



ARRANGEMENTS

**Higher National Certificate Business
(G7D9 15)**

**Higher National Diploma Business
(G7DA 16)**

June 2007

Version 13 (November 2013)

HNC BUSINESS
HND BUSINESS

VALIDATED — 18 December 2003

CONTENTS

	Page
1 INTRODUCTION	1
2 RATIONALE	1
2.1 History of the HNC and HND Business Administration	1
2.2 The Consultation Phase	1
3 AIMS OF THE QUALIFICATION	2
3.1 The General Aims of the Awards	2
3.2 Specific Aims of the Awards	3
3.3 Target Client Group	4
3.4 Degree Articulation	4
3.5 Professional Recognition	4
4 RECOMMENDED CONDITIONS FOR ENTRY TO THE QUALIFICATIONS (ACCESS)	4
4.1 Formal Qualifications (for entry to HNC/HND Business Year 1)	4
4.2 Work Experience	5
4.3 Progression from HNC/HND Business Year 1 to HND Business Year 2	5
5 STRUCTURE OF THE QUALIFICATIONS	5
5.1 Competencies in the Award	5
5.2 Key Group Award Change	6
5.3 HNC Business Core Framework	6
5.4 HNC Business Optional Framework	7
5.5 HND Business Core Framework	10
5.6 HND Business Optional Framework	11
5.7 Graded Units	14
5.8 Core Skills — Entry/Exit	14
5.9 The Scottish Credit and Qualification Framework	15
5.10 The Incorporation of Customer Handling Skills	15
6 APPROACHES TO DELIVERY AND ASSESSMENT	16
6.1 Delivery and assessment	16
6.1.1 Mode of Delivery	16
6.1.2 Sequence of Delivery	16
6.1.3 Assessment	16
6.1.4 Reassessment	17
6.1.5 Reassessment opportunities	17
6.1.6 Eligibility for Reassessment	18
6.1.7 Developing alternative assessments	18
6.1.8 Reassessing HN Graded Units	18
6.1.9 Assessment Integration Opportunities	19

7	GUIDANCE FOR CENTRES	20
7.1	Assessment moderation	20
7.2	Open Learning	20
7.3	Disabled candidates and/or those with additional	20
7.4	Credit Transfer Transition Arrangements	21
7.5	General Information for Candidates	22
7.6	Relationship to other Awards	22
7.7	History of Changes	23

APPENDICES

Appendix 1:	Support for HN Business from HE Institutions	25
Appendix 2:	Professional Recognition for HN Business	28
Appendix 3:	Opportunities to Develop Core Skills	30
Appendix 4:	The Development and Assessing of Customer Handling in HN Business	41
Appendix 5:	Recommended Delivery Schedule	43
Appendix 6:	Mandatory Unit Assessment Map	46
Appendix 7:	Credit Transfer from HN Business Administration to HN Business	49
Appendix 8:	Guidance Note on PDA in Enterprise and Employability	54
Appendix 9:	Guidance Note on Workplace Communication in English (DE1K 33)	56

1 INTRODUCTION

This is the arrangements document for the revised Group Awards: HNC and HND in Business that were validated in December 2003. The Group Awards in Business replace the HNC and HND in Business Administration.

This document will assist centres in dealing with the delivery proposals for the Group Awards in HNC and HND Business. The new HN Group Awards in Business are designed to equip students with the knowledge, understanding and skills required for success in current and future employment or for progression to further academic and/or professional qualifications.

In this document you will find the background to the development of the award, its aims — general and specific, access conditions to the qualification, a description of the structure of the award, recommendations on delivery and assessment and guidance for centres.

2 RATIONALE FOR THE REVISION OF THE QUALIFICATION

2.1 History of the HNC and HND Business Administration

These Group Awards were first developed as part of SCOTVEC's Advance Course Development Programme that supervised the introduction of competence based courses at HN level. They replaced the HNC and HND in Business Studies which had operated successfully in Colleges throughout Scotland since 1969.

The new national frameworks and accompanying Unit specifications for both awards were produced during 1990-91 and individual institutions began to offer them in August /September 1991. The awards were last revised in 1995-96.

In the period since 1991 both awards have proved very successful and over 40 Colleges are now offering one or both of them. The awards are flexible, broad-based business skills programmes. Currently, they are offered in a wide variety of modes: full-time, part-time, day-release, evening, distance learning.

As the current awards have not been formally revised since 1995 the HNC and HND Business are seen as a vital extension to the above process.

2.2 The Consultation Phase

During the consultation phase analysis of secondary research in the labour market took place. In particular this focused on research by Future Skills Scotland. This research confirmed the demand amongst employers for administrative, managerial and commercial positions.

Consultation, using primary research, took place with stakeholders as outlined below:

Stakeholder	Method of Consultation
Delivering Centres	Initial postal survey of all Delivering Centres followed by two National FE seminars Draft Units were sent to all Delivering Centres and placed on the SQA website.

Stakeholder	Method of Consultation
Higher Education Institutions	Initial postal survey of all Institutions plus visits to centres who articulate to the existing HN Business Administration
Employers	An initial postal survey of possible employers followed by a more extensive postal survey once the new draft structure was available
Professional Bodies	An electronic survey to confirm exemptions status for the new Group Awards
Students	A postal survey of former students

The consultation process confirmed the considerable demand for the proposed awards, their relevance to employers and strong articulation links to Higher Education.

The concerns expressed during the consultation process that were addressed during the development of the Group Awards were:

- ◆ The subject title and subject content of existing awards needed updating to reflect current business developments.
- ◆ The concern expressed over the coherence and logical progression between Units in the award. There was a perception that the current awards were made up of a collection of individual Units with no real integration.
- ◆ Concern was expressed that the current award, while preparing candidates well for progression to Higher Education in terms of knowledge and understanding and project type work, did not prepare them well for exam type assessments.
- ◆ Also, the consultation process confirmed the importance of the development of “core” or “transferable” skills in particular to meet the needs of employers.

3 AIMS OF THE QUALIFICATIONS

3.1 The General Aims of the Awards

The primary aim of both the HNC Business and HND Business is to provide the competencies required by employers of those engaged in entry level administrative, managerial or commercial positions.

The awards are broad, general qualifications giving candidates scope to develop and progress in a variety of ways within organisations of all sizes, including ones which candidates may set up themselves. The main subsidiary aim of the awards is to enable candidates to progress to further academic and professional qualifications either prior to embarking on an administrative, managerial or commercial career or in parallel with it.

The modern business environment places emphasis on small group, multiskilled working and devolved responsibility of individual Units of operation. Therefore, candidates must be able to respond to rapidly changing circumstances and to recognise and exploit new opportunities. Thus, the awards aim to foster an innovative and enterprising approach in candidates.

3.2 Specific Aims of the Awards

The explicit aims of the awards will enable students to:

- ◆ enter a range of administrative, commercial or managerial positions in organisations
- ◆ develop suitable competencies to enhance an administrative, commercial or managerial career on which they have already embarked
- ◆ progress to further professional, academic or vocational qualifications (including progression within the SCQF framework and Core Skills).
- ◆ develop competencies in a range of specialised areas of their choice in line with their preferred career pattern.
- ◆ provide a basis for future career and personal development.
- ◆ build on previously acquired transferable skills.
- ◆ adopt an innovative and creative approach to their work and be able to respond quickly to the challenges posed by changes in the business environment.
- ◆ develop and apply a range of vocational knowledge and skills in an integrated manner to the analysis of business situations.
- ◆ have a global understanding of business, marketing and consumer issues (including customer handling skills).

An HND in Business can be distinguished from an HNC in terms of:

- ◆ The breadth of competencies that a student can achieve. The HND will extend the range of competencies covered in the HNC.
- ◆ The depth of understanding of core business issues. The HNC will provide students with a basic understanding of today's key business issues and problems. The HND will enable students to consider and revisit these issues from a managerial perspective.
- ◆ The development of organisational and investigative skills. The HND will further develop skills in planning and organising and require the students to investigate in more depth business issues and problems.
- ◆ The likely entry point to an organisation (HNC students may enter at a lower level than HND students).
- ◆ Speed of progression within an organisation (initially HND students may progress more quickly than HNC students).
- ◆ Level of entry to further academic or professional qualification (HND students may be able to progress to the later years of degree programmes while HNC students would generally move to the HND).
- ◆ The development of underpinning knowledge of SVQs (HND students should have knowledge associated with higher levels than HNC students).

Although holders of an HND in Business may be in a more advantageous position compared to holders of an HNC in Business, the HNC in Business is an important award in its own right. It has been designed to meet the objectives outlined, above, and thus represents a significant separate rung on the ladder of qualifications in this area.

3.3 Target Client Group

These general business programmes are suitable for a wide range of candidates including:

- ◆ school leavers
- ◆ adult returners to education
- ◆ candidates in employment who wish to enhance their career prospects
- ◆ candidates who wish to start their own business and require a broad grounding in business

3.4 Degree Articulation

The awards provide candidates with the relevant mix of competencies to enable immediate entry to employment whilst at the same time allowing candidates an articulation route to degree level study. Both the HNC and HND Business Group Awards enable articulation to a wide range of Business degrees. Examples of support and degree articulation agreements from various Higher Education Institutions are included in Appendix 1.

