



**Arrangements for:**  
**Higher National Certificate in Business**  
**(G9ML 15)**

**Higher National Diploma in Business**  
**(G9MM 16)**

**Validation date: March 2010**

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## Acknowledgement

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

## History of changes

It is anticipated that changes will take place during the life of the qualification and this section will record these changes. This document is the latest version and incorporates the changes summarised below. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

**NOTE:** Where a Unit is revised by another Unit:

- ◆ No new centres may be approved to offer the Unit which has been revised.
- ◆ Centres should only enter candidates for the Unit which has been revised where they are expected to complete the Unit before its finish date.

Version number	Description	Date
39	Recognition of Prior Learning confirmed from Financial and Professional Services Fast Track Award.	18/03/21
38	Addition of Units: DG6W 34 – Principles and Practices of Selling, H1F3 35 – Plan, lead and implement change added as optional units to HNC framework.	11/03/21
37	Professional Body Recognition updated (CIMA)  <b>Unit update:</b> J4DL 35 Managing People and Organisations - Core Skills updated	27/10/20
36	<b>Revision of Unit:</b> F84T 34 Managing People and Organisations (finish date 31/07/2023) has been replaced by J4DL 34 Managing People and Organisations (start date 01/08/20) for both frameworks	03/07/20
35	<b>Revision of Units:</b> Events Industry: An Introduction (H91K 34), Food and Beverage Events (H91N 34), Events: Principles and Practice of Sustainable Development (H91G 34), Events: Contemporary Issues and Influences (H91H 35), Structure of the Travel and Tourism Industry (DJ9W 34), International Tourist Destinations (DK07 33) Influences on the Travel and Tourism Industry (DK08 35) Planning and Sustainable Development in Tourism (DK02 35)  Added as Optional units to HND and HNC frameworks.	03/06/20
	<b>Revision of Unit:</b> A6HA 35 Human Resource of Management Practice (finish date 31/07/2022) has been replaced by J45S 35 Human Resource of Management Practice (start date 01/08/2019) for both frameworks	
34	<b>Revision of Unit:</b> F84K 35 Statistics for Business (finish date	06/04/20

Version number	Description	Date
	31/07/2022) has been replaced by J45X 34 Statistics for Business (start date 10/08/2019) for both frameworks  <b>Revision of Unit:</b> F7J8 34 Economics Issues: An Introduction (finished 31/07/2023) has been replaced by J462 34 Economics Issues: An Introduction (start date 01/08/2020) for both frameworks	
33	<b>Additional Option Units:</b> FG69 33, IT in Business: Word Processing, Spreadsheets and Databases: An Introduction has been added to the optional section of both HNC and HND Frameworks	11/12/19
32	<b>Additional Option Units:</b> HC2P 34 Public Relations: Principles and Practice, DV8G 35 Contemporary Marketing Issues and HC4A 35 Marketing: Brand Management have been added to the optional section of both HNC and HND Frameworks	12/08/19
31	<b>Revision of Units:</b> H1KP 34 Human Resource Management: Introduction has been replaced by J2FH 34 Human Resource Management: Introduction in HNC and HND frameworks  H1XM 34 Interviewing has been replaced by J2FK 34 Interviewing: Skills and Practice in HNC and HND frameworks  H1XK 34 Recruitment, Selection and Induction has been replaced by J2FS 34 Recruitment, Selection and Induction in HNC and HND frameworks  H1KP 34, H1XM 34, H1XK 34 will finish 31/07/2021	19/07/19
30	Revision of Unit: F60A 34 Research Skills (finish date 31/07/2022) has been replaced by J1NC 34 Research Skills in HNC and HND Frameworks	05/03/19
29	Update to professional body recognition	14/01/19
28	<b>Revision of Unit:</b> HX3R 34 Marketing Practice (finish date 31/07/2021) has been replaced by J1F4 34 Marketing Practice: An Introduction (start date 01/08/2018)	19/10/18
27	<b>Revision of Unit:</b> F7R6 35 Business Taxation finish date 31/07/2020) has been replaced by J0LY 35 Business Taxation (start date 01/08/2018). <b>Revision of Units:</b> F84L 35 Behavioral Skills for Business (finish date 31/07/2021) has been replaced by J1BW 35 Behavioural Skills for Business (start date 01/08/2018) H1FS 35 Manage Operational Resources (finish date 31/07/2021) has been replaced by J1BY 34 Manage Operational Resources for both HNC and HND frameworks	21/08/18
26	<b>Additional Option Unit:</b> H1F2 34 Management: Leadership at Work has been added to the optional section of both HNC and HND Frameworks	17/07/18
25	<b>Revision of Units:</b> DE5M 34 Financial Sector: An Introduction (finish date 31/07/2020) has been replaced by HY92 34 Financial Sector: An Introduction (start date 01/08/2018). H0BW 35 Financial Services Regulatory Framework (finish date 31/07/2020) has been replaced by HY94 35 Financial Services Regulatory Framework (start date 01/08/2018 for both HNC/HND frameworks	23/04/18
24	<b>Additional Optional Units:</b> FG61 34 Medical Terminology for Administration Staff, FG63 34 GP Medical Administration, FG65 34 Hospital Patient Administration, HH6C 34 Digital Marketing	10/01/18

Version number	Description	Date
	Communications: Content Development HX3V 34 Digital Marketing Communications: Website Tools and Techniques to both HNC/HND Frameworks.	
23	<b>Revision of Units:</b> FK8L 35 Marketing Research Applications (finish date: 31/07/2021) has been replaced by HW06 35 Marketing Research Applications (start date: 01/08/2017).	19/10/17
22	Update re professional recognition by Chartered Institute of Management Accountants (CIMA).	21/08/17
21	Interviewing (H1XM 34) has been added to both HNC and HND Frameworks	16/06/17
20	<b>Revision of Unit:</b> DV0M 34 Work Experience has been replaced by HJ4W 34 Work Placement and will finish 31/07/2019 for both HNC and HND frameworks	28/03/17
19	<b>Revision on Units:</b> FK8M 34 Marketing Research Theory has been replaced by HH9T 34 Marketing Research Theory and will finish 31/07/2020	09/02/17
18	<b>Revision of Units:</b> F847 33 recording Financial Transactions has been replaced by HH81 33.F7J9 34 Office Technologies has been replaced by HH82 34 Digital Technologies for Administrators.F84V 34 IT in Business: Spreadsheets has been replaced by HH83 34. F84C IT in Business: Word Processing and Presentation Applications has been replaced by HH84 34. F84E 35 Presentation Skills has been replaced by HH85 35. F84A 35 IT in Business: Advanced Word Processing has been replaced by HH86 3. F84W 35 Information and Communication Technology in Business has been replaced by HH87 35. Amended on both HNC/HND frameworks and will finish 31/07/2019	27/01/17
17	Digital marketing Communications: An Introduction (FK93 34) and Marketing Communications: Using Digital Media (FK92 35) has been added to the HNC and HND frameworks	18/04/16
16	<b>Revision of Unit:</b> DV8W 35 Sales Management has been replaced by FK8G 35 Sales Planning and FK8K Managing Marketing Resources and finishes on 31/07/2017	18/02/16
15	<b>Revision of Unit:</b> DJ42 34 Creating a Culture of Customer Care has been replaced by H1F0 34 Creating a Culture of Customer Care	23/07/15
14	<b>Revision of Unit:</b> DE1K 33 Workplace Communication in English has been revised by H8T2 33 and finishes on 31/07/2016.	19/05/15
13	<b>Revision of Unit:</b> DG6M 34 International Marketing: An Introduction has been revised by H8PD 34 International Marketing: An Introduction and will finish on 31/07/2017.	10/02/15
12	<b>Revision of Units:</b> DK2K 34 Getting Started in Business revised to H7V4 34 Preparing to Start a Business. Old unit will finish on 31/07/2016. DE2E 34 Preparing and Presenting a Business Plan revised to H7V5 34 Preparing a Formal Business Plan. Old Unit will finish on 31/07/16. DE3N 34 Communication: Analysing and Presenting Complex Communication revised by H7TK 34 Communication: Business Communication. Old unit will finish on 31/07/2016. A6Y7 34 Developing Entrepreneurial Skills revised to H7V6 34 Developing Entrepreneurial Skills r. Old unit will finish on 31/07/2016.	25/11/14
11	<i>Visual Communication: Social Media</i> (H387 34) added as an optional Unit to HNC and HND frameworks.	02/06/14



04	Qualification frameworks updated.	10/06/11
03	Qualification frameworks updated.	07/02/11
02	Paragraph added at 5.7.3 following professional recognition by the Chartered Management Institute.	28/05/10

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# 1 Introduction

This is the Arrangements Document for the revised Group Award(s) in HNC Business and Information Technology and HND Business validated in January 2010. This document includes background information on the revision of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

These Group Awards replace HNC Business (G7D9 15) and HND Business (G7DA 16)

## 2 Rationale for the revision of the Group Award(s)

The HNC/D Business awards were reviewed in 2003 to replace the HNC/D Business Administration Awards. They were first delivered by centres in 2004, and by late 2007 became subject to SQA's regular cycle of quinquennial review. These Group Awards have consistently featured in the top ten SQA HNs in terms of candidate numbers over the past five years.

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

### 2.1 Market research, consultation and development process

The review of the awards began in November 2007, when centres were issued with a 'Looking Forward' questionnaire. This asked them to consider — the scale of review required; the structure and titles of the awards; the balance of Units between the mandatory and optional sections; the content of the awards and any gaps; the structure of the Graded Units and assessment conditions.

Feedback received in response to this questionnaire established the parameters of the review. The clear preference was for a limited review, rather than a wholesale change to the awards.

A Qualification Review Team (QRT) was then appointed from a number of active centres with, in addition to the above, a specific remit to:

- ◆ Reduce assessment load
- ◆ Better exemplify standards
- ◆ Increase flexibility of assessment
- ◆ Ensure compliance with the Disability Discrimination Act
- ◆ Ensure Units are aligned to the refreshed Core Skills framework
- ◆ Improve guidance on Core Skills



Three particular areas of concern were also identified from the initial consultation and ongoing feedback over the life of the awards:

- ◆ Mandatory Units — review and update to ensure fit for purpose and relevant.
- ◆ IT provision — focus content and remove unnecessary duplication.
- ◆ Graded Units — review and update to address problems with accessibility and manageability.

