



**Arrangements for:**  
**HNC Contracting Management**

**Group Award Code: G94N 15**

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## **Acknowledgement**

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.



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# 1 Introduction

This is the Arrangement Document for the revised HNC in Contracting Management, which was validated in November 2008. This document includes background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

This Group Award will replace the HNC Contracting Management (G142 15) award which was introduced in 1995.

The revised HNC is designed to equip candidates with the knowledge, understanding and skills required for success in current and future employment or progression to further academic and/or professional qualifications.

## 2 Rationale for the revision of the award

### 2.1 Background

The predecessor HNC Contracting Management award, first introduced in 1995, was designed and presented by Napier University in collaboration with the Scottish Electrical Contractors Trade Association (SELECT) as a locally devised Group Award. The delivery of the award was taken over by Carnegie College (previously Lauder College) in 2000.

Contracting is a vital component of industry, particularly within the construction industry. The contracting sector comprises many disparate specialist occupations, which are employed by, or sub-contracted to, organisations working within the construction industry.

Managers and those aspiring to management, employed by organisations in the contracting sector may possess industry-specific skill based qualifications and extensive experience, such as in electrical installation, facilities management, shop-fitting, etc but may lack a qualification in generic management skills. Many organisations also wish their managers to receive contemporary practical skill enhancement in areas which are included as core within the Contracting Management framework.

The latest review of the HNC in Contracting Management has taken place to reflect the changing demands placed on managers, new management skills required, new legislation, new working practices and changes to SQA's Design Principles for Higher National qualifications.

### 2.2 Market research, consultation and development processes

A Qualification Design Team (QDT) was set up to oversee the development, to undertake consultation with key stakeholders of the award — primarily employers and candidates — and to ensure that the revised qualification was vocationally relevant and met the needs of both industry and candidates. The development was also influenced by the work of SELECT and the Electrical Contractual Association (ECA).

The initial review of the HNC in Contracting Management was conducted using secondary and primary research.

## Secondary research

Secondary research was conducted using information from:

- ◆ SummitSkills (the Sector Skills Council [SSC] for the building services and engineering sector)
- ◆ Scottish Government (Skills for Scotland —A Lifelong Skills Strategy)
- ◆ Futureskills Scotland
- ◆ Chartered Management Institute
- ◆ British Institute of Facilities Management
- ◆ Ashbridge Consulting
- ◆ Management Standards Centre (the Standards Setting Body for management and leadership standards) consultation on the review of Management National Occupational Standards (NOS)

## Primary research

This was conducted through the use of questionnaires sent to employers and candidates. In addition, as part of regular meetings with a College/HEI partner, discussions were held which ensured the revision would maintain current HEI articulation routes.

Further anecdotal evidence was obtained from the annual Andrew Carnegie Business School Industry Dinner and from Continuing Professional Development events held at Carnegie College. This evidence came from industrial stakeholders and broadly supported the survey conducted by questionnaire.

Stakeholder	Method of consultation
Employers	Questionnaires sent to 50 employers throughout the UK.
Higher Education Institutions	Meetings with Napier College and partner colleges. Discussions confirmed that HNC Contracting Management graduates would still benefit from the existing articulation arrangements.
Candidates	Questionnaires sent to current and former candidates.

## Summary of feedback

The main findings of the market research and consultation process were:

- ◆ Agreement that the HNC Contracting Management is a standard for recruiting or developing staff
- ◆ Employers considered it vital to maintain a strong quotient of practical skills development, particularly in:
  - effective people management
  - contract and project management
- ◆ Candidates indicated a strong preference for gaining professional status to add kudos to the qualification
- ◆ Employers agreed on the importance of maintaining Core Skills as an integral part of the new award
- ◆ Delivery should be exclusively part-time with the main delivery modes being fortnightly half-day, evening and open learning

- ◆ Employers and candidates proposed that the Group Award should feature practical assessment, including investigation into work-based issues where candidates analyse an issue and offer recommendation(s) for its resolution.
- ◆ Futureskills Scotland (2006) identified that the construction industry possesses one of the highest vacancy rates in Scotland at 4.3%, nationally 3.7%.
- ◆ Futureskills Scotland (2006) stated that hard to fill vacancies as a percentage of employees are highest in construction at 3.1% with problem solving, technical, planning and strategic management skills all listed in the top 10 of skills shortages.
- ◆ Ashridge Consulting (2007) report published by the Chartered Management Institute identified that promotions, project work, management training schemes and management qualifications were the main development opportunities offered and undertaken in organisations.
- ◆ Skills for Business (2006) identified that the following knowledge and skills would be required in the future for the building services engineering sector:
  - legislation, and how to implement it
  - advanced technical skills, such as managing projects
  - advanced management skills to encompass strategic planning resources and change management
  - more effective knowledge management, project management, and planning skills