3.5 Professional Recognition

The Higher National awards in Business have been developed to allow students to gain the maximum benefit from their programme of study. Consequently, value has been added to the awards by ascertaining recognition from a number of professional bodies. Appendix 2 gives details of the likely exemptions.

It is important to note that due to the aim of the awards being to provide a general grounding in Business this does mean that it is unlikely that many professional bodies will be able to grant exemptions from the specifically professional aspects of their qualifications.

4 RECOMMENDED CONDITIONS FOR ENTRY TO THE QUALIFICATIONS (ACCESS)

As with all SQA qualifications, access to the awards will be at the discretion of the centre. The following recommendations are for guidance only.

4.1 Formal Qualifications (for entry to HNC/HND Year 1)

Examples of appropriate formal entry qualifications are specified below. They are not exhaustive or mutually exclusive and may be offered in a variety of combinations.

- ◆ Scottish Group Awards in Business at Intermediate 2 or Higher.
- ◆ Any other relevant Scottish Group Award at Intermediate 2 or Higher.
- ◆ Any two relevant National courses at Higher together with three Standard Grade passes at 3 or above.
- ◆ An SVQ at level 2 or 3 in a relevant area.

- ◆ A group of National Qualification Units covering a range of business related topics at a suitable level and including Communications at Intermediate 2 or above.
- ◆ Different combinations of relevant National Qualifications, Vocational Qualifications and equivalent qualifications from other awarding bodies may also be acceptable, as would suitable vendor qualifications at an appropriate level.
- ◆ For candidates where English is not their first language it is recommended that they possess English for Speakers of Other Languages (ESOL) level 5 or a score of 5.5 in International English Language Testing System (IELTS).

4.2 Work Experience

Mature candidates with suitable relevant work experience may be accepted for entry provided the enrolling centre believes that the candidate is likely to benefit from undertaking the awards. Centres may wish to use Core Skills profiling to assist them in this process, see Core Skills section 5.8.

4.3 Progression from HNC/HND Business year 1 to HND Business year 2

Normally candidates who pass 15 HN Unit credits (120 SCQF points) including all the HNC Business mandatory Units will gain access to the HND Business year 2 programme.

Equivalent alternative qualifications (for example the first year of an undergraduate Business degree) should also be considered for progression to HND Business year 2 and appropriate credit transfer arrangements should be put in place to give candidates credit for HNC/HND Business year 1 Units.

5 STRUCTURE OF THE QUALIFICATIONS

5.1 Competencies in the Award

The classification of the competencies required by users of the award has been split into five types — personal, enabling, environmental, functional and sectoral — these underpin the structure of the qualification.

The core of the award concentrates primarily on personal, enabling and environmental competencies, which can give the underpinning knowledge required by general awards of this nature. In particular, this ensures that areas such as information technology and communication can permeate the whole course. In addition ‘soft’ skills that employers value such as customer handling skills, meeting deadlines, attention to detail, personal target setting, enterprise and effectively dealing with clients, will also permeate the awards. The options, in the Group Award frameworks, can allow candidates to pursue particular interests in functional (for example Human Resource Management) or sectoral (for example Financial Services) areas. Alternatively, candidates can use the options to extend their personal, enabling or environmental competencies (for example the study of languages or the further study of Information Technology).

This classification also enables a distinction to be drawn between the HNC and HND. Thus the HND will provide the students with the opportunity to develop an extended range of personal, enabling and environmental competencies (progression via breadth) as well as a greater opportunity to pursue more specialist areas if they wish (progression via depth). The SCQF levelling also facilitates this progression with the HNC providing students with an understanding of today's key business issues (level 7) and the HND allowing them to revisit these issues from a managerial perspective (level 8).

5.2 Key Group Award Changes from the HNC/D Business Administration

The following key changes have been introduced in the Group Award structures:

- ◆ The content of all the main subject areas have been updated to reflect current business developments — in particular the management skills Units in HNC/D Business Administration have been reorganised and content overlap eliminated.
- ◆ Graded Units have been introduced to grade candidate performance and to enable candidates to apply a range of vocational knowledge and skills in an integrated manner to the analysis of business situations (see section 5.7)
- ◆ A SCQF level 7 Marketing Unit has been incorporated into the core of the HNC and HND award.
- ◆ Where appropriate, the Units in both awards, but particularly in the HNC, have been designed to permit progression from National Units, which form part of the SGAs in Business. Students who successfully complete these SGAs will be able to gain access to the HN awards.

5.3 HNC Business Core Framework

Area of Study	Unit Code	SCQF Level	Credit Value
Business			
Business Accounting	DE39 34	7	2
Economic Issues: An Introduction	DE3A 34	7	1
Marketing: An Introduction	DE3C 34	7	1
Managing People and Organisations	DE3D 34	7	2
Using Software Applications Packages	D85F 34	7	1
Information Technology: Applications Software 1	D75X 34	7	1
Communication: Analysing and Presenting Complex Communication	DE3N 34	7	1
Business: Graded Unit 1	DE3T 34	7	1

Plus Optional Units 2

TOTAL CREDITS REQUIRED 12

This document is produced to assist centres with planning and delivery of Higher National Certificate (G7D9 15) and Higher National Diploma Business (G7DA 16). The information contained therein is correct as of 01/04/2011. It is centres' responsibility to check that the Units selected for delivery are current for the duration of the Group Award.

5.4 HNC Business Optional Framework

Area of Study (Unit Title)	Unit Code	SCQF Level	Credit Value
HND Mandatory			
Business Culture and Strategy	DE3X 35	8	2
Business Law: An Introduction	DE3E 34	7	1
Economics 1: Micro and Macro Theory and Application	DE3G 35	8	1
Economics 2: The World Economy	DE3H 35	8	1
Preparing Financial Forecasts	DE3J 35	8	1
Information and Communication Technology in Business	DE3K 35	8	2
Behavioural Skills for Business	DE3L 35	8	1
Statistics for Business	DE3M 35	8	1
Business Contractual Relationships	DN97 34	7	1
Financial/Management Accounting			
Recording Financial Information or	DE5D 34	7	1
Recording Financial Transactions	DP9F 33	6	1
Payroll	DE61 34	7	1
Using Financial Accounting Software	DE59 34	7	1
Business Taxation	DE5L 35	8	2
Company Law: An Introduction	DE5H 35	8	1
Corporate Information Systems	DE62 35	8	2
Office Skills			
Office Administration	DE1P 34	7	1
Office Technologies	DE1R 34	7	1
Office Management	DE1X 35	8	2
Information Technology			
IT in Business — Advanced Word Processing	DE2G 35	8	1
IT in Business — Advanced Databases	DE1W 35	8	1
IT in Business — Advanced Spreadsheets	DE1V 35	8	1
Presentation Skills	DE20 35	8	1
IT in Business — Desktop Publishing	DE26 34	7	1
Introducing the Internet	D4F9 33	6	1
Publishing on the Internet	D4FB 34	7	2
Project Management	D76J 35	8	1
Financial Services			
Personal Financial Services	DE5N 34	7	2
Financial Sector: An Introduction	DE5M 34	7	1
Financial Services Regulatory Framework	DE5V 35	8	1
Investment	DE5P 35	8	2
Financial Services Market: The Personal Investor	DX2N 34	7	1
Financial Regulations and Market Trading Mechanisms	DX2P 34	7	1

Area of Study (Unit Title)	Unit Code	SCQF Level	Credit Value
Marketing/PR			
Marketing Practice: An Introduction	DG6V 34	7	1
Research Skills	DH4G 34	7	1
Principles and Practices of Selling	DG6W 34	7	1
<i>Marketing Planning: up to 3 credits needed</i>			
Marketing Analysis and Planning	A60S 34	7	3
Marketing Planning for a Domestic Market	DG6P 34	7	2
<i>Marketing Research: up to 2 credits needed</i>			
Marketing Research	A610 34	7	2
Marketing Research Theory	DG6T 34	7	1
Marketing Research Applications	DG6R 35	8	1
<i>International Marketing: up to 2.0 credits needed</i>			
International Marketing: An Introduction	DG6M 34	7	1
<i>Customer Care: up to 1.0 credit needed</i>			
Customer Care*	H49P 33	6	1
Creating a Culture of Customer Care	DJ42 34	7	1
Enterprise and Employability			
Preparing and Presenting a Business Plan	DE2E 34	7	2
Developing Entrepreneurial Skills	A6Y7 34	7	1
Managing a Small Business	A6HG 35	8	2
Getting Started in Business	DK2K 34	7	1
Record Keeping and Accounting for Small Business (end date 31.07.2010) or Record Keeping and Accounting for Small Business	DK2N 33 F93T 33	6 6	1 1
Marketing Skills for the Entrepreneur	DK2L 33	6	1
Health and Safety in Industry	A5GT 34	7	1
Workplace Quality Systems	BA27 34	7	1
Personal Enterprise Skills	F3HT 34	7	1
Functional Areas of Business	DV6J 34	7	1
Mathematics and Statistics			
Mathematics for Business	A5NR 34	7	1
Sales, Marketing and Procurement			
Introduction to Purchasing Operations	A6E0 35	8	1
Purchasing Operations Practice	A6E1 35	8	2
Human Resource Management			
Continual Professional Development: Introduction	H1XJ 34*	7	1
Recruitment, Selection and Induction	H1XK 34*	7	1
Interviewing	H1XM 34*	7	1
Managing and Working with People	DV82 34	7	2
Individual Employment Relations: Law	H2MK 34*	7	1
Analysing Employee Relations	A6HB 35	8	2
Human Resource Management: Introduction	H1KP 34*	7	1
Human Resource Management Practice or	A6HA 35	8	2
Human Resource Management: Core Activities	DN72 34	7	2

*Refer to History of Changes for revision changes.