Some of the specific actions to meet the above criteria were identified by the QRT as follows:

- ◆ Make Evidence Requirements and Assessment conditions more flexible and less prescriptive
- ◆ More clearly define Knowledge, Skills and Evidence Requirements within the Unit specifications to reduce emphasis on Assessment Exemplars
- ◆ Replace the Unit *Using Software Applications Packages* with *IT in Business: Spreadsheets*
- ◆ Update Graded Unit 1 to address issues of manageability
- ◆ Revise Graded Unit 2 as a two credit project investigation therefore removing the Graded Unit 3 examination.

All of the actions identified above were put to consultation with centres at the 2008 Network Event and were strongly supported. Prior to the event, SQA and the QRT had received feedback to suggest that the content of Graded Unit 2 was too onerous for a single credit Unit, therefore the options put to centres were: to maintain the current single credit Graded Unit 2 project and revise to reduce content; or to increase to a two credit project and drop the Graded Unit 3 examination. Centres supported the latter option.

In the interests of having a more manageable and efficient Group Award framework the QRT put a proposal to centres that Optional Units with less than 50 entries since 2004 would not be included within the new HNC/D structures. Centres were then given an opportunity at the November 2009 Network Event to comment, make a case for the retention of any Units within this category and to suggest new Units which could be included. The final validated frameworks took full cognisance of this process.

The following table summarises the the consultation methods employed by the QRT:

<b>Stakeholder</b>	<b>Method of Consultation</b>
Centres	<ul style="list-style-type: none"> <li>◆ Survey</li> <li>◆ Network Meetings</li> <li>◆ E-mail</li> </ul>
Employers	<ul style="list-style-type: none"> <li>◆ Survey</li> <li>◆ E-mail</li> </ul>
Higher Education Institutions	<ul style="list-style-type: none"> <li>◆ Survey</li> <li>◆ E-mail</li> <li>◆ Telephone</li> </ul>
Professional Bodies	<ul style="list-style-type: none"> <li>◆ Telephone</li> <li>◆ E-mail</li> </ul>

### **3 Aims of the Group Awards**

The main aims of the HNC and HND Business Awards are to enable candidates to acquire the skills and knowledge needed to progress to a higher level of their study in the Business subject area, or take an exit route into related employment within a business environment.

#### **3.1 General aims of the Group Awards**

The general aims for these Awards are to:

- 1 develop candidates' knowledge and skills required for employment in a business environment
- 2 enable progression within the SCQF framework
- 3 develop study and research skills
- 4 develop transferable skills including Core Skills to the levels demanded by employers
- 5 enable a sound articulation route to the HND Business and Higher education
- 6 prepare candidates for progression to further studies

#### **3.2 Specific aims of the Group Award(s)**

##### **3.2.1 Aims of the HNC**

The specific aims of HNC Business are to:

- 1 enable candidates to enter a range of administrative, commercial or managerial positions in organisations
- 2 develop suitable competencies to enhance an administrative, commercial or managerial career on which they have already embarked
- 3 enable candidates to progress within the SCQF framework and to further professional, academic or vocational qualifications
- 4 develop candidate competencies in a range of specialist areas of their choice in line with their preferred career pattern
- 5 provide a basis for future career and personal development
- 6 develop and enhance transferable skills
- 7 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
- 8 develop and apply a range of vocational knowledge and skills in an integrated manner to the analysis of business situations
- 9 develop a global understanding of business, marketing and consumer issues

### 3.2.2 Aims specific to the HND

An HND in Business will provide a breadth of competences. The HND will extend the range of competences covered in the HNC. The specific aims of HND Business are to:

- 1 enable candidates to consider and revisit core business issues and develop a depth of understanding from a managerial perspective
- 2 further develop organisational and investigative skills
- 3 promote the development of transferable skills in planning, organisational and evaluation and enable the candidate to investigate business issues and problems in depth
- 4 provide an advanced entry point to an organisation
- 5 facilitate speed of progression within an organisation
- 6 promote advanced level of entry to further academic or professional qualification
- 7 develop the underpinning knowledge which supports SVQs

### 3.2.3 Relationship of the Mandatory Units to the Aims of HNC and HND

The aims of the Awards are met within the mandatory Units. Two tables, one for the HNC and one for the HND, illustrating where the individual aims are met within each Unit are provided in **Appendix 1**.

## 3.3 Target groups

HNC or HND Business Awards are designed for candidates who wish to pursue a career in business but do not wish to commit themselves to a specialist area at the outset. They are suitable for wide range of candidates including:

- ◆ school leavers
- ◆ adult returners to education
- ◆ those in employment who wish to enhance their career prospects
- ◆ those who are, or wish to be, self-employed and require a broad grounding in business

Both the HNC and HND Business enable candidates to progress to further academic and professional qualifications before embarking on an administrative, managerial or commercial career. Increasingly, candidates are able to articulate to higher education institutions (HEIs) after HNC Business rather than having to complete the HND, therefore the aim of providing articulation to further study is becoming increasingly important. An indication of HEI's requirements in relation to articulation to degree programmes is provided in **Appendix 5**.

### 3.4 Employment opportunities

HNC and HND Business will prepare candidates for entry to a wide range of positions. Respondents to employer consultation named the following as posts for which HN Business graduates would typically be recruited:

- ◆ Administrative Officer
- ◆ Administration Supervisor
- ◆ Assistant Manager
- ◆ Banking Advisor
- ◆ Business Development Assistant
- ◆ Business Manager
- ◆ Customer Service Coordinator
- ◆ Finance Assistant
- ◆ Manufacturing Distribution
- ◆ Office Manager
- ◆ Personal Assistant
- ◆ Planning Officer
- ◆ Purchasing Officer
- ◆ Sales Co-ordinator
- ◆ Team Leader
- ◆ Trainee Manager

The HND has a strong managerial focus which enables 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, and Financial Services.

## 4 Access to the Group Awards

Access to HNC/D Business is at the discretion of the centre. The following recommendations are for guidance only. Examples of appropriate qualifications entry are not exhaustive and may be considered in a variety of combinations. The over-riding criterion to be satisfied is that the applicant has a realistic chance of achieving the qualification within the programme model delivered by the centre.

### 4.1 Formal qualifications

- ◆ NC Business at SCQF level 5
- ◆ Business Management Higher (SCQF level 6)
- ◆ Relevant National Qualifications or National Qualification Group Awards at SCQF level 5 or 6
- ◆ Any two National Qualifications at Higher level together with three Standard Grade passes at 3 or above.
- ◆ An SVQ at level 2 or 3 in a relevant area
- ◆ Different combinations of National Qualifications, Vocational Qualifications and equivalent qualifications from other awarding bodies
- ◆ Relevant work experience
- ◆ Good communication and analytical skills
- ◆ For candidates where English is not their first language, it is recommended that they possess English for Speakers of Other languages (ESOL) at SCQF level 5 or an overall score of 5.5 in IELTS.

The structure of NC Business at SCQF level 5 allows centres to design their programmes to include up to four credits at SCQF level 6 by selecting appropriate Units from the optional section. Centres may wish to consider this model if using the NC Business as a means of providing a smooth progression to HNC/D Business.

## 4.2 Work experience

Those with relevant work experience may be accepted for entry if the enrolling centre is satisfied that the candidate has a reasonable expectation of successfully completing the qualification. This may be established through a written application, face-to-face interview or other means as deemed appropriate by the centre.

## 4.3 Entry to Year 2 HND

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

## 4.4 Recommended Core Skills Entry Profile

It is recommended that candidates possess the following minimum Core Skills or equivalent on entry to the HNC or HND Business Group Awards.

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

# 5 Group Award structures

## 5.1 Structure of HNC

Candidates will be awarded an HNC in Business on successful completion of all of the Units and the Graded Unit in the mandatory section, and an appropriate combination of optional Units up to a total of 96 SCQF credit points. The HN Design Principles require an HNC Group Award to incorporate at least 48 SCQF credit points at SCQF level 7.

The HNC Business mandatory section comprises 80 SCQF credit points at SCQF level 7. Candidates must complete an additional 16 SCQF credit points from the optional section and there are no restrictions on the SCQF level from which to draw these credit points.

This equates to 10 HN credits from the mandatory and 2 HN credits from options.

The framework (on following pages) illustrates the composition of the mandatory and optional parts of the award, and the credit value and level of each Unit.

**FRAMEWORK****HNC BUSINESS****G9ML 15****Mandatory Units****STRUCTURE: 12 HN credits needed****Mandatory: 10 HN credits needed**

<b>Unit Title</b>	<b>Unit Code</b>	<b>SCQF Level</b>	<b>SCQF Credit</b>	<b>HN Credit</b>
Managing People and Organisations	J4DL 34*	7	16	2
Marketing: An Introduction	F7BX 34	7	8	1
Economic Issues: An Introduction	J462 34*	7	8	1
Business Accounting	F84M 34	7	16	2
Communication: Business Communication	H7TK 34*	7	8	1
IT in Business: Spreadsheets	HH83 34*	7	8	1
IT: Applications Software 1	D75X 34	7	8	1
Business Graded Unit 1*	F8LD 34	7	8	1

**10 HN credits**  
**80 SCQF credits at SCQF level 7**

## Optional Units

<b>Options: 2 HN credits needed</b>				
<b>Unit Title</b>	<b>Unit Code</b>	<b>SCQF Level</b>	<b>SCQF Credit</b>	<b>HN Credit</b>
<b>Accounting and Finance</b>				
Payroll	H4J9 34*	7	8	1
Using Financial Accounting Software	F7JP 34	7	8	1
Business Taxation	J0LY 35*	8	16	2
Management Accounting Using Information Technology	F7JS 34	7	16	2
Preparing Financial Forecasts	F84R 35	8	8	1
<b>Business</b>				
Business Culture and Strategy	F7J7 35	8	16	2
Behavioural Skills for Business	J1BW 35*	8	8	1
<b>Communication</b>				
Research Skills	J1NC 34*	7	8	1
<b>Customer Service</b>				
Customer Care*	H49P 33	6	8	1
Creating a Culture of Customer Care	H1F0 34*	7	8	1
<b>Ecommerce</b>				
e-commerce: Introduction	DV6F 34	7	8	1
e-commerce: Publishing Websites	DV6G 34	7	8	2
<b>Economics</b>				
Resource Economics	F6CY 35	8	8	1
Economics 1: Micro and Macro Theory and Application	F7J6 35	8	8	1
Economics 2: The World Economy	F86E 35	8	8	1
<b>Enterprise and Employability</b>				
Preparing a Formal Business Plan*	H7V5 34*	7	16	2
Developing Entrepreneurial Skills	A6Y7 34	7	8	1
Managing Information Systems to Develop a Small Business*	H544 35*	8	16	2
Preparing To Start a Business*	H7V4 34*	7	8	1
Personal Enterprise Skills	F3HT 34	7	8	1
<b>Events</b>				
Events Industry: An Introduction*	H91K 34	7	16	2
Food and Beverage Events*	H91N 34	7	8	1
Events: Principles and Practice of Sustainable Development*	H91G 34	7	8	1
Events: Contemporary Issues and Influences*	H91H 35	8	8	1
<b>Financial Services</b>				
Personal Financial Services	H0BX 34*	7	16	2
Financial Sector: An Introduction	HY92 34*	7	8	1
Insurance Underwriting Process	F9YA 33	6	8	1
Insurance: Legal and Regulatory Requirements	F9YD 33	6	8	1
General Insurance Business	F9YC 33	6	8	1
Financial Services Regulatory Framework	HY94 35*	8	8	1

