



## **Arrangements for:**

**HNC in Marketing at SCQF level 7**

**Group Award Code: GC81 15**

**HND in Marketing at SCQF level 8**

**Group Award Code: GC83 16**

**Validation date: May 2011**

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## **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
17	<b>Revision of Units:</b> <b>DV77 35:</b> Consumer Behaviour: Research and Applications (Finish date 31/07/2021) has been replaced by J11P 35 Consumer Behaviour: Research and Applications (Start date 01/08/2017) for both HNC/HND Frameworks	13/07/18
16	<b>Revision of Units:</b> <b>DV8N 35:</b> Marketing Planning Process (Finish date 31/07/2021) has been replaced by HX13 35 Marketing Analysis and Planning (Start date 01/08/2017) for both HNC/HND Frameworks <b>FK8L 35:</b> Market Research Applications (Finish Date 31/07/2021) has been replaced by HW06 35 Marketing Research Applications (Start Date 01/08/2017) for both HNC/HND Frameworks <b>DV79 35:</b> Industrial Investigation (Finish date 31/07/2021) has been replaced by HW04 35 Marketing Communications: Investigation (Start date 01/08/2017) for both HNC/HND Frameworks	20/12/17
15	<b>Revision of Units:</b> DV78 35 Corporate Identity has been replaced by HP8F 35 and will finish on 31/07/2020.  FK8J 35 Direct Marketing has been replaced by HP8G 35 and will finish on 31/07/2020.	05/07/17
14	<b>Revision of Unit:</b> DL2V 35 Corporate Store Image has been replaced by HJ3N 35 Retail Corporate Image for both HNC/HND and will finish on 31/07/2019. <b>Revision of Unit:</b> DL2T 35 Comparative Retailing has been replaced by HJ3R 35 Contemporary Issues in Retailing for both HNC/HND and will finish on 31/07/2019.	17/03/17
13	Revision of Unit: FK8M 34 Marketing Research Theory has been replaced by HH9T 34 Marketing Research Theory and will finish 31/07/2020	09/02/17
12	Description: Unit HC2P34 Public Relations: Principles and Practice now has Core Skill component Critical Thinking at SCQF level 5 embedded; and Unit HC4A 35 Marketing: Brand Management has Core Skill components of Critical Thinking and Problem Solving at	30/05/16

	SCQF level 6	
11	<b>Revision of Units:</b> FK8N 34 Public Relations: Principles and Practice has been replaced by HC2P 34 Public Relations: Principles and Practice. DV8V 34 Principles of Promotion has been replaced by HC2R 34 Marketing Communications: An Introduction. DV8M 35 Marketing: Brand Management has been replaced by HC4A 35 Marketing: Brand Management Old units will finish 31/07/2018	16/03/16
10	<b>Revision of Units:</b> DG6M 34 International Marketing: An Introduction has been revised by H8PD 34 International Marketing: An Introduction. F35Y 35 Managing an Event has been revised by H91M 35. Old units will finish on 31/07/2017	18/05/15
09	The following Unit has been added to Optional section of both HNC and HND Marketing: <ul style="list-style-type: none"> <li>◆ Contribute to the Organisation of a Promotional Activity H8PE 34</li> </ul>	24/03/15
08	The following Unit is added to Optional section of both HNC and HND Marketing: <ul style="list-style-type: none"> <li>◆ Public Relations: Principles and Practices FK8N 34</li> </ul>	29/01/15
07	The following Units added to Optional section of both HNC and HND Marketing: <ul style="list-style-type: none"> <li>◆ Web Design: An Introduction H38334</li> <li>◆ Using Financial Accounting Statements F93H 34</li> </ul>	16/12/14
06	Digital marketing advice added to Section 6 Approaches to delivery and assessment.	24/10/14
05	<i>Visual Communication: Social Media (H387 34)</i> added as an optional Unit to both frameworks.	12/08/14
04	<b>Additional optional Unit:</b> <i>Management: Leadership at Work (H1F2 34).</i>	24/10/13
03	<b>Additional optional Unit:</b> <i>Organisations and Management (F1MF 34).</i>	15/08/13
02	<b>Changes to codes:</b> <i>Human Resource Management: Introduction</i> from DN78 34 ( <i>lapse date 31/07/2012, finish date 31/07/2014</i> ) to H1KP 34. <i>Creating a Culture of Customer Care</i> from DJ42 34 ( <i>lapse date 31/07/2013, finish date 31/07/2015</i> ) to H1F0 34. <i>Managing and Working with People</i> from DV82 34 ( <i>lapse date 31/07/2013, finish date 31/07/2015</i> ) to H1F4 34. <b>Added to frameworks:</b> <b>HNC:</b> <i>Using Software Application Packages D85F 34. Marketing: Brand Management DV8M 35.</i> <b>HND:</b> <i>Using Software Application Packages D85F 34.</i>	21/11/12

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## Introduction

This is the Arrangements Document for the revised HNC and HND in Marketing which were validated in May 2011. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

## 2 Rationale for the revision of the Group Awards

### 2.1 Title of the awards

The two revised awards, ie HNC and HND in Marketing, will replace the two current awards. They retain the existing titles in line with stakeholders' views that these titles are widely recognised and respected — and also clearly reflect the purposed of the Group Awards.

### 2.2 Background

The specialist national awards of HNC and HND in Marketing were first offered in Scotland in 1992 and, with the increasing interest in marketing qualifications, a national HN framework was designed and validated in 1996. In 2006, as part of the HN Modernisation programme, this national HN framework was significantly updated and was on offer throughout Scotland and Northern Ireland from August 2006 to July 2011. The 2006 framework has now been revised and this Arrangements Document covers the agreed amendments, enhancements and revisions.

Whilst it is difficult to measure the size of the marketing sector, it is estimated that there are c.2.5 million people involved in marketing, sales and related roles such as customer service across the UK (*Council for Administration, 2011*). In Scotland, the latest figures available from Futureskills Scotland estimate that there are about 4,500 people employed full time in marketing and advertising in Scotland, with more than 120,000 in sales and customer service positions. In employment terms, the marketing industry therefore represents a large sector for employment opportunities in a range of diverse areas such as Market Research, Advertising, Public Relations, Selling and Customer Service, Product Development and Distribution.

Whilst the marketing industry had previously shown a steady growth from 1996, the economic downturn has adversely affected budgets for marketing in both the private and public sectors. However, there are positive signs now emerging eg a survey (*IPA/BDO Bellwether Report*) of 300 companies across the UK published in April 2011, reports that although there has been a fall in marketing spend, 20% of those surveyed indicated an increase in their spend. In addition, it was found that budgets for 2011 have been set higher than actual spend in 2010 on average; with almost 40% of respondents planning to increase their marketing spend in 2011. In uncertain economic times, it is felt that companies can take a cautious approach, however the outlook is improving as more organisations plan to raise their marketing spend as compared with previous years.

Marketing skills are increasing being seen as crucial to the survival and success of organisations, not only as markets are opened up and become more and more competitive within the UK and internationally, but also to help meet the challenges of the current economic situation.

## **2.3 Rationale**

Since the validation of the HN Marketing in 2006, there have been significant changes in the industries served by the current qualifications and the revised HNC and HND in Marketing outlined in this document have been developed to take account of market research information received from organisations and employers who require marketing and marketing-related skills.

There have also been changes in Higher Education (HE) provision in the sector, including the revision of programmes that were current back in 2006, as well as the development of new programmes which are now used as articulation routes for candidates completing the HNC/HND Marketing Group Awards. Consultation with this important stakeholder group formed part of the market research process. A list of current HE programmes allowing direct entry for HN Marketing candidates is outlined later in this document.

Feedback from candidates who have achieved the previous HN Marketing Group Award was also considered as part the consultation process. The Qualification Development Team (QDT) which was established to support the review of the previous Group Award felt it was important that candidate experience of the qualifications should inform proposals for the future to ensure that that good practice across centres could be integrated into the revised frameworks — and more importantly, that candidates' views of these qualifications to access HE and employment positions would prove invaluable.

A short summary of the market research, consultation and development processes can be found in Section 2.4 below.

As a result of the consultation process with stakeholders, a revised structure for the new HNC and HND Marketing has been developed which is designed specifically to meet the needs of the marketing and marketing-related sectors in Scotland.