Area of Study (Unit Title)	Unit Code	SCQF Level	Credit Value
Human Resource Management (cont)			
Grievance and Discipline Handling or	D4XF 35	8	1
Individual Employment Relations: Practice	H29W 34*	7	1
Training and Developing the Workforce or	A6HC 34	7	2
Learning and Development: An Introduction	DN3H 34	7	2
Management Skills			
Introduction to Operations Management	A6H3 34	7	1
Operations Management Practice	A6H4 35	8	2
International Business			
European Union Institutions	A6H2 35	8	2
International Business	A6H1 35	8	2
Personal and Social Development			
Workplace Experience (end date 31.07.2012) or	A6T1 34	7	2
Work Experience	DV0M 34	7	1
Personal Development Planning	DE3R 34	7	1
Developing Personal Effectiveness or	DF4D 33	6	1
Developing Personal Effectiveness or	DF4E 34	7	1
Developing Personal Effectiveness	DF4F 35	8	1
Developing the Individual within a Team (end date 31.07.2012) or	DF45 34	7	1
Developing the Individual within a Team (end date 31.07.2012) or	DF46 35	7	1
Developing the Individual within a Team or	F870 34	7	1
Developing the Individual within a Team	F86Y 35	8	1
Work Role Effectiveness or	DG6E 34	7	3
Work Role Effectiveness	DE6G 35	8	3
Ecommerce			
eCommerce: Introduction	D3SR 34	7	2
eCommerce: Systems	D3SN 34	7	1
Languages			
<i>Languages (Restricted): up to 2 credits needed, up to 1 sub-component needed</i>			
<i>Languages in the Workplace (optional): up to 2.0 credits needed</i>			
<i>Basic/Elementary French (Optional): up to 2 credits needed</i>			
French for Work: Basic Operational	F0HW 33	6	3
<i>Basic/Elementary German (Optional): up to 2 credits needed</i>			
German for Work: Basic Operational	F0HT 33	6	3
<i>Basic/Elementary Italian (Optional): up to 2 credits needed</i>			
Italian for Work: Basic Operational	F0HS 33	6	3
<i>Basic/Elementary Spanish (Optional): up to 2 credits needed</i>			
Spanish for Work: Basic Operational	F0HR 33	6	3
Languages (Vocational/ESOL)			
Workplace Communication in English	DE1K 33	6	1
ESOL for Work: Advanced Operational	F1HW 34	7	3

*Refer to History of Changes for revision changes.

5.5 HND Business Core Framework

Area of Study	Unit Code	SCQF Level	Credit Value
Business Accounting	DE39 34	7	2
Economic Issues: An Introduction	DE3A 34	7	1
Marketing: An Introduction	DE3C 34	7	1
Managing People and Organisations	DE3D 34	7	2
Using Software Applications Package	D85F 34	7	1
Information Technology: Applications Software 1	D75X 34	7	1
Communication: Analysing and Presenting Complex Communication	DE3N 34	7	1
Business Culture and Strategy	DE3X 35	8	2
Business Law: An Introduction	DE3E 34	7	1
Business Contractual Relationships or	DN97 34	7	1
Business Contractual Relationships (lapse date 31.07.2005)	DE3F 34	7	1
Economics 1: Micro and Macro Theory and Application	DE3G 35	8	1
Economics 2: The World Economy	DE3H 35	8	1
Preparing Financial Forecasts	DE3J 35	8	1
Information and Communication Technology in Business	DE3K 35	8	2
Behavioural Skills for Business	DE3L 35	8	1
Statistics for Business	DE3M 35	8	1
Business: Graded Unit 1	DE3T 34	7	1
Business: Graded Unit 2	DE3V 35	8	1
Business: Graded Unit 3	DE3W 35	8	1

Plus Optional Units 7

TOTAL CREDITS REQUIRED 30

5.6 HND Business Optional Units

Area of Study (Unit Title)	Unit Code	SCQF Level	Credit Value
Financial/Management Accounting			
Recording Financial Information or Recording Financial Transactions	DE5D 34	7	1
Payroll	DE61 34	7	1
Using Financial Accounting Software	DE59 34	7	1
Business Taxation	DE5L 35	8	2
Company Law: An Introduction	DE5H 35	8	1
Corporate Information Systems	DE62 35	8	2
Office Skills			
Office Administration	DE1P 34	7	1
Office Technologies	DE1R 34	7	1
Office Management	DE1X 35	8	2
Information Technology			
IT in Business — Advanced Word Processing	DE2G 35	8	1
IT in Business — Advanced Databases	DE1W 35	8	1
IT in Business — Advanced Spreadsheets	DE1V 35	8	1
Presentation Skills	DE20 35	8	1
IT in Business — Desktop Publishing	DE26 34	7	1
Introducing the Internet	D4F9 33	6	1
Publishing on the Internet	D4FB 34	7	2
Project Management	D76J 35	8	1
Financial Services			
Personal Financial Services	DE5N 34	7	2
Financial Sector: An Introduction	DE5M 34	7	1
Financial Services Regulatory Framework	DE5V 35	8	1
Investment	DE5P 35	8	2
Financial Services Market: The Personal Investor	DX2N 34	7	1
Financial Regulations and Market Trading Mechanisms	DX2P 34	7	1
Marketing/PR			
Marketing Practice: An Introduction	DG6V 34	7	1
Research Skills	DH4G 34	7	1
Principles and Practices of Selling	DG6W 34	7	1
<i>Marketing Planning: up to 3 credits needed</i>			
Marketing Analysis and Planning	A60S 34	7	3
Marketing Planning for a Domestic Market	DG6P 34	7	2
<i>Marketing Research: up to 2 credits needed</i>			
Marketing Research	A610 34	7	2
Marketing Research Theory	DG6T 34	7	1
Marketing Research Applications	DG6R 35	8	1
International Marketing: An Introduction	DG6M 34	7	1
International Marketing	DV8K 35	8	2
International Marketing: The Mix	F7R3 35	8	1
<i>Customer Care: up to 1.0 credit needed</i>			
Customer Care*	H49P 33	6	1
Creating a Culture of Customer Care	DJ42 34	7	1

Area of Study (Unit Title)	Unit Code	SCQF Level	Credit Value
Enterprise and Employability			
Preparing and Presenting a Business Plan	DE2E 34	7	2
Developing Entrepreneurial Skills	A6Y7 34	7	1
Managing Information Systems to Develop a Small Business	H544 35*	8	2
Getting Started in Business	DK2K 34	7	1
Record Keeping and Accounting for Small Business	DK2N 33	6	1
Marketing Skills for the Entrepreneur	DK2L 33	6	1
Health and Safety in Industry	A5GT 34	7	1
Workplace Quality Systems	BA27 34	7	1
Personal Enterprise Skills	F3HT 34	7	1
Functional Areas of Business	DV6J 34	7	1
Mathematics and Statistics			
Mathematics for Business	A5NR 34	7	1
Sales, Marketing and Procurement			
Introduction to Purchasing Operations	A6E0 35	8	1
Purchasing Operations Practice	A6E1 35	8	2
Human Resource Management			
Continual Professional Development: Introduction	H1XJ 34*	7	1
Recruitment, Selection and Induction	H1XK 34*	7	1
Interviewing	H1XM 34*	7	1
Managing and Working with People	DV82 34	7	2
Individual Employment Relations: Law	H2MK 34*	7	1
Analysing Employee Relations	A6HB 35	8	2
Human Resource Management: Introduction	H1KP 34*	7	1
Human Resource Management Practice or	A6HA 35	8	2
Human Resource Management: Core Activities	H2W8 34*	7	2
Grievance and Discipline Handling or	D4XF 35	8	1
Individual Employment Relations: Practice	H29W 34*	7	1
Training and Developing the Workforce or	A6HC 34	7	2
Learning and Development: An Introduction	DN3H 34	7	2
Management Skills			
Introduction to Operations Management	A6H3 34	7	1
Operations Management Practice	A6H4 35	8	2
International Business			
European Union Institutions	A6H2 35	8	2
International Business	A6H1 35	8	2

*Refer to History of Changes for revision changes.