### **2.3 Other related qualifications**

A number of Units within the HNC Contracting Management have come from the HNC Management Group Award as these contain the generic management competences that are matched to the National Occupational Standards.

### **2.4 Nature and purpose of the award**

The HNC in Contracting Management is a unique award, catering for the specific development and skills enhancement needs, principally for a sector of the construction industry, which has no alternative programme. Organisations working within the contracting sector require skills, such as: managing a project, and competence in the legal procedures (applied universally within the construction industry), with which they must comply. Managers should also understand the cash flow implications when negotiating contracts and be aware that costs will start escalating from the commencement of the contract, but revenue will be received at pre-determined times. Many of the firms working in the contracting sector may be relatively small and so lack the knowledge or skill to develop plans for long-term development of the organisation. This qualification will help to bridge that gap by including study of corporate strategy, which introduces candidates to aspects of matching an organisation to its environment and long-term planning techniques.

### **3 Aims of the award**

The aims of the HNC Contracting Management reflect the specialist nature of the Group Award to the contracting sector of the construction industry. The aims also address the need to develop competent professionals who can respond positively to the rapidly changing environment of the contracting sector of the construction industry.

#### **3.1 General aims of the award**

The general aims of the HNC in Contracting Management are:

- 1 To develop transferable skills including Core Skills required to meet the demands of employers and/or progression to higher education.
- 2 To develop candidates' knowledge and skills in planning, developing and evaluating.
- 3 To enable progression within the SCQF.
- 4 To develop study and research skills.

#### **3.2 Specific aims of the award**

The specific aims of HNC in Contracting Management are:

- 5 To prepare candidates for employment in a managerial role within the contracting industry.
- 6 To enable candidates to utilise personal and teamwork competences for effective self-performance and the performance of the team and organisation.
- 7 To enable candidates to respond to the environment in which the organisation operates.
- 8 To explore the practical issues of project management in the contracting industry.

#### **3.3 Target groups**

The HNC in Contracting Management is suitable for candidates:

- ◆ Who wish to enter operational management positions with employers in the contracting industry
- ◆ For experienced managers seeking a nationally recognised qualification

#### **3.4 Employment opportunities**

The HNC Contracting Management award is particularly suited to those candidates employed, or aspiring to employment, in the following roles:

- ◆ Contracts Manager
- ◆ Facilities Manager
- ◆ Project Manager
- ◆ Estimators



## 4 Access to the award

As with all SQA qualifications, access to the award will be at the discretion of the centre. All prospective candidates must be treated fairly in regard to access. The award should be open to all candidates, irrespective of their current employment status, provided they have a realistic chance of achievement.

The HNC in Contracting Management is designed for candidates who want to enter into operational management positions within the contracting industry. The award is also intended for experienced managers seeking a nationally recognised qualification. Candidates with relevant work experience will be particularly well equipped for this award by being able to relate theories and concepts into the appropriate context. This applies in particular to conducting investigations for the Graded Unit, which is a work based report.

Examples of appropriate entry requirements are given below. They are not exhaustive or mutually exclusive and may be considered in a variety of combinations.

### 4.1 Formal qualifications

- ◆ Any relevant National Certificate Group Award at Intermediate 2 or Higher
- ◆ Any two National Qualifications at Higher together with three Standard Grade passes at 3 or above.
- ◆ An SVQ at level 3 in a relevant area
- ◆ Different combinations of relevant and equivalent qualifications from other awarding bodies

As the award is aimed at those aspiring to, or already in a management level post within the contracting industry, it would be beneficial if one of the above qualifications was in electrical skills, electrical engineering, plumbing or construction skills.

