



Group Award Specification for:

**Higher National Certificate (HNC) in Music Business
at SCQF level 7**

Group Award Code: GP11 15

and

**Higher National Diploma (HND) in Music Business at
SCQF level 8**

Group Award Code: GP14 16

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Contents

1	Introduction.....	1
1.1	Background information.....	1
1.2	Title of the qualification.....	2
1.3	Target groups.....	2
1.4	Progression opportunities.....	3
1.5	Employment opportunities.....	4
2	Qualifications structure.....	5
2.1	Structure.....	5
3	Aims of the qualifications.....	12
3.1	General aims of the qualifications.....	12
3.2	Specific aims of the qualifications.....	12
3.3	Graded units.....	13
4	Recommended entry to the qualifications.....	15
4.1	Core Skills entry profile.....	15
5	Additional benefits of the qualification in meeting employer needs.....	18
5.1	Mapping of qualification aims to units.....	18
5.2	Mapping of National Occupational Standards (NOS) and/or trade body standards.....	22
5.3	Mapping of Core Skills development opportunities across the qualifications.....	27
5.4	Assessment strategy for the qualifications.....	30
6	Guidance on approaches to delivery and assessment.....	33
6.1	Sequencing/integration of units.....	34
6.2	Recognition of prior learning.....	35
6.3	Opportunities for e-assessment.....	41
6.4	Support materials.....	41
6.5	Resource requirements.....	42
7	General information for centres.....	42
8	Glossary of terms.....	43
9	General information for learners.....	45

1 Introduction

This document was previously known as the arrangements document. The purpose of this document is to:

- ◆ assist centres to implement, deliver and manage the qualification.
- ◆ provide a guide for new staff involved in offering the qualification.
- ◆ inform course managers teaching staff, assessors, learners, employers and HEIs of the aims and purpose of the qualification.
- ◆ provide details of the range of learners the qualification is suitable for and progression opportunities.

1.1 Background information

The SQA has offered Music Business qualifications since the late 1980s. The HN Music Business framework was launched in 2005, addressing the national requirements for standardisation while providing sufficient optional units to meet local specialism or demand. Maintenance reviews and updates have taken place every year since 2011 to clarify the requirements of units, add units to the framework and revise units following feedback to the Qualifications Support Team from approved delivering centres.

HN Music Business qualifications have remained popular since being introduced with take up of the award increasing steadily since 2011. Graduates of the HNC/HND have gone on to university level education, industry employment and have become self-employed, starting up and sustaining music-related businesses.

Learners typically enter the qualification with relevant National Qualifications at level 6; two Highers (including English) or equivalent. Other qualifications and/or existing industry experience may be acceptable and it is at the discretion of the delivering centre to determine the suitability of any learner.

Many learners progress to study at SCQF levels 9 and 10 as a result of a number of Scottish universities offering 'top-up' degrees utilising the 2+2 model. This model allows learners who have achieved an HND to enter directly into the 3rd year of a related undergraduate degree on the basis that the HND can be considered equivalent to Year 1 and 2 on an undergraduate degree programme.

There have been significant changes in the music industries since the HN Music Business validation in 2005. Music consumption habits have changed with on demand music streaming currently being the dominant form. The changes in music consumption have brought changes in scale and structures for delivering music. Whilst many of the fundamental skills to pursue a future in music business contained within the qualification were still relevant it was recognised that there was a need to update the HNC/HND qualification to ensure that those undertaking the award gain the necessary knowledge and skills to fully prepare them for employment or further study.

In 2016, a comprehensive scoping exercise was undertaken by SQA to ascertain the changes required to the existing HNC/HND to ensure that the award remained relevant to the needs of industry and further and higher education. A range of employers, music industry professionals, higher education institutions and centres who delivered the HN were consulted and were invited to review the award and provide feedback on any changes required to ensure the award continued to meet current (and future) needs. Prominent themes which arose during the scoping process included:

- ◆ Assessment for the HN Music Business should allow learners the opportunity to gain practical experience of music business related activities.
- ◆ The HN Music Business should allow learners to develop essential skills such as networking and communication.
- ◆ Learners should produce budgets, work with contracts and plan promotional activities.
- ◆ Learners should be given the opportunity to develop competency on commonly used software packages.
- ◆ The artist management and financial components should be revised and updated.
- ◆ Evidence requirements across the qualification should be reviewed to update language and technology.
- ◆ Learners should have the opportunity to gain knowledge of music history and research and report on areas of interest.
- ◆ New units should be introduced to provide opportunities to develop key skills, release music, run a live music event, manage an artist and explore tour management in the first year.

The review has resulted in work being carried out over two years to implement significant revision to both mandatory and optional sections of the award. Several units within the award have been revised, some removed and new units have been written where there was an identified need.

Revisions to the award as a result of feedback from industry have been implemented, ensuring that those undertaking this award are gaining the necessary knowledge and skills to work effectively in music business across a range of opportunities. Similarly, revisions to this award as a result of feedback received from higher education should ensure that this revised award will continue to provide strong progression pathways for learners who wish to access further study. Finally, revisions to this award have been made as a result of a substantial amount of feedback from centres delivering the award.

1.2 Title of the qualification

The titles of the qualifications — HNC and HND Music Business reflect the competences of the group awards and the aims and objectives of the group awards. They are intended for learners who have an interest in acquiring knowledge and developing the skills needed for music business and pursuing a career in music business. The mandatory units of the HNC and HND provide learners with knowledge of music industry structures, budgeting and accounting, digital distribution, law and music history and allow them to develop skills in promotion, marketing and entrepreneurial skills. Consultations with centres offering the awards and music industry contributors indicated that the titles were meaningful and appropriate.

1.3 Target groups

The HN in Music Business is designed for those interested in pursuing a career in music business and who wish to acquire the knowledge and develop the skills needed for music business. As such, it is suitable for school leavers, adult returners, the self-employed and those already in employment. The HNC/HND is aimed at those who have some previous experience, perhaps through lower level qualifications in Music Business, Music, Music Technology or Sound Production, or who show potential and demonstrate a strong interest to develop their skills. The qualifications are intended to facilitate progression to employment in a diverse range of careers in music or to further study within higher education.

1.4 Progression opportunities

There are a number of qualifications offered which provide progression to and from the HN Music Business Awards. These are shown in the table below:

SCQF level	NQ	HNC/HND	Degree Programmes
11			Masters Degree , eg MA Music: Innovation and Entrepreneurship
10			Honours Degree , eg BA (Hons) Commercial Music BA (Hons) Music Business
9			Ordinary Degree , eg BA Commercial Music BA Music Business
8		HND Music Business	
7		HNC Music Business	
6	NPA Music Business NC Music NC Sound Production NPA Sound Production: Live NPA Sound Production: Recording Higher Music Higher Music Technology		

Qualifications achieved at SCQF level 6 will give learners an insight into the areas that will be explored as part of the HNC and HND in Music Business. Knowledge gained through these qualifications will provide context for learners prior to progressing to this group award.

Learners will also develop transferable skills in areas such as accounting, communication, marketing and promotion throughout the HN Music Business which may help them to apply to a business degree programme.

1.5 Employment opportunities

The HN is not intended solely as a vehicle for progression within education. These group awards are designed such that learners achieving the HNC/HND Music Business will have developed a wide range of knowledge and skills and experience to prepare them for employment within a diverse range of careers in music business.

In addition to specific knowledge, skills and experience in music business, the breadth of opportunity provided by the HN Music Business Group Awards will equip learners with a broad range of transferable skills. Attainment of the required standards will demand the use of a range of study techniques as well as the development of personal skills and qualities that will enhance employability.

There are a range of career opportunities. They may include but are not limited to:

- ◆ Record label roles
- ◆ Marketing
- ◆ Promotions
- ◆ Music publishing
- ◆ Rights administration
- ◆ Tour management or crew
- ◆ Music/artist management
- ◆ Live events management
- ◆ Distribution

In addition to music business-specific career opportunities the knowledge and skills from the group award may enhance employability and provide insight to sustain a career as a musician or in sound production. It is anticipated that many of the learners completing this programme will work freelance or will mix an aspect of self-employed work with employed work.

2 Qualifications structure

The HNC Music Business Group Award is made up of 12 SQA unit credits. It comprises 96 SCQF credit points of which 64 are at SCQF level 7 in the mandatory section including a graded unit of 8 SCQF credit points at SCQF level 7. This meets the requirements of the design principles set by SQA. A mapping of core skills development opportunities is available in Section 5.3.

The HND Music Business Group Award is made up of 30 SQA unit credits. It comprises 240 SCQF credit points of which 64 are at SCQF level 7 and a further 64 are at SCQF level 8 in the mandatory section including a graded unit of 8 SCQF credit points at SCQF level 7 and a graded unit of 16 SCQF credit points at SCQF level 8. This meets the requirements of the design principles set by SQA. A mapping of core skills development opportunities is available in Section 5.3.