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
<b>Human Resource Management</b>				
Recruitment, Selection and Induction	J2FS 34**	7	8	1
Human Resource Management: Introduction	J2FH 34*	7	8	1
Human Resource Management Practice	J45S 35*	8	16	2
Grievance and Discipline Handling	D4XF 35	8	8	1
Human Resource Management: Core Activities	H2W8 34*	7	16	2
Interviewing: Skills and Practice	J2FK 34*	7	8	1
<b>Information Technology</b>				
IT in Business: Databases	F84X 34	7	8	1
IT in Business: Advanced Word Processing	HH86 35*	8	8	1
IT in Business: Advanced Databases	F848 35	8	8	1
IT in Business: Advanced Spreadsheets	F849 35	8	8	1
IT in Business: Desktop Publishing	FG67 34*	7	8	1
IT in Business: Word Processing and Presentation Applications	HH84 34*	7	16	2
Information and Communication Technology in Business	HH87 35*	8	16	2
Project Management	D76J 35	8	8	1
Visual Communication: Social Media	H387 34*	7	8	1
IT in Business: Word Processing, Spreadsheets and Databases : An Introduction	FG69 33*	6	8	1
<b>International Business</b>				
International Purchasing and Supply Management	H2X3 35*	8	16	2
European Union: An Introduction	F1A2 34	7	8	1
<b>Legal</b>				
Company Law: An Introduction	DE5H 35	8	8	1
Company Law	F19T 35	8	16	2
Health and Safety Legislation: An Introduction	DF87 34	7	8	1
Individual Employment Relations: Law	H2MK 34*	7	8	1
Individual Employment Relations: Practice	H29W 34*	7	8	1
Business Law: An Introduction	F84P 34	7	8	1
Business Contractual Relationships	F84N 34	7	8	1
<b>Management Skills</b>				
Manage Operational Resources	J1BY 34*	7	16	2
Functional Areas of Business	DV6J 34	7	8	1
Project Management: An Introduction	F1NH 34	7	8	1
Project Management: Managing the Implementation of a Project	DV5J 35	8	16	2
Management: Leadership at Work	H1F2 34*	7	8	1
Management: Plan, Lead and Implement Change	H1F3 35*	8	8	1
<b>Marketing/Sales</b>				
Contemporary Marketing Issues	DV8G 35*	8	8	1
Marketing: Brand Management	HC4A 35*	8	8	1
Marketing Practice: An Introduction	J1F4 34 *	7	8	1



Marketing Research Theory	HH9T 34*	7	8	1
Principles and Practices of Selling	DG6W 34*	7	8	1
<b>Unit Title</b>	<b>Unit Code</b>	<b>SCQF Level</b>	<b>SCQF Credit</b>	<b>HN Credit</b>
Marketing Research Applications	HW06 35*	8	8	1
Sales Planning	FK8G 35*	8	8	1
Digital Marketing Communications: Content Development	HH6C 34*	7	8	1
Marketing Communication: Using Digital Media	FK92 35	8	8	1
Digital Marketing Communications: An Introduction	FK93 34	7	8	1
Digital Marketing Communications: Website Tools and Techniques	HX3V 34*	7	8	1
Managing Marketing Resources	FK8K 35*	8	8	1
Sales Promotion	FM0Y 35*	8	8	1
<b>Mathematics and Statistics</b>				
Mathematics for Business	A5NR 34	7	8	1
Statistics for Business	J45X 34*	7	8	1
<b>Office Skills</b>				
Office Administration	F7JA 34	7	8	1
Digital Technologies for Administrators	HH82 34*	7	8	1
Office Management	F84D 35	8	16	2
Presentation Skills	HH85 35*	8	8	1
Medical Terminology for Administration Staff	FG61 34*	7	16	2
GP Medical Administration	FG63 34*	7	8	1
Hospital Patient Administration	FG65 34*	7	8	1
<b>Personal and Social Development</b>				
Work Experience	DV0M 34	7	8	1
Personal Development Planning	DE3R 34	7	8	1
<b>Public Administration</b>				
Public Sector: An Introduction	F3HN 34	7	8	1
Management and Leadership in the Public Sector	F3HM 35	8	8	1
<b>Public Relations</b>				
Public Relations: Principles and Practice	HC2P 34*	7	8	1
<b>Supply Chain Management</b>				
Supply Chain Fundamentals	H31L 34	7	8	1
Supply Chain: Business Strategy	H35D 35	8	8	1
<b>Sustainability</b>				
Sustainable Development	DN38 34	7	8	1
<b>Tourism</b>				
Structure of the Travel and Tourism Industry*	DJ9W 34	7	8	1
International Tourist Destinations *	DK07 33	6	8	1
Influences on the Travel and Tourism Industry*	DK08 35	8	8	1
Planning and Sustainable Development in Tourism*	DK02 35	8	16	2
<b>Restricted Accounting Options 0 to 1 HN credit needed</b>				
Recording Financial Information	F7JV 34	7	8	1
Recording Financial Transactions	HH81 33*	6	8	1

<b>Restricted International Marketing Options 0 to 2 HN credits needed</b>				
International Marketing: The Mix	F7R3 35	8	8	1
<b>Unit Title</b>	<b>Unit Code</b>	<b>SCQF Level</b>	<b>SCQF Credit</b>	<b>HN Credit</b>
International Marketing: An Introduction	H8PD 34*	7	8	1
International Marketing	DV8K 35	8	8	2
<b>Restricted Language Options 0 to 3 HN credits needed (maximum 3 HN credits)</b>				
Workplace Communication in English	H8T2 33*	6	8	1
ESOL for Work: Advanced Operational	F1HW 34	7	24	3
French for Work: Basic Operational	F0HW 33	6	24	3
French for Work: Intermediate Operational	F0HX 33	6	24	3
French for Work: Advanced Operational	F0J3 34	7	24	3
German for Work: Basic Operational	F0HT 33	6	24	3
German for Work: Intermediate Operational	F0J0 33	6	24	3
German for Work: Advanced Operational	F0J5 34	7	24	3
Italian for Work: Basic Operational	F0HS 33	6	24	3
Italian for Work: Intermediate Operational	F0J1 33	6	24	3
Italian for Work: Advanced Operational	F0J8 34	7	24	3
Spanish for Work: Basic Operational	F0HR 33	6	24	3
Spanish for Work: Intermediate Operational	F0J2 33	6	24	3
Spanish for Work: Advanced Operational	F0J9 34	7	24	3
Communication in Spanish: Basic Operational Speaking Skills	F6CL 33	6	8	1
Communication in Spanish: Basic Operational Speaking and Listening Skills	F20W 33	6	8	1
Communication in Spanish: Basic Operational Reading and Writing Skills	F2FE 33	6	8	1
<b>Restricted Language Options 0 to 3 HN credits needed (continued)</b>				
Communication in French: Basic Operational Reading and Writing Skills	F2F9 33	6	8	1
Communication in French: Basic Operational Speaking and Listening Skills	F20P 33	6	8	1
Communication in German: Basic Operational Reading and Writing Skills	F2FB 33	6	8	1
Communication in German: Basic Operational Speaking and Listening Skills	F20S 33	6	8	1
Communication in Italian: Basic Operational Reading and Writing Skills	F2FC 33	6	8	1
Communication in Italian: Basic Operational Speaking and Listening Skills	F20T 33	6	8	1
<b>Restricted Personal and Social Development Options (Developing Personal Effectiveness) 0 to 1 HN credit needed</b>				
Developing Skills for Personal Effectiveness	DF4D 33	6	8	1
Developing Skills for Personal Effectiveness	DF4E 34	7	8	1
Developing Skills for Personal Effectiveness	DF4F 35	8	8	1
<b>Restricted Personal and Social Development Options (Developing the Individual Within a Team) 0 to 1 HN credit needed</b>				
Developing the Individual within a Team	F870 34	7	8	1
Developing the Individual within a Team	F86Y 35	8	8	1

\*Refer to History of Changes for revision changes.

**12 HN credits**  
**96 SCQF credits**  
**(A minimum of 80 SCQF credits at SCQF level 7)**

## 5.2 Structure of the HND

Candidates will be awarded an HND in Business on successful achievement of all of the Units and the Graded Units in the mandatory section and an appropriate combination of Optional Units up to a total of 240 SCQF credit points. The HN Design Principles require an HND Group Award to incorporate at least 64 SCQF credit points at SCQF level 8.

The HND Business mandatory Units comprise 88 SCQF credit points at SCQF level 8 and 96 SCQF credit points at SCQF level 7. Candidates must complete a further 56 SCQF credit points from the optional section and there are no restrictions on the SCQF level from which to draw these credit points.

This equates to 23 HN credits from the mandatory section and 7 HN credits from the options.

The qualification framework (on following pages) illustrates the composition of the mandatory and optional parts of the award, and the credit value and level of each Unit.