The majority of candidates undertaking the revised HNC and HND in Marketing will be doing so to gain employment or access to HE. In order to achieve the revised HNC and HND in Marketing, candidates will need to satisfy the recommended access arrangements which are outlined in Section 4. As presently more than 50% of successful HND candidates go on to degree programmes in HE, it is important that the revised awards recognise the need for the skills development required for progression to HE.

Both the revised HNC in Marketing and the HND in Marketing include mandatory Units which all candidates must complete, together with a range of optional Units which are included in order to meet the needs of local stakeholders, as feedback from market research demonstrated by the wide diversity of industries which require marketing and marketing-related knowledge and skills.



## 2.4 Overview of stakeholder consultation

The table below summarises the main stakeholders and the method by which they were consulted

Main Stakeholder	Method of consultation
Delivering centres	<ul style="list-style-type: none"> <li>◆ Initial meeting with centre representatives to establish a Qualifications Design Team (QDT).</li> <li>◆ Electronic questionnaire to all delivering centres (this covered the structure and content of awards as well as suggestions for Graded Units).</li> <li>◆ Focus Group</li> <li>◆ Regular meetings of the QDT to discuss the market research feedback; proposed aims; proposed structures; and consider revised and new Units.</li> </ul>
Other centres	<ul style="list-style-type: none"> <li>◆ Electronic questionnaire (this covered the structure and content of awards as well as suggestions for Graded Units).</li> </ul>
Employers	<ul style="list-style-type: none"> <li>◆ Electronic and postal questionnaire issued across Scotland to gather views on awareness and acceptance of the awards; and requirements in terms of knowledge and skills content.</li> </ul>
Higher Education	<ul style="list-style-type: none"> <li>◆ Information obtained from university websites and telephone interviews with course tutors.</li> <li>◆ Feedback from colleges with links to Universities.</li> </ul>
Sector Skills Council (SSC)	<ul style="list-style-type: none"> <li>◆ Attended Focus Group for centres</li> </ul>
Ex-candidates	<ul style="list-style-type: none"> <li>◆ Electronic and postal questionnaire to establish destination/job statistics and views on relevance of subjects studied for employment and HE.</li> </ul>

## 2.5 Summary of stakeholder feedback

The QDT felt that the consultation responses, in the main, did not demand significant changes to the previous HNC/HND in Marketing. However, key proposals which did emerge from the consultation with main stakeholders and subsequent meetings of the QDT were as follows:

- ◆ Feedback from industry and centres suggested that the following:
  - Brand management to become a mandatory subject
  - Both Managing Distribution and Industrial Investigation Units to become optional choices
  - International marketing to remain as an optional subject
  - Development of new digital marketing/social media Units
  - Consider inclusion of additional practical Information Communication Technology Units as optional choices
- ◆ It was the view of the QDT that a number of the existing Units or topics were required to be updated or replaced as follows:
  - Replace the *Using Software Application Packages* Unit with more relevant ICT Unit(s) as centres reported issues with this Unit.
  - Major review of both *Market Research Theory* and *Marketing Research Applications* Units.
  - Minor review of existing Units covering:
    - *Principles of Marketing*
    - *Principles of Promotion*
    - *Integrated Marketing Communications*
    - *Marketing: Brand Management*
    - *Direct Marketing*
    - *Sales Promotion*
- ◆ The lack of 'marketing management' was highlighted by considering the National Occupational Standards (NOS) for Marketing and Sales. The previous frameworks contained some management skills and knowledge in the *Sales Management* Unit, so it was agreed to re-design this Unit into two Units — one for sales planning and one to cover the management of marketing resources.
- ◆ The volume and flexibility of assessments was to be reviewed across the HN Marketing framework.

A full report on the consultation with stakeholders is available from SQA.

## 2.6 Other related qualifications

The following qualifications provide opportunities for progression to and from the revised HNC in Marketing (SCQF level 7) and HND in Marketing (SCQF level 8):

- ◆ **National Qualifications (NQ)**  
There are no nationally developed NQ Group Awards in this area, but a number of centres offer NQ courses in Marketing; Advertising and Public Relations; Media and Business; consisting of individual marketing-related NQ Units (SCQF levels 4,5,6).

- ◆ **National Progression Awards (NPAs)**  
There are NPAs in Business and Marketing (SCQF levels 4 and 5). These include topics such as marketing and operations; marketing research; business decisions; selling and event organisation.
- ◆ **Highers**  
Higher Business Management (SCQF level 6) which includes marketing topics is currently available.
- ◆ **Higher National Qualifications (HN)**  
There are close links between the revised HN in Marketing and the revised HN in Advertising and Public Relations (SCQF levels 7 and SCQF level 8). Several Units which are common to both structures were developed in partnership between the two QDTs.
- ◆ **Degree Programmes**  
A large number of related degree programmes are offered at a range of HE institutions throughout Scotland. The HNC/HND in Marketing provides entry variously into 2<sup>nd</sup> and 3<sup>rd</sup> year of degree programmes
- ◆ **Professional Qualifications**  
The revised HNC/HND in Marketing is accepted by the Chartered Institute of Marketing for entry to their Professional Diploma in Marketing qualification.

### 3 Aims of the Group Awards

#### 3.1 Broad aims

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

- ◆ to provide candidates with the skills and competences which will allow them to pursue a range of opportunities in employment, HE and professional development.
- ◆ to develop candidates' knowledge and skills which will enhance their employment prospects.

#### 3.2 General aims of the Groups Awards

The revised HNC in Marketing and HND in Marketing have the following **general** aims to:

- 1 enable candidates to develop a range of Core Skills in *Communication, Problem Solving; Working with Others; Information and Communication Technology (ICT)* and *Numeracy* as required by employers and for progression in higher/professional education.
- 2 develop an individual personally and vocationally within the SCQF.
- 3 offer individual candidates the opportunity to acquire up to date and transferable skills in marketing.
- 4 develop independent study and research skills.
- 5 provide a degree of choice for candidates to enable them to pursue a range of different employment opportunities and HE pathways within the field of marketing and business.

### 3.3 Specific aims of the Group Awards

**For the revised HNC in Marketing:** the Group Award and individual Units provide the opportunity to:

- 6 prepare candidates for employment in marketing and business roles at an introductory/junior level.
- 7 develop the candidate's knowledge and skills in marketing theory and buyer behaviour, as well as in the main operational areas such as marketing research; distribution; selling and promotion.
- 8 prepare candidates for progression to further studies in marketing at HND level.
- 9 prepare candidates for progression to 1<sup>st</sup> or 2<sup>nd</sup> year entry of HE or professional qualifications in either marketing or related/non-related qualifications.

**And for the revised HND in Marketing:** the Group Awards and individual Units provide the opportunity to:

- 10 prepare candidates for employment in marketing and business at the level of marketing assistant/trainee manager/executive or equivalent.
- 11 provide candidates with a range of contemporary vocational skills in marketing, and specifically in marketing analysis and planning at an operational level.
- 12 prepare candidates for progression to 2<sup>nd</sup> or 3<sup>rd</sup> year entry of HE and advanced professional qualifications in either marketing or related/non-related qualifications.

### 3.4 Target groups

The target client group is those wishing to enter employment in a marketing or business role. For the HNC candidates, this would be roles at a junior or introductory level; and for the HND candidates, this would be roles at marketing assistant, trainee manager or executive levels.

In addition, the client group includes those who wish to progress to Higher Education and/or undertake professional qualifications in marketing or business-related subjects.

It is expected that the client group will predominantly consist of young people who have recently left school either immediately prior to entering this Group Award or having completed a programme of suitable Units at National Certificate level.

However, the revised HNC/HND in Marketing would also be suitable for mature candidates wishing to return to further education.

### 3.5 Employment opportunities

The revised HNC and HND in Marketing prepare candidates for a wide range of marketing and related roles/careers such as in market research, distribution, selling, promotion, event management; advertising; PR; marketing planning and analysis and customer service in both in-house departments and specialist agencies across the private and public sectors.

Candidates successfully completing the HNC would be suitable for such roles at an introductory/junior level; whilst those achieving the HND would be suitable for employment at a trainee/assistant manager or executive level including marketing planning and analysis.