### 4.2 Work experience

- ◆ Candidates should have experience of working within the contracting industry, preferably with some time in the contracting sector or in controlling the operations of sub-contractors
- ◆ Relevant work experience in a supervisory role is desirable

### 4.3 Core Skills

The recommended Core Skills entry profile is:

Core Skill	SCQF level
Communication	5
Using Numbers	5
IT	5
Problem Solving	5
Working with Others	5

#### **4.4 English as an additional language**

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 (ILETS).

## 5 Award structure

The award has been designed in accordance with SQA's design principles for HN Awards, ie:

- ◆ HNCs shall be designed to be at SCQF level 7 and shall comprise 96 SCQF credit points with at least 48 credit points at SCQF level 7. The HNC should include a mandatory section of at least 48 SCQF credit points and include one Graded Unit of 8 SCQF credit points at SCQF level 7.
- ◆ HNC and HND programmes shall incorporate opportunities for candidates to develop Core Skills to levels required by the occupations or progression pathways the HNs support.

### 5.1 Framework

To attain the HNC Contracting Management 12 HN credits are required:

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
<b>Mandatory Units — 10 credits</b>				
Contracting Procedures	F4NM 34	16	7	2
Contracting Industry Project Management: Practical Issues	F4NK 34	16	7	2
Contracting Industry: An Introduction to Strategic Management	F4NL 34	8	7	1
Management: Developing Self Management Skills	DV86 34	8	7	1
Managing and Working with People	DV82 34	16	7	2
Financial Studies for the Construction Industry	DW3J 35	8	8	1
Contracting Management: Graded Unit 1	F4TR 34	8	7	1
<b>Optional Units — 2 credits are required</b>				
Management: Leadership at Work	DV88 34	8	7	1
Developing the Individual within a Team	DF45 34	8	7	1
Management: Plan, Lead and Implement Change	DV8C 35	8	8	1

### 5.1.1 Graded Unit

The purpose of the Graded Unit is to assess the candidate's ability to integrate and apply the knowledge and/or skills gained in the individual Units, to demonstrate that they have achieved the principal aims of the qualification, and to grade candidate achievement. The Graded Unit will be assessed and a grade of A, B or C will be awarded.

The Graded Unit is a project-based Graded Unit taking the form of a practical assignment. This will assess the candidate's ability in the application and integration of knowledge and skills in the planning, developing and evaluating of a given task. The skills developed in the practical assignment (including planning/investigating, identifying issues for research, selecting and devising research methods, gathering, interpreting and analysing information, presenting findings and conclusions and evaluating the investigation effectively) test whether the aims of the HNC in Contracting Management have been achieved. This is also appropriate preparation for candidates for employment in that the format relates to the complex environment that candidates are likely to be employed in.

### 5.1.2 Recommended Core Skills Entry and Exit profile

The recommended entry and exit profile for the HNC Contracting Management is detailed below:

Core Skill	Entry level	Exit level
Communication	SCQF level 5	SCQF level 6
Numeracy	SCQF level 5	SCQF level 6
IT	SCQF level 5	SCQF level 6
Problem Solving	SCQF level 5	SCQF level 6
Working with Others	SCQF level 5	SCQF level 6

## 5.2 Mapping information

### 5.2.1 Mapping of Award Aims to HN Units

Appendix 1 shows how the Group Award aims, as given in Section 3, are met by the individual Units.

### 5.2.2 National Occupational Standards

The National Occupational Standards (NOS) for management and leadership are developed by the Management Standards Centre. These standards describe the level of performance expected in employment for a range of management and leadership function/activities. Appendix 2 shows how the HN Units link to the NOS.

## **5.3 Articulation, Professional Recognition and Credit Transfer**

### **5.3.1 Articulation**

Candidates achieving the HNC Contracting Management award may progress to the Chartered Management Institute's Executive Diploma in Management offered by the Andrew Carnegie Business School. Graduates of the Executive Diploma in Management may apply for entry to the final year of Napier University's Master in Business Administration.

The HNC Contracting Management also prepares candidates for progression to degree programmes in Management, Facilities Management and Project Management.

Candidates are advised to liaise directly with the HE establishments prior to each year's intake of candidates as Unit credits that count towards entry requirements can vary and applications will be considered on an individual basis.

Appendix 3 shows progression pathways for general management qualifications within the SCQF.