### FRAMEWORK

### HND BUSINESS

### G9MM 16

### Mandatory Units

<b>STRUCTURE: 30 HN credits needed</b>				
<b>Mandatory: 23 HN credits needed</b>				
<b>Unit Title</b>	<b>Unit Code</b>	<b>SCQF level</b>	<b>SCQF Credit</b>	<b>HN Credit</b>
Managing People and Organisations	J4DL 34*	7	16	2
Marketing: An Introduction	F7BX 34	7	8	1
Economic Issues: An Introduction	J462 34*	7	8	1
Business Accounting	F84M 34	7	16	2
Communication: Business Communications	H7TK 34	7	8	1
IT in Business: Spreadsheets	HH83 34*	7	8	1
IT: Applications Software 1	D75X 34	7	8	1
Business Culture and Strategy	F7J7 35	8	16	2
Behavioural Skills for Business	J1BW 35*	8	8	1
Economics 1: Micro and Macro Theory and Application	F7J6 35	8	8	1
Economics 2: The World Economy	F86E 35	8	8	1
Information and Communication Technology in Business	HH87 35*	8	16	2
Statistics for Business	J45X 34*	7	8	1
Preparing Financial Forecasts	F84R 35	8	8	1
Business Law: An Introduction	F84P 34	7	8	1

Business Contractual Relationships	F84N 34	7	8	1
Business Graded Unit 1*	FSLE 34	7	8	1
Business Graded Unit 2*	F8LE 35	8	16	2

**23 HN credits**  
**96 SCQF credits at SCQF level 7**  
**88 SCQF credits at SCQF level 8**

## Optional Units

<b>Options: 7 HN credits needed</b>				
<b>Unit Title</b>	<b>Unit Code</b>	<b>SCQF Level</b>	<b>SCQF Credit</b>	<b>HN Credit</b>
<b>Accounting and Finance</b>				
Payroll*	H4J9 34	7	8	1
Using Financial Accounting Software	F7JP 34	7	8	1
Business Taxation	J0LY 35*	8	16	2
Management Accounting Using Information Technology	F7JS 34	7	16	2
<b>Communication</b>				
Research Skills	J1NC 34*	7	8	1
<b>Customer Service</b>				
Customer Care*	H49P 33	6	8	1
Creating a Culture of Customer Care*	H1F0 34	7	8	1
<b>Ecommerce</b>				
e-commerce: Introduction	DV6F 34	7	8	1
e-commerce: Publishing Websites	DV6G 34	7	8	2
<b>Economics</b>				
Resource Economics	F6CY 35	8	8	1
<b>Enterprise and Employability</b>				
Preparing a Formal Business Plan*	H7V5 34*	7	16	2
Developing Entrepreneurial Skills	A6Y7 34	7	8	1
Managing Information Systems to Develop a Small Business	H544 34*	8	16	2
Preparing to Start a Business*	H7V4 34*	7	8	1
Personal Enterprise Skills	F3HT 34	7	8	1
<b>Events</b>				
Events Industry: An Introduction*	H91K 34	7	16	2
Food and Beverage Events*	H91N 34	7	8	1
Events: Principles and Practice of Sustainable Development*	H91G 34	7	8	1
Events: Contemporary Issues and Influences*	H91H 35	8	8	1
<b>Financial Services</b>				
Personal Financial Services	H0BX 34*	7	16	2
Financial Sector: An Introduction	HY92 34*	7	8	1
Insurance Underwriting Process	F9YA 33	6	8	1
Insurance: Legal and Regulatory Requirements	F9YD 33	6	8	1
General Insurance Business	F9YC 33	6	8	1
Financial Services Regulatory Framework	HY94 35*	8	8	1
<b>Human Resource Management</b>				
Recruitment, Selection and Induction	J2FS 34**	7	8	1
Human Resource Management: Introduction	J2FH 34*	7	8	1
Human Resource Management Practice	J45S 35*	8	16	2
Human Resource Management: Core Activities	H2W8 34*	7	16	2
Grievance and Discipline Handling	D4XF 35	8	8	1
<b>Information Technology</b>				
IT in Business: Databases	F84X 34	7	8	1

IT in Business: Advanced Word Processing	HH86 35*	8	8	1
IT in Business: Advanced Databases	F848 35	8	8	1
IT in Business: Advanced Spreadsheets	F849 35	8	8	1
Interviewing: Skills and Practice	J2FK 34*	7	8	1

\*Refer to History of Changes for revision changes.

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
<b>Information Technology (Continued)</b>				
IT in Business: Desktop Publishing	FG67 34*	7	8	1
IT in Business: Word Processing and Presentation Applications	HH84 34*	7	16	2
Project Management	D76J 35	8	8	1
Visual Communication: Social Media	H387 34*	7	8	1
IT in Business: Word Processing, Spreadsheets and Databases : An Introduction	FG69 33*	6	8	1
<b>International Business</b>				
International Purchasing and Supply Management	H2X3 35*	8	16	2
European Union: An Introduction	F1A2 34	7	8	1
<b>Legal</b>				
Company Law: An Introduction	DE5H 35	8	8	1
Company Law	F19T 35	8	16	2
Health and Safety Legislation: An Introduction	DF87 34	7	8	1
Individual Employment Relations: Law	H2MK 34*	7	8	1
Individual Employment Relations: Practice	H29W 34*	7	8	1
<b>Management Skills</b>				
Manage Operational Resources	J1BY 34*	7	16	2
Functional Areas of Business	DV6J 34	7	8	1
Project Management: An Introduction	F1NH 34	7	8	1
Project Management: Managing the Implementation of a Project	DV5J 35	8	16	2
Management: Leadership at Work	H1F2 34*	7	8	1
Management: Plan, Lead and Implement Change	H1F3 35	8	8	1
<b>Marketing/Sales</b>				
Contemporary Marketing Issues	DV8G 35*	8	8	1
Marketing: Brand Management	HC4A 35*	8	8	1
Marketing Practice: An Introduction	J1F4 34*	7	8	1
Marketing Research Theory	HH9T 34*	7	8	1
Marketing Research Applications	HW06 35*	8	8	1
Sales Planning	FK8G 35*	8	8	1
Marketing Communications: Using Digital Media	FK92 35	8	8	1
Digital Marketing Communications: An Introduction	FK93 34	7	8	1
Digital Marketing Communications: Content Development	HH6C 34*	7	8	1
Digital Marketing Communications: Website Tools and Techniques	HX3V 34*	7	8	1
Managing Marketing Resources	FK8K 35*	8	8	1

Sales Promotion	FM0Y 35*	8	8	1
Principles and Practices of Selling	DG6W 34	7	8	1
<b>Mathematics and Statistics</b>				
Mathematics for Business	A5NR 34	7	8	1
<b>Office Skills</b>				
Office Administration	F7JA 34	7	8	1
Digital Technologies for Administrators	HH82 34*	7	8	1
Office Management	F84D 35	8	16	2
Presentation Skills	HH85 35*	8	8	1
Medical Terminology for Admin Staff	FG61 34*	7	16	2
GP Medical Administration	FG63 34*	7	8	1
Hospital Patient Administration	FG65 34*	7	8	1
<b>Personal and Social Development</b>				
Work Experience	DV0M 34	7	8	1
Personal Development Planning	DE3R 34	7	8	1
<b>Public Administration</b>				
Public Sector: An Introduction	F3HN 34	7	8	1
Management and Leadership in the Public Sector	F3HM 35	8	8	1
<b>Public Relations</b>				
Public Relations: Principles and Practice	HC2P 34*	7	8	1
<b>Supply Chain Management</b>				
Supply Chain Fundamentals	H31L 34	7	8	1
Supply Chain: Business Strategy	H35D 35	8	8	1
<b>Sustainability</b>				
Sustainable Development	DN38 34	7	8	1
<b>Tourism</b>				
Structure of the Travel and Tourism Industry*	DJ9W 34	7	8	1
International Tourist Destinations *	DK07 33	6	8	1
Influences on the Travel and Tourism Industry*	DK08 35	8	8	1
Planning and Sustainable Development in Tourism*	DK02 35	8	16	2
<b>Restricted Accounting Options 0 to 1 HN credit needed</b>				
Recording Financial Information	F7JV 34	7	8	1
Recording Financial Transactions	HH81 33*	6	8	1
<b>Restricted International Marketing Options 0 to 2 HN credits needed</b>				
International Marketing: The Mix	F7R3 35	8	8	1
International Marketing: An Introduction	H8PD 34*	7	8	1
International Marketing	DV8K 35	8	8	2
<b>Restricted Language Options 0 to 3 HN credits needed (maximum 3 HN credits)</b>				
Workplace Communication in English	H8T2 33*	6	8	1
ESOL for Work: Advanced Operational	F1HW 34	7	24	3
French for Work: Basic Operational	F0HW 33	6	24	3
French for Work: Intermediate Operational	F0HX 33	6	24	3
French for Work: Advanced Operational	F0J3 34	7	24	3
German for Work: Basic Operational	F0HT 33	6	24	3
German for Work: Intermediate Operational	F0J0 33	6	24	3
German for Work: Advanced Operational	F0J5 34	7	24	3
Italian for Work: Basic Operational	F0HS 33	6	24	3



Italian for Work: Intermediate Operational	F0J1 33	6	24	3
Italian for Work: Advanced Operational	F0J8 34	7	24	3
Spanish for Work: Basic Operational	F0HR 33	6	24	3
Spanish for Work: Intermediate Operational	F0J2 33	6	24	3
Spanish for Work: Advanced Operational	F0J9 34	7	24	3
Communication in Spanish: Basic Operational Speaking Skills	F6CL 33	6	8	1
Communication in Spanish: Basic Operational Reading and Writing Skills	F2FE 33	6	8	1
Communication in Spanish: Basic Operational Speaking and Listening Skills	F20W 33	6	8	1
Communication in French: Basic Operational Reading and Writing Skills	F2F9 33	6	8	1
Communication in French: Basic Operational Speaking and Listening Skills	F20P 33	6	8	1
Communication in German: Basic Operational Reading and Writing Skills	F2FB 33	6	8	1
Communication in German: Basic Operational Speaking and Listening Skills	F20S 33	6	8	1
Communication in Italian: Basic Operational Reading and Writing Skills	F2FC 33	6	8	1
Communication in Italian: Basic Operational Speaking and Listening Skills	F20T 33	6	8	1
<b>Restricted Personal and Social Development Options (Developing Personal Effectiveness) 0 to 1 HN credit needed</b>				
Developing Skills for Personal Effectiveness	DF4D 33	6	8	1
Developing Skills for Personal Effectiveness	DF4E 34	7	8	1
Developing Skills for Personal Effectiveness	DF4F 35	8	8	1
<b>Restricted Personal and Social Development Options (Developing the Individual Within a Team) 0 to 1 HN credit needed</b>				
Developing the Individual within a Team	F870 34	7	8	1
Developing the Individual within a Team	F86Y 35	8	8	1

\*Refer to History of Changes for revision changes.