## 4 Access to Group Awards

Access to the revised HNC in Marketing and HND in Marketing is at the discretion of the centre. Therefore the following recommendations are for guidance only. Examples of appropriate qualifications entry are not exhaustive and may be considered in a variety of combinations. **The overriding criterion to be satisfied is that the applicant has a realistic chance of achieving the revised qualification within the programme model delivered by the centre.**

### 4.1 Prior qualifications

- ◆ Relevant National Qualifications or National Qualification Group Awards at SCQF level 5 or 6.
- ◆ Any two National Qualifications at Higher level (preferably including Higher English) together with three Standard Grade passes at 3 or above.
- ◆ Appropriate groupings of National Units, for example those focussing on marketing, market research, advertising, media studies or general business studies.
- ◆ An SVQ at level 2 or 3 in a relevant area.
- ◆ Different combinations of National Qualifications, Vocational Qualifications and equivalent qualifications from other awarding bodies in relevant areas.
- ◆ For candidates where English is not their first language, it is recommended that they possess English for Speakers of Other languages (ESOL) at SCQF level 5 or an overall score of 5.5 in IELTS.

### 4.2 Work experience

Those with relevant work experience but without relevant qualifications may be accepted for entry if the enrolling centre is satisfied that the candidate has a reasonable expectation of successfully completing the revised HNC and HND in Marketing. This may be established through a written application, face-to-face interview or other means as deemed appropriate by the centre.

### 4.3 Entry to Year 2 HND in Marketing

In order to achieve the revised HND in Marketing, candidates must gain a total of 30 HN Credits from the appropriate parts of the qualification structure. Access to the revised HND in Marketing typically varies between a requirement to have a minimum of between 12 and 15 credits, usually including all of the revised HNC Marketing mandatory Units.

### 4.4 Recommended Core Skills Entry profile

It is recommended that candidates possess the following minimum Core Skills or equivalent on entry to the revised HNC in Marketing or HND in Marketing

Core Skill or Core Skill component	SCQF level
Communication	5
Numeracy	5
Information and Communication Technology (ICT)	4
Problem Solving	4
Working with Others	4

## 5 Group Awards structures

### 5.1 Main changes to the Group Awards

It was concluded that, in general, the previous HN Marketing frameworks were operating effectively and achieving the general aims of the awards. However from the results of the consultation and discussions with QDT members, the following actions relating to the structure and/or individual Units have been taken:

- ◆ The previous HNC in Marketing (G85K 15) required candidates to complete **10 mandatory credits and 2 optional credits**. The revised HNC (GC81 15) requires candidates to **complete 9 mandatory credits and 3 optional credits**. Thus making the HNC in Marketing more flexible.
- ◆ The previous HND in Marketing (G85L 16) required candidates to complete **21 mandatory credits and 9 optional credits**. The revised HND (GC83 16) requires candidates to complete **20 mandatory credits and 10 optional credits**. Also making the HND in Marketing more flexible.
- ◆ Four new Units have been specifically written for the revised HNC/HND in Marketing. Two of these cover digital marketing and social marketing which have seen a significant growth in recent years and now play an important role in marketing. One Unit is entitled *Digital Marketing Communications: An Introduction* (SCQF level 7) is mandatory in the revised HNC award; and *Marketing Communications: Using Digital Media* (SCQF level 8) is mandatory in the revised HND award. The other two new Units, entitled *Sales Planning* and *Managing Marketing Resources* are both at SCQF level 8; are mandatory in the revised HND award and replace the previous two-credit Unit *Sales Management*.

- ◆ Six existing Units in the revised structure have been updated or revised in consultation with the review of the HN Advertising and Public Relations. These include: *Principles of Marketing; Principles of Promotion; Marketing Research Theory; Marketing Research Applications; Direct Marketing; and Sales Promotion.*
- ◆ Investigation of the *Contemporary Marketing Issues* Unit confirmed that social marketing was already covered so no amendments were made to this Unit.
- ◆ Two Units have been moved from the mandatory section to the optional section: *Managing Distribution: An Introduction and Industrial Investigation.*
- ◆ *Brand Management* Unit is now a mandatory Unit in the revised HND in Marketing.
- ◆ The ICT Unit *Using Software Application Packages* has been deleted from the structure and several more relevant ICT Units have been added to the optional section of the revised Group Awards.
- ◆ In line with the revisions to the structures, two revised Graded Units have been developed.

## 5.2 Structure for revised HNC in Marketing (CG81 15)

<b>Mandatory Units — 9 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Principles of Marketing	DV8T 34	16	7	2
Marketing Communications: An Introduction	HC2R 34*	16	7	2
Marketing Research Theory	HH9T 34*	8	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	8	7	1
Principles and Practices of Selling	DG6W 34	8	7	1
Digital Marketing Communications: An Introduction	FK93 34	8	7	1
Marketing: Graded Unit 1	FN3F 34*	8	7	1

<b>Optional Units — 3 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Marketing Communications: Using Digital Media	FK92 35	8	8	1
Managing Distribution: An Introduction	DV8L 34	8	7	1
Information Technology: Application Software 1	D75X 34	8	7	1
Information Technology: Application Software 2	D7CY 35	8	8	1
e-Commerce: An Introduction	DV6F 34	8	7	1
Web Design: An Introduction	DV5M 34	8	7	1
Marketing Analysis and Planning	HX13 35*	8	8	1
Integrated Marketing Communications	DV8J 35	16	8	2
Marketing Research Applications	HW06 35*	8	8	1
Marketing Relationships	DV8P 35	8	8	1
Marketing Communications: Investigation	HW04 35*	16	8	2
Commercial Law for Marketing	DV99 34	8	7	1
Financial Accounting Statements: An Introduction	F93K 34	8	7	1
Using Software Application Packages	D85F 34**	8	7	1

<b>Optional Units — 3 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Marketing: Brand Management	HC4A 35**	8	8	1
Human Resource Management: Introduction	H1KP 34**	8	7	1
Creating a Culture of Customer Care	H1F0 34**	8	7	1
Direct Marketing	HP8G 35**	8	8	1
Sales Promotion	FM0Y 35*	8	8	1
Economic Issues: An Introduction	F7J8 34	8	7	1
Economics 1: Micro and Macro Theory and Application	F7J6 35	8	8	1
International Marketing: An Introduction <b>OR</b>	H8PD 34**	8	7	1
International Marketing	DV8K 35	16	8	2
International Marketing: The Mix	F7R3 35	8	8	1
Interpersonal and Group Skills	D7XF 35	8	8	1
Contemporary Marketing Issues	DV8G 35	8	8	1
Consumer Behaviour: Research and Applications	J11P 35*	8	8	1
Personal Enterprise Skills	F3HT 34	8	7	1
Personal Development Planning	DE3R 34	8	7	1
Organisational Buyer Behaviour	DV8R 34	8	7	1
Services Marketing	DV8F 34	8	7	1
Communication: Using Information Technology and Desktop Publishing	D7LW 34	8	7	1
Managing Information	DV84 34	8	7	1
Managing and Working with People	H1F4 34**	16	7	2
Project Management: An Introduction	F1NH 34	8	7	1
Management: Leadership at work	H1F2 34	8	7	1
Corporate Identity <b>OR</b>	HP8F 35**	8	8	1
Retail Corporate Image	HJ3N 35*	8	8	1
Contemporary Issues in Retailing	HJ3R 35*	8	8	1
Managing an Event	H91M 35**	16	8	2
Sales Planning	FK8G 35	8	8	1
Managing Marketing Resources	FK8K 35	8	8	1
Organisations and Management	F1MF 34	8	7	1
Visual Communication: Social Media	H387 34**	8	7	1
Web Design: An Introduction	H383 34**	8	7	1
Using Financial Accounting Statements	F93H 34**	8	7	1
Public Relations: Principles and Practice	HC2P 34**	8	7	1
Contribute to the Organisation of a Promotional Activity	H8PE 34**	16	7	2

\*\*Refer to History of Changes for revision changes.

**Total credits required — 12 (ie 96 SCQF credit points)**

The revised HNC in Marketing will be awarded to candidates who achieve both of the following:

- ◆ 9 mandatory SQA credits. This is 72 SCQF credit points, all of which are at SCQF level 7.
- ◆ 3 optional SQA credits. This is 24 SCQF credit points in various combinations of SCQF levels 7 or 8, depending on the optional Units completed.



