research techniques, Referencing, Bibliography
Analytical techniques	Preparation, description and analysis of: <ul style="list-style-type: none"> ◆ Force field diagram ◆ SWOT ◆ Critical path ◆ Gantt chart <p>The use of the above in decision-making</p>
Evaluating financial and other information	Reaching conclusions from: <ul style="list-style-type: none"> ◆ Reported financial information ◆ Annual reports ◆ Government statistics ◆ Market data ◆ Customers surveys

Administrative information

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History of changes to Course Assessment Specification

Version	Description of change	Authorised by	Date
2.0	<p>Mark for Component 2 has been amended in the 'Course assessment structure' section.</p> <p>Wording has been changed in the 'Added value' section.</p> <p>In the 'Structure and coverage of Course assessment' section, changes have been made to the format and also the wording of the skills developed for the question paper and project.</p> <p>The duration of the question paper has changed and additional clarification has been given to the 'Setting, Conducting and Marking' section.</p> <p>Minor changes made to the content in the 'Further mandatory information on Course coverage' section for clarification.</p>	Qualifications Development Manager	April 2015

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Note: You are advised to check SQA's website (www.sqa.org.uk) to ensure you are using the most up-to-date version of the Course Specification.

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