Personal and Social Development			
Workplace Experience (end date 31.07.2012) or Work Experience	A6T1 34 DV0M 34	7 7	2 1
Personal Development Planning	DE3R 34	7	1
Developing Personal Effectiveness or	DF4D 33	6	1
Developing Personal Effectiveness or	DF4E 34	7	1
Developing Personal Effectiveness	DF4F 35	8	1
Developing the Individual within a Team (end date 31.07.2012) or	DF45 34	7	1
Developing the Individual within a Team	F870 34	7	1
Developing the Individual within a Team (end date 31.07.2012) or	DF46 35	8	1
Developing the Individual within a Team	F86Y 35	8	1
Area of Study (Unit Title)	Unit Code	SCQF Level	Credit Value
Work Role Effectiveness or	DG6E 34	7	3
Work Role Effectiveness	DE6G 35	8	3
Ecommerce			
eCommerce: Introduction	D3SR 34	7	2
eCommerce: Systems	D3SN 34	7	1
Languages			
<i>Languages (Restricted): up to 2 credits needed, up to 1 sub-component needed</i>			
<i>Languages in the Workplace (optional): up to 2.0 credits needed</i>			
<i>Basic/Elementary French (Optional): up to 2 credits needed</i>			
French for Work: Basic Operational	F0HW 33	6	3
<i>Basic/Elementary German (Optional): up to 2 credits needed</i>			
German for Work: Basic Operational	F0HT 33	6	3
<i>Basic/Elementary Italian (Optional): up to 2 credits needed</i>			
Italian for Work: Basic Operational	F0HS 33	6	3
<i>Basic/Elementary Spanish (Optional): up to 2 credits needed</i>			
Spanish for Work: Basic Operational	F0HR 33	6	3
Languages (Vocational/ESOL)			
Workplace Communication in English	DE1K 33	6	1
ESOL for Work: Advanced Operational	F1HW 34	7	3

5.7 Graded Units

The purpose of the Graded Units in the awards is to assess the candidate's ability to integrate and apply the knowledge and/or skills gained in the individual Units in order to demonstrate that they have achieved the principal aims of the Group Award. In addition, a Graded Unit is used to grade candidate achievement.

For the HNC award candidates will analyse a case study of a business organisation, normally, with Scottish connections. This case study will be given out by centres in advance of the assessment date and candidates will answer a series of unseen questions which allow them to demonstrate their ability to integrate and make connections between the subject content of key mandatory Units — Business Accounting, Economic Issues: An Introduction, Managing People and Organisations and Marketing: An Introduction.

For the HND award two further Graded Units will be undertaken. The first Graded Unit at HND level will require candidates to undertake an investigation of a business issue and the assessment of its implications for a business or a number of businesses. The candidate can choose the issue to be investigated but it should be one that can be directly related to topics, concepts or models studied as part of the HND Business. However, the issue investigated must relate to the way in which the business or businesses meets the needs of its customers. Candidates will investigate a topic based either on the mandatory Units or select a topic from one or more of the optional Units which form part of the HND Group Award.

The second Graded Unit is based on the model outlined, above, for the HNC award. However, the organisation used for the case study at this level will operate in the context of business in the European Union. This Unit will integrate and make connections between the following Units — Business Culture and Strategy, Behavioural Skills for Business, Economics 1: Micro and Macro Theory and Application, Economics 2: The World Economy, Preparing Financial Forecasts and Information and Communication Technology in Business.

5.8 Cores Skills – Entry/Exit

The Core Skills profile for the award is as follows:

Core Skills	Recommended Entry Profile	Recommended HNC Exit Profile	Recommended HND Exit Profile
Communication	Intermediate 2	Higher	Higher
Information Technology	Intermediate 2	Higher	Higher
Numeracy	Intermediate 1	Intermediate 2	Higher
Problem Solving	Intermediate 2	Higher	Higher
Working with Others	Intermediate 2	Higher	Higher

Core Skills are developed in the Group Awards formally through assessment or through signposting opportunities, see Appendix 3.

The Core Skills of Communication and Information Technology are formally assessed and accredited in the HNC award, and all practical teaching and learning activities of the course provide a context for developing and enhancing the five Core Skills to a significant level beyond those recommended at entry.

Appendix 3 provides details of the opportunities for the development of Core Skills throughout the award. This signposting guide focuses on indicating specific areas, which offer opportunities for skills development in the core Units of the award, although further enhancement of skills will occur in the wide range of optional Units which will be selected to meet the professional needs of candidates. The Graded Units integrate the knowledge and skills developed, and provide further opportunities for candidates to enhance their transferable skills.

5.9 The Scottish Credit and Qualification Framework

The requirements of the Scottish Credit and Qualifications Framework (SCQF) were used during the design of the awards.

HNC mandatory Units are set at SCQF level 7. The HND contains the HNC mandatory Units, the remaining mandatory Units are at SCQF level 8 with the exception of 2 SCQF level 7 law Units. Both Group Awards provide SCQF level 8 Units within the list of options. Languages within the list of options for HNC and HND are set at SCQF level 6 since students need to acquire basic competences in a new language.

The SCQF framework means that the HNC award will be broadly equivalent to the first year of a Scottish degree, while the HND award will be broadly equivalent to the first and second year of a Scottish degree.

5.10 The Incorporation of Customer Handling Skills

A specific consideration at validation of the awards was that students should possess practical and vocational skills that a significant number of employers require their employees to possess. In particular it was identified that customer handling skills was seen as the core ‘soft’ skill that should be developed in awards of this nature. Appendix 4 links together where customer handling, of internal and external customers, would take place within the HNC award.

6 APPROACHES TO DELIVERY AND ASSESSMENT

6.1 Delivery and assessment

6.1.1 Mode of Delivery

The structure of the qualification allows centres a high degree of flexibility in the delivery modes.

The awards can be offered:

- ◆ full-time, full-time fast track, day release, evening or distance learning mode (including on line)
- ◆ using a combination of modes. For example, students may want to study on a half-day/one evening basis or combine evening (or day release) study with some distance learning provision. Such combined mode study may enable candidates to complete the awards within a shorter time period, for example it is possible to devise a combined mode programme to allow part-time students (who currently have a 12 credit HNC) to complete all the required credits for the HND award in two years.

6.1.2 Sequence of delivery

Although centres can choose the order to teach the Units, according to their local market needs and resources, a recommended exemplar delivery schedule has been produced for both full-time and day-release/evening modes, see Appendix 5.

6.1.3 Assessment

The design principles for HN Group Awards have encouraged a more holistic approach to assessment and this has been adopted in both awards. The new HN specification places the emphasis on assessing the whole Outcome or a combination of Outcomes rather than on individual Performance Criteria. The new Unit specifications allow the use of “sampling” of knowledge and /or skills. This has reduced the assessment loading for both candidates and centres.

Sampling from Units will take place within the Group Awards in the following way — the Unit specification will specify within the Evidence Requirements section the elements of knowledge and/or skills that can be sampled. The majority of Units use this approach.

In the HNC Group Award assessment is predominately by means of controlled conditions using closed-book assessments based on stimulus material such as case studies, see Appendix 6. In some instances the candidates will have access to the case study, but the questions set will be unseen. Through using controlled conditions this has allowed the number of assessments to be reduced as the Unit specifications suggest -

- ◆ Joint assessment of Outcomes, as discussed above.
- ◆ Time guidelines for the duration of the assessment.
- ◆ Supervision of assessment.
- ◆ A specified word limit which enable candidates to use extended response answers to structured questions.

In the HND Group Award a similar approach to the one described above is used, see Appendix 6. However given that the Group Award contains several Units at SCQF level 8, greater emphasis is placed on candidates working unsupervised in order to develop their analytical and research skills. This allows evidence to be presented by candidates in a variety of forms, such as oral presentations, extended writing, self directed research etc.

The use of integration at HNC and HND level, see section 6.1.9, as demonstrated in the assessment exemplar packs provided, has further reduced the assessment loading on candidates.

Exemplar assessment instruments have been produced for all mandatory Units at HNC level and will be produced for HND level.

6.1.4 Reassessment

The way that centres reassess candidates is integral to the way that they manage assessment as a whole and as such, will be subject to internal moderation. In order to ensure that the assessment process is as holistic as possible and that assessors are able to effectively judge candidates' performance in the Outcome or Unit as a whole, it may not always be possible to reassess only those parts of the performance in which candidates have not satisfactorily demonstrated competence. Scenarios where candidates may require to re-do the whole assessment include:

- ◆ assessments which test knowledge and other cognitive skills and where it may not be possible to extract some of the items for reassessment
- ◆ where parts of several Outcomes are involved
- ◆ where a project has been designed as an integrated assessment and where there is a requirements to complete the project as a single complex task.

Candidates may require to do only part of an assessment, where their evidence has been generated over a period of time and/or a discrete part of the Unit, such as an Outcome, has been assessed originally.

6.1.5 Reassessment opportunities

Reassessment may be in accordance with the Centre's assessment policy and the professional judgement of the assessor. SQA advises that there should normally be one, or in exceptional circumstances two, re-assessment opportunities. (Please refer to SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education, August 2003 revision, for details).