**30 HN credits**  
**240 SCQF credits**  
**A minimum of 88 SCQF credits at SCQF level 8**

**FRAMEWORK****HND BUSINESS****G9MM 16****ROUTE 2 for candidates holding *HNC Business G7D9 15*****STRUCTURE: 30 HN credits needed****Mandatory: 13 HN credits needed (*G9MM 16 year 2 Mandatory Units*)**

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
Business Culture and Strategy	F7J7 35	8	16	2
Behavioural Skills for Business	J1BW 35*	8	8	1
Economics 1: Micro and Macro Theory and Application	F7J6 35	8	8	1
Economics 2: The World Economy	F86E 35	8	8	1
Information and Communication Technology in Business	HH87 35*	8	16	2
Statistics for Business	J45X 34*	7	8	1
Preparing Financial Forecasts	F84R 35	8	8	1
Business Law: An Introduction	F84P 34	7	8	1
Business Contractual Relationships	F84N 34	7	8	1
Business Graded Unit 2*	F8LE 35	8	16	2

**Options: 5 HN credits needed (*G9MM 16 Optional Units*)**

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
<b>Accounting and Finance</b>				
Payroll*	H4J9 34	7	8	1
Using Financial Accounting Software	F7JP 34	7	8	1
Business Taxation	J0LY 35*	8	16	2
Management Accounting Using Information Technology	F7JS 34	7	16	2
<b>Communication</b>				
Research Skills	J1NC 34*	7	8	1
<b>Customer Service</b>				
Customer Care*	H49P 33	6	8	1
Creating a Culture of Customer Care	H1F0 34*	7	8	1

\*Refer to History of Changes for revision changes.

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
<b>Ecommerce</b>				
e-commerce: Introduction	DV6F 34	7	8	1
e-commerce: Publishing Websites	DV6G 34	7	8	2
<b>Economics</b>				
Resource Economics	F6CY 35	8	8	1
<b>Enterprise and Employability</b>				
Preparing a Formal Business Plan*	H7V5 34*	7	16	2
Developing Entrepreneurial Skills	A6Y7 34	7	8	1
Managing Information Systems to Develop a Small Business	H544 35*	8	16	2
Preparing to Start a Business*	H7V4 34*	7	8	1
Personal Enterprise Skills	F3HT 34	7	8	1
<b>Financial Services</b>				
Personal Financial Services	H0BX 34*	7	16	2
Financial Sector: An Introduction	HY92 34*	7	8	1
Insurance Underwriting Process	F9YA 33*	6	8	1
Insurance: Legal and Regulatory Requirements	F9YD 33*	6	8	1
General Insurance Business	F9YC 33*	6	8	1
Financial Services Regulatory Framework	HY94 35*	8	8	1
<b>Human Resource Management</b>				
Recruitment, Selection and Induction	J2FS 34**	7	8	1
Human Resource Management: Introduction	J2FH 34*	7	8	1
Human Resource Management Practice	J45S 35*	8	16	2
Grievance and Discipline Handling	D4XF 35	8	8	1
<b>Information Technology</b>				
IT in Business — Databases	F84X 34	7	8	1
IT in Business — Advanced Word Processing	HH86 35*	8	8	1
IT in Business — Advanced Databases	F848 35	8	8	1
IT in Business — Advanced Spreadsheets	F849 35	8	8	1
IT in Business: Desktop Publishing	FG67 34*	7	8	1
Project Management	D76J 35	8	8	1
Visual Communication: Social Media	H387 34*	7	8	1
<b>International Business</b>				
International Purchasing and Supply Management	H2X3 35*	8	16	2
European Union: An Introduction	F1A2 34	7	8	1
<b>Legal</b>				
Company Law: An Introduction	DE5H 35	8	8	1
Company Law	F19T 35	8	16	2
Health and Safety Legislation: An Introduction	DF87 34	7	8	1
Individual Employment Relations: Law	H2MK 34*	7	8	1
Individual Employment Relations: Practice	H29W 34*	7	8	1

\*Refer to History of Changes for revision changes.

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
<b>Management Skills</b>				
Manage Operational Resources	J1BY 34*	7	16	2
Functional Areas of Business	DV6J 34	7	8	1
Project Management: An Introduction	F1NH 34	7	8	1
Project Management: Managing the Implementation of a Project	DV5J 35	8	16	2
Management: Leadership at Work	H1F2 34*	7	8	1
<b>Marketing/Sales</b>				
Marketing Practice: An Introduction	J1F4 34*	7	8	1
Marketing Research Theory	FK8M 34	7	8	1
<b>OR</b>				
Marketing Research Theory	HH9T 34*	7	8	1
Marketing Research Applications	DG6R 35	8	8	1
<b>OR</b>				
Marketing Research Applications	HW06 35*	8	8	1
Sales Management	DV8W 35	8	16	2
Sales Promotion	FM0Y 35*	8	8	1
<b>Mathematics and Statistics</b>				
Mathematics for Business	A5NR 34	7	8	1
<b>Office Skills</b>				
Office Administration	F7JA 34	7	8	1
Digital Technologies for Administrators	HH83 34*	7	8	1
Office Management	F84D 35	8	16	2
Presentation Skills	HH85 35*	8	8	1
Medical Terminology for Admin Staff	FG61 34*	7	16	2
GP Medical Administration	FG63 34*	7	8	1
Hospital Patient Administration	FG65 34*	7	8	1
<b>Personal and Social Development</b>				
Work Experience	DV0M 34	7	8	1
Personal Development Planning	DE3R 34	7	8	1
<b>Public Administration</b>				
Public Sector: An Introduction	F3HN 34	7	8	1
Management and Leadership in the Public Sector	F3HM 35	8	8	1
<b>Supply Chain Management</b>				
Supply Chain Management: An Introduction	DL5G 34	7	8	1
Supply Chain: Business Strategy	DL56 35	8	8	1
<b>Sustainability</b>				
Sustainable Development	DN38 34	7	8	1
<b>Restricted Accounting Options 0 to 1 HN credit needed</b>				
Recording Financial Information	F7JV 34	7	8	1
<b>OR</b>				
Recording Financial Transactions	HH81 33*	6	8	1
<b>Restricted International Marketing Options 0 to 2 HN credits needed</b>				
International Marketing: The Mix	F7R3 35*	8	8	1
International Marketing: An Introduction	H8PD 34*	7	8	1
International Marketing	DV8K 35	8	8	2

\*Refer to History of Changes for revision changes.

Unit Title	Unit Code	SCQF Level	SCQF Credit	HN Credit
<b>Restricted Language Options 0 to 3 HN credits needed (maximum 3 HN credits)</b>				
Workplace Communication in English	H8T2 33*	6	8	1
ESOL for Work: Advanced Operational	F1HW 34	7	24	3
French for Work: Basic Operational	F0HW 33	6	24	3
French for Work: Intermediate Operational	F0HX 33	6	24	3
French for Work: Advanced Operational	F0J3 34	7	24	3
German for Work: Basic Operational	F0HT 33	6	24	3
German for Work: Intermediate Operational	F0J0 33	6	24	3
German for Work: Advanced Operational	F0J5 34	7	24	3
Italian for Work: Basic Operational	F0HS 33	6	24	3
Italian for Work: Intermediate Operational	F0J1 33	6	24	3
Italian for Work: Advanced Operational	F0J8 34	7	24	3
Spanish for Work: Basic Operational	F0HR 33	6	24	3
Spanish for Work: Intermediate Operational	F0J2 33	6	24	3
Spanish for Work: Advanced Operational	F0J9 34	7	24	3
<b>Restricted Personal and Social Development Options (Developing Personal Effectiveness) 0 to 1 HN credit needed</b>				
Developing Skills for Personal Effectiveness	DF4D 33	6	8	1
<b>OR</b>				
Developing Skills for Personal Effectiveness	DF4E 34	7	8	1
<b>OR</b>				
Developing Skills for Personal Effectiveness	DF4F 35	8	8	1
<b>Restricted Personal and Social Development Options (Developing the Individual Within a Team) 0 to 1 HN credit needed</b>				
Developing the Individual within a Team	F870 34	7	8	1
<b>OR</b>				
Developing the Individual within a Team	F86Y 35	8	8	1

\*Refer to History of Changes for revision changes.

**Please note** – the 12 credits from the HNC includes 2 credits from Optional Units. Centres should take care to ensure that these 2 credits are not double-counted when checking the remaining optional credits learners need to achieve the HND. The 5 optional credits referred to in the table above are in addition to those already achieved as part of the HNC. This means that when checking the optional Units on a learner's SQA record, 2 of these credits must be allocated to the HNC before counting optional credits towards the 5 needed from this section. Learners need a total of 7 optional credits and 30 overall to achieve the HND.

## HND BUSINESS G9MM 16 – ROUTES TO CERTIFICATION

### ROUTE 1 (Conventional)

<b>2010 HND Business G9M8 16</b>
23 Mandatory credits
7 Optional credits
<b>30 Credits</b>

### ROUTE 2 (Candidate with HNC G79D 15)

2004 HNC Business G7D9 15	2010 HND Business G9MM 16 Year 2 Credits	2010 HND Business G9MM 16
10 Mandatory credits →	13 Mandatory credits →	23 Mandatory credits
2 Optional credits →	5 Optional credits →	7 Optional credits
<b>12 Credits</b>	<b>18 Credits</b>	<b>30 Credits</b>

## 5.3 Core Skills

The HNC and HND Business Awards provide a number of embedded Core Skills and a range of opportunities for the signposting and development of Core Skills. These opportunities are illustrated in the table in **Appendix 2**.

The reviewed specifications for Units within the Mandatory section have been updated in respect of Core Skill guidance. All revised Unit specifications within the mandatory section of the HNC and HND Business contain signposting of opportunities for the development or certification of Core Skills or Core Skill components.

### 5.3.1 Core Skills Exit Profile — HNC Business

Core Skill	Recommended Entry Profile	Certificated Exit Profile
<b>Communication</b>	SCQF level 5	SCQF level 6
<b>Information and Communication Technology</b>	SCQF level 5	SCQF level 6
<b>Numeracy</b>	SCQF level 4	SCQF level 5
		Using Number SCQF level 6
<b>Problem Solving</b>	SCQF level 4	Critical Thinking SCQF level 5
<b>Working with Others</b>	SCQF level 4	SCQF level 6*

\*The Core Skill of *Working With Others* is not automatically certificated within the mandatory section of the HNC Group Award. However candidates completing *Developing the Individual Within a Team* at SCQF level 7 (F870 34) or SCQF level 8 (F86Y 35) as an optional Unit will be certificated for *Working with Others* at SCQF level 6. If either of these options are not selected, signposting opportunities exist within the mandatory Units — *Managing People and Organisations* (J4DL 34), *Communication: Analysing and Presenting Complex Communication* (DE3N 34) and *Marketing: An Introduction* (F7BX 34).