2.1 Structure

HNC Music Business

The mandatory section comprises of 8 SQA credits. A further 4 SQA credits can be achieved from the units in lists A, B or C with the following restrictions:

- ◆ A minimum of 2 credits must be selected from list A
- ◆ A maximum of 2 credits can be chosen from list B
- ◆ A maximum of 2 credits can be chosen from list C

Mandatory units — 8 credits

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
J00W	34	Music Business: Communication Skills (SCQF level 7)	1	8	7
J0J2	34	Music Business: Graded Unit 1 (SCQF level 7)	1	8	7
J00X	34	Music History: Genres, Record Labels and Artists (SCQF level 7)	1	8	7
J00Y	34	Music Industry (SCQF level 7)	1	8	7
J011	34	Music Industry: Budgeting and Accounts (SCQF level 7)	1	8	7
J012	34	Music Industry: Marketing and Promotion (SCQF level 7)	2	16	7
J013	34	Music Law (SCQF level 7)	1	8	7

Optional units

List A — Music Business units (2 to 4 credits)					
4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
J0M0	34	Music and Image: Graphics (SCQF level 7)	1	8	7
J0M1	34	Music Business: Artist Management (SCQF level 7)	2	16	7
J0M2	34	Music Business: Live Music Industry (SCQF level 7)	1	8	7
J0M9	34	Music Business: Record Company Operations (SCQF level 7)	2	16	7
J0M3	34	Music Business: Record Company Organisation and Structure (SCQF level 7)	1	8	7
J0M4	34	Music Business: Releasing a Record (SCQF level 7)	1	8	7
J0M5	34	Music Business: Running a Live Music Event (SCQF level 7)	2	16	7
J0M6	34	Music Business: Tour Management (SCQF level 7)	1	8	7
J0M7	34	Music Business: Understanding Sound Production (SCQF level 7)	1	8	7
J0M8	34	Music Publishing (SCQF level 7)	1	8	7
J0MG	35	Music and Image: Video (SCQF level 8)	1	8	8
J0MF	35	Music Business: Evolution of the Music Business (SCQF level 8)	1	8	8
J0MB	35	Music Business: Research Project (SCQF level 8)	1	8	8
J0MC	35	Music Business: Running a Record Company (SCQF level 8)	2	16	8
J0MD	35	Music Publishing (SCQF level 8)	1	8	8

List B — Music and Sound Production (0 to 2 credits)					
4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
Music units					
DJ28	33	Keyboard Skills for Music Production	1	8	6
FN1E	34	Cultural Studies: An Introduction	2	16	7
J0MH	34	Music Second Study: Composition (SCQF level 7)	1	8	7
J0MJ	34	Music Second Study: Instrument (SCQF level 7)	1	8	7
J01M	34	Music: Live Performance (SCQF level 7)	2	16	7
J0ML	34	Music: Organising a Community-based Musical Activity (SCQF level 7)	1	8	7
J0MM	34	Music: Recording Techniques for Musicians (SCQF level 7)	2	16	7
J0MN	34	Music: Songwriting (SCQF level 7)	1	8	7
J0MT	35	Music History (SCQF level 8)	1	8	8
J0N3	35	Music: Songwriting (SCQF level 8)	1	8	8
Sound Production units					
J0L4	33	Sound Production: Audio for Multimedia (SCQF level 6)	1	8	6
J0L6	34	Sound Production: Audio for Multimedia (SCQF level 7)	2	16	7
J018	34	Sound Production: Audio Skills (SCQF level 7)	2	16	7
J0L7	34	Sound Production: Creative Music Re-mixing (SCQF level 7)	2	16	7
J019	34	Sound Production: Digital Audio Workstations (SCQF level 7)	2	16	7
J0L8	34	Sound Production: Game Audio (SCQF level 7)	1	8	7
J0L9	34	Sound Production: Mixing Project (SCQF level 7)	1	8	7
J01A	34	Sound Production: Recording and Mixing (SCQF level 7)	2	16	7
J0LA	34	Sound Production: Recording Project (SCQF level 7)	1	8	7
J01C	34	Sound Production: Sound for Live Events (SCQF level 7)	2	16	7
J0LF	35	Music Production (SCQF level 8)	1	8	8
J01D	35	Sound Production: Digital Audio Workstations (SCQF level 8)	2	16	8
J0LP	35	Sound Production: Performance Based Digital Audio Workstations (SCQF level 8)	2	16	8

List C — Other units (0 to 2 credits)					
4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
H7FH	33	Intellectual Property	1	8	6
DM0W	34	Creative Project	2	16	7
DE3R	34	Personal Development Planning	1	8	7
HJ4W	34	Work Placement	1	8	7

HND Music Business

The mandatory section comprises of 16 SQA credits. A further 14 SQA credits can be achieved from the units in lists A, B or C with the following restrictions:

- ◆ A minimum of 9 credits must be selected from list A
- ◆ A maximum of 5 credits can be chosen from list B
- ◆ A maximum of 2 credits can be chosen from list C

Mandatory units — 16 credits

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
J00W	34	Music Business: Communication Skills (SCQF level 7)	1	8	7
J0J2	34	Music Business: Graded Unit 1 (SCQF level 7)	1	8	7
J00X	34	Music History: Genres, Record Labels and Artists (SCQF level 7)	1	8	7
J00Y	34	Music Industry (SCQF level 7)	1	8	7
J011	34	Music Industry: Budgeting and Accounts (SCQF level 7)	1	8	7
J012	34	Music Industry: Marketing and Promotion (SCQF level 7)	2	16	7
J013	34	Music Law (SCQF level 7)	1	8	7
J014	35	Music Business: Digital Distribution (SCQF level 8)	1	8	8
J0J3	35	Music Business: Graded Unit 2 (SCQF level 8)	2	16	8
J015	35	Music Business: Professional Development Project (SCQF level 8)	3	24	8
J016	35	Music Business: Start-Ups (SCQF level 8)	1	8	8
J017	35	Music Law (SCQF level 8)	1	8	8

Optional units — 14 credits

List A — Music Business units (9 to 14 credits)					
4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
J0M0	34	Music and Image: Graphics (SCQF level 7)	1	8	7
J0M1	34	Music Business: Artist Management (SCQF level 7)	2	16	7
J0M2	34	Music Business: Live Music Industry (SCQF level 7)	1	8	7
J0M9	34	Music Business: Record Company Operations (SCQF level 7)	2	16	7
J0M3	34	Music Business: Record Company Organisation and Structure (SCQF level 7)	1	8	7
J0M4	34	Music Business: Releasing a Record (SCQF level 7)	1	8	7
J0M5	34	Music Business: Running a Live Music Event (SCQF level 7)	2	16	7
J0M6	34	Music Business: Tour Management (SCQF level 7)	1	8	7
J0M7	34	Music Business: Understanding Sound Production (SCQF level 7)	1	8	7
J0M8	34	Music Publishing (SCQF level 7)	1	8	7
J0MG	35	Music and Image: Video (SCQF level 8)	1	8	8
J0MF	35	Music Business: Evolution of the Music Business (SCQF level 8)	1	8	8
J0MB	35	Music Business: Research Project (SCQF level 8)	1	8	8
J0MC	35	Music Business: Running a Record Company (SCQF level 8)	2	16	8
J0MD	35	Music Publishing (SCQF level 8)	1	8	8

List B — Music and Sound Production (0 to 5 credits)					
4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
Music units					
DJ28	33	Keyboard Skills for Music Production	1	8	6
FN1E	34	Cultural Studies: An Introduction	2	16	7
J0MH	34	Music Second Study: Composition (SCQF level 7)	1	8	7
J0MJ	34	Music Second Study: Instrument (SCQF level 7)	1	8	7
J01M	34	Music: Live Performance (SCQF level 7)	2	16	7
J01N	35	Music: Live Performance (SCQF level 8)	2	16	8
J0ML	34	Music: Organising a Community-based Musical Activity (SCQF level 7)	1	8	7
J0MM	34	Music: Recording Techniques for Musicians (SCQF level 7)	2	16	7
J0MN	34	Music: Songwriting (SCQF level 7)	1	8	7
J0MT	35	Music History (SCQF level 8)	1	8	8
J0N3	35	Music: Songwriting (SCQF level 8)	1	8	8
Sound Production units					
J0L4	33	Sound Production: Audio for Multimedia (SCQF level 6)	1	8	6
J0L6	34	Sound Production: Audio for Multimedia (SCQF level 7)	2	16	7
J018	34	Sound Production: Audio Skills (SCQF level 7)	2	16	7
J0L7	34	Sound Production: Creative Music Re-mixing (SCQF level 7)	2	16	7
J019	34	Sound Production: Digital Audio Workstations (SCQF level 7)	2	16	7
J0L8	34	Sound Production: Game Audio (SCQF level 7)	1	8	7
J0L9	34	Sound Production: Mixing Project (SCQF level 7)	1	8	7
J01A	34	Sound Production: Recording and Mixing (SCQF level 7)	2	16	7
J0LA	34	Sound Production: Recording Project (SCQF level 7)	1	8	7
J01C	34	Sound Production: Sound for Live Events (SCQF level 7)	2	16	7
J0LF	35	Music Production (SCQF level 8)	1	8	8
J01D	35	Sound Production: Digital Audio Workstations (SCQF level 8)	2	16	8
J0LM	35	Sound Production: Game Audio (SCQF level 8)	2	16	8
J0LP	35	Sound Production: Performance Based Digital Audio Workstations (SCQF level 8)	2	16	8

List C — Other units (0 to 2 credits)					
4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
H7FH	33	Intellectual Property	1	8	6
DM0W	34	Creative Project	2	16	7
DE3R	34	Personal Development Planning	1	8	7
HJ4W	34	Work Placement	1	8	7

3 Aims of the qualifications

The HNC and HND Music Business provides learners with an opportunity to prepare themselves for a business career in the music industry. It is designed to meet employers' and learners' needs and priorities. It will develop practical business competences and key music industry management skills through in-depth analysis of current music industry managerial concerns.