**NB: Units with codes noted with an asterisk\* are updated versions of previous Units.**

**Units in shaded boxes are in hierarchies.**

### 5.3 Structure for the revised HND in Marketing (GC83 16)

<b>Mandatory Units —20 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Principles of Marketing	DV8T 34	16	7	2
Marketing Communications: An Introduction	HC2R 34*	16	7	2
Marketing Research Theory	HH9T 34*	8	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	8	7	1
Principles and Practices of Selling	DG6W 34	8	7	1
Sales Planning	FK8G 35	8	8	1
Managing Marketing Resources	FK8K 35	8	8	1
Digital Marketing Communications: An Introduction	FK93 34	8	7	1
Marketing: Graded Unit 1	FN3F 34*	8	7	1
Marketing Analysis and Planning	HX13 35**	8	8	1
Integrated Marketing Communications	DV8J 35	16	8	2
Marketing Research Applications	HW06 35*	8	8	1
Marketing Relationships	DV8P 35	8	8	1
Marketing: Brand Management	HC4A 35**	8	8	1
Marketing Communications: Using Digital Media	FK92 35	8	8	1
Marketing: Graded Unit 2	FN3E 35*	16	8	2

<b>Optional Units — 10 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Managing Distribution: An Introduction	DV8L 34	8	7	1
Information Technology: Application Software 1	D75X 34	8	7	1
Information Technology: Application Software 2	D7CY 35	8	8	1
e-Commerce: An Introduction	DV6F 34	8	7	1
Web Design: An Introduction	DV5M 34	8	7	1
Marketing Communications: Investigation	HW04 35*	16	8	2
Commercial Law for Marketing	DV99 34	8	7	1
Financial Accounting Statements: An Introduction	F93K 34	8	7	1
Human Resource Management: Introduction	H1KP 34**	8	7	1
Using Software Application Packages	D85F 34**	8	7	1
Creating a Culture of Customer Care	H1F0 34**	8	7	1
Direct Marketing	HP8G 35**	8	8	1
Sales Promotion	FM0Y 35*	8	8	1
Economic Issues: An Introduction	F7J8 34	8	7	1
Economics 1: Micro and Macro Theory and Application	F7J6 35	8	8	1
International Marketing: An Introduction <b>OR</b> International Marketing	H8PD 34** DV8K 35	8 16	7 7	1 2
International Marketing: The Mix	F7R3 35	8	8	1
Interpersonal and Group Skills	D7XF 35	8	8	1

<b>Optional Units — 10 credits required</b>	<b>Unit code</b>	<b>SCQF credit points</b>	<b>SCQF level</b>	<b>Credit value</b>
Contemporary Marketing Issues	DV8G 35	8	8	1
Consumer Behaviour: Research and Applications	J11P 35*	8	8	1
Personal Enterprise Skills	F3HT 34	8	7	1
Personal Development Planning	DE3R 34	8	7	1
Organisational Buyer Behaviour	DV8R 34	8	7	1
Services Marketing	DV8F 34	8	7	1
Communication: Using Information Technology and Desktop Publishing	D7LW 34	8	7	1
Managing Information	DV84 34	8	7	1
Managing and Working with People	H1F4 34**	16	7	2
Project Management: An Introduction	F1NH 34	8	7	1
Corporate Identity <b>OR</b>	HP8F 35**	8	8	1
Retail Corporate Image	HJ3N 35*	8	8	1
Contemporary Issues in Retailing	HJ3R 35*	8	8	1
Managing an Event	H91M 35**	16	8	2
Organisations and Management	F1MF 34	8	7	1
Management: Leadership at Work	H1F2 34**	8	7	1
Visual Communication: Social Media	H387 34**	8	7	1
Web Design: An Introduction	H383 34**	8	7	1
Using Financial Accounting Statements	F93H 34**	8	7	1
Public Relations: Principles and Practice	HC2P 34**	8	7	1
Contribute to the Organisation of a Promotional Activity	H8PE 34**	16	7	2

\*\*Refer to History of Changes for revision changes.

### **Total credits required — 30 SQA credits (ie 240 SCQF credit points)**

The revised HND in Marketing will be awarded to candidates who achieve both of the following:

- ◆ 20 mandatory SQA credits. [ie 160 SCQF credit points of which 72 SCQF credit points are at SCQF level 7 and 88 SCQF credits points at SCQF level 8].
- ◆ 10 optional SQA credits. [ie 80 SCQF credit points in various combinations of SCQF levels 7 or 8, depending on the optional Units completed].

**NB: Units with codes noted with an asterisk\* are updated versions of previous Units.**

**Units in shaded boxes are in hierarchies.**

## **5.4 Graded Units**

Graded Units are designed to assess the candidate's ability to retain the Knowledge and/or Skills gained in the Units of the Group Awards; to grade the candidate's achievement and to meet the key aims of the Group Awards.

Since 2005, project-based Graded Units have been used for both the HNC in Marketing and the HND in Marketing. Both Graded Units for the revised awards remain project-based Units (practical assignments) as it is felt that the skills developed in planning, developing and evaluating projects are best suited for candidates entering the various career paths in marketing, and therefore meet the aims of both awards.

As required by the HN Design Principles, the revised HNC in Marketing and the revised HND in Marketing contain two Graded Units, which candidates must achieve, ie:

- ◆ For the HNC Award, candidates must achieve the *Marketing Graded Unit 1* (FN3F 34) which is one single credit Graded Unit at SCQF level 7.
- ◆ For the HND Award, candidates must achieve the *Marketing Graded Unit 2* (FN3E 35) which is a double credit Graded Unit at SCQF level 8; together with the *Marketing Graded Unit 1* (FN3F 34) from the HNC award.

These Graded Units are revised versions of the previous Graded Units to reflect changes to the structures of the awards.

Should SQA produce assessment exemplars for the revised Graded Units, the case studies will clearly reflect the differences in the SCQF level of the Unit specifications, as well as the input required by the candidates.

## 5.5 Hierarchy of optional Units

The revised HNC and HND in Marketing continue to contain hierarchies in the optional section regarding Units which include some overlapping issues/areas. These are highlighted in the structures earlier in this section but are noted again here:

Candidates can take up to 2 SQA credits from the following optional Units:

- ◆ *International Marketing: An Introduction* (DG6M 34) — SCQF level 7; 1 SQA credit
- ◆ *International Marketing* (DV8K 35) — SCQF level 8; 2 SQA credits

Candidates can take up to 1 SQA credit from the following optional Units:

- ◆ *Corporate Identity* (HP8F 35) — SCQF level 8; 1 SQA credit
- ◆ *Retail Corporate Image* (HJ3N 35\*) — SCQF level 8; 1 SQA credit

## 5.6 Mapping information

### 5.6.1 Mapping of mandatory Units to the aims of the revised Group Awards

The following table identifies how the general and specific aims are met by the mandatory Units in the revised HNC and HND in Marketing:

Unit title	Aims
Principles of Marketing	1,2,3,4,5,6,7,8,9,10
Consumer Behaviour and the Marketing Process	1,2,3,4,5,6,7,8,9,10
Marketing Research Theory	1,2,3,4,5,6,7,8,9
Principles of Promotion	1,2,3,4,5,6,7,8,9
Principles and Practice of Selling	1,2,3,4,5,6,7,8,9
Digital Marketing Communications: An Introduction	1,2,3,4,5,6,7,8,9
Marketing: Graded Unit 1	1,2,3,4,5,6,7,8,9
Marketing Planning Process	10,11,12

Unit title	Aims
Integrated Marketing Communications	10,11,12
Sales Planning	10,11,12
Marketing Relationships	10,11,12
Marketing Research Applications	10,11,12
Managing Marketing Resources	10,11,12
Marketing Communications: Using Digital Media	10,11,12
Marketing: Graded Unit 2	10,11,12

### 5.6.2 Mapping of mandatory Units to the National Occupational Standards (NOS)

The current Sector Skills Council (SSC) responsible for the NOS for Marketing and Sales is the Council for Administration (CfA). In collaboration with its partners, it has the role of developing standards, qualifications and apprenticeships in Marketing and Sales as well as across a wide range of other business areas.