### 5.3.2 Core Skills Exit Profile — HND Business

Core Skill	Recommended Entry Profile	Certificated Exit Profile
Communication	SCQF level 5	SCQF level 6
Information and Communication Technology	SCQF level 5	SCQF level 6
Numeracy	SCQF level 5	SCQF level 6
Problem Solving	SCQF level 5	Critical Thinking SCQF level 5
Working with Others	SCQF level 5	SCQF level 6*

\*The Core Skill of *Working With Others* is not automatically certificated within the mandatory section of the HND Group Award. However candidates completing *Developing the Individual Within a Team* at SCQF level 7 (F870 34) or SCQF level 8 (F86Y 35) as an optional Unit will be certificated for Working with Others at SCQF level 6. If either of these options are not selected, signposting opportunities exist within the mandatory Units — *Managing People and Organisations* (J4DL 34 ), *Communication: Analysing and Presenting Complex Communication* (DE3N 34), *Marketing: An Introduction* (F7BX 34), *Business Culture and Strategy* (F7J7 35), *Behavioural Skills for Business* (J1BW 35) *Information and Communication Technology in Business* (F84W 35) and *Business: Graded Unit 2* (F8LE 35).

### 5.3.3 Opportunities to develop the Core Skill *Working with Others*

Whilst opportunities to develop the *Working with Others* Core Skill are not explicitly identified within the mandatory Units 2, there are Units where this Core Skill could be developed through appropriate delivery models. Several Units lend themselves to teaching and learning approaches that involve the development of *Working With Others* at SCQF level 6. These Units are:

#### ***Managing People and Organisations* (J4DL 34 )**

Opportunities are available for the development of co-operative working. Candidates may work in small groups when analysing case studies before presenting their ideas to the whole group. Candidates may take part in team games to reinforce the theoretical points underlying the principles of team work. This will also involve reflection upon their performance during team based activities.

#### ***Communication: Analysing and Presenting Complex Communication* (DE3N 34)**

In Outcome 2 candidates may work co-operatively as a group in researching an issue to provide a context for the achievement of this outcome. In Outcome 3 candidates will work co-operatively with others in planning and taking part in a formal group meeting. Candidates are required to present agenda items to others and respond to the contribution of others.

### ***Marketing: An Introduction (F7BX 34)***

This Unit provides opportunities for the use of collaborative learning and group discussion in applying marketing theory to case study scenarios.

### ***Business Culture and Strategy (F7J7 35)***

During this Unit candidates will develop skills in working co-operatively with others during group discussions. Candidates may work collaboratively in researching topics and presenting their findings to others. Candidates may analyse case studies in small groups before presenting their ideas others.

### ***Behavioural Skills for Business (J1BW 35)***

Several opportunities are available for working co-operatively within this Unit. Group discussions and role play may be used to reinforce management behaviour involving assertiveness skills, influencing strategies, negotiation strategies, meetings and briefings and conflict management. Management games may be appropriate to encourage the use of these skills in a group scenario. Candidates may also be asked to reflect on and review their contribution during these activities. Candidates may engage in group discussion when analysing case studies and make group decisions on recommendations.

### ***Information and Communication Technology in Business (F84W 35)***

Candidates may carry out a group presentation to present their findings on new technological innovations and their use of presentation software. Peer review and self evaluation may be used to evaluate the contribution of self and others to the group presentation.

## **5.4 Relationship to National Occupational Standards**

Whilst there are no National Occupational Standards (NOS) which encapsulate the knowledge, skills and competences within the HNC and HND Business Awards, there are various NOS suites which are relevant. Units such as *Business Accounting (F84M 34)*, *Preparing Financial Forecasts (F84R 35)*, *Managing People and Organisations (J4DL 34 )*, *Behavioural Skills for Business (J1BW 35)*, *Marketing: An Introduction (F7BX 34)* and *Information and Communication Technology in Business (F84W 35)* have content which may be signposted against Accounting NOS (FSSC), Management NOS (CMI), Business Enterprise NOS (SFEDI), and Business and Administration NOS (CfA).

## **5.5 Credit Transfer**

Where candidates have completed individual Units from the predecessor frameworks, they can be given credit transfer on a Unit by Unit basis. Credit transfer can be given where there is broad equivalence between the subject-related content of the Units, ie the Knowledge and/or Skills have not changed significantly, or are covered in the Unit for which credit is being awarded. **Appendix 3** sets out the credit transfer arrangements on a Unit by Unit basis.



## 5.6 Transition Arrangements from HNC Business to HND Business

The revised HND Business framework includes a route to allow candidates completing the predecessor HNC Business (G7D9 15) to transfer the full 12 credits of that award to the revised HND Business (G9MM 16). Details of this route are available in Section 5.2 Structure of the HND. As the aims and content of the new and old Group Awards are broadly the same, this will not negatively affect the integrity of the revised HND but will greatly enhance the manageability of transitional arrangements from HNC to HND Business.

Therefore when transferring from the predecessor HNC to the new HND, centres and candidates will have the following options:

Candidates who have been certificated for the HNC Business (G7D9 15) Group Award will be able to move to the new HND Business, carrying forward the 12 credits gained through the HNC without the need for a Unit-by-Unit credit transfer mapping.

Where candidates have partially completed the HNC Business (G7D9 15) via a number of discrete Units, credit transfer will need to be agreed on a Unit-by-Unit basis.

Where candidates have partially completed the HND Business (G7DA 16) via a number of discrete Units, credit transfer will need to be agreed on a Unit-by-Unit basis.

Guidance on Unit-by-Unit credit transfer is available within **Appendix 3**. This guidance is subject to centre's internal verification processes.

## 5.7 Articulation and professional recognition

### 5.7.1 Other SQA qualifications

Within the current HNC/D framework, links exist with a number of Professional Development Awards (PDAs) in the Administration and Business subject area. It is SQA's intention to update the relevant PDA frameworks in line with the amendments to common Units within HNC/D Administration and Information Technology and Business Group Awards. Examples of relevant PDAs include:

- ◆ PDA IT in Business (SCQF level 7)
- ◆ PDA Office Administration (SCQF level 7)
- ◆ PDA Administrative Management (SCQF level 8)
- ◆ PDA Office Management and IT (SCQF level 8)
- ◆ PDA Book-keeping (SCQF level 7)
- ◆ PDA Management Accounting (SCQF level 7)
- ◆ PDA Financial Accounting (SCQF level 7)

## 5.7.2 Higher Education

Articulation arrangements exist between a number of Scottish Universities and the Open University where HNC/D awards will be accepted as entry to either first or second year of a Business, Management or ICT related degree. Depending on the specific degree programme, certain Units may be required as part of the HNC/D course content. The Optional section of the HNC/D framework is sufficiently broad to ensure that centres are able to comply with reasonable articulation requests. A high proportion of candidates have articulated to degree programmes on completion of an HNC or HND in Business and this trend is expected to continue.

## 5.7.3 Professional Bodies

### **Chartered Management Institute (CMI)**

Graduates are eligible for Associate Grade membership. For more information see <https://www.managers.org.uk/individuals/become-a-member>

### **Chartered Banker Institute (CBI)**

HNC graduates are eligible for entry into the Institute's *Professional Banker Diploma* and HND graduates are eligible for entry into the Institute's *Chartered Banker Diploma (ACBD)*. For more information see <https://www.charteredbanker.com/>

### **Chartered Institute of Management Accountants (CIMA)**

As of the 1st October 2020 CIMA accredited programmes will be given exemptions in line with the new global CIMA accreditation policy. Please see the following link for the list of qualification exceptions <https://www.cimaglobal.com/Starting-CIMA/Starting-CIMA/Exemptions/Exemption-Search/Scottish-Qualifications-Authority-9740/>

## 5.7.4 Recognition of Prior Learning from Financial and Professional Services Fast Track Award

### Recognition of Prior Learning

The following table documents opportunities for Recognition of Prior Learning between the Financial & Professional Services Fast Track Award (SCQF Level 7) and HND Financial Services

Financial & Professional Services Fast Track Award (SCQF Level 7)	HND Financial Services
<p><b>Financial Services: Environment</b></p> <p><b>Outcome 1 (all)</b> Demonstrate an understanding of retail banking</p> <p><b>Outcome 2 (part)</b> Explain UK Financial Market Regulators (in relation to the UK Central Bank)</p>	<p><b>Financial Sector: An Introduction (HY92 34)</b></p> <p><b>Outcome 1 (part)</b> Explain the role of the financial institutions in the UK financial sector. <b>RPL only covers the first two evidence requirements (The Bank of England and Retail Banks).</b></p> <p><i>No RPL can be given for the remainder of Outcome 1 (re Building societies Credit unions, Wholesale banks, Investment banks, Insurance companies and Investment companies) or Outcome 2 which will have to be additionally assessed.</i></p> <p><b>Outcome 3 (all)</b> Explain the relationship between the institutions, markets and customers in the UK financial sector.</p>
<p><b>Financial Services: Environment</b></p> <p><b>Outcome 2 (all)</b> Explain UK Market Regulations</p> <p><b>Outcome 3 (all)</b> Explain the Principles of Treating Customers Fairly</p>	<p><b>Financial Services Regulatory Framework (HY94 35)</b></p> <p><b>Outcome 1 (part)</b> Explain the structure of UK financial regulation, the responsibilities of the main regulating bodies and the relationship between them. <b>RPL only covers the first three evidence requirements (The Bank of England, The Prudential regulator and The Conduct regulator)</b></p> <p><i>No RPL can be given for the remainder of Outcome 1 (re The Payment Services regulator, The Pensions regulator The Competition regulator and The Information</i></p>