3.1 General aims of the qualifications

The HNC/HND Group Award has a range of general aims as well as some specific aims.

The general aims are to:

- 1 develop learners' skills as business personnel, composers/performers or sound engineers/designers.
- 2 develop communication and interpersonal skills.
- 3 develop analytical skills.
- 4 develop self-evaluative skills, enabling professional development.
- 5 develop self-presentation skills.
- 6 develop the ability to work independently and as part of a team.
- 7 develop self-assurance and the confidence to perform to potential.
- 8 develop professional attitudes.
- 9 facilitate progression to higher education.
- 10 enable progression within the SCQF framework.
- 11 prepare learners for employment and/or self-employment.
- 12 develop self-assurance and confidence and to meet the needs of the labour market.

3.2 Specific aims of the qualifications

HNC Music Business

To develop the following areas of skills and knowledge:

- 13 an ability to develop essential underpinning knowledge in music business.
- 14 an ability to analyse and synthesise knowledge and skills acquired through study.
- 15 an ability to develop study, organisational and research skills.
- 16 an ability to develop skills and awareness of business acumen relating to the practices of the music industry.
- 17 an ability to integrate music business skills in a practical or business application.
- 18 an ability to develop competencies in a range of specialised areas in line with preferred career aims.
- 19 to enable progression to further study in music business or a related discipline.
- 20 an ability to develop personal skills and follow music industry protocol.

HND Music Business

To develop the following areas of skills and knowledge:

- 21 an ability to develop breadth and depth of knowledge in music business.
- 22 an ability to develop proficiency and business acumen relating to the practices of the music industry.
- 23 an ability to develop critical analysis; to reflect on own work and continually strive for best practice.
- 24 to enable the adoption of innovative practices and creativity in work and ability to respond quickly to the challenges posed by changes in the music industry.

3.3 Graded units

Music Business: Graded Unit 1 (SCQF level 7) is a project in the form of a practical assignment. This should take place in the latter part of the academic year. This unit will cover a range of knowledge/skills achieved through studying the mandatory units.

Graded Unit 1

In *Graded Unit 1* learners will prepare and present a portfolio of work. This could be used to showcase their work in an interview situation for either employment or further study. The work necessary to undertake this assignment will synthesise knowledge and skills acquired throughout the HNC and HND Music Business Group Awards.

Learners will identify the requirements of the portfolio and select the elements and components to be included. These will employ skills developed through a combination of the mandatory units from this group award. When planning and choosing how to construct their portfolio, learners should ensure that it will be a sufficient basis for a practical assignment which meets all the requirements of this graded unit.

Graded Unit 2

Music Business: Graded Unit 2 (SCQF level 8) is also a project in the form of a practical assignment. This should be presented to learners at the beginning of the year to be worked on throughout the year and completed in the latter part of the academic year. This unit will again cover a range of knowledge/skills achieved through studying the mandatory units.

Learners will be asked to prepare a presentation and participate in an interview to a prospective employer or backer. This project involves a job application where learners will be told, at the beginning of the year, that there are a number of work/employment opportunities in both company and freelance positions at the end of the year. They must be told at the beginning of the year to allow them maximum time to address the requirements of this project. During the year learners will develop a portfolio of evidence to demonstrate that they have attained the necessary skills and knowledge to be in a position to apply for one or more of these job vacancies.

Each learner will be required to:

- ◆ carry out a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis on themselves.
- ◆ map and match their strengths in relation to the opportunities and address weakness issues.
- ◆ identify, from within the mandatory units of their framework, their solution to what is included in their presentation to highlight their abilities and skills to a prospective employer or backer.
- ◆ set goals and targets.
- ◆ time and project manage the project.
- ◆ develop an action plan.
- ◆ participate in a presentation and interview to/with prospective employers/backers.
- ◆ evaluate their presentation and interview.

The work necessary to complete this assignment will synthesise knowledge and skills acquired throughout the HNC/HND Music Business Group Award.

Learners will identify the requirements of their portfolio and select the elements and components to be included in their presentation and to prepare for the interview. These will employ skills developed through a combination of the mandatory units from this group award. When planning and choosing how to construct their portfolio and what to include in their presentation, learners should ensure that all materials are sufficient to meet all requirements of this graded unit in reflecting the group award as well as the music industry, therefore creating a holistic project which is realistic from both perspectives.

Each learner must provide their individual written responses to each of the first two stages of the practical assignment, and assessors must be satisfied that the work has been completed by the individual learner. This should be presented in the form of a structured logbook.

Centres should supplement the written evidence with oral evidence obtained from each learner, which should be recorded on a high quality format and kept as evidence for external verification.

Centres may use the assessment instruments available on SQA's secure site. Alternatively, it is proposed that centres wishing to use their own assessment materials may do so after prior moderation of materials.

4 Recommended entry to the qualifications

Entry to this qualification is at the discretion of the centre. The following information on prior knowledge, skills, experience or qualifications that provide suitable preparation for this qualification has been provided by the Qualification Design Team as guidance only.

Learners would benefit from having attained the skills, knowledge and understanding required by one or more of the following or equivalent qualifications and/or experience:

Access to group award

As with all SQA qualifications, access will be at the discretion of the centre offering the group award and the following recommendations are for guidance only.

The following are recommendations regarding minimum levels of interest, skill and competence required by a prospective learner for entry to the HND Group Award:

- ◆ A strong interest in music business, the management of music business and music-related entrepreneurial activity.
- ◆ Applicants should demonstrate ability in English to SCQF level 6 (or language based subject such as Economics, History or Modern Studies, etc would be acceptable) along with three National 5 passes or equivalent.
- ◆ An appropriate programme of study at National Qualification level in Business, Music, Media or other Business and/or Music related areas.
- ◆ An existing HNC Group Award.
- ◆ Qualifications comparable to the above gained from other awarding bodies.
- ◆ Mature learners may bring other qualities and qualifications, which may be appropriate. Prior or experiential learning may also be considered appropriate in some circumstances.

Formal academic achievements will not, in themselves, represent adequate entry criteria. A more accurate prediction of learner attainment may be achieved through appraisal, which includes an element of guidance. This sort of contact will enable an appropriately subtle and realistic assessment of suitability for this group award. For example, an applicant may apply, and be interviewed. During the interview it may become apparent to the interviewer that the skills and interests of this particular applicant are more suited to music with a focus on live music performance. In this scenario the applicant will be guided to and informed of this option.

4.1 Core Skills entry profile

The Core Skill entry profile provides a summary of the associated assessment activities that exemplify why a particular level has been recommended for this qualification. The information would be used to identify if additional learning support needs to be put in place for learners whose Core Skills profile is below the recommended entry level or whether learners should be encouraged to do an alternative level or learning programme.