The NOS for Marketing and Sales set out a competency framework, which can be used as the definition of marketing practice and the requirements of organisations that employ marketers. This competency framework has been developed in partnership with large organisations, including multi-nationals, and is based on competencies defined through marketing job descriptions.

The NOS are in the form of a range of Units covering the key areas of competency expected of professionals working in the sector. Each Unit outlines the knowledge, understanding and competencies required.

The table in Appendix 2 shows a mapping of the NOS Units against the mandatory Units in the revised HN Marketing framework.

## 5.7 Opportunities for Core Skills development

The Core Skills recognised by SQA are:

- ◆ *Communication*
- ◆ *Working with Others*
- ◆ *Problem Solving*
- ◆ *Information and Communication Technology (ICT)*
- ◆ *Numeracy*

Research for the revised HNC and HND in Marketing suggests that key skills demanded by the industry include specific professional and personal qualities. The ability to communicate; negotiate; foster team working; and to manage resources effectively are attributes essential to success. All practical work for the revised HNC and HND in Marketing will, therefore, provide a context for developing and tailoring relevant elements of the Core Skills in *Communication*, *Working with Others* and *Problem Solving* to meet the specific demands of the vocational area. Skills in using *Information and Communication Technology (ICT)* underpin the competences developed in the revised HNC and HND in Marketing — both when researching current industry information and in producing campaign materials and research reports to a professional standard. Critical to overall achievement will be the understanding and demonstrating a sound grasp of *Numeracy* and the financial imperatives impacting on business.

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

The revised HNC and HND Marketing Graded Units integrate and apply knowledge and skills developed during the award, and provide further opportunities for candidates to demonstrate transferable skills and a high level of achievement.

As part of the revised HNC and HND in Marketing, candidates will therefore have opportunities to develop Core Skills as follows:

- ◆ *Numeracy* to a minimum of SCQF level 5
- ◆ *Communication, Working with Others, Information and Communication Technology (ICT) and Problem Solving* to a minimum of SCQF level 6.

Most Units, including the wide range of optional Units which will be selected to meet local and specific needs, provide advice on the potential to develop relevant aspects of Core Skills.

The recommended entry and exit Core Skills profiles for the revised HNC and HND in Marketing are detailed below:

<b>Core Skill</b>	<b>Entry SCQF level</b>	<b>Exit SCQF level</b>
Communication	5	6
Working with Others	4	6
Problem Solving	4	6
ICT	4	6
Numeracy	4	5

A fuller picture of opportunities to develop Core Skills in the revised HNC and HND in Marketing can be found at Appendix 1.

## 5.8 Credit transfer arrangements

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 the previous HN Units and new/revised HN Units must still satisfy all other conditions of SQA's HN Design Principles, including the mandatory Units and the correct number of credits at the correct SCQF level.

The revised HND Marketing framework will therefore include a route to allow candidates completing the previous HNC in Marketing (G85K 15) to transfer the full 12 credits of that award to the revised HND in Marketing (GC83 16). As the aims and content of the previous and revised Group Awards are broadly the same, this will not negatively affect the integrity of the revised HND in Marketing. And indeed it will greatly enhance the manageability of transitional arrangements from HNC in Marketing (G85K 15) to the revised HND in Marketing (GC83 16).

When transferring from the previous HNC in Marketing (G85K 15) to the revised HND in Marketing (GC83 16), centres and candidates will have the following options:

- ◆ Candidates who have been certificated for the previous HNC in Marketing (G85K 15) Group Award will be able to move to the revised HND Marketing (GC83 16) thus carrying forward the 12 credits gained through their HNC without the need for a Unit-by-Unit credit transfer mapping.
- ◆ Where candidates have partially completed the previous HNC in Marketing (G85K 15) via a number of discrete Units, credit transfer will need to be agreed on a Unit-by-Unit basis.
- ◆ Where candidates have partially completed the previous HND in Marketing (G85L 16) via a number of discrete Units, credit transfer will need to be agreed on a Unit-by-Unit basis.

Guidance on Unit-by-Unit credit transfer of Marketing Units is available within the table at Appendix 3. This guidance is subject to the centre's internal verification processes.

## 5.9 Articulation and professional recognition

Progression routes from further education into university have become harmonised over recent years. Many universities and FE colleges have concluded formal arrangement for articulation. Where 'matching' degree programmes exist, it is now generally standardised as second year entry for HNC candidates and third year entry for HND candidates.

A large number of related degree programmes are offered at a range of HE institutions throughout Scotland. Also in Northern Ireland, the University of Ulster offers related degrees. The revised HNC and HND in Marketing provide entry variously into 2nd and 3rd year of degree programmes and at the time of producing this Arrangements Document, the following articulation arrangements were in place:

HE Institution	Degree programme	Articulation arrangements
Abertay	Marketing and Business	HNC second year HND third year
Dundee	Business Economics with Marketing  International Business with Marketing	HNC second year HND third year  HNC second year HND third year
Napier	Business Studies with Marketing  Marketing Management (plus other combinations)	HNC second year HND third year  HNC second year HND third year
Glasgow Caledonian	Marketing  Media and Communications  <b><i>NB: Some third year entry for HND candidates with A grades – depends on availability of places in both courses. Also for Marketing Degree, candidates must have economics.</i></b>  International Retail Marketing	HNC first year HND second year  HNC first year HND second year  No advanced entry
Heriot-Watt	Business Management with Marketing  Economics and Marketing	HNC first year HND second year (some third year entry)  HNC first year HND second year (some third year entry)
Queen Margaret	Marketing Management	HNC second year HND third year
Robert Gordon	Management with Marketing	HNC second year HND third year
Stirling	Marketing (plus other combinations)  Retail Marketing	HNC second year HND third year  HNC second year HND third year
Strathclyde	Marketing (plus other combinations)	HNC first year HND second year
West of Scotland	International Marketing (plus other combinations)	HNC second year HND third year



HE Institution	Degree programme	Articulation arrangements
Ulster	Marketing	On individual merit
	Range of combined degrees, eg Business Studies — Marketing — Advertising; Advertising — Communications	On individual merit

Successful candidates could also progress to professional qualifications. The Chartered Institute of Marketing (CIM) has four main qualifications:

- ◆ The Introductory Certificate in Marketing
- ◆ The Professional Certificate in Marketing
- ◆ The Professional Diploma in Marketing
- ◆ The Professional Post-Graduate Diploma in Marketing

Achievement of the revised HND in Marketing would allow entry to the CIM's Professional Diploma in Marketing.

## 6 Approaches to delivery and assessment

### 6.1 Content and context

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

The revised HNC and HND in Marketing aim to develop the candidate's practical, interpersonal and social skills which stakeholders have identified as important requirements.

These revised Group Awards also prepare candidates for progression to a range of further programmes of study either in higher education or professional qualifications as outlined earlier.

### 6.2 Delivery and assessment

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

In the revised HNC, it is recommended that Units delivering introductory knowledge and skills in marketing are delivered early on in the programme. Such Units are:

- ◆ *Principles of Marketing*
- ◆ *Consumer Behaviour and the Marketing Process*
- ◆ *Marketing Research Theory.*

With the importance of ICT skills development, it is also beneficial if this is delivered early so that the IT skills gained can be used throughout the programme.

In the revised HND it is recommended the following Units are delivered early:

- ◆ *Marketing Planning Process*
- ◆ *Marketing Research Applications*
- ◆ *Integrated Marketing Communication*

Candidates need to be made aware that the rapid growth of digital media is having a significant impact on marketing communications - and that its use is only likely to increase. There are various forms of digital marketing and the list below provides some examples:

- ◆ Websites and Search Engine Optimisation (SEO) content
- ◆ Blogs
- ◆ Internet banner advertisements
- ◆ Online video content
- ◆ Pay-per-click (PPC) advertising
- ◆ Email marketing
- ◆ Social media marketing (Facebook, Twitter, LinkedIn, Tumblr etc.)
- ◆ Mobile marketing (SMS, MMS, etc.)

New forms of digital marketing techniques will be emerging all the time and it is important to ensure that where appropriate, candidates are made aware of and introduced to the benefits of different forms of digital marketing. However, while covering these areas, teaching should emphasise the need for digital techniques to be integrated with more traditional marketing communication techniques.