### **5.3.2 Professional recognition**

Candidates gaining HNC Contracting Management followed by post-graduate level study may apply for membership of the Chartered Management Institute. Candidates may then elect to progress onto an MSc in Facilities Management to gain membership of the British Institute of Facilities Management

### **5.3.3 Credit transfer**

Candidates may be given credit transfer between the HNC (developed using 1988 design principles) and the new HN Units (developed using the 2003 design principles). A candidate who is transferring, from an award in the same subject area, with a 12 credit HNC should:

- ◆ 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)

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 Units and the new HN Units must still satisfy all other conditions of the award.

A table listing where full or partial credit transfer can be given from the predecessor Units to the revised Units is given in Appendix 4.

## **6 Approaches to delivery and assessment**

### **6.1 Mode of delivery**

It is anticipated that the delivery of this Group Award will be on a part-time basis with the main delivery modes taking the form of fortnightly half-day, evening and open learning. The preferred mode of delivery maybe through an open or ‘blended’ approach, which utilises a series of workshops with IT support offered through a Virtual Learning Environment (VLE).

### **6.2 Sequence of delivery**

While the delivery of the award is at the discretion of the centre, Appendix 5 gives a suggested sequence of delivery over two years.

The mandatory Unit *Management: Developing Self Management Skills* (DV86 34) develops management competences, which may be evidenced by candidates producing a portfolio of evidence. It is recommended that centres commence with this Unit to allow candidates to display enhancement of management competences across the first twelve months of their programme of study. The SCQF level 8 Units may be satisfactorily left to year two as candidates gain in competence and confidence from successful completion of year one of the award.

The importance of Core Skills has been recognised and these are developed throughout the award. A Core Skills Signposting is given in Appendix 6 — this shows which Core Skills may be developed within individual Units.

### **6.3 Assessment strategy**

The design principles for HN awards encourage a more holistic approach to assessment and this has been adopted in the HNC in Contracting Management. The HN specification places an emphasis on assessing whole Outcomes or a combination of Outcomes. Some of the Units can be assessed holistically rather than on an individual Outcome basis. This has the effect of reducing the assessment burden on both the candidate and awarding centre. Candidates may practise the integration of relevant concepts and theories, and/or the evaluation of a task conducted to meet the requirements of earlier Outcomes. Further guidance on holistic assessment can be located within the relevant Unit specifications.

A summary of the assessment methods used within the individual Units is given in Appendix 7.

## 6.4 The Graded Unit

The Graded Unit allows for a level of integration and synthesis not featured in the predecessor HNC Contracting Management. The Graded Unit is a project based Graded Unit taking the form of a practical assignment designed to provide candidates with the opportunity to demonstrate that they possess the competences needed to operate effectively as a manager in the contracting industry. It is designed to enable candidates to apply some of the theories of management to tackle a particular work-based situation and to deal with issues arising from it. Candidates should be given a date for completion of the Graded Unit, with information issued between 3 months and 4 months prior to the completion date. During this time the assessor may answer questions, provide clarification, guidance and reasonable assistance.

Upon completion, the submission should be marked as soon as possible with a grade being given, which will reflect the quality of the evidence at the completion date. Reference should be made to the Graded Unit specification for details on the minimum Evidence Requirements and full graded related criteria.

The evidence for the Graded Unit project is generated over time and involves three distinct stages, where each stage has to be achieved before the next is undertaken. Thus any re-assessment of stages must be undertaken before proceeding to the next stage. If a candidate fails the project overall or wishes to upgrade, then this must be done using a *substantially different* project, ie all stages are undertaken using a new project. At this level, candidates should work independently. Centres may wish to informally question candidates at various stages on their knowledge and understanding of the project on which they have embarked to ensure that the project is the work of the candidate. Centres should ensure that where research etc, is carried out in other establishments or under the supervision of others that the candidate does not receive undue assistance.

## 6.5 Re-assessment

The way that centres re-assess candidates is integral to the way they manage assessment as a whole and as such, will be subject to internal verification. In order to ensure that the assessment 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 assess only those parts of the performance in which candidates have not satisfactorily demonstrated competence. Scenarios where candidates may require to undertake the whole assessment include:

- ◆ Assessment which tests knowledge and other cognitive skills and where it may not be possible to extract some of the items for re-assessment
- ◆ Where parts of several Outcomes are involved
- ◆ Where a project has been designed as an integrated assessment and where there is a requirement 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.