Core Skill	Recommended SCQF entry profile	Associated assessment activities
Communication	5	<p>Good communications skills are required for learners undertaking this qualification. Learners will need to read, understand and evaluate a range of documentation in <i>Music Business: Communication Skills</i> (SCQF level 7), <i>Music History: Genres, Record Labels and Artists</i> (SCQF level 7), <i>Music Industry</i> (SCQF level 7), <i>Music Law</i> (SCQF levels 7 and 8), <i>Music: Business Professional Development Project</i> (SCQF level 8), <i>Music Business: Digital Distribution</i> (SCQF level 8) and both graded units. Learners will need to produce written responses to provide explanations and evaluations in a number of units and for the planning and evaluation stages of both graded units. Oral communication skills are required as several units involve working with others. Oral communication skills are required for presentations in a number of units and the interview and presentation in <i>Music Business: Graded Unit 2</i> (SCQF level 8).</p>
Numeracy	5	<p>Learners will be required to apply a range of numerical skills across <i>Music Business: Budgeting and Accounts</i> (SCQF level 7), <i>Music Business: Professional Development Project</i> (SCQF level 8) and <i>Music Law</i> (SCQF levels 7 and 8). Learners will be required to interpret numerical and data when researching for a range of units and both graded units.</p>
Information and Communication Technology (ICT)	5	<p>Learners will be required to access information while undertaking research for <i>Music Industry: Marketing and Promotion</i> (SCQF level 7), <i>Music Law</i> (SCQF levels 7 and 8), <i>Music Business: Professional Development Project</i> (SCQF level 8), <i>Music Business: Digital Distribution</i> (SCQF level 8) and both graded units. Learners will be required to create and provide</p>

Core Skill	Recommended SCQF entry profile	Associated assessment activities
		<p>information using ICT across many units in the group award, for example, providing metadata for release of tracks, promotional material for live events, visual presentations, spreadsheets, audio tracks formatted for distribution, social media materials and the output of both graded units. Learners will carry out a range of non-routine ICT activities using application software to create materials.</p>
Problem Solving	5	<p>Learners will be required to use critical thinking throughout most of the units in this group award. They will also be required to use planning and organising skills in most of the units in this group award. Learners are required to review and evaluate work they have produced in many of the mandatory units in the group award. In the graded units learners are required to consider how well their problem-solving activity worked, deciding on the effectiveness of stages and considering ways of solving similar problems in future.</p>
Working with Others	5	<p>Learners will be required to work co-operatively with others in many of the units in this group award, with a particular focus on this in <i>Music Business: Communication Skills</i> (SCQF level 7) and <i>Music Business: Professional Development Project</i> (SCQF level 8). They will review their co-operative contribution, particularly in <i>Music Business: Professional Development Project</i> (SCQF level 8) and <i>Music Business: Communication Skills</i> (SCQF level 7).</p>

5 Additional benefits of the qualification in meeting employer needs

This qualification was designed to meet a specific purpose and what follows are details on how that purpose has been met through mapping of the units to the aims of the qualification. Through meeting the aims, additional value has been achieved by linking the unit standards with those defined in national occupational standards and/or trade/professional body requirements. In addition, significant opportunities exist for learners to develop the more generic skill, known as Core Skills through doing this qualification.

5.1 Mapping of qualification aims to units

This section details how the specific, general and other key aims of the qualification map to the mandatory and selected optional units.

General aims of the qualification:

- 1 develop learners' skills as business personnel, composers/performers or sound engineers/designers.
- 2 develop communication and interpersonal skills.
- 3 develop analytical skills.
- 4 develop self-evaluative skills, enabling professional development.
- 5 develop self-presentation skills.
- 6 develop the ability to work independently and as part of a team.
- 7 develop self-assurance and the confidence to perform to potential.
- 8 develop professional attitudes.
- 9 facilitate progression to higher education.
- 10 enable progression within the SCQF framework.
- 11 prepare learners for employment and/or self-employment.
- 12 develop self-assurance and confidence and to meet the needs of the labour market.

Specific aims of the qualification:

HNC Music Business

To develop the following areas of skills and knowledge:

- 13 an ability to develop essential underpinning knowledge in music business.
- 14 an ability to analyse and synthesise knowledge and skills acquired through study.
- 15 an ability to develop study, organisational and research skills.
- 16 an ability to develop skills and awareness of business acumen relating to the practices of the music industry.
- 17 an ability to integrate music business skills in a practical or business application.
- 18 an ability to develop competencies in a range of specialised areas in line with preferred career aims.
- 19 to enable progression to further study in music business or a related discipline.
- 20 an ability to develop personal skills and follow music industry protocol.

HND Music Business (cont)

To develop the following areas of skills and knowledge:

- 21 an ability to develop breadth and depth of knowledge in music business.
- 22 an ability to develop proficiency and business acumen relating to the practices of the music industry.
- 23 an ability to develop critical analysis; to reflect on own work and continually strive for best practice.
- 24 to enable the adoption of innovative practices and creativity in work and ability to respond quickly to the challenges posed by changes in the music industry.

Code	Unit title	Aims																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Mandatory units																									
J00W 34	Music Business: Communication Skills (SCQF level 7)	x	x		x	x	x	x	x		x	x	x	x			x	x			x				
J0J2 34	Music Business: Graded Unit 1 (SCQF level 7)	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x					
J00X 34	Music History: Genres, Record Labels and Artists (SCQF level 7)			x							x			x		x									
J00Y 34	Music Industry (SCQF level 7)										x			x		x									
J011 34	Music Industry: Budgeting and Accounts (SCQF level 7)	x									x			x		x		x	x						
J012 34	Music Industry: Marketing and Promotion (SCQF level 7)	x	x	x		x			x	x		x		x	x	x	x	x	x				x		
J013 34	Music Law (SCQF level 7)	x		x							x			x		x		x	x						
J014 35	Music Business: Digital Distribution (SCQF level 8)	x		x							x			x		x	x	x	x				x	x	x
J0J3 35	Music Business: Graded Unit 2 (SCQF level 8)	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x
J015 35	Music Business: Professional Development Project (SCQF level 8)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x
J016 35	Music Business: Start-Ups (SCQF level 8)	x										x	x		x	x							x		x
J017 35	Music Law (SCQF level 8)			x								x			x		x			x			x		x

Code	Unit title	Aims																								
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Optional units																										
J0M1 34	Music Business: Artist Management (SCQF level 7)	x	x		x	x	x	x	x		x		x	x	x	x	x	x		x		x				
J0M2 34	Music Business: Live Music Industry (SCQF level 7)										x			x		x						x				
J0M4 34	Music Business: Releasing a Record (SCQF level 7)	x	x			x	x	x	x		x		x	x	x	x	x	x	x		x				x	
J0M5 34	Music Business: Running a Live Music Event (SCQF level 7)	x	x		x	x	x	x	x		x	x	x	x	x	x	x	x	x		x			x	x	x
J0M6 34	Music Business: Tour Management (SCQF level 7)	x	x				x	x	x		x			x		x	x	x	x							
J0M8 34	Music Publishing (SCQF level 7)			x							x			x		x						x		x		
J0MC 35	Music Business: Running a Record Company (SCQF level 8)	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x		x	x	x	x	x	
J0MD 35	Music Publishing (SCQF level 8)	x	x	x		x			x		x		x	x		x	x	x	x			x	x		x	

5.2 Mapping of National Occupational Standards (NOS) and/or trade body standards

There are a considerable number of National Occupational Standards (NOS) available as terms of reference for future employees of the sound production industries. The following table shows an example of just some of the NOS and how they map to the HN Group Awards in Music Business. Most NOS will provide underpinning knowledge and indicate the expectations for both performance criteria and knowledge and understanding in the workplace. NOS can be found via the NOS UK standards website <http://www.ukstandards.org.uk>

CCSMB10	Understanding the music industry and keeping up to date
CCSMP31	Communicate effectively within a music publishing organisation
CCSMP38	Establish and maintain contacts and networks to benefit a music publishing organisation
CCSMP12	Identify and propose new revenue streams and opportunities for a music publishing business
CCSMPR48	Generate revenue from music
CCSMP47	Develop an understanding of the music industry and the value of different organisations
FSP PS1	Work effectively in accounting and finance
CCSMB6	Support a music industry marketing campaign
CCSMB1	Produce promotional material for the music business
CCSFL43	Manage cash flow for your freelance work in the creative and cultural industries
LANCS44	Assess, negotiate and secure sources of funding
CCSFL3	Develop and manage a business strategy for your freelance work in creative and cultural industries
CCSMB7	Identify and propose new revenue streams and opportunities for music business
CCSMB22	Identify and recommend music and lyrics with commercial potential for publication
CCSMT5	Evaluate personal skills to work with others in the music and sound industries
CCSLE20	Contribute to the preparation of a contracts for a live event
CCSLE1	Support publicity activities for live events
CCSLE2	Assist in the preparation and maintenance of budgets for a live event
CCSLE6	Support the planning of live events
CCSLE8	Load in, breakdown and load out equipment for a live event
CCSLE15	Support the organization of a live event
CCSMB5	Market and sell new and back catalogue music releases
CCSTP29	Arrange, manage and receive tours
CCSRCS8	Organise promotional events for a music business collecting society
CCSMP37	Organise business travel and accommodation within a music publishing organisation
CCSMP39	Ensure you operate within the boundaries of legislation relating to music publishing
CCSMP42	Match and distribute royalty income within a music publishing business
CCSMP08	Conduct appropriate market research in relation to music publishing
CCSMP46	Work in collaboration with others in a music publishing environment