Candidates are likely to be very familiar with and use, for example, social media, blogs etc. Teaching should therefore include the professional use of digital media, as well as the importance and advantages of these in the business context - such as obtaining real-time feedback; facilitating anywhere/anytime marketing; helping get a deeper understanding of consumer behaviour etc.

The revised HNC and HND in Marketing place a greater emphasis on a holistic approach to assessment — with either combinations of Outcomes assessed together or entire Units being assessed — to allow the candidates to participate in the learning process in a holistic way. The Unit specifications in the revised HNC and HND in Marketing therefore include guidance on assessment which can include both open and closed-book assessments; and practical exercises including the use of the Internet for social networking.

The revised Graded Units, as well as encapsulating the key aims of both revised Group Awards, provide the opportunity for candidates to integrate and apply the knowledge and skills learned from individual Units. For this reason, it is recommended that both Graded Units should be delivered during the second half of the programme.

It is recommended that through out the delivery of the awards, centres should encourage candidates to develop creative, innovative and entrepreneurial skills which are so important to the future growth of both the sector and the wider economy.

Also, to give candidates maximum benefit from the revised HNC and HND in Marketing, centres should consider ongoing relevant industry contact (eg visiting lectures from industry professionals) with particular emphasis on the fast-changing environment of digital marketing and social media communications.

Further guidance on delivery and assessment can be found at Appendix 4.

### **6.3 Open Learning**

The revised HNC and HND in Marketing include a sufficient number of Units which are suitable for Open Learning. The removal of some closed book and supervised assessment conditions, which were not critical to competence, has widened the scope for delivery via Open Learning. However evidence should still be generated under the assessment guidelines within the individual Unit specification.

SQA approved centres are responsible for the authentication of their open, distance or mixed mode programmes through their quality assurance processes. Centres must be confident that:

- ◆ candidates entered for a qualification are who they say they are
- ◆ evidence submitted for assessment by candidates can be authenticated as their own work

SQA recommend that a mix of authentication tools be used to ensure the above, eg:

- ◆ Questioning — personal, telephone or online interview
- ◆ Written questioning
- ◆ ICT — on-line conferences, email discussions, password controlled systems, handwriting recognition, computer scanning of facial features, voice prints, finger prints, hand patterns and recognition of key board use.
- ◆ Personal logs and personal statements
- ◆ Witness testimony
- ◆ Summative assessment under supervision
- ◆ Audio-taped or video taped evidence
- ◆ Signing and counter-signing of candidates work
- ◆ Assessment supervisors — authenticators, invigilators and mentors

Further advice and guidance on open learning is available at SQA's website, [www.sqa.org.uk](http://www.sqa.org.uk)

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

## 8 General information for candidates

The HNC and the HND in Marketing are designed to equip you with the knowledge, understanding and skills to allow you to gain employment in the marketing field or to progress to higher education and/or professional body qualifications. Both awards are made up of SCQF credit points, with 1 SCQF credit point representing an average of 10 hours of learning.

### ***HNC in Marketing (GC81 15)***

This is made up of 12 SCQF credits, of which 9 SCQF credits are mandatory. The mandatory section provides you with a general background in:

- ◆ Marketing
- ◆ Market research
- ◆ Promotion
- ◆ Consumer behaviour
- ◆ Selling
- ◆ Digital marketing communications

This award also offers you a choice of optional Units in areas such as, economics, law, accounts, human resource management, as well as Units covering other relevant marketing topics. In addition to the 9 mandatory SCQF credits, you will need to achieve three optional SCQF credits to gain the HNC in Marketing.

### ***HND in Marketing (GC83 16)***

This is a higher level award and is made up of 30 SCQF credits; of which 20 SCQF credits are mandatory. In addition to the topics covered in the HNC in Marketing, the mandatory section also covers areas such as:

- ◆ Marketing planning
- ◆ Marketing research applications
- ◆ Marketing relationships
- ◆ Sales planning
- ◆ Marketing communications
- ◆ Management of marketing resources
- ◆ Application of digital media in marketing communications

Again there is a range of optional Units which cover relevant marketing and non-marketing subjects. To achieve the HND in Marketing, you will need to complete the 20 mandatory SCQF credits and 10 SCQF optional credits.

Both awards include a Graded Unit, which are designed to assess your ability to retain and integrate the knowledge and skills gained in the awards and also to grade your achievement. There are three grades:

- A — if you achieve 70% or over
- B — if you achieve between 60% and 69%
- C — if you achieve between 50% and 59%

For the HNC in Marketing, the Graded Unit is a project in the form of a practical assignment in which you will undertake research and produce an outline marketing plan for an organisation. For the HND in Marketing, the Graded Unit project is in the form of a case study, where you will review an organisation's current position in the market, carry out a marketing audit and develop an appropriate one-year marketing plan for the organisation.

Good luck with your studies!

## 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: Mapping of Core Skills

Appendix 2: Mapping to National Occupational Standards (NOS)

Appendix 3: Credit transfer arrangements

Appendix 4: Delivery and Assessment Guidance

## Appendix 1: Mapping of Core Skills for revised HND Marketing — mandatory Units

The following table illustrates where there are opportunities to develop Core Skills at SCQF level shown.

Unit code	Unit title	Communication			Numeracy		ICT		Problem Solving			Working with Others	
		Oral	Reading	Writing	Using Graph Info	Using Number	Acc Info	P/C Info	CT	P & O	R & E	WCO	RCC
DV8T 34	Principles of Marketing		SCQF 6	SCQF 6									
DV8V 34	Principles of Promotion		SCQF 6	SCQF 6							SCQF 6		
FK8M 34	Marketing Research Theory		SCQF 6	SCQF 6		SCQF 5			SCQF 6		SCQF 6		
DG6L 34	Consumer Behaviour and the Marketing Process		SCQF 6	SCQF 6									
DG6W 34	Principles and Practices of Selling	SCQF 6	SCQF 6	SCQF 6									
FK93 34	Digital Marketing Communications: An Introduction		SCQF 6	SCQF 6		SCQF 6	SCQF 6	SCQF 6	SCQF 6		SCQF 6	SCQF 6	SCQF 6
FN3F 34	Marketing: Graded Unit 1		SCQF 6	SCQF 6		SCQF 6			SCQF 6	SCQF 6	SCQF 6		
DV8N 35	Marketing Planning Process		SCQF 6	SCQF 6		SCQF 6			SCQF 6	SCQF 6	SCQF 6		



Unit code	Unit title	Communication			Numeracy		ICT		Problem Solving			Working with Others	
DV8J 35	Integrated Marketing Communications		SCQF 6	SCQF 6		SCQF 6			SCQF 6	SCQF 6	SCQF 6		
FK8L 35	Marketing Research Applications		SCQF 6	SCQF 6		SCQF 6			SCQF 6	SCQF 6	SCQF 6	SCQF 6	SCQF 6
DV8P 35	Marketing Relationships		SCQF 6	SCQF 6					SCQF 6		SCQF 6		
DV8M 35	Marketing: Brand Management			SCQF 6		SCQF 6			SCQF 6		SCQF 6	SCQF 6	
FK8G 35	Sales Planning		SCQF 6	SCQF 6	SCQF 6	SCQF 6		SCQF 6	SCQF 6		SCQF 6		
FK8K 35	Managing Marketing Resources		SCQF 6	SCQF 6		SCQF 6			SCQF 6		SCQF6		
FK92 35	Marketing Communications: Using Digital Media		SCQF 6	SCQF 6		SCQF 6	SCQF 6	SCQF 6	SCQF 6		SCQF 6	SCQF 6	SCQF 6
FN3E 35	Marketing: Graded Unit 2		SCQF 6	SCQF 6	SCQF 6	SCQF 6			SCQF 6	SCQF 6	SCQF6		

### Key

Abbreviation	Core Skill/Core Skill component
ITC	Information and Communication Technology
Acc Info	Accessing Information
P/C Info	Providing/Creating Information
CT	Critical Thinking
P & O	Planning and Organising
R & E	Reviewing and Evaluating
WCO	Working Co-operatively with Others
RCC	Reviewing Co-operative Contribution

**NB: In addition to the mandatory Units, there is a wide range of opportunities to develop Core Skills across the optional Units. Information on this is outlined in the optional Unit specifications.**