	<p><i>regulator) which will have to be additionally assessed.</i></p> <p><b>Outcome 2 (part)</b>          Explain the application of personal investment regulations, principles, standards and codes in the UK financial services sector. <b>RPL only covers the fourth evidence requirement (Explain the application of the Treating Customers Fairly principle) and the sixth evidence requirement (Explain the application of dispute resolution principle)</b></p> <p><i>No RPL can be given for the remainder of Outcome 2, a sample covering Conduct of Business Sourcebook will have to be additionally assessed.</i></p> <p><i>No RPL can be given for Outcome 3 which will have to be additionally assessed. (It is not possible to recognise the evidence generated in relation to the financial services ombudsman as the evidence requirement in this unit covers other ombudsman schemes as well).</i></p>
<p><b>Financial Services: Culture</b></p> <p><b>Outcome 1 (all)</b>          Appraise the characteristics and purpose of financial services organisations and their operating environment in the UK</p>	<p><b>Managing People and Organisations (J4DL 34)</b></p> <p><b>Outcome 1 (part)</b>          Explain the importance of organisation structure and design in relation to its environment.</p> <p><b>RPL only covers the first evidence requirement (Identify the type of organisation and explain the differences between the formal organisation and informal organisation), the second evidence requirement (Describe the type of organisational structure and design model currently adopted by an organisation) and the fourth evidence requirement (Explain the relationship between organisational goals, objectives and policy and justify their contribution to the effective management of a given organisation)</b></p> <p><i>No RPL can be given for the remainder of Outcome 1, re the relevance of authority, responsibility and delegation in relation to different types of</i></p>

	<p><i>relationships and the identification and justification of alternatives form of structure which a given organisation could adopt is consistent with the main variables of a contemporary approach to structure. These will have to be additionally assessed.</i></p> <p><b>Outcome 2 (part)</b></p> <p>Analyse factors that influence workplace performance</p> <p><b>RPL only covers the first evidence requirement (Explain and apply appropriate theories of motivation to explain individual behaviour in an organisation).</b></p> <p><i>No RPL can be given for the remainder of Outcome 2 re employee performance, teamwork and team cohesiveness. These will have to be additionally assessed.</i></p>
<p><b>Financial Services Culture</b></p> <p><b>Outcome 2 (all)</b> Explain why business culture and change management impacts upon financial services business and their stakeholders.</p>	<p><b>Business Culture and Strategy (F7J7 35) (end date 31.07.23)</b></p> <p><b>Outcome 1 (all)</b> Analyse the process by which management can assess the current relationship between the organisation and its external environment</p> <p><b>Outcome 2 (all)</b> Assess the relationship between organisational culture and organisational behaviour</p> <p><b>Outcome 5</b> Analyse how to manage change within an organisation</p> <p><i>No RPL can be given for Outcomes 3 and 4 which will have to be additionally assessed.</i></p>
<p><b>Financial Services: Culture</b></p>	<p><b>Managing Business Culture and Strategy (J56D 35) (start date 01.08.21)</b></p>

<p><b>Outcome 2 (all)</b> Explain why business culture and change management impacts upon financial services business and their stakeholders.</p>	<p><b>Outcome 1 (all)</b> Assess the relationship between organisational culture and organisational behaviour</p> <p><b>Outcome 3 (part)</b> Explain how to manage a changing business strategy effectively</p> <p><b>RPL only covers the fourth evidence requirement (The role of management in the change process and fifth evidence requirements (Mechanisms for overcoming resistance to change). No RPL can be given for the remainder of Outcome 3 re the Relationship between business strategy and the internal and external environment, Business improvement models and competitive advantage and Key issues when changing a business strategy in an organisation. These will have to be additionally assessed.</b></p> <p><i>No RPL can be given for Outcomes 2 and 4 which will have to be additionally assessed.</i></p>
<p><b>Financial Services: Professional Skills</b></p> <p><b>Outcome 2 (all)</b> Develop the skills and knowledge required for personal professional development</p>	<p><b>Personal Development Planning (DE3R 34)</b></p> <p><b>Outcome 1 (all)</b> Create and maintain a personal development plan and personal action plan.</p> <p><i>No RPL can be given for Outcomes 2 and 3 which will have to be additionally assessed.</i></p>

## 6 Approaches to delivery and assessment

### 6.1 Delivery

Suggested delivery schedules have been included in **Appendix 4** but the choice of delivery pattern is at the discretion of the Centre. It is anticipated that centres will ensure that as much of the relevant mandatory content as possible is covered prior to commencing delivery of the Graded Unit.

Centres should ensure that when planning a course delivery programme, it reflects the needs and requirements of the candidates. Centres will be able to customise course programmes through the optional section of the framework but should, wherever possible, develop delivery schedules that enable candidates to build on knowledge and understanding and gain a holistic view of business.

The qualifications can be delivered in a number of ways:

- ◆ Full-time
- ◆ Full-time fast track
- ◆ Day release
- ◆ Part-time evening
- ◆ Open Learning

A combination of these modes can also be used. For example, candidates may wish to study on a half-day/one evening basis or combine evening, or day release study with some open 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. For both the HNC and HND Group Award a similar approach can be used. However given that the HND 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; therefore delivery and teaching should reflect this.

A wide range and combination of teaching, learning and assessment methods may be used by centres. The following suggested delivery methods could be adopted by centres:

- ◆ lecturers
- ◆ tutorials
- ◆ study packs
- ◆ problem based scenarios
- ◆ case studies
- ◆ group work
- ◆ online materials
- ◆ IT based teaching materials
- ◆ projects
- ◆ Virtual Learning Environments

Unit specifications set out the statements of standards required for achieving the Unit, along with guidance on content and assessment. Assessment Exemplars will be available for all of the mandatory Units. Assessment Exemplars may be used to assess candidates and should be kept secure at all times. Should centres wish to alter Assessment Exemplars or use different instruments of assessment, particularly where a Core Skill is embedded, it is recommended that they should seek prior verification before using such instruments.

The Evidence Requirements within the mandatory Units focus on the knowledge/skills that candidates should perform/use and the assessment conditions are not prescribed in the majority of the Units. This means that there is much more flexibility as to when and how the evidence is gathered thereby reducing the possibility of assessing similar evidence on more than one occasion.

Throughout delivery, candidates should be set clear standards in terms of presentation of information. It is recommended that candidates use standard referencing conventions such as Harvard Referencing system throughout so they are confident about using wider evidence in support of a business or academic report and ensuring compliance with copyright and avoiding issues of plagiarism.



## 6.2 Graded Units

All Graded Unit specifications are available from SQA's website ([www.sqa.org.uk](http://www.sqa.org.uk)).

The purpose of the Graded Units is to assess the candidate's ability to retain and integrate the knowledge and skills gained in the mandatory Units; to assess that the candidate has met the principal aims of the Group Award and to grade the candidate's achievement. A Graded Unit is assessed and a grade of A, B or C awarded to candidates who successfully achieve the Unit.

Candidates will take a one credit Graded Unit at SCQF level 7 in the HNC/1st year HND, and a further two credit Graded Unit at SCQF level 8 in the second year of the HND Group Award.

The Graded Units take the form of:

- ◆ Business: Graded Unit 1 (F8LD 34 34) Examination at SCQF level 7
- ◆ Business: Graded Unit 2: (F8LE 35) Project Investigation at SCQF level 8

*Business: Graded Unit 1* (F8LD 34 ) is a closed-book examination lasting three hours comprising two papers worth 40% and 60% of the marks respectively. This Unit covers the integration of a range of knowledge and skills achieved through study of the mandatory Units, but focusing on *Business Accounting* (F84M 34), *Economic Issues: An Introduction* (J462 34 ), *Managing People and Organisations* (J4DL 34 ) and *Marketing: An Introduction* (F7BX 34).

This assessment should take place towards the end of the programme to ensure that candidates have covered the topics which will be assessed within the Graded Unit.

*Business: Graded Unit 2* (F8LE 35) is a project investigation to be completed on an open-book basis over a period of time. This Unit covers the integration of a range of knowledge and skills achieved throughout the mandatory Units of the HND, ie *Business Accounting* (F84M 34), *Preparing Financial Forecasts* (F84R 35), *Economic Issues: An Introduction* (J462 34 ), *Economics 1: Micro and Macro Theory and Application* (F7J6 35), *Economics 2: The World Economy* (F86E 35), *Marketing: An Introduction* (F7BX 34), *Managing People and Organisations* (J4DL 34 ), *Business Culture and Strategy* (F7J7 35), *Information and Communication Technology in Business* (F84W 35), *Information Technology: Applications Software 1* (D75X 34), *IT in Business: Spreadsheets* (F84V 34), *Communication: Analysing and Presenting Complex Communication* (DE3N 34), *Behavioural Skills for Business* (J1BW 35), *Business Law: An Introduction* (F84P 34), *Business Contractual Relationships* (F84N 34) and *Statistics for Business* (F84K 35)

In addition to the integration of knowledge and skills needed to complete the project investigation, candidates will develop their skills in planning, negotiaion, research, analysis, time management and problem solving. The Core Skill of *Problem Solving* at SCQF level 6 is embedded and therefore automatically certificated on successful completion of the Unit.

The Planning stage of the project is worth 24% of the overall mark, the developing stage 52% and the evaluation stage 24%. A pass mark of 50% for each stage is required to achieve the overall Unit.

### **6.2.1 Business: Graded Unit 1 Examination**

*Business: Graded Unit 1* (F8LD 34) is assessed through an examination based upon a seen case study. The Unit is effectively the examination of four primary areas of business and is best served by consistent allocation to each subject area, not on the basis of credit values of the Units of recommended entry (see 6.3).

Delivery and support are key issues, not just in terms of the Graded Unit itself, but through a holistic approach to the constituent Units. There is a risk that if Graded Unit 1 is delivered in isolation, it will be the first time concepts have been addressed if their relevance to the Graded Unit has not been highlighted within the other mandatory Units. There should be substantial scope to prepare candidates for Graded Unit 1 from the outset of delivery, rather than commencing only when delivery of the Unit itself begins.

### **6.2.2 Business: Graded Unit 2 Project Investigation**

The project investigation promotes the skills of planning, negotiation and evaluation within the context of a real or simulated business issue or issues. It is important that candidates have a suitable foundation upon which to conduct a meaningful project. Delivery of the project in the HND second year ensures that candidates have a wide range of topics around which the project can be based and then linked to a real or fictitious organisation. In addition to the appropriate knowledge, the project investigation also requires planning and research skills, greater independent learning, the ability to solve problems and analyse information. The planning and evaluative nature of the project allows candidates to develop these higher level skills.

The project investigation provides the candidate with the opportunity to draw on concepts and issues that may arise out of the content of the mandatory section of the HND Business framework. Common topic areas extend from the study of Economics, Marketing, Management and Finance, with specific issues relating to Customer Care, Product Development, Market Development and externalities providing a focus for further investigation.