Code	Unit title	National Occupational Standard																												
		CCSMB10	CCSMP31	CCSMP38	CCSMP12	CCSMPR48	CCSMP47	FSP PS1	CCSMB6	CCSMB1	CCSFL43	LANCS44	CCSFL3	CCSMB7	CCSMB22	CCSMT5	CCSLE20	CCSLE1	CCSLE2	CCSLE6	CCSLE8	CCSLE15	CCSMB5	CCSTP29	CCSRCS8	CCSMP37	CCSMP39	CCSMP42	CCSMP08	CCSMP46
Mandatory units																														
J00W 34	Music Business: Communication Skills (SCQF level 7)	•	•	•																										
J0J2 34	Music Business: Graded Unit 1 (SCQF level 7)																													
J00X 34	Music History: Genres, Record Labels and Artists (SCQF level 7)																													
J00Y 34	Music Industry (SCQF level 7)					•	•																							
J011 34	Music Industry: Budgeting and Accounts (SCQF level 7)							•																						

Code	Unit title	National Occupational Standard																											
		CCSMB10	CCSMP31	CCSMP38	CCSMP12	CCSMPR48	CCSMP47	FSP PS1	CCSMB6	CCSMB1	CCSFL43	LANCS44	CCSFL3	CCSMB7	CCSMB22	CCSMT5	CCSLE20	CCSLE1	CCSLE2	CCSLE6	CCSLE8	CCSLE15	CCSMB5	CCSTP29	CCSRCS8	CCSMP37	CCSMP39	CCSMP42	CCSMP08
Mandatory units (cont)																													
J012 34	Music Industry: Marketing and Promotion (SCQF level 7)								•	•																			
J013 34	Music Law (SCQF level 7)																												
J015 35	Music Business: Professional Development Project (SCQF level 8)												•																
J016 35	Music Business: Start-Ups (SCQF level 8)										•	•																	
J014 35	Music Business: Digital Distribution (SCQF level 8)	•	•		•	•																							

Code	Unit title	National Occupational Standard																											
		CCSMB10	CCSMP31	CCSMP38	CCSMP12	CCSMPR48	CCSMP47	FSP PS1	CCSMB6	CCSMB1	CCSFL43	LANCS44	CCSFL3	CCSMB7	CCSMB22	CCSMT5	CCSLE20	CCSLE1	CCSLE2	CCSLE6	CCSLE8	CCSLE15	CCSMB5	CCSTP29	CCSRCS8	CCSMP37	CCSMP39	CCSMP42	CCSMP08
Mandatory units (cont)																													
J017 35	Music Law (SCQF level 8)																												
J0J3 35	Music Business: Graded Unit 2 (SCQF level 8)																												
Optional units																													
J0M1 34	Music Business: Artist Management (SCQF level 7)																												
J0M2 34	Music Business: Live Music Industry (SCQF level 7)																												
J0M4 34	Music Business: Releasing a Record (SCQF level 7)																												

Code	Unit title	National Occupational Standard																												
		CCSMB10	CCSMP31	CCSMP38	CCSMP12	CCSMPR48	CCSMP47	FSP PS1	CCSMB6	CCSMB1	CCSFL43	LANCS44	CCSFL3	CCSMB7	CCSMB22	CCSMT5	CCSLE20	CCSLE1	CCSLE2	CCSLE6	CCSLE8	CCSLE15	CCSMB5	CCSTP29	CCSRC58	CCSMP37	CCSMP39	CCSMP42	CCSMP08	CCSMP46
Optional (cont)																														
J0M5 34	Music Business: Running a Live Music Event (SCQF level 7)																	•	•	•	•	•								
J0M6 34	Music Business: Tour Management (SCQF level 7)																							•	•	•				
J0M8 34	Music Publishing (SCQF level 7)																										•	•		
J0MC 35	Music Business: Running a Record Company (SCQF level 8)																						•							
J0MD 35	Music Publishing (SCQF level 8)													•	•														•	•

5.3 Mapping of Core Skills development opportunities across the qualifications

The table below maps Core Skills development opportunities for the mandatory units and selected optional units. Where a Core Skill is marked an 'S', this means the learner will have the opportunity to develop aspects of that Core Skill. Where a Core Skill is marked as 'E', this means this element of the Core Skill is embedded in the unit and the learner will be certificated for this element of the Core Skill at the SCQF level that is indicated.

Unit code	Unit title	Communication			Numeracy		ICT		Problem Solving			Working with Others	
		Written (Reading)	Written (Writing)	Oral	Using Number	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
Mandatory units													
J00W 34	Music Business: Communication Skills (SCQF level 7)	S	S	S			S	S	E SCQF level 5	E SCQF level 5	E SCQF level 5	E SCQF level 5	E SCQF level 5
J0J2 34	Music Business: Graded Unit 1 (SCQF level 7)	S	S				S	S	E SCQF level 5	E SCQF level 5	E SCQF level 5		
J00X 34	Music History: Genres, Record Labels and Artists (SCQF level 7)	S	S	S			S	S					
J00Y 34	Music Industry (SCQF level 7)	S	S	S									
J011 34	Music Industry: Budgeting and Accounts (SCQF level 7)				S	S		S	E SCQF level 5				
J012 34	Music Industry: Marketing and Promotion (SCQF level 7)		S	S			S	S	E SCQF level 5	E SCQF level 5			
J013 34	Music Law (SCQF level 7)	S	S	S	S		S		E SCQF level 5	E SCQF level 5	S		S
J015 35	Music Business: Professional Development Project (SCQF level 8)	S	S	S	S		S	S	E SCQF level 6	E SCQF level 6	E SCQF level 6	S	S

Unit code	Unit title	Communication			Numeracy		ICT		Problem Solving			Working with Others	
		Written (Reading)	Written (Writing)	Oral	Using Number	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
Mandatory units (cont)													
J016 35	Music Business: Start-Ups (SCQF level 8)				S				E SCQF level 5	E SCQF level 5			
J014 35	Music Business: Digital Distribution (SCQF level 8)	S	S	S			S	S					
J017 35	Music Law (SCQF level 8)	S	S	S	S		S		E SCQF level 6		S		S
J0J3 35	Music Business: Graded Unit 2 (SCQF level 8)	S	S				S	S	E SCQF level 6	E SCQF level 6	E SCQF level 6		
Optional units													
J0M1 34	Music Business: Artist Management (SCQF level 7)		S	S	S		S	S	S	S	S	S	S
J0M2 34	Music Business: Live Music Industry (SCQF level 7)		S	S									
J0M4 34	Music Business: Releasing a Record (SCQF level 7)	S	S	S	S		S		S	S	S	S	
J0M5 34	Music Business: Running a Live Music Event (SCQF level 7)	S	S	S	S		S	S	S	S	S	S	S
J0M6 34	Music Business: Tour Management (SCQF level 7)		S	S	S			S	S	S	S		
J0M8 34	Music Publishing (SCQF level 7)		S	S	S		S	S	S	S		S	
J0MC 35	Music Business: Running a Record Company (SCQF level 8)	S	S	S	S		S	S	S	S	S	S	S

Unit code	Unit title	Communication			Numeracy		ICT		Problem Solving			Working with Others	
		Written (Reading)	Written (Writing)	Oral	Using Number	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
Optional units (cont)													
J0MD 35	Music Publishing (SCQF level 8)	S	S	S	S			S	S	S	S	S	

5.4 Assessment strategy for the qualifications

All SQA units provide evidence requirements for each of the outcomes within the unit. The evidence requirements are mandatory and subject to SQA and centre quality assurance procedures. This includes both internal and external verification. Some units are designed to be delivered sequentially, some units have outcomes that can be delivered holistically and some outcomes/units can be delivered in an integrated manner. Real life working practices in the sound production industries should be reflected wherever possible in assessment approaches and flexibility in how and when to assess is strongly encouraged. Below is a table containing an overview of evidence types and assessment conditions for that mandatory and selected optional units within the group award.

Unit	Assessment				
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Mandatory units					
Music Business: Communication Skills (SCQF level 7)	Open-book Product evidence Written/oral evidence	Open-book Written/oral evidence Performance evidence under controlled conditions	Open-book Produce and written evidence		
Music Business: Graded Unit 1 (SCQF level 7)	Project based practical assignment across three stages				
Music History: Genres, Record Labels and Artists (SCQF level 7)	Open-book Written/oral evidence	Open-book Written/oral evidence	Open-book Written/oral evidence		
Music Industry (SCQF level 7)	Closed-book supervised conditions Written/oral evidence	Closed-book supervised conditions Written/oral evidence	Closed-book supervised conditions Written/oral evidence	Closed-book supervised conditions Written/oral evidence	
Music Industry: Budgeting and Accounts (SCQF level 7)	Closed-book examination Written/oral recorded evidence	Product evidence supervised conditions	Product evidence supervised conditions		