6.1.6 Eligibility for Reassessment

Candidates who have not satisfactorily demonstrated their attainment of knowledge and/or skills and/or competence in the whole or only part of an assessment may be considered for re-assessment.

6.1.7 Developing alternative assessments

The design of the original assessments inform the reassessment process to a large extent, as these determine the type of assessment instruments used and the purpose of the assessment. Normally, centres build up banks of assessments which can be used in whole or part for reassessment purposes.

Assessment writers should refer to the Unit specification when developing an alternative assessment and ensure that it is of equal demand to the original assessment and that it covers all necessary criteria — for example Core Skill achievement. Where candidates have not provided satisfactory evidence for knowledge and/or skill items which have been sampled, they would normally be reassessed on a different sample.

6.1.8 Reassessing HN Graded Units

Applying the above general policy to reassessing HN Graded Units means that reassessing an examination-based Group Award Graded Unit would normally be based on an alternative examination and re-assessment of a project-based Graded Unit would normally be based on an alternative assessment task. For the latter, centres would be encouraged to set the parameters at the start of the project class giving details of the draft (one only) submission date and final submission date. Candidates must pass each section of the project/investigation. The overall grade is derived from the total number of marks across all the sections. The Conditions of Assessment section on the Graded Unit specification gives additional guidance.

6.1.9 Assessment Integration Opportunities

There are a number of assessment integration opportunities within the Group Awards:

Unit(s) Title(s)	Integration Opportunity
Using Software Application Packages (USAP) — Outcome 1	Information Technology: Application Software 1 (ITAS 1) — Outcome 1.
USAP — Outcome 2	ITAS 1 Outcome 2 and 3.
It is anticipated that centres will be able to teach and assess these Units, above, together due to the similar Unit contents, this is illustrated in the exemplar pack. The exemplar pack also provides examples of further areas of integration.	
Using Software Application Packages (USAP) — Outcome 2 and Information Technology: Application Software 1 (ITAS 1) — Outcome 2 and 3	Business Accounting — Outcome 5, where students calculate six ratios.
Communication: Analysing and Presenting Complex Communication — Outcome 1 and 2	Business Accounting — Outcome 4 and 5, where students prepare a report.
	Managing People and Organisations — Outcome 4, where students prepare a report.
Information and Communications Technology in Business — Outcome 4	HND Grade Unit Project — Stage 1 Planning.
Information and Communications Technology in Business — Outcome 5	Economics 2: The World Economy — Outcome 1–3 where students prepare a presentation.

A handbook for Communication: Analysing and Presenting Complex Communication has been produced that will allow further integration of mandatory Units and will allow students to apply the Unit from a business prospective.

7 GUIDANCE FOR CENTRES

7.1 Assessment moderation

All instruments of assessment used within these Group Awards should be internally moderated, including exemplar material provided, using the appropriate policy within the Centre and the guidelines set by SQA. This will ensure the validity and reliability of the instruments of assessment used within the Centre.

External moderation will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

For further information on internal and external moderation refer to the *SQA Guide to Assessment and Quality Assurance for Colleges of Further Education*, (www.sqa.org.uk).

7.2 Open Learning

Both the HNC and HND Group Awards can be delivered by open/distance learning as well as on an online basis. The recommended delivery schedule in Appendix 5 can be adapted for open/distance learning. It is recommended that Centres will require to ensure adequate preparation is made to supervise assessment and reassessment of closed-book and Graded Units to ensure the authenticity of the evidence provided by the candidate. To assist centres there is a SQA publication *Assessment and Quality Assurance for Open and Distance Learning*, SQA February 2001.

7.3 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.

7.4 Credit Transfer Transition Arrangements

Candidates may be given credit transfer between HNC/HND Units (developed using 1988 design principles) and the new HN Units (developed using 2003 design principles).

A candidate who is transferring, from an award in the same subject area, with a 12 credit HNC (or having completed the 15 credits necessary for the first part of a HND) should –

- ◆ achieve a Graded Unit(s) of 16 SCQF points at level 8.
- ◆ be given opportunities to develop Core Skills.
- ◆ be given credit for the Units achieved in the previous award.
- ◆ achieve the mandatory Units in this award by credit transfer or normal study.
- ◆ obtain the remaining SCQF credit points required at the SCQF level to gain the award (either by credit transfer or normal study).

It is recommended that Centres consult current SQA Credit Transfer Arrangements and the guidance in Appendix 7 on credit transfer for mandatory Units between HNC/D Business Administration and HNC/D Business.

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 current HNC/HND Units and the new HN Units must still satisfy all other conditions of the award of the new principles HNC/HND including the mandatory Units and the correct number of credits at the correct SCQF level.

Credit transfer from revised HNQs to those developed under 1988 design rules

This situation may arise if a candidate has most of the Units for a framework developed under the 1998 design rules and wishes to complete this award but is unable to take the Units developed as part of the 1988 frameworks because they are no longer delivered by the centre.*

In this case the following course of action could be followed.

HNQs developed under 1988 design rules

Under the 1988 design rules, candidates must be offered the opportunity to achieve merit on all Units.

If there is a broad equivalence between the 2003 and 1988 Units (usually indicated on the arrangements document) then the merit statement for the 1988 Unit should be scrutinised to ascertain whether it could be applied to the *evidence* generated from the 2003 Unit.

If the merit statement can be applied, then centres could teach and assess the 2003 Unit but register candidates for the 1988 Unit (and Group Award) with the appropriate result.

* Centres need to ensure that the framework and Units developed under the 1988 rules are still current and have not lapsed.

7.5 General Information for Candidates

The HNC/HND qualifications in Business are designed to equip candidates with the knowledge, understanding and skills required for success in current and future employment. The main focus is to provide an educational foundation for a range of administrative, managerial or commercial careers. These are general awards that aim to equip candidates with transferable skills that will enable them to meet changing circumstances within the business environment.

The HNC award will prepare candidates for entry to a wide range of positions including:

- Admin Officer
- Administration Supervisor
- Assistant Manager
- Banking Advisor
- Business Development Assistant
- Customer Service Coordinator
- Finance Assistant
- Purchasing Officer
- Planning Officer
- Sales Coordinator
- Team Leader
- Trainee Manager

The above positions are just some examples of the wide range of posts that HNC candidates can progress to. It is an ideal programme for students who wish to pursue a career in business but do not wish to commit themselves initially to a particular specialist area.

The HND award also will give candidates the underpinning knowledge and skills to pursue a business career in a wide range of positions. However, the HND which has a strong managerial focus, will enable candidates to progress more quickly to supervisory/management roles. In addition, HND candidates, through their choice of options, will be able to prepare for a career (or further studies) in a number of specialist areas (for example, Human Resource Management, Marketing, Financial Services).

Given the broad nature of both the HNC and HND, the qualifications can be used by candidates to provide them with the key skills, knowledge and understanding to go on and set up and manage their own business.

An important subsidiary aim of the qualifications is to enable candidates to progress to further academic and/or professional qualifications. Both the HNC and HND Business awards facilitate the progression to a range of undergraduate business degrees (see Appendix 1) and professional qualifications (see Appendix 2).

7.6 RELATIONSHIP TO OTHER AWARDS

Candidates can also transfer common Units to the following specialised HN awards:

- Accounting
- Administration and Information Technology
- Financial Services

In addition, all of the Units (or clusters of related Units) may be delivered as stand-alone qualifications.

7.7 HISTORY OF CHANGES

It is anticipated that changes will take place during the life of the qualifications, eg additional options/updated specifications, and this section will record these changes.

The updated Arrangements Document will be published on the SQA website and course leaders should ensure they check the Arrangements Document on a six-monthly basis.

Date	Version Number	Description of Change
November 2013	13	A6HG 35 Managing a Small Business revised to H544 35 Managing Information Systems to Develop a Small Business — The old Unit will finish on 31/07/15.
October 2013	12	DJ43 33 Customer Care revised to H49P 33 Customer Care — The old Unit will finish on 31/07/15.
January 2013	11	Changes of Codes: Interviewing from DN77 34 (lapse date 31/07/2013, finish date 31/07/2015) to H1XM 34. Recruitment, Selection and Induction from DN77 34 (lapse date 31/07/2013, finish date 31/07/2015) to H1XK 34. Continuing Professional Development: Introduction from DN74 34 (lapse date 31/07/2013, finish date 31/07/2015) to H1XJ 34. Human Resource Management: Core Activities from DN72 34 (lapse date 31/07/2013, finish date 31/07/2015) to H2W8 34. Changes to Code and Title: Individual Employment Relations: Practice from DN76 34 (lapse date 31/07/2013, finish date 31/07/2015) to Individual Employee Relations: Practice H29W 34.
December 2012	10	Changes of Code: Individual Employment Relations: Law from DN75 34 (lapse date 31/07/2012, finish date 31/07/2014) to H2MK 34.
August 2012	09	Human Resource Management: Introduction H1KP 34 replaces DN78 Human Resource Management: Introduction from August 2012
July 2008	08	Addition to optional frameworks (HNC and HND) — F3HT 34 Personal Enterprise Skills
November 2007	07	Amendments to HNC/HND Optional frameworks.
June 2007	06	Additions to Optional frameworks (HNC and HND).
June 2006	05	Addition of Work Experience (DV0M 34) and Research Skills (DH4G 34) to Optional frameworks. Appendix 7 updated.
December 2005	04	Additions to optional frameworks. Replacement Appendix 8. Inclusion of Appendix 9.