## 6.6 Prior verification of Unit assessments

Where a centre intends to create their own assessment instruments they may wish to have these prior verified before use. While it is not mandatory that prior verification takes place it is strongly recommended that centres take advantage of this service with any new instruments of assessment that are devised, particularly Graded Units.

## 6.7 Open Learning

Open, distance or mixed modes of learning will be the main delivery options for the HNC in Contracting Management. This is useful for candidates due to the lack of local centres for study.

Overall, aspects of many Units can be delivered on an Open Learning basis, but arrangements may be required to ensure that any assessments are candidates' own work. Full details on the suitability of individual Units for Open Learning are contained in each individual Unit specification.

Candidates may be asked to attend and participate in a bi-annual residential meeting, which comprises a series of workshops designed to cover a number of key elements of underpinning knowledge. In addition, candidates should be given access to centres' Virtual Learning Environments (VLEs).

The VLEs can:

- ◆ act as a repository of learning resources, a source for extended learning resources and links to internet based reference material
- ◆ standardise delivery
- ◆ act as a means of communication between the tutor/assessor and candidate
- ◆ provide a means of communication between candidates utilising chat rooms, forums, or similar, thereby offering the opportunity for peer group support for distance learning candidates
- ◆ act as a conduit for passing on assessments and for receiving feedback and marking
- ◆ provide the opportunity for interaction when completing or participating in course based activities

To ensure the veracity of candidate submissions, it is recommended that a mix of authentication tools be used. These may include:

- ◆ Questioning — personal, telephone or online interview
- ◆ Personal logs or personal statements
- ◆ Witness testimony
- ◆ Summative assessment under supervision
- ◆ Signing and counter signing of candidates' work, using 'statements of authenticity'



## 7 General information for centres

### Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website [www.sqa.org.uk/assessmentarrangements](http://www.sqa.org.uk/assessmentarrangements).

### Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

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

Further information on internal and external verification can be found in *SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education* ([www.sqa.org.uk](http://www.sqa.org.uk)).

## 8 General information for candidates

The award of HNC Contracting Management has been designed to meet the demands and requirements of today's modern working environment. It will provide you with the opportunity to develop the skills and knowledge required for employment within the contracting sector of the construction industry.

Whether you are an aspiring or practising manager you will have the opportunity to develop generic management skills which will enable you to progress within the industry or articulate to Higher Education courses. The award is well respected by employers and is highly valued by graduates of the qualification as it provides the opportunity to become a qualified and competent manager in the contracting industry.

The award contains contemporary knowledge and skills, which are matched to the National Occupational Standards for management.

The HNC Contracting Management will normally be delivered over two years on a part-time basis or via an open learning or blended mode of delivery.

To attain the HNC Contracting Management you must achieve 12 HN credits - 10 mandatory and 2 optional credits. The credits will take the form of HN Units which may be one or two credit Units.

1 credit = approximately 40 hours of study and 40 hours of self-study

You may be expected to attend and participate in a bi-annual residential, which comprises a series of workshops designed to assist you grasp some of the key elements covered by the appropriate Unit(s). You may also be given access to your centre's Virtual Learning Environment (VLE). This is an IT based resource, which may be accessed remotely, at a time and place that is suitable to you. The VLE can act as a:

- ◆ repository of learning resources, a source for extended learning resources and links to internet based reference material
- ◆ standardisation of delivery
- ◆ means of communication between the tutor/assessor and candidate
- ◆ means of communication between candidates utilising chat rooms, forums, or similar, thereby offering the opportunity for peer group support for distance learning candidates
- ◆ conduit for passing on assessments and for receiving feedback and marking
- ◆ opportunity for inter-activity when completing or participating in course based activities

One of the mandatory credits within the HNC award is the Graded Unit which is designed to assess your ability to integrate and apply your knowledge and skills, and to demonstrate that you have achieved the principal aims of the Group Award. This will take the form of a practical assignment. It will enable you to apply some of the theories of management to tackle a particular work-based situation and to deal with issues arising from it. You will be given a date for completion of the Graded Unit project. However, you shall receive instructions between 3 months and 4 months prior to the completion date. During this time your assessor may answer questions, provide clarification, guidance and reasonable assistance. Upon completion, your submission will be marked and a grade given. This is the only Unit within the award which is graded.