Unit	Assessment				
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Mandatory units (cont)					
Music Industry: Marketing and Promotion (SCQF level 7)	Supervised conditions Written/oral evidence	Open-book Written/oral evidence	Open-book Product evidence	Open-book Supervised conditions Written/oral evidence	Open-book Written/oral evidence
Music Business: Digital Distribution (SCQF level 8)	Open-book Written/oral evidence	Open-book Written/oral evidence	Open-book Product evidence		
Music Business: Graded Unit 2 (SCQF level 8)	Project based practical assignment across three stages				
Music Business: Professional Development Project (SCQF level 8)	Open-book Written/oral evidence	Open-book Written/oral evidence Product and performance evidence	Open-book Written/oral evidence Product and performance evidence	Open-book Written/oral evidence	
Music Business: Start-Ups (SCQF level 8)	Closed-book Written/oral evidence	Open-book Written/oral evidence	Closed-book Product evidence		
Music Law (SCQF level 7)	Closed-book Written/oral evidence	Closed-book Written/oral evidence	Open-book controlled conditions Written evidence		
Music Law (SCQF level 8)	Open-book Written/oral evidence	Open-book Written/oral evidence	Controlled conditions Written/oral evidence		

Unit	Assessment				
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Optional units					
Music Business: Artist Management (SCQF level 7)	Written/oral evidence	Written/oral evidence			
Music Business: Live Music Industry (SCQF level 7)	Open-book Written/oral evidence	Open-book Written/oral evidence	Open-book Written/oral evidence		
Music Business: Releasing a Record (SCQF level 7)	Open-book Written/oral evidence	Open-book Performance and product evidence Written/oral evidence	Open-book Performance and product evidence. Written/oral evidence		
Music Business: Running a Live Music Event (SCQF level 7)	Open-book Written/oral evidence	Open-book Product evidence	Open-book Written and/or oral evidence		
Music Business: Tour Management (SCQF level 7)	Open-book controlled conditions Written and/or oral evidence	Written and/or oral evidence Product evidence controlled conditions	Open-book controlled conditions Written and/or oral evidence		
Music Publishing (SCQF level 7)	Open-book Written and/or oral evidence	Open-book Written and/or oral evidence	Open-book Written and/or oral evidence		
Music Business: Running a Record Company (SCQF level 8)	Open-book Written and oral evidence	Open-book Written evidence	Written evidence	Written and/or oral evidence	Open-book Written and/or oral evidence
Music Publishing (SCQF level 8)	Open-book Written and/or oral evidence	Open-book Written and/or oral evidence			

6 Guidance on approaches to delivery and assessment

The HNC/HND in Music Business is designed for those interested in pursuing a career in music business and who wish to acquire the knowledge and develop the skills needed for music business. The qualifications will develop learners' knowledge and skills in finance, marketing and promotion, music law, publishing and digital distribution while developing communication skills needed for music business. There are opportunities to develop entrepreneurial skills and apply entrepreneurial skills directly in a music business context running live events, releasing music, managing artists and undertaking a professional development project. The qualification also has many opportunities to develop the learner's knowledge of, and passion for, music.

In the HND, learners can develop more in depth knowledge of practical and creative skills while also being given the opportunity to gain experience that will enhance their employability. The qualification will support the development of the learner's digital literacy with ample opportunities in formative and summative work to draw on digital practice. The range of optional units can further enhance learners' employability by creating opportunities to operate in music business roles. In the HND, units with progression from SCQF level 7 to 8 develop learners ability to analyse and synthesise knowledge by providing a practical task or allowing the learner to choose an area of the music industries to explore.

It is envisaged that the delivery of the HN should allow learners experiences in realistic environments. Many of the optional units provide learners the opportunity to undertake projects: sourcing and releasing music, booking and running live music events and managing artists. For the projects to be successful and generate the necessary evidence, will require assessors to negotiate or set viable projects, allow suitable timescales, ensure that the learners have the necessary underpinning knowledge and mentoring during the process. It is expected that centres will strive to reflect current practice and standards expected from music professionals when creating assessment opportunities.

Centres are encouraged to use a variety of approaches to assessment. Specific assessment approaches may be stipulated by individual units and should be adhered to for the assessment to remain valid. Where a unit allows flexibility in assessment approaches, centres are encouraged to seek prior verification from SQA, particularly if adapting recommended assessment approaches. Some units or combinations of units will afford opportunities for holistic assessment and this approach is encouraged where appropriate.

Using these approaches, on completion of the HN Music Business qualification, learners will be prepared to enter employment, operate as freelancers or progress to higher education degree programmes.

6.1 Sequencing/integration of units

HNC

The HNC Music Business consists mainly of mandatory units. *Music Business: Communication Skills* (SCQF level 7) provides skills and develops competencies in networking, negotiation and written and visual communication. *Music Industry: Budgeting and Accounts* (SCQF level 7) provides knowledge of accounting terms and the opportunity to apply knowledge, producing a spreadsheet and manipulating data. *Music Industry: Marketing and Promotion* (SCQF level 7) provides knowledge of marketing and promotion and the opportunity to apply this knowledge in a practical task. *Music Law* (SCQF level 7) provides knowledge of contracts, copyright and the collection societies and the opportunity to apply this knowledge producing a deal memo. *Music Industry* (SCQF level 7) is intended to give an overview of some of the key music industry sectors. *Music History: Genres, Record Labels and Artists* (SCQF level 7) is designed to build learners' knowledge of genres of music, factors that have shaped their development and the chance to research an artist of interest — to demonstrate a passion for music.

As *Music Business: Graded Unit 1* (SCQF level 7) involves learners planning for, and creating a portfolio of work to demonstrate employability in a music business role, it is recommended that this is delivered towards the end of the academic year, after much of the content of the mandatory units has been delivered. *Music Business: Graded Unit 1* (SCQF level 7) requires learners to select artefacts for inclusion in a portfolio. The graded unit requires learners to demonstrate skills from the mandatory units in the material they have included — it will be very difficult for learners to plan the portfolio contents if delivery of these units has not yet taken place.

Music Industry (SCQF level 7) provides an overview of music management and the recording, publishing and live sectors and is intended to be delivered at the start of the programme.

Music Law (SCQF level 7) extends this knowledge and allows for both more detailed study and the application of knowledge on law, contracts and copyright and so should be delivered after *Music Industry* (SCQF level 7) or run concurrently with it.

It may be possible to integrate *Music Business: Communication Skills* (SCQF level 7) with other mandatory units in the framework. Outcome 1 lends itself to being integrated with *Music Industry* (SCQF level 7), Outcome 2 lends itself to being integrated with *Music Law* (SCQF level 7) and Outcome 3 lends itself to being integrated with *Music Industry: Marketing and Promotion* (SCQF level 7).

The optional units, *Music Business: Artist Management* (SCQF level 7), *Music Business: Releasing a Record* (SCQF level 7) and *Music Business: Running a Live Music Event* (SCQF level 7) may all create opportunities for the learners to generate artefacts for their *Music Business: Graded Unit 1* (SCQF level 7) portfolio. *Music Industry: Budgeting and Accounts* (SCQF level 7) requires the creation of a spreadsheet and it may be possible to integrate that task with these projects. When sequencing these units, assessors will need to ensure there is a suitable timescale and that the learners have the necessary underpinning knowledge at that stage of the course. It is recommended that all of these units run over a time period of approximately six months. Ideally these projects and others from the optional section of the framework should provide opportunities that reflect contemporary music industry practice and contextualise the essential employability and business skills.

HND

The HND is more flexible in allowing learners and/or centres to tailor the direction of the award by combining the mandatory units with a wider range of optional units. *Music Law* (SCQF level 8) allows the learner to explore a particular area of interest in a legal aspect of the music business. *Music Business: Digital Distribution* (SCQF level 8) will give learners the opportunity to evaluate commercial platforms for making music available and equip them with the skills, and knowledge of the technical requirements, that will enable them to make music available in this way, during the course of the unit. *Music Business: Start-Ups* (SCQF level 8) builds on knowledge of finance from HNC and explores the setting up of a music-related business and sources of funding and cash flow for such a business. *Music Business: Professional Development Project* (SCQF level 8) to devise, develop and evaluate a market facing business project. Learners are free to negotiate suitable projects with their assessor — assessors should ensure that there is enough time allocated to complete the project and generate the necessary evidence.

Music Business: Graded Unit 2 (SCQF level 8) involves learners planning for, and creating a portfolio of work before taking part in a presentation and interview to demonstrate employability in a selected music business role. Although planning could take place at an earlier point in the second year, it is recommended that the portfolio submission and presentation and interview are scheduled towards the end of the HND, after much of the content of the other mandatory and optional units have been delivered and assessed. This will allow the learner to complete a wide range of practical activities and will allow the learner, through the mandatory and optional units, to create examples of material that are relevant to the learner's specialist interests before embarking on *Graded Unit 2*.

Many of the optional units are intended to enhance the learner's employability. *Music Business: Running a Record Label* (SCQF level 8) builds on the skills from *Music Business: Releasing a Record* (SCQF level 7) and presents a deeper project that will also incorporate working collaboratively. *Music Publishing* (SCQF level 8) sets a task where the learner operates as a music supervisor, researching rights holders and presenting on the suitability of music for sync. It would benefit learners if this unit were sequenced before *Music Business: Graded Unit 2* (SCQF level 8) as it will provide another opportunity to work on presentation skills and receive feedback.