## **6.3 Open learning**

The removal of closed book and supervised assessment conditions where not critical to competence has widened the scope for delivery via open learning. However evidence should still be generated under the assessment conditions stipulated within the Unit specification. This mode of delivery requires planning by the centre to ensure the authenticity of candidate evidence.

## **6.4 E-Learning**

Centres are encouraged to use new technologies to support and enhance the delivery and assessment of the HNC/D Business Group Awards. Formative E-assessment material is in development at the time of writing (March 2010). More information about online resources available via SQA's SOLAR project can be found at the website — [www.sqasolar.org.uk](http://www.sqasolar.org.uk)

## 6.5 Resources

Centres will require ICT facilities for the delivery and assessment of the Units *IT in Business: Spreadsheets* (F84V 34), *IT Applications Software 1* (D75X 35) and *Information and Communication Technology in Business* (F84W 35). Centres should keep up-to-date with developments in legislation and business practices relevant to the knowledge and skills within the Group Awards.

## 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 HNC and HND Business Awards are designed to enable you to develop the skills and knowledge that will facilitate your entry to and development within the world of business. They will enable you to acquire skills and knowledge in key business functions such as Management, Marketing, and Finance as well as helping you enhance relevant knowledge and skills in Economics, Communication, Problem Solving and Information and Communication Technology. The HND also addresses the fundamental legal knowledge required to operate in a business context.

The HNC and HND in Business will provide a platform allowing you to progress to employment or further study at an equivalent or higher level. They cover a range of subject topics which are relevant to modern business practices and to university degree programmes.

The HNC Business is an SCQF level 7 qualification which contains 12 HN credits (96 SCQF credit points), 10 of which are mandatory and 2 which are gained from optional Units. The HND Business is an SCQF level 8 qualification which contains 30 HN credits (240 SCQF credit points), 23 of which are mandatory with 7 to be obtained from optional Units. The 12 credits within the HNC also contribute to the HND. Some Units are worth 2 HN credits (rather than 1) so the number of Units you will be required to complete will not be the same as the overall number of HN credits required.

You will be assessed throughout the HNC or HND qualification on a Unit by Unit basis, with assessments taking the form of practical assignments, classroom assessment and case studies.

Towards the end of the HNC (or 1<sup>st</sup> year of the HND) you will undertake a Graded Unit (Business: Graded Unit 1), which is designed to assess your ability to integrate the knowledge and skills gained across the mandatory Units. *Business: Graded Unit 1* is a one credit Unit which provides the opportunity to reflect on the main topics covered within the other Units and how these link together. Assessment of Business: Graded Unit 1 will take the form of a closed-book examination at SCQF level 7 based on questions on a seen case study.

The HND requires candidates to complete a second Graded Unit (Business: Graded Unit 2) which will also assess your ability to integrate knowledge and skills gained across the breadth of the qualification. *Business: Graded Unit 2* is a two credit Unit which takes the form of a project investigation into a real or simulated business problem or issue. You will be required to pass the three stages of the project with a mark of at least 50% for each stage — Planning, Development and Evaluation.

On successful completion of each Graded Unit you will be awarded a grade of A, B or C according to the mark attained. This grading applies only to the relevant Graded Unit and not the overall HNC or HND award.

Grading is based on the marks attained as follows:

Grade A: 70–100%

Grade B: 60–69%

Grade C: 50–59%

## 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 Scottish Credit and Qualifications Framework (SCQF) covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

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

**Graded Unit:** Graded Units assess each candidates' ability to integrate their learning across the different Units of the Group Award by assessing knowledge and skills from a number of Units. 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.

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

**Signposted Core Skills:** This refers to opportunities to develop a particular Core Skill at a specified level which are not entirely covered by the Evidence Requirements of the Unit and therefore are not automatically certificated.

**Qualification Design/Review Team:** Works in conjunction with a Qualification Manager/Officer to lead the development of an SQA Group Award from beginning through to validation. The team consists of key stakeholders representing the interests of centres, employers and other relevant organisations.



## **10 Appendices**

- Appendix 1: Mapping of Mandatory Units to the Aims of the HNC and HND
- Appendix 2: Core Skills Certification and Signposting within Mandatory Units
- Appendix 3: Unit by Unit Credit Transfer Guidance
- Appendix 4: Suggested Delivery and Assessment Strategies
- Appendix 5: Higher Education Institution Consultation Responses

## Appendix 1: Mapping of Mandatory Units to the Aims of the HNC and HND

### Mapping of Mandatory Units to the Aims of the HNC

Unit Title	General Aims	Specific Aims
Business Accounting	1, 2, 4, 5, 6	7, 8, 9, 10, 11, 12, 14
Marketing: An Introduction	1, 2, 3, 4, 5, 6	7, 8, 9, 10, 11, 13, 14, 15
Economic Issues: An Introduction	1, 2, 4, 5, 6	7, 8, 9, 10, 11, 13, 14, 15
Communication: Analysing and Presenting Complex Information	1, 2, 3, 4, 5, 6	7, 8, 9, 11, 12
Managing People and Organisations	1, 2, 4, 5, 6	7, 8, 9, 10, 11, 13, 14
Information Technology: Applications Software 1	1, 2, 4, 5, 6	7, 8, 9, 11, 12, 13, 14
IT in Business: Spreadsheets	1, 2, 4, 5, 6	7, 8, 9, 11, 12, 13, 14
Business: Graded Unit 1	1, 2, 3, 4, 5, 6	7, 9, 12, 13, 14, 15

### Mapping of the Mandatory Units to the Aims of the HND

Unit Title	General Aims	Specific Aims
Economics 1: Micro and Macro Issues	1, 2, 4, 5, 6	16, 18, 20, 21
Economics 2: The World Economy	1, 2, 3, 4, 5, 6	16, 17, 18, 20, 21
Information and Communication Technology in Business	1, 2, 3, 4, 5, 6	16, 17, 18, 19, 20, 21, 22
Business: Graded Unit 2	1, 2, 3, 4, 5, 6	16, 17, 18, 19, 21
Statistics for Business	1, 2, 3, 4, 5, 6	16, 17, 18, 21

Behavioural Skills for Business	1, 2, 4, 5, 6	16, 18, 20, 21, 22
Business Culture and Strategy	1, 2, 4, 5, 6	16, 18, 20, 21, 22
Business Law: An Introduction	1, 2, 5, 6	16, 21
Business Contractual Relationships	1, 2, 5, 6	16, 21
Preparing Financial Forecasts	1, 2, 4, 5, 6	16, 18, 21, 22

## Appendix 2: Core Skills Certification and Signposting within Mandatory Units

### HNC Business (HND 1<sup>st</sup> year Units)

Unit Code	Unit title	Communication		Numeracy		ICT		Problem Solving			Working With Others	
		Comms (Written)	Comms (Oral)	Graphical Info	Using Number	Accessing Info	Provide Create Inf	Critical Thinking	Planning Organising	Reviewing Evaluating	Working Co-op	Reviewing Co-op
F84M 34	Business Accounting	SCQF 5 S	SCQF 5 S		SCQF 6 E							
DE3N 34	Comms Analysing and Presenting Complex Comm	SCQF 6 E	SCQF 6 E									
J462 34	Economic Issues: An Introduction	SCQF 6 S	SCQF 6 S					SCQF 5 S	SCQF 5 S	SCQF 5 S		
D75X 34	IT: Application Software 1					SCQF 6 E	SCQF 6 E					
F84V 34	IT in Business: Spreadsheets			SCQF 5 E	SCQF 5 E	SCQF 5 S	SCQF 5 S	SCQF 5 E	SCQF 5 S	SCQF 5 S		
J4DL 34	Managing People and Organisations	SCQF 6 S						SCQF 5 E		SCQF 6 S		
F7BX 34	Marketing: An Introduction	SCQF 6 S	SCQF 6 S					SCQF 6 S	SCQF 6 S	SCQF 6 S		
F8LD 34	Business: Graded Unit 1											

## HND Business (2<sup>nd</sup> year Units)

Unit Code	Unit title	Communication		Numeracy		ICT		Problem Solving			Working With Others	
		Comm (Written)	Comms (Oral)	Graphical Info	Using Number	Accessing Info	Provide Create Inf	Critical Thinking	Planning Organising	Reviewing Evaluating	Working Co-op	Reviewing Co-op
J1BW 35	Behavioural Skills for Business	SCQF 6 S	SCQF 6 S					SCQF 6 E	SCQF 6 S	SCQF 6 S		
F84N 34	Business Contractual Relationships	SCQF 6 S	SCQF 6 S			SCQF 5 S	SCQF 5 S	SCQF 6 S	SCQF 6 S	SCQF 6 S		
F7J7 35	Business Culture and Strategy	SCQF 6 S	SCQF 6 S					SCQF 6 S	SCQF 6 S	SCQF 6 S		
F84P 34	Business Law: An Introduction	SCQF 6 S	SCQF 6 S			SCQF 5 S	SCQF 5 S	SCQF 6 S	SCQF 6 S	SCQF 6 S		
F7J6 35	Economics 1: Micro and Macro Theory and App	SCQF 6 S				SCQF 6 S	SCQF 6 S					
F86E 35	Economics 2: the World Economy	SCQF 6 S	SCQF 6 S			SCQF 5 S	SCQF 5 S	SCQF 6 S	SCQF 6 S	SCQF 6 S		
F84R 35	Preparing Financial Forecasts				SCQF 6 S			SCQF 5 S				
F84K 35	Statistics for Business			SCQF 6 E	SCQF 6 E	SCQF 5 S	SCQF 5 S					
F84W 35	ICT in Business	SCQF 6 S				SCQF 6 S	SCQF 6 S	SCQF 6 S	SCQF 6 S			
F8LE 35	Business: Graded Unit 2	SCQF 6 S	SCQF 6 S	SCQF 6 S	SCQF 6 S	SCQF 6 S	SCQF 6 S	SCQF 6 E	SCQF 6 E	SCQF 6 E	SCQF 6 S	SCQF 6 S

### Appendix 3: Unit by Unit Credit Transfer Guidance

Old Unit	New Unit	Transfer Status
Business Accounting (DE39 34)	Business Accounting (F84M 34)	Full credit transfer
Economic Issues: An Introduction (DE3A 34)	Economic Issues: An Introduction (J462 34 )	Full credit transfer
Marketing: An Introduction (DE3C 34)	Marketing: An Introduction (F7BX 34)	Full credit transfer
Managing People and Organisations (DE3D 34)	Managing People and Organisations (J4DL 34 )	Full credit transfer
Information Technology: Applications Software 