## Appendix 2: Mapping of National Occupational Standards to the revised HND Marketing mandatory Units

### Key

- Area covered
- P Partially covered

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
<b>Marketing Research &amp; Information</b>																	
1.1.1	Map organisations within their current and future marketing environment	•						•	•	•		•					•
1.1.3	Identify and monitor competitors' marketing strategies and activities	•			•		•	•	•								•
1.2.1	Define the need for market research	•		•				•	•		•					P	
1.2.2	Design market research projects			•			P	•			•					•	
1.2.3	Implement programmes to collect market research data			•				•			•					•	
1.2.4	Collect market research data			•	•		•	•			•					•	
1.2.5	Analyse market research data			•				•	•	•	•					•	•
1.2.6	Plan, manage and evaluate social marketing research programmes			•							•						

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
1.2.7	Collect data on the knowledge, attitudes and behaviours of target groups	•		•	•		•	•			•					•	
1.3.1	Evaluate and interpret findings and identify connections in complex data			•				•	•		•			•	•	•	•
1.3.2	Define the customer experience towards informing marketing strategy				•			•	•			•	•			•	•
<b>Marketing Segmentation and Targeting</b>																	
1.3.3	Establish and understand potential market segments	•		•	•			•		•	•	•	•	•		•	•
1.3.4	Establish target market segments for products/services and evaluate their potential	•		•	•			•		•	•	•	•	•		•	•
1.3.5	Develop understanding of theories and evidence about what might influence the behaviour of target groups	•	•		•			•	•	•	•	•	•	•		•	•

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
1.3.6	Analyse, interpret and synthesise data and research findings to inform social marketing strategy			•	•			•		•	•	•	•			•	•
1.3.7	Develop and define segments within target groups	•	•	•	•		•	•	•	•	•	•	•	•		•	•
1.3.8	Develop propositions and test their potential to influence the behaviour of target groups	•	•		•			•		•	•	•	•			P	•
<b>Marketing Strategy</b>																	
2.1.1	Develop an organisations' marketing strategy	•						•	•	•			•	•			•
2.1.2	Develop a marketing oriented organisation	•													•		•
2.1.3	Demonstrate the value of marketing to the organisation	•						•				•			•	•	•
2.1.4	Identify and manage relationships with social marketing stakeholders	•	•					•		•		•				•	•

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
<b>Marketing Mix — (a) Product/Services</b>																	
3.1.1	Develop marketing strategies and plans for products and services	•						•	•	•			•	•		P	•
3.1.2	Develop a marketing strategy for a major event	•						•	•	•						P	•
3.1.4	Establish social marketing strategies and action plans	•										•					•
3.1.5	Evaluate and report on social marketing strategies											•				P	•
3.2.1	Establish requirements for product/services	•						•	•		•						•
3.2.3	Create and develop brand identity and characteristics								•	•				•	•		•
3.2.4	Develop and implement packaging requirements to fulfil marketing objectives	•							•	•							•

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
<b>Marketing Mix — (b) Pricing</b>																	
3.3.1	Establish and maintain pricing policy for products/services	•						•	•								•
3.3.2	Design and implement price promotions	•						•	•	•							•
<b>Marketing Mix — (c) Distribution</b>																	
3.4.1	Develop a distribution strategy for products/services							•	•								•
3.4.2	Develop a marketing distribution plan	•						•	•								•
<b>Marketing Mix — (d) Branding</b>																	
3.5.2	Develop a branding strategy to support your social marketing strategy								•	•			•			•	•
3.2.3	Create and develop brand identity and characteristics								•	•			•			•	•

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
<b>Marketing Mix — (e) Marketing Communications</b>																	
4.1.1	Develop an understanding of the client	•		•	•	•	•	•	•		•	•	•	•		•	•
4.1.2	Develop a marketing communications strategy and plans for products/services		•				•	•	•	•			•			•	•
4.2.1	Develop advertising strategy		•					•		•			•			•	•
4.2.2	Develop the creative product within advertising									P			P			P	P
4.2.3	Develop a media plan for advertising products/services									•			•			P	•
4.2.4	Develop an advertising campaign									•			•			P	•
4.2.6	Evaluate advertising									•			•				•
4.3.1	Create a direct marketing strategy and plan									•							P
4.3.2	Develop direct marketing plans									P							P

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
4.4.1	Conceptualise, map and track the organisation's role in society and business											•					
4.4.9	Develop public relations strategies and tactics to promote products/services									•			P				P
4.5.1	Develop a sales promotion strategy and plan									•							P
4.5.2	Manage sales promotion plans									P							P
<b>Business to Business Marketing</b>																	
4.7.1	Develop a business to business motivation strategy and plan									•				•		P	•
4.7.2	Manage business to business motivation plans																
4.7.3	Implement business to business motivation activity															P	



Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
<b>Customer Relationship Marketing</b>																	
5.1.1	Develop a customer information strategy									•							
5.2.1	Lead the monitoring and evaluation of marketing performance		P					P		•				P	•		•
5.3.1	Develop and maintain a marketing database															•	
5.3.2	Use technology to achieve marketing aims			P			•				•					•	•
<b>Social Marketing</b>																	
1.3.6	Analyse, interpret and synthesise data and research findings to inform social marketing strategy				•							•				P	•
3.1.4	Establish social marketing strategies and action plans											•				P	P
3.1.5	Evaluate and report on social marketing strategies								P			•				P	P

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
3.2.7	Manage social marketing programmes															P	
4.1.3	Manage communications for social marketing programmes									•		•				P	
4.1.4	Manage complaints and criticism about social marketing programmes											•				P	
5.2.3	Review and interpret the results of social marketing activities and their wider implications											•				P	
<b>Marketing Management</b>																	
6.1.3	Develop and maintain a portfolio of products/services	•						•	•								P
6.1.5	Lead and manage marketing projects	P						•	P	P						P	•
6.1.7	Ensure marketing operations comply with legal, regulatory, ethical and social requirements		•				•	•		•		•			•	•	•
6.1.8	Fulfil the legal, regulatory and ethical requirements impacting upon your marketing activity		•				•	•		•		•			•	•	•

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
8.1.2	Plan the marketing workforce													•	•		•
8.2.1	Manage your own resources and professional development					•		•			P						•
<b>International Marketing</b>																	
6.2.1	Assess marketing opportunities within international and/or diverse markets																
6.2.2	Establish the business case and marketing plan for distributing products/services to international and/or diverse markets																
6.2.3	Implement and evaluate marketing plans for international and/or diverse markets																
<b>Finance</b>																	
6.3.1	Manage finance for an area of marketing operations									•			•	•	•		•
6.3.2	Manage a marketing budget		P							P			P	P	•		•

Unit Ref	Unit title	Principles of Marketing	Principles of Promotion	Marketing Research Theory	Consumer Behaviour	Principles and Practice of Selling	Digital Marketing Communications	Marketing: Graded Unit 1	Marketing Planning Process	Integrated Marketing Communications	Marketing Research Applications	Marketing Relationships	Marketing: Brand Management	Sales Planning	Managing Marketing Resources	Marketing Com. Using Digital Media	Marketing: Graded Unit 2
<b>Sales Management</b>																	
7.1.1	Develop sales strategies and plans									P				•			•
7.1.2	Build and deliver customer service and customer care support					•											
7.1.3	Build and retain effective sales relationships					•										P	P
7.1.4	Assist in the development of sales support and customer management programmes													•			
<b>Relationships</b>																	
7.4.1	Develop productive working relationships with colleagues						•			P	•				•	•	
7.4.3	Develop personal networks						•									•	
7.4.4	Build and sustain collaborative relationships with other organisations														•	•	
7.5.1	Engage with individuals, communities and organisations to influence their behaviour					•	•				•					•	