Date	Version Number	Description of Change
August 2005	03	Change to specification and Unit code for Business Contractual Relationships. Addition to optional frameworks. Amendments to Appendix 6 (Assessment Map revised to reflect changes in version 2 of Managing People and Organisations specification and version 3 of Business Law: An Introduction specifications). Inclusion of Appendix 8.
April 2005	02	Addition to Optional Frameworks (HNC and HND).
November 2004	01	Additions to optional frameworks (HNC and HND). Backward credit transfer statement added, page 21

Appendix 1

Support for HN Business from HE Institutions

UNIVERSITY OF PAISLEY
Paisley University Business School

“Approximately 2 credits worth of ‘study in an area’ plus a HNC (in a general business subject) gives access to that ‘study area’ at Level 2. Similarly, approx six credits worth of study plus a HND gives Level 3.”

GLASGOW CALEDONIAN UNIVERSITY
Caledonian Business School

“Entry to level 3 of the BA Business would be possible if an applicant has passed the HND Business Group Award and has studied appropriate credits in the optional areas such as — HRM, Purchasing, Languages, Marketing and Selling, Entrepreneurialship etc.”

“The HNC Business Group Award would allow entry to level 1 of the BA Business programme.”

“I have had a look at your proposals and would be able to accept your students into the Business Information Management and Electronic Business degrees. ... we prefer students to complete the HND and then apply for year 3 entry, rather than apply for year 2 entry after completing the HNC, as the complete HND fits better with our degree structure.”

NAPIER UNIVERSITY, EDINBURGH
Napier University Business School

“Napier University Business School remains committed to articulating appropriate HNCs and HNDs to level II or III respectively.”

Based on this statement Napier University would permit articulation from the HN Business Group Award based on the current HN Business Administration Group Award. The table, below, shows possible articulation routes to Napier University degree programmes–

College Course	Articulates into which Napier Course	Entry level	Specific conditions
HNC Business Administration	BA Business Economics	2	Students seeking entry to HRM or Marketing require to have undertaken relevant Units at HNC level
	BA Business Studies	2	
	BA Financial Services	2	
	BA Financial Services and Business Economics	2	
	BA Human Resource Management	2	
	BA Marketing Management	2	
HND Business Administration	BA Business Studies	3	Students seeking entry to HRM or Marketing require to have undertaken relevant Units at HNC/D level
	BA Human Resource Management	3	
	BA Marketing Management	3	

Extract from Napier University Business School articulation document.

Inverness College UHI Millennium Institute

“As course leader of the BA Business Administration degree (UHIMI) (subject to validation and re-titled BA Business & Management), I can confirm that the new frameworks for HNC Business and HND Business will allow for articulation into this degree. Students who successfully complete the HNC Business award including a pass award of the integrated assessment will be allowed direct progression into year 2. Students who successfully complete the HND Business award including a pass award of the integrated assessment and exam will be allowed direct progression into year 3.”

Appendix 2

Professional Recognition for HN Business

PROFESSIONAL RECOGNITION

Chartered Institute of Bankers in Scotland (CIOBS)

HND in Business will gain exemption from the Diploma in Financial Services and access directly to the Associateship

The Chartered Institute of Marketing (CIM)

HNC/HND in Business will gain exemption in full from the CIM Advanced Certificate Stage 1

The Institute of Business Administration (IBA)

HND in Business will be entitle candidates to the following:

- 1 Licentiate membership of IBA (LInstBA)
- 2 Exemption from three of the five core modules of the IBA Diploma in Business Administration

The Institute of Chartered Secretaries and Administrators (ICSA)

HNC and HND in Business will gain exemption from the Foundation Programme (five modules) of the ICSA International Qualifying Scheme

Chartered Institute of Management Accounting (CIMA)

If candidates pass the following HN Units they will be entitled to exemption from paper 3b — Business Law:

Introduction to Business Law
Business Contractual Relationships
Company Law

If candidates pass the following HN Units they will be entitled to exemption from paper 3a — Economics for Business:

Introduction to Economic Issues
Economics 1: Micro/Macro Theory and Application

Association of Chartered Certified Accountants (ACCA)

If candidates pass the following HN Units they will be entitled to exemption from paper 2.2 — Corporate and Business Law:

Introduction to Business Law
Business Contractual Relationships
Company Law

If candidates pass the following HN Units they will be entitled to exemption from paper 2.1 — Information Systems

Corporate Information Systems

Appendix 3

Opportunities to Develop Core Skills

Communication (Higher)

Skill component Written Communication (Reading)

Read and Understand complex written communication

- a Identify and summarise significant information, ideas and supporting detail.
- b Evaluate effectiveness in meeting purpose and needs of readership.

Core Units	Knowledge and Skills/ Evidence	Developed/ Assessed	a	b
Managing People and Organisations	<i>Outcomes 1-3 Underpinning knowledge accessing complex information on current events and issues: Theory of Business Management analysed and applied to case study of strategic management in a specific organisation</i>	Developed	√	
Marketing: An Introduction	<i>Outcomes 1 and 2 Analysis and Evaluation of complex Marketing materials Analysis and summary of theory and strategies</i>	Developed	√	√
Economic Issues: An Introduction	<i>Outcomes 3 — analysis of complex information on national policies and their application</i>	Developed	√	
Communication: Analysing and Presenting Complex Information	<i>Outcome 1 Analyse Complex Business Information — Analysis, summary and detailed evaluation of a complex business report</i>	Developed/ Assessed	√	√

Written Communication (Writing)

Produce well-structured Written Communication on complex topics

- a Present essential ideas/information in a logical and effective order.
- b Use a structure which takes account of purpose/links points for clarity and impact.
- c Use conventions which are effectively adapted for audience.
- d Use accurate spelling, punctuation, sentence structures.
- e Vary sentence structure, paragraphing, vocabulary to suit purpose and target audience.

Unit	Knowledge/ Skills/ Evidence	Developed/assessed	a	b	c	d	e
Managing People and Organisations	<i>Extended written response to structured questions (1,500 words) Strategy report</i>	Developed	√	√	√	√	√
Marketing: An Introduction	<i>Extended written response to case study</i>	Developed	√	√	√	√	√
Business Accounting	<i>Outcomes 3/4/5 Evaluation Report on business financial performance</i>	Developed	√	√	√	√	√
Communication: Analysing and Presenting Complex Information	<i>Outcome 2 Portfolio (minimum 1,500 words) of structured complex written business communication</i>	Developed/assessed	√	√	√	√	√

Oral Communication

Produce and respond to oral Communication on a complex topic

- a Use vocabulary and a range of spoken language structures consistently and effectively with appropriate formality.
- b Convey all essential ideas/information/opinions accurately and coherently with appropriate varied emphasis.
- c Structure to take full account of purpose and audience.
- d Take account of situation and audience during delivery.
- e Respond to others taking account of their contribution.

Unit	Knowledge/ Skills/ Evidence	Developed/Assessed	a	b	c	d	e
Communication: Analysing and Presenting Complex Information	Outcome 3 <i>Plan organise and take part in a formal business meeting</i>	Developed/Assessed	√	√		√	√
All Units	<i>Teaching and Learning for all Units will involve group discussion analysing and evaluating relevant and related information. Personal interviews and guidance from assessors will encourage verbal exploration of complex issues.</i>	Developed	√	√	√	√	√

Using Information Technology (Higher)

Use an IT system independently to process a range of information

- a Use a range of it equipment paying attention to security and other users.
- b Resolve a simple hardware or software problem.
- c Use software in an unfamiliar context requiring analysis, design, integration of data, decision on format.
- d Carry out searches to extract and present information from electronic sources.

Unit	Knowledge/ Skills/ Evidence	Developed/Assessed	a	b	c	d
Using Software Application Packages	<i>Outcomes 1–2 accessing data from various sources including electronic, selecting and integrating information and presenting in a range of formats</i>	Assessed at Intermediate 2- Developed at Higher	√	√	√	√
Business Accounting	<i>Recording and analysing financial data. Presenting financial data in an appropriate format.</i>	Developed	√			
Managing People and Organisations	<i>Internet research on current issues, events and management practice-essential underpinning knowledge for application to case study.</i>	Developed	√		√	√
Information Technology: Applications Software 1	<i>Using IT equipment securely, resolving any problems, using software to analyse, design, integrate and output a range of information; accessing and selecting from a range of information including electronic sources</i>	Developed/Assessed	√	√	√	√

Numeracy (Intermediate 2)

Skill component Using Number

Apply a wide range of numerical skills

- a Work confidently with a numerical concept.
- b Decide on numerical operations.
- c Carry out complex or sustained calculations.