Again, opportunities exist for unit integration across much of the HND and ideally, delivery of the HND will be enhanced through the creation of opportunities that reflect contemporary music industry practice and contextualise the essential employability and business skills.

6.2 Recognition of prior learning

SQA recognises that learners gain knowledge and skills acquired through formal, non-formal and informal learning contexts.

In some instances, a full group award may be achieved through the recognition of prior learning. However, it is unlikely that a learner would have the appropriate prior learning and experience to meet all the requirements of a full group award.

The recognition of prior learning may **not** be used as a method of assessing in the following types of units and assessments:

- ◆ HN Graded Units
- ◆ Course and/or external assessments
- ◆ Other integrative assessment units (which may or not be graded)
- ◆ Certain types of assessment instruments where the standard may be compromised by not using the same assessment method outlined in the unit
- ◆ Where there is an existing requirement for a licence to practice
- ◆ Where there are specific health and safety requirements
- ◆ Where there are regulatory, professional or other statutory requirements
- ◆ Where otherwise specified in an assessment strategy

More information and guidance on the *Recognition of Prior Learning* (RPL) may be found on our website www.sqa.org.uk.

The following sub-sections outline how existing SQA unit(s) may contribute to this group award. Additionally, they also outline how this group award may be recognised for professional and articulation purposes.

6.2.1 Articulation and/or progression

There are a number of opportunities to articulate from HND Music Business into a number of Scottish degree programmes, including:

- ◆ BA Commercial Music, University of the West of Scotland
- ◆ BA Music Business, University of the Highlands and Islands
- ◆ BA (Hons) Commercial Music, University of the West of Scotland
- ◆ BA (Hons) Music Business, University of the Highlands and Islands
- ◆ MA Music: Innovation and Entrepreneurship, University of the West of Scotland

Learners will also develop transferable skills in areas such as accounting, communication, marketing and promotion throughout the HN Music Business which may help them to apply to a business degree programme.

The award is not designed to specifically articulate to any particular degree programme, but there are a number of formal and informal articulation agreements and arrangements between colleges and these universities in place.

6.2.2 Credit transfer

For existing learners undertaking or who have undertaken elements of the previous HNC/HND Group Award in Music Business, the following credit transfer guidance is provided:

Learners may be given credit transfer between existing HN Units and the new/revised HN Units where there is a broad equivalence between the knowledge, skills and evidence requirements of the existing and new/revised unit (or combinations of units). Learners who are given credit transfer between current units and the new/revised HN Units must still satisfy all other conditions of the award.

The following table outlines credit transfer arrangements (where they exist).

Title old unit	Mandatory (M) or Optional (O)	Credit value	Title new unit	Mandatory (M) or Optional (O)	Credit value	Credit transfer conditions
F507 34 — Music Business: Graded Unit 1	M	1	J0J2 34 — Music Business: Graded Unit 1 (SCQF level 7)	M	1	Full transfer
DR34 35 — Music Business: Graded Unit 2	M	2	J0J3 35 — Music Business: Graded Unit 2 (SCQF level 8)	M	2	Full transfer
DJ2V 34 — Music Law 1	M	1	J013 34 — Music Law (SCQF level 7)	M	1	Not applicable
DR2K 35 — Music Law 2	M	1	J013 34 — Music Law (SCQF level 8)	M	1	Not applicable
FV6M 34 — Music Industry: Financial Management	M	1	J011 34 — Music Industry: Budgeting and Accounts (SCQF level 7)	M	1	Partial transfer — Outcomes 2 and 3 have been achieved, however, evidence for Outcome 1 is required to be generated by the learner.
DR2N 34 — Music Industry Finance	M	1	J016 35 — Music Business Start-Ups (SCQF level 8)	M	1	Not applicable
FN1A 35 — Music Industry Digital Communication	M	1	J014 35 — Music Business: Digital Distribution (SCQF level 8)	M	1	Partial transfer — Outcomes 1 and 2 have been achieved, however, evidence for Outcome 3 is required to be generated by the learner.
DR16 35 — Music Industry Touring	M	1	J0M6 34 — Music Business: Tour Management (SCQF level 7)	O	1	Not applicable
DJ2G 34 — Music and Image — Graphics	O	1	J0M0 34 — Music and Image: Graphics (SCQF level 7)	O	1	Full transfer
DJ2H 35 — Music and Image: Video	O	1	J0MG 35 — Music and Image: Video (SCQF level 8)	O	1	Full transfer
DJ25 35 — History of the Music Business	O	1	J0MF 35 — Music Business: Evolution of the Music Business (SCQF level 8)	O	1	Partial transfer — Outcome 2 has been achieved, however, evidence for Outcome 1 is required to be generated by the learner.
H1M9 34 — Music History 1	O	1	J00X 34 — Music History: Genres, Record Labels and Artists (SCQF level 7)	M	1	Not applicable
H1M6 35 — Music History 2	O	1	J0MT 35 — Music History (SCQF level 8)	O	1	Full transfer

Title old unit	Mandatory (M) or Optional (O)	Credit value	Title new unit	Mandatory (M) or Optional (O)	Credit value	Credit transfer conditions
DJ2M 34 — Music Industry Infrastructure	O	1	J00Y 34 — Music Industry (SCQF level 7)	O	1	Not applicable
DJ2J 34 — Music: Artist Development	O	1	J0M1 34 — Music Business: Artist Management (SCQF level 7)	O	2	Not applicable
DJ2T 34 — Music Industry Publishing 1	O	1	J0M8 34 — Music Publishing (SCQF level 7)	O	1	Partial transfer — Outcomes 1 and 2 have been achieved, however, evidence for Outcome 3 is required to be generated by the learner.
DR2T 35 — Music Industry Publishing 1	O	1	J0MD 35 — Music Publishing (SCQF level 8)	O	1	Not applicable
DR1H 35 — Record Company Operations	O	2	J0M9 34 — Music Business: Record Company Operations (SCQF level 7)	O	2	Partial transfer — Outcomes 1, 2 and 4 have been achieved, however, evidence for Outcome 3 is required to be generated by the learner.
DR0Y 35 — Music Business: Research Project	O	1	J0MB 35 — Music Business: Research Project (SCQF level 8)	O	1	Not applicable
FN19 34 — Live Music Industry: An Introduction	O	1	J0M2 34 — Music Business: Live Music Industry (SCQF level 7)	O	1	Partial transfer — Outcomes 1, 2 and 3 have been achieved, however, evidence for Outcome 4 is required to be generated by the learner.
FN1D 35 — Running a Record Company	O	2	J0MC 35 — Running a Record Company (SCQF level 8)	O	2	Full transfer
FN1C 34 — Record Company Organisation and Structure	O	1	J0M3 34 — Music Business: Record Company Organisation and Structure	O	1	Full transfer
DJ21 34 — Creative Industries Infrastructure	M	1				Not applicable
DJ2P 34 — Music Industry Marketing 1	M	1	See Table 2			

Title old unit	Mandatory (M) or Optional (O)	Credit value	Title new unit	Mandatory (M) or Optional (O)	Credit value	Credit transfer conditions
DJ2R 34 — Music Industry Promotions	M	1				Not applicable — The relevant knowledge and skills in this unit are now evidenced in practical contexts across a number of new and/or revised units in the new group award.
DJ3A 34 — Working In The Creative Industries	M	1				Not applicable
DR14 35 — Music Industry Marketing 2	M	1				Not applicable
F5CR 34 — Music Industry Management 1	M	1				Not applicable — The relevant knowledge and skills in this unit are now evidenced in practical contexts across a number of new and/or revised units in the new group award.
Music Industry Management 2 — DR2J 35	M	1				Not applicable — The relevant knowledge and skills in this unit are now evidenced in practical contexts across a number of new and/or revised units in the new group award.

Table 2

Title new unit	Mandatory (M) or Optional (O)	Credit value	Required outcomes from old units for credit transfer to new unit
J012 34 — Music Industry: Marketing and Promotion (SCQF level 7)	M	2	Partial transfer — Outcomes 1 and 4 have been achieved from <i>Music Industry Marketing 1 DJ2P 34</i> , however, evidence for Outcomes 2, 3 and 5 are required to be generated by the learner.
J00W 34 — Music Business: Communication Skills (SCQF level 7)	M	1	Not applicable — no equivalent in previous framework
J015 35 — Music Business: Professional Development Project (SCQF level 8)	M	3	Not applicable — no equivalent in previous framework
J0M5 34 — Music Business: Running a Live Music Event (SCQF level 7)	O	2	Not applicable — no equivalent in previous framework
J0M3 34 — Music Business: Releasing a Record (SCQF level 7)	O	1	Not applicable — no equivalent in previous framework
J0M7 34 — Music Business: Understanding Sound Production (SCQF level 7)	O	1	Not applicable — no equivalent in previous framework

6.3 Opportunities for e-assessment

The choice of delivery methods for the units making up the qualifications is particularly important as the units lend themselves to learning and teaching approaches which make it possible for learners to document and present suitable assessment evidence as they work through the units. Learners could, for example, be encouraged to create an e-portfolio, write a blog or maintain a learning journal. They could, as an integral part of the learning and teaching process, be given guidance on how to structure and organise their material so that it is in a form that can be presented for practical purposes.