By undertaking the HNC Contracting Management award, you will have opportunities to develop Core Skills in:

- ◆ Communication
- ◆ Numeracy
- ◆ Working with Others
- ◆ Problem Solving
- ◆ IT

On completion of the HNC in Contracting Management you may progress to a variety of Higher Education programmes, either through a Higher Education Institution or with a professional body.

## 9 Glossary of terms

**SCQF:** This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at [www.scqf.org.uk](http://www.scqf.org.uk)

**SCQF credit points:** One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

**SCQF levels:** The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

**Subject Unit:** Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

**Graded Unit:** Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

**Dedicated Unit to cover Core Skills:** This is a non-subject Unit that is written to cover one or more particular Core Skills.

**Embedded Core Skills:** This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

**Signposted Core Skills:** This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

**Qualification Design Team:** The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/HND from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

**Consortium-devised HNCs and HNDs** are those developments or revisions undertaken by a group of centres in partnership with SQA.

**Specialist single centre and specialist collaborative devised HNCs and HNDs** are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

## 10 Appendices

- Appendix 1: Mapping of award aims to HN Units
- Appendix 2: Mapping to National Occupational Standards
- Appendix 3: Progression pathways within the SCQF
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## Appendix 1: Mapping of award aims to HN Units

The table identifies how the aims identified in Section 3 are met by the mandatory and optional Units.

Unit code	Unit title	Aims
F4TR 34	Contracting Management: Graded Unit 1	1, 2, 3, 4, 5, 6, 7, 8
DV86 34	Management: Developing Self Management Skills	1, 2, 3, 5, 6
F4NM 34	Contracting Procedures	1, 2, 3, 4, 5, 6, 7
DV82 34	Managing and Working with People	1, 3, 6, 7
DW3J 35	Financial Studies for the Construction Industry	1, 3
F4NL 34	Contracting Industry: An Introduction to Strategic Management	1, 2, 3, 4, 5, 6, 7
F4NK 34	Contracting Industry Project Management: Practical Issues	1, 2, 3, 4, 5, 7, 8
DV88 34	Management: Leadership at Work	1, 2, 3, 5, 6
DF45 34	Developing the Individual within a Team	1, 2, 3, 5, 6, 7
DV8C 35	Management: Plan, Lead and Implement Change	1, 2, 3, 4, 5, 6, 7

## Appendix 2: Mapping to National Occupational Standards

The Management Standards Centre (MSC) is the recognised Standards Setting Body for the management and leadership sector. The current National Occupational Standards (NOS) were developed following extensive research and were approved in May 2004. They describe the level of performance expected in employment for a range of management and leadership functions/activities.

There are six functional areas of management and leadership. Within each function, areas of competence were identified that have become the Units of competence.



To attain the award of HNC Contracting Management a candidate must achieve all mandatory Units totalling 10 credits and optional Units worth 2 credits. The table overleaf identifies how appropriate National Occupational Standards map against the Units comprising the HNC in Contracting Management.

Not all Units/Outcomes are directly mapped against the NOS due to the specialised subject content of Contracting Management.

**Mandatory Units — 10 credits needed**

<b>Mgt Std ID*</b>	<b>Unit title</b>	<b>Code</b>	<b>SQA credit value</b>
A1 + A2	Management: Developing Self Management Skills	DV86 34	1
B11, D1, D3 + D6	Managing and Working with People	DV82 34	2
E2	Financial Studies for the Construction Industry	DW3J 35	1
C5	Contracting Industry: An Introduction to Strategic Management	F4NL 34	1
B8 +D2	Contracting Procedures	F4NM 34	2
D4, F1 + E6	Contracting Industry Project Management: Practical Issues	F4NK 34	2
F4TR 34	Contracting Management: Graded Unit 1	F4TR 34	1

**Optional Units — 2 credits needed**

A3, B5, B6, D2 + D6	Management: Leadership at Work	DV88 34	1
D1	Develop the Individual within a Team	DF45 34	1
C4, C5 + C6	Plan, Lead and Implement Change	DV8C 35	1

### Appendix 3: Progression pathways within the SCQF

The chart outlines the main qualifications in the general management area. Candidates may progress vertically from one qualification to another or diagonally from one level to a high level.