Unit	Knowledge/ Skills/ Evidence	Developed/Assessed	a	b	c
Economic Issues: An Introduction	<i>Theoretical and underpinning knowledge: explanation and evaluation of concepts features and effects of National income, national policies, resource allocation and consumption</i>	Developed	√		
Business Accounting	<i>Outcomes 1–5 Assessing performance and financial position of a business, preparing basic management account information, calculating key accounting ratios, projecting for fixed and variable costs</i>	Developed	√	√	√
Information Technology: Applications Software 1	<i>Analysing and recording financial data in a range of business formats</i>	Developed	√	√	√

Numeracy (Intermediate 2)

Skill component Using graphical information

Interpret and communicate graphical information in everyday and generalised contexts

- a Interpret information from tables, charts or diagrams.
- b Select an appropriate format and communicate information.

Unit	Knowledge/ Skills/ Evidence	Developed/assessed	a	b
Business Accounting	<i>Outcomes 1–5 Assessing performance and financial position of a business, analysing basic management account information, preparing and presenting spreadsheets, budgets</i>	Developed	√	√
Information Technology: Applications Software 1	<i>Analysing and recording data in a range of formats — integrated with assessment of business and financial data</i>	Developed	√	√
Economic Issues: An Introduction	<i>Outcome 2 Analysis of a range of statistical data relating to the theory and policies of National Income</i>	Developed	√	

Problem Solving

Skill components

Critical Thinking

- ◆ Analyse a complex situation or issue

Planning and Organising

- ◆ Plan organise and complete a complex task

Reviewing and Evaluating

- ◆ Review and evaluate a complex problem solving activity

Unit	Knowledge/Skills/Evidence	Developed/assessed	CT	PO	RE
Managing People and Organisations	<i>Strategy report. Underpinning knowledge — major Behavioural theories on approaches to problem solving in organisations</i>	Developed	√		
Marketing: An Introduction	<i>Written response analysing case study involving a complex situation</i>	Developed	√		
Business Accounting	<i>Analysis of performance and financial position of a business, preparation of accounting information</i>	Developed	√	√	√
Communication: Analysing and Presenting Complex Information	<i>Outcome 3: Plan and take part in a formal business meeting. Formative work will involve the review and evaluation of performance</i>	Developed	√	√	√
Work Experience		Developed/Assessed	√	√	√
All Units	<i>The process of taking responsibility for personal study and production of assignments across the course will involve all skill components to a high level. Tutor supported guidance will encourage and support on-going evaluation of activities.</i>	Developed	√	√	√

Working with Others (Higher)

Work with Others in a group to analyse, plan and complete a complex activity

- a analyse the activity, defining goal identifying component tasks and roles, taking account of size and expertise of group.
- b agree allocation of activities taking account of own/group strengths and weaknesses.
- c negotiate working methods and rules for managing group work.
- d support co-operative working.
- e evaluate and draw conclusions about own contribution, justifying with evidence.

Unit	Knowledge/ Skills/ Evidence	Developed/Assessed	a	b	c	d	e
Managing People and Organisations	<i>Underpinning theoretical knowledge: Behavioural theories of organisational communication, assessment for Outcomes 3 and 4 requires analytical observation and examination of component elements of group working practices</i>	Developed	√				
Communication: Analysing and Presenting Complex Information	Outcome 3 <i>Planning, organising and taking part in a formal business meeting. Formative work will cover all aspects of the skill including evaluation of approaches to improving own and group performance. Minutes involve evaluative skill. Formative work will cover all aspects of the skill including evaluation of approaches to improving own and group performance.</i>	Developed	√	√	√	√	√
Employment Experience 1		Assessed at Intermediate 2	√	√	√	√	√
All Units	<i>Throughout the award candidates will plan and undertake various group activities and practical presentations. Negotiating methods acceptable to others and consistent with resources, modifying approaches to adapt to situations, candidates will foster co-operative working in a range of complex tasks including dealing with all levels of staff in outside organisations</i>	Developed	√	√	√	√	√

Numeracy (Higher)

Skill component Using Number

Apply in combination a wide range of numerical/statistical and other mathematical skills to process complex information

- ◆ Work confidently with a numerical/statistical concept
- ◆ Decide on numerical operations
- ◆ Carry out a number of sustained, complex calculations

Unit	Knowledge/ Skills/ Evidence	Developed/assessed	a	b	c
Statistics for Business	<i>Outcomes 1 – 3 Solution of problems involving statistical concepts. Survey methodology. Calculation of appropriate measures of central location and dispersion. Sustained complex calculations including use of linear regression, correlation and time series analysis to analyse problems. Effective use of software in presentation of quantitative, qualitative and/or ordinal data</i>	Developed/Assessed	√	√	√

Numeracy (Higher)

Skill component Using graphical information

Apply a wide range of graphical skills to interpret and present complex information

- a Analyse and interpret complex graphical information.
- b Select an appropriate form and communicate information.

Unit	Knowledge/ Skills/ Evidence	Developed/Assessed	a	b
Statistics for Business	<i>Outcomes 1- 3 Analysis, interpretation and presentation of complex statistical data from a range of accessed sources. Identification of significant features in complex graphical information and interpretation in relation to underlying variables. Communication using appropriate software of complex statistical information in formats to include graphs, stem and leaf charts, box plot/histograms.</i>	Developed/Assessed	√	√

Appendix 4

The Development and Assessing of Customer Handling in HN Business

HN Business: development and assessment of skills in Customer handling

Unit title	Evidence
Marketing: An Introduction	<p>Structured questions on case study showing knowledge of marketing theory, with emphasis on consumer responses, behaviours and motivational factors.</p> <p>Types and uses of Market research</p> <p>Analysis and evaluation of marketing materials in relation to consumer preference</p>
Economic Issues: An Introduction	Application of theories of consumer response to a business environment
Managing People and Organisations	Motivational behavioural theories of teamworking (the needs of the internal customer) in meeting organisational goals, including consumer satisfaction
Business Accounting	Identifying a range of business users and preparing appropriate financial information and advice to meet and support client purposes and requirements
Information Technology: Applications Software 1/Using Software Application Packages	<p>Using equipment with concern for other users</p> <p>Researching business information and presenting in a format most appropriate for purpose/users</p>
Communication: Analysing and Presenting Complex Communication	<p>Analysing and producing written communication with emphasis on purpose and readership.</p> <p>Listening and Responding — attending to others in ways which facilitate and enhance Communication</p> <p>Formal meeting procedures — documentation and participation around a business case study</p>

Appendix 5

Recommended Delivery Schedule

RECOMMENDED DELIVERY SCHEDULE FOR HNC/HND BUSINESS					
HNC BUSINESS (HND YEAR 1)			HND BUSINESS YEAR 2		
BLOCK 1	BLOCK 2	BLOCK 3	BLOCK 1	BLOCK 2	BLOCK 3
Managing People and Organisations (2 Credits)		GRADED UNIT	Behavioural Skills for Business	Business Culture and Strategy (2 Credits)	
Using Software Application Packages	Information Technology: Applications Software 1	OPTION 2	Information and Communications Technology in Business (2 Credits)		GRADED UNIT – PROJECT BASED**
Communication: Analysing and Presenting Complex Communication	OPTION 1	OPTION 3	OPTION 6 This could be a mixture of 1,2 or 3 credit Units.		
Marketing: An Introduction	Economic Issues: An Introduction	OPTION 4 Economics 1: Micro and Macro Theory and Application	Statistics for Business	Economics 2: The World Economy	GRADED UNIT – EXAM BASED
Business Accounting (2 Credits)		OPTION 5 Business Law: An Introduction	Business Contractual Relationships	Preparing Financial Forecasts	OPTION 7

* For Options 4 and 5 it is not compulsory to deliver the Units suggested.

** Project Based Graded Unit could be timetabled to be spread over full session at say 1 hour per week.

RECOMMENDED DELIVERY SCHEDULE FOR HNC BUSINESS — Day release/Evening					
HNC BUSINESS (D/R, Eve — YEAR 1)			HNC BUSINESS (D/R, Eve — YEAR 2)		
BLOCK 1	BLOCK 2	BLOCK 3	BLOCK 1	BLOCK 2	BLOCK 3
Using Software Application Packages	Information Technology: Applications Software 1	Marketing: An Introduction	Business Accounting (2 Credits)		GRADED UNIT
Communication: Analysing and Presenting Complex Communication	Managing People and Organisations (2 credits)		Economic Issues: An Introduction	*Economics 1: Micro and Macro Theory and Application	*Business Law: An Introduction