Hence, in devising suitable delivery methods, it may be helpful to consider that evidence for assessment can be generated in many different ways, including:

- ◆ Use of e-portfolios: Audio and audio/visual work may be embedded or linked to, along with images and screenshots providing a record of processes carried out in the production of the work. E-portfolios can be used to encourage peer review and feedback conversations, maintain learning journals, produce project documentation, record research activities and encourage reflection on learning and assessment.
- ◆ In a similar way, online blogs could be used to embed or link to media files, project documentation, records of research and online presentations.
- ◆ Use of VLEs as course material delivery and assessment hubs.
- ◆ Use of Social Media for promotion, documentation of projects, and collaborative discussion and debate.

Methods such as the above link learning and teaching methods directly with the generation of formative and summative assessment evidence in a manner that many learners will be familiar with, and provide convenient access outwith formally scheduled teaching time.

As noted above, e-assessment may be particularly appropriate for many elements of these group awards. By e-assessment, we mean assessment which is supported by information and communication technology (ICT), such as the use of e-portfolios or social networking sites.

Centres wishing to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the evidence requirements for all units are met, regardless of the mode of gathering evidence.

Furthermore, centres must be able to retain all such e-assessment evidence securely for the period specified by SQA and must be able to retrieve it in the event of external verification activity.

6.4 Support materials

Assessment Support Packs (ASPs) exist for all mandatory units and some optional units in this revised HNC/HND Group Award. These assessment support packs provide examples of assessment that are valid, reliable and practicable. Centres wishing to develop their own assessments should refer to the ASPs to ensure a comparable standard.

A **list of existing ASPs** is available to view on SQA's website.

6.5 Resource requirements

Centres must be satisfied through their own internal Quality Assurance systems that they are able to deliver the HNC/HND Music Business Group Award.

Centres seeking to offer the HN Music Business Group Awards must recognise that there must be adequate provision of equipment and resources at an appropriate quality threshold in order for learners to learn effectively. The ratio of resources to learners must be sufficient for learners to gain ample hands-on experience.

It is recommended that delivery staff and assessors have the necessary skills and experience to deliver and assess the mandatory units and the selected optional units in the HN Music Business Group Awards. Links to the music industry are very desirable to ensure that centres understand current working practices, technological developments and trends and are therefore able to deliver relevant tuition to learners.

7 General information for centres

Equality and inclusion

The unit specifications making up this group award have been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners will be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Internal and external verification

All assessments used within this/these qualification(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/GuideToAssessment).

8 Glossary of terms

Embedded Core Skills: is where the assessment evidence for the unit also includes full evidence for complete Core Skill or Core Skill components. A learner successfully completing the unit will be automatically certificated for the Core Skill. (This depends on the unit having been successfully audited and validated for Core Skills certification.)

Finish date: The end of a group award's lapsing period is known as the finish date. After the finish date, the group award will no longer be live and the following applies:

- ◆ learners may not be entered for the group award
- ◆ the group award will continue to exist only as an archive record on the Awards Processing System (APS)

Graded unit: Graded units assess learners' 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 learners to retain and adapt their skills and knowledge.

Lapsing date: When a group award is entered into its lapsing period, the following will apply:

- ◆ the group award will be deleted from the relevant catalogue
- ◆ the group award specification will remain until the qualification reaches its finish date at which point it will be removed from SQA's website and archived
- ◆ no new centres may be approved to offer the group award
- ◆ centres should only enter learners whom they expect to complete the group award during the defined lapsing period

SQA credit value: The credit value allocated to a unit gives an indication of the contribution the unit makes to an SQA group award. An SQA credit value of 1 given to an SQA unit represents approximately 40 hours of programmed learning, teaching and assessment.

SCQF: The Scottish Credit and Qualification Framework (SCQF) provides the national common framework for describing all relevant programmes of learning and qualifications in Scotland. SCQF terminology is used throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at www.scqf.org.uk.

SCQF credit points: SCQF credit points provide a means of describing and comparing the amount of learning that is required to complete a qualification at a given level of the Framework. One National Unit credit is equivalent to 6 SCQF credit points. One National Unit credit at Advanced Higher and one Higher National Unit credit (irrespective of level) is equivalent to 8 SCQF credit points.

SCQF levels: The level a qualification is assigned within the framework is an indication of how hard it is to achieve. The SCQF covers 12 levels of learning. HNCs and HNDs are available at SCQF levels 7 and 8 respectively. Higher National Units will normally be at levels 6–9 and graded units will be at level 7 and 8. National Qualification Group Awards are available at SCQF levels 2–6 and will normally be made up of National Units which are available from SCQF levels 2–7.

Subject unit: Subject units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Signposted Core Skills: refers to opportunities to develop Core Skills arise in learning and teaching but are not automatically certificated.

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 learners for the unit which has been revised where they are expected to complete the unit before its finish date.

Version Number	Description	Date

Acknowledgement

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of this qualification.

9 General information for learners

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

The HN Music Business is intended to give you knowledge of the music industries and to gain skills applying this knowledge. The qualification is intended to give you knowledge of the recording, publishing and live sectors, music management, music law, music history, finances, digital distribution and marketing and promotion while developing your skills and giving you the opportunity to operate in a range of music industry roles. This qualification has been developed to provide you with the knowledge and skills to progress to employment in a music business role, or to progress to further study. Before starting this course, you should have a strong interest in music, music business and in taking, and creating, opportunities in the music industries.

Music Industry (SCQF level 7) is intended to give you an overview of some of the key music industry sectors. In *Music Business: Communication Skills* (SCQF level 7) you will be given the chance to networking, negotiate and create a range of written and visual communications. *Music Industry: Marketing and Promotion* (SCQF level 7) provides knowledge of marketing and promotion and the opportunity to apply this knowledge in a practical task where you will create a marketing plan, apply this plan and create promotional materials. *Music Law* (SCQF level 7) provides you with knowledge of contracts, copyright and the collection societies and the opportunity to apply this knowledge producing a deal memo. *Music Industry: Budgeting and Accounts* (SCQF level 7) provides knowledge of accounting terms and the opportunity to apply this knowledge, as you produce a spreadsheet and learn techniques to manipulate data. *Music History: Genres, Record Labels and Artists* (SCQF level 7) is designed to build your knowledge of genres of music and factors that have shaped their development. You'll have the chance to research an artist of interest and to demonstrate your passion for music.

In the HND, you will have the chance to build on your knowledge from HNC Music Business and research areas of interest. *Music Law* (SCQF level 8) allows you to explore a particular area of interest in a legal aspect of the music business. *Music Business: Digital Distribution* (SCQF level 8) will give you the opportunity to evaluate commercial platforms for making music available and equip you with the skills, and knowledge of the technical requirements, that will enable you to make music available in this way, during the course of the unit. *Music Business: Start-Ups* (SCQF level 8) builds on knowledge of finance from HNC and explores the setting up of a music-related business and sources of funding and cash flow for such a business. *Music Business: Professional Development Project* (SCQF level 8) gives you the chance to devise, develop and evaluate an idea for a music business product or service in an entrepreneurial project.

There are many optional units that will give you the chance to gain skills and practical experience in a range of music business roles.

There is a graded unit in HNC Music Business and a further graded unit in HND Music Business. In the *HNC Graded Unit*, you will be required to plan for, and develop a portfolio of your work which demonstrates that you have the potential to be employed within a music business role. In the *HND Graded Unit*, you will be required to respond to an opportunity for employment within a chosen specialist area of the music business. You will respond by planning for the production of a portfolio, and for participation in a presentation and interview to demonstrate that you have developed the necessary knowledge and skills for employment within the chosen specialist area.

In this qualification, assessment is often based around practical activity, supplemented by plans, reports, presentations and evaluations where appropriate. When undertaking practical activity, you will be assessed largely on how you conduct the activity and on the product of the practical activity itself. Assessment will be in a variety of open-book and closed-book controlled conditions.

In addition to gaining knowledge and developing your skills in music business roles, you will also have the opportunity to develop a range of core skills throughout undertaking the qualification. In particular, you will have the opportunity to develop the Core Skills of: *Communication, Numeracy, ICT, Problem Solving and Working with Others.*

On completion of the course, you may wish to progress into relevant work in music business such as: working for a record label, marketing, promotions, music publishing, rights administration, tour management or crew, music/artist management, live events management, distribution. You may also follow many previous music business learners that have developed an idea to create their own business.

Alternatively, you may wish to progress to a university degree programme. There are a number of degree programmes in Music such as: BA Commercial Music, BA Music Business, MA Music: Innovation and Entrepreneurship.