SCQF level	School, Further and HE Qualification Awards		Type of job	Work based Award
12	Doctorate			
11	MBA / MSc		Departmental Manager	SVQ 5
	And	CMI Executive Diploma in Management		
10	Honours degree			
9	Under-graduate Degree	CMI Diploma in Management	Senior Projects Mgr	SVQ 4
8				
7	Courses at Advanced Higher		Project / Contracts Mgr Estimator	SVQ 3
6	Courses at Higher Level		Final Year apprentice	
5	<b>Standard Grade</b>	Courses at Int 2 level		SVQ 2
4	Credit	Courses at Int 1 level		
3	General	Clusters at ACC 3		
2	Foundation	Clusters at ACC 2		

## Appendix 4: Credit transfer arrangements

New Award		Predecessor Award		Credit transfer conditions
Unit code	Unit title	Unit code	Unit title	
DV82 34	Managing and Working with People (Outcomes 1 & 2)	A6HA 04	Human Resource Management Practice	Outcomes 1 and 3
F4NL34	Contracting Industry: An Introduction to Strategic Management	D5FE 04	Corporate Management	Full transfer
F4NM34	Contracting Procedures	D5FD 04	Contracting Procedures	Outcomes 1, 2 and 3



## Appendix 5: Suggested delivery schedule

Year	Sequence of Unit delivery					HN Credits
	A	B	C	D	E	
1	Management: Developing Self Management Skills (1 credit)	Managing and Working with People (2 credits)	Contracting Procedures (2 credits)	Option 1 (1 credit)	_____	6
2	Contracting Industry Project Management: Practical Issues (2 credits)	Contracting Industry: An Introduction to Strategic Management (1 credit)	Financial Studies for the Construction Industry (1 credit)	Option 2 (1 credit)	Contracting Management: Graded Unit 1 (1 credit)	6

## Appendix 6: Core Skills signposting

Unit code	Unit title	Communication		Numeracy		IT	Problem Solving			Working with Others
		Oral	Written	Using Graphical Information	Using Number		Critical Thinking	Planning & Organising	Reviewing & Evaluating	
F4TR 34	Contracting Management: Graded Unit 1		S6	S6	S6	S6	S6	S6	S6	
DV86 34	Management: Developing Self Management Skills						S6	S6	S6	
DV82 34	Managing and Working with People	S6	S6							S6
DW3J 35	Financial Studies for the Construction Industry		S6	S6	S6	S6	S6	S6	S6	
F4NL 34	Contracting Industry: An Introduction to Strategic Management	S6	S6	S6	S6	S6	S6	S6	S6	
F4NM 34	Contracting Procedures	S6	S6	S6	S6		S6	S6	S6	
F4NK 34	Contracting Industry Project Management: Practical Issues	S6	S6	S6	S6		S6	S6	S6	S6
DV88 34	Management: Leadership at Work	S6	S6							
DF45 34	Developing the Individual within a Team									E6
DV8C 35	Management: Plan, Lead and Implement Change	S6	S6			S6	S6	S6	S6	S6

S = Signposted; E = Embedded; 6 = SCQF level

## Appendix 7: Summary of assessment methods

Unit title	Code	Outcome(s)	Assessment method
Contracting Management: Graded Unit 1	F4TR 34	All	Practical assignment
Management: Developing Self Management Skills	DV86 34	All	Integrated portfolio of evidence
Managing and Working with People	DV82 34	1	Case study
		2, 3	Combined case study using pro forma documentation
Financial Studies for the Construction Industry	DW3J 35	All	Each Outcome should be assessed on a summative basis or the centre may wish to develop a holistic approach
Contracting Industry: An Introduction to Strategic Management	F4NL 34	All	A single instrument of assessment based on a real organisation would be the preferable choice
Contracting Procedures	F4NM 34	1, 2	Report identifying contractual arrangements and standard forms of contract for specific project situations.
		3	Report identifying significant clauses in a contract and can demonstrate the correct procedures for their use.
		4	Report requires evidence to show the candidate understands sub-contracts
Contracting Industry Project Management: Practical Issues	F4NK 34	1	Extended response describing project documentation and start up
		2, 3, 4	Holistic report relating to management of project (s)
		5	Report evaluating the process of evaluating a project
Management: Leadership at Work	DV88 34	All	An holistic approach with formative assessment for each Outcome
Developing the Individual within a Team	DF45 34	All	An holistic approach presented in a portfolio of evidence
Management: Plan, Lead and Implement Change	DV8C 35	All	An integrative case study of an organisation that allows the formulation of a change plan