* Optional Unit

Appendix 6

Mandatory Unit Assessment Map — HNC/D Business

**HNC Business
Mandatory Units Assessment Map**

UNIT	ASSESSMENT OUTCOME			
	Outcome 1	Outcome 2	Outcomes 3, 4 & 5	
Business Accounting <i>The case study for Outcomes 3,4&5 will be provided prior to assessment</i>	Closed-book – practical exercise — controlled conditions		Case Study — report under controlled conditions	
	Outcome 1	Outcome 2	Outcome 3	Outcome 4
Economic Issues: An Introduction	Closed-book — restricted response to stimulus material — controlled conditions	Closed-book — restricted response to stimulus material — controlled conditions	Closed-book — restricted response to stimulus material — controlled conditions	
Marketing: An Introduction <i>The case study will be provided prior to assessment. The same case study may be used for both Outcomes.</i>	Case Study — unseen questions - restricted response conditions	Case Study — unseen questions — restricted response conditions —		
Managing People and Organisations <i>The case study will be provided prior to assessment</i>	Case Study — restricted response questions — closed-book conditions			Case Study – extended response report
Using Software Applications Packages <i>An assessment exemplar has been produced integrating this Unit with ITAS 1, below.</i> Information Technology: Applications Software 1	Observation throughout Unit — integration is recommended with ITAS 1	Case study — open-book practical exercises using relevant software — integration is recommended with ITAS 1, below — integration possibilities with Business Accounting		
Communication — Analysing and Presenting Complex Communication	Analysis of Business text — There are opportunities to integrate this Outcome with other Mandatory Units and Outcome 1 and 2 of this Unit.	Open-book Report — Extended response and Formal Meeting — There are opportunities to integrate Outcomes 2 & 3 of this Unit or they may be integrated with other Mandatory Units.		
Group Award Graded Unit	Closed-book with seen case study			

HND Business Mandatory Units Assessment Map
Note — 1st Year Mandatory Units are on the previous page

UNIT	ASSESSMENT				
	Outcome 1, 3, 4 & 5			Outcome 2	
Business Culture and Strategy	Open-book - case study — directed research			Open-book — essay — directed research	
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	
Business Law: An Introduction <i>The case study (studies) for Outcomes 2 and 3 will be provided prior to assessment</i>	Closed-Book — restricted response questions — controlled conditions	Closed-Book — case study (studies) — extended response questions — controlled conditions — may be combined with Outcome 3	Closed-Book — case study (studies) — extended response questions — controlled conditions		
Business Contractual Relationships <i>The case study (studies) for Outcomes 1 and 2 will be provided prior to assessment</i>	Closed-book — case study (studies) — extended response questions — controlled conditions	Closed-Book — case study (studies) — extended response questions — controlled conditions	Open-Book — case study (studies) — extended response questions		
Economics 1: Micro and Macro Theory and Application	Open-book — stimulus material — report or essay	Closed-book — stimulus material — controlled conditions			
Economics 2: The World Economy <i>Research questions will be provided at the start of the Unit</i>	Open-book — oral presentation or essay — directed research				
Preparing Financial Resources	Closed-book — practical exercise — controlled conditions		Open-book — case study — report		
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Information and Communication Technology in Business	Open-book — case study — controlled conditions	Open-book — report	Open-book — controlled conditions	Open-book — using project management software	Observation — presentation — Integration possibilities with Economics 2
	Outcome 1	Outcome 2	Outcome 3		
Behavioural Skills for Business	Open-book — case study — written report and/or oral evidence				
Statistics for Business	Closed-book assessment — threshold score 60% Open-book assessment with software — threshold score 60%				
Group Award Graded Unit 2	Project				
Group Award Graded Unit 3	Closed-book with seen case study				

Appendix 7

Credit Transfer from HN Business Administration to HN Business

Higher National Certificate — HN Business

Credit Transfer Arrangements

New Unit Title	New Unit Code	Old Unit Title	Old Unit Code	Credit Transfer Conditions
Business Accounting	DE39 34	An Introduction to Financial Accounting Statements Using Financial Accounting Statements	A6GN 34 A6GP 34	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcome 2. However, if candidates pass the Unit Preparing Financial Forecasts this will overtake this requirement and full credit transfer can be given.
Economic Issues: An Introduction	DE3A 34	Micro-Economic Environment	A6GX 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcome 2. However, if candidates possess the Unit Macro-Economic Environment this will overtake this requirement and full credit transfer can be given.

New Unit Title	New Unit Code	Old Unit Title	Old Unit Code	Credit Transfer Conditions
Economics 1: Micro and Macro Theory and Application	DE3G 35	Macro-Economic Environment	A6GY 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcome 1. However, if candidates possess the Unit Micro-Economic Environment this will overtake this requirement and full credit transfer can be given.
Marketing: An Introduction	DE3C 34	Introduction to Marketing	A6H8 04	Full credit transfer
Managing People and Organisations	DE3D 34	Working with People and Teams Structure of Business Organisations	A6GV 34 A6GS 04	Full credit transfer To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcomes 2 and 3.
Using Software Application Packages and Information Technology: Applications Software 1	D85F 34 D75X 34	Using Information Technology in Business: Spreadsheet and Word Processing Applications and Using Information Technology in Business: Database and Word Processing Applications	A6GE 04 A6GD 04	If candidates have passed both original Units, full credit transfer can be given for the two new Units. Candidates who have completed only one of the old units will be able to gain partial credit transfer. Additional evidence in respect of the extra application packages will be required.

New Unit Title	New Unit Code	Old Unit Title	Old Unit Code	Credit Transfer Conditions
Communication: Analysing and Presenting Complex Communication	DE3N 34	Communication: Presenting Complex Communication for Vocational Purposes	D5P3 34	There are opportunities for credit transfer. The core skill of Oral Communication at Higher is embedded in both Units. Additional evidence in respect of the core skill of Written Communication will be required.

HND Units

New Unit Title	New Unit Code	Old Unit Title	Old Unit Code	Credit Transfer Conditions
Preparing Financial Forecasts	DE3J 35	Preparing Financial Forecasts	D3AL 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcome 4
Business Culture and Strategy	DE3X 35	Managing Change	A6GW 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcomes 2, 3 and 4.
Economics 2: The World Economy	DE3H 35	International Economic Environment	A6H0 04	Full credit transfer
Business Law: An Introduction	DE3E 34	Law for Business	A48P 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcomes 1 and 3.

HND Units (continued)

New Unit Title	New Unit Code	Old Unit Title	Old Unit Code	Credit Transfer Conditions
Business Contractual Relationships	DN97 34	Law for Business	A48P 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcomes 1 and 3.
Information and Communication Technology in Business	DE3K 35	Business Information Management	A6GF 04	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcomes 3 and 5.
Behavioural Skills for Business	DE3L 35	Developing Personal Effectiveness Working with People and Teams	A6G7 33 A6GV 34	To gain credit transfer to the new Unit candidates may have to provide additional evidence as specified in the Unit's Evidence Requirements.
Statistics for Business	DE3M 35	Business Statistics 1	A5NV 35	To gain credit transfer to the new Unit candidates will have to provide additional evidence as specified in the Unit's Evidence Requirements in respect of Outcome 2.

Credit transfer details for Units within the HN Administration and Information Technology, Financial Services and Accounting frameworks can be found in the appropriate Arrangements Documents

Appendix 8

Guidance Note on PDA in Enterprise and Employability

Guidance note on the Professional Development Award (PDA) in Enterprise and Employability (G7P0 15)

This new Group Award has recently been developed by SQA. Further details and the full arrangements for the award can be accessed from the subject drop-down menu at www.sqa.org.uk/spa

The structure of the award is given in the following table:

Unit title	Code	Credit value	SCQF level
Health and Safety in Industry	A5GT 34	1	7
Workplace Quality Systems	BA27 34	1	7
Marketing Skills for the Entrepreneur	DK2L 33	1	6
Getting Started in Business	DK2K 34	1	7
Record Keeping and Accounting for Small Business	DK2N 33	1	6
Personal Enterprise Skills	DK2M 34	1	7
TOTAL		6	

All of the above Units must be achieved to attain the PDA Enterprise and Employability. Careers Scotland's Get into BUSINESS materials can be used to support the accreditation of the Unit *Getting Started in Business*.

Candidates wishing to undertake the above PDA in addition to the HNC/HND Business must be registered separately for the PDA Group Award (G7P0 15) by delivering centres.

All of the above Units are included in the optional section of the HNC and HND in Business. However, if candidates have passed the SCQF level 7 Unit *Marketing: an Introduction* (DE3C 34) they will have overtaken the knowledge and skills required for the SCQF level 6 Unit *Marketing Skills for the Entrepreneur* (DK2L 33) and may gain this Unit by credit transfer. Centres should register candidates separately for this Unit and record the result as appropriate.

Appendix 9

Guidance Note on Workplace Communication in English (DE1K 33)

A request to include the Unit *Workplace Communication in English* (DE1K 33) in the HN Business frameworks was received. However, after requesting feedback from the Qualifications Support Team (QST) it was agreed **not** to include this Unit in the frameworks. The rationale for this decision was based on the following:

- ◆ The Unit *Communication: Analysing and Presenting Complex Communication* (DE3N 34) is included in the mandatory section of the awards.
- ◆ The validation process for the awards confirmed that the SCQF level 7 Unit is the appropriate standard for the awards.
- ◆ The embedded Core Skill at Higher is included in the Core Skills profile so it would not be possible to substitute the SCQF level 6 Unit without going through some sort of revalidation process.
- ◆ Candidates with the SCQF level 7 would be working at a level which would ensure a smoother transition through the award and on to further study/employment.