## Appendix 3: Credit transfer arrangements for Marketing Units

### Mandatory Units

Title of Old Unit (SQA credit value)	Title of New/Revised Unit (SQA credit value)	Credit transfer conditions
Marketing Research Theory (1) DG6T34	Marketing Research Theory (1) FK8M 34	Full transfer
Marketing Research Applications (1) DG6R35	Marketing Research Applications (1) FK8L 35	Full transfer
Sales Management (2) DV8W35	Sales Planning (1) FK8G 35	Full transfer
No previous equivalent	Managing Marketing Resources (1) FK8K 35	None
No previous equivalent	Digital Marketing Communications: An Introduction Code (1) FK93 34	None
Marketing: Graded Unit 1 (1) DW2M 34	Marketing: Graded Unit 1 (1) FN3N 34	Full transfer
Marketing: Graded Unit 2 (2) DW2P 35	Marketing: Graded Unit 2 (2) FN3E 35	Full transfer
Direct Marketing (1) DV8H 35	Direct Marketing (1) FM8J 35	Full transfer
Sales Promotion (1) DV8X 35	Sales Promotion (1) FM0Y 35	Full transfer
No previous equivalent	Marketing Communications: Using Digital Media (1) FK92 35	None

## Appendix 4: Delivery schedule for revised HNC/HND Marketing

(3 Blocks)

HNC MARKETING (HND YEAR 1)			HND MARKETING (YEAR 2)		
BLOCK 1	BLOCK 2	BLOCK 3	BLOCK 1	BLOCK 2	BLOCK 3
Principles of Marketing		HNC GRADED UNIT	Marketing Planning Process	HND GRADED UNIT (2 Credits)	
Marketing Research Theory	Financial Accounting Statements: An Introduction OPTION	Contemporary Marketing Issues OPTION	Sales Planning	Marketing: Brand Management	Managing Marketing Resources
Digital Marketing Communications: An Introduction	Principles of Promotion (2 Credits)		Integrated Marketing Communications	Another Option	Direct Marketing OPTION
Consumer Behaviour and the Marketing Process	Economic Issues: An Introduction OPTION	Economics 1: Micro & Macro Theory OPTION	Marketing Research Applications	International Marketing: An Introduction OPTION	International Marketing: The Mix OPTION
Information Technology: Application Software 1 OPTION	Principles & Practice of Selling	Commercial Law for Marketing OPTION	Marketing Communications: Using Digital Media (2 credits)		Marketing Relationships

It is not compulsory to deliver the options suggested above.

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

### Comments on delivery

- ◆ In both years, Block 1 includes the key Units in marketing and concentrates on ensuring that candidates build the foundation that they will need for the award.
- ◆ It also proposes that ICT skills (including digital marketing Units) are delivered early in both years so that these skills can be applied by candidates throughout the rest of the programme.
- ◆ In year 1, the delivery sequence spreads optional Units throughout the academic year (there is at least one in each Block) and enables candidates to complete 15 credits. This provides the opportunity for candidates who wish to do so, to progress to an HND.
- ◆ Optional subjects such as accounts, law and economics have been scheduled for first year as these are valuable subjects for those candidates who are looking to progress to degree programmes at the end of their HNC or HND. However they are not an articulation requirement by all HE institutions.

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

## Delivery schedule for revised HNC/HND Marketing

(2 Semesters)

HNC MARKETING (HND YEAR 1)		HND MARKETING (YEAR 2)	
Semester 1	Semester 2	Semester 1	Semester 2
Marketing Research Theory	Commercial Law for Marketing OPTION	Marketing Planning Process	Managing Marketing Resources
Digital Marketing Communications: An Introduction	Contemporary Marketing Issues OPTION	Marketing Research Applications	Sales Planning
Principles of Marketing	Principles of Marketing	Integrated Marketing Communications	Integrated Marketing Communications
Principles of Promotion	Principles of Promotion	International Marketing: An Introduction OPTION	International Marketing: The Mix OPTION
Economic Issues: An Introduction OPTION	Economics 1: Micro & Macro Theory OPTION	HND GRADED UNIT	HND GRADED UNIT
Information Technology: Application Software 1 OPTION	Principles & Practice of Selling	Marketing Communications: Using Digital Media	Corporate Identity OPTION
Consumer Behaviour and the Marketing Process	HNC GRADED UNIT	Marketing Relationships	Direct Marketing OPTION
Financial Accounting Statements: An Introduction OPTION		Marketing: Brand Management	

Again, it is not compulsory to deliver the options suggested above.

In both the HNC and HND programmes, Semester 1 has been more heavily loaded than Semester 2 so that candidates have more time to concentrate on the Graded Unit projects in the second half of the year.

The HNC project based Graded Unit could also be timetabled to be spread over the whole academic session, eg for one hour per week across the whole year.

**NB:**

- ◆ The above recommended HNC delivery schedule outlines a programme for full-time candidates likely to be completing 15 credits rather than 12.
- ◆ And as per comments earlier in this document, centres should consider the benefit to candidates of ongoing relevant industry contact such as visiting lectures from industry professionals, with particular emphasis on the fast-changing environment of digital marketing and social media communications.

## Assessment Grid for revised HND in Marketing — mandatory Units

The Units in the revised structure permit a range of different assessment methods. **The actual assessment instruments will be developed by the delivering centre**, however the grid below summarises the methods **suggested** as assessment guidance in the Unit specifications and confirms that a range of different assessment instruments are likely to be used.

The volume of assessment was considered carefully when developing the Units to ensure that assessments would not become a burden for candidates.

Unit code	Unit title	Type of assessment	Comments
DV8T 34	Principles of Marketing (Four Outcomes)	Open book	Structured questions based on case study/stimulus materials
DV8V 34	Principles of Promotion (Four Outcomes)	Closed book  Open book	Outcomes 1–3; structured questions under closed-book condition. Outcome 4; structured questions based on case study/stimulus materials
FK8M 34	Marketing Research Theory (Three Outcomes)	Closed book Open book  Open book/practical exercise	<ul style="list-style-type: none"> <li>◆ Structured questions</li> <li>◆ Short report based on MR brief/case study</li> <li>◆ Extended response questions based on MR brief/case study, including design of questionnaire</li> </ul>
DG6L 34	Consumer Behaviour and the Marketing Process (Two Outcomes)	Open book	Structured questions based on case study/stimulus materials
DG6W 34	Principles and Practices of Selling (Two Outcomes)	Open book Simulation	<ul style="list-style-type: none"> <li>◆ Structured questions</li> <li>◆ Practical sales presentation</li> </ul>
FK93 34	Digital Marketing Communications: An Introduction (Three Outcomes)	Closed book Restricted open book  Practical exercise	<ul style="list-style-type: none"> <li>◆ Structured questions</li> <li>◆ Case study</li> <li>◆ Create profile and participate in social networking</li> </ul>
FN3F 34	Marketing: Graded Unit 1	Open book	Project in the form of a practical assignment based on case study/stimulus materials.
DV8N 35	Marketing Planning Process (Three Outcomes)	Closed book Open book	Outcome 1 restricted response questions Outcomes 2 and 3 Analysis and evaluation of a marketing plan based on case study/stimulus materials.



Unit code	Unit title	Type of assessment	Comments
DV8J 35	Integrated Marketing Communications (Three Outcomes)	Closed book Restricted open book  Open book	<ul style="list-style-type: none"> <li>◆ Restricted response questions</li> <li>◆ Structures questions based on case study/stimulus materials.</li> <li>◆ Structured questions based on case study/stimulus materials</li> </ul>
FK8L 35	Marketing Research Applications (Two Outcomes)	Open book  Practical exercise	<ul style="list-style-type: none"> <li>◆ Extended response based on MR brief or case study</li> <li>◆ MR report based on practical research survey</li> </ul>
DV8P 35	Marketing Relationships (Two Outcomes)	Open book	Restricted and extended response questions based on case study/stimulus materials.
FK8G 35	Sales Planning (Two Outcomes)	Controlled condition Open book	<ul style="list-style-type: none"> <li>◆ Structured questions</li> <li>◆ Sales Plan based on case study/stimulus materials</li> </ul>
FK8K 35	Managing Marketing Resources (Three Outcomes)	Open book	Structured questions based on case study/stimulus materials
DV8M 35	Marketing: Brand Management (Three Outcomes)	Restricted open book Open book Open book	<ul style="list-style-type: none"> <li>◆ Structured questions</li> <li>◆ Structured questions</li> <li>◆ Report</li> </ul>
FK92 35	Marketing Communications: Using Digital Media (Three Outcomes)	Practical exercises Open book	<ul style="list-style-type: none"> <li>◆ Social network profile and weblog</li> <li>◆ Evaluation report</li> </ul>
FN3E 35	Marketing: Graded Unit 2	Open book	Project in the form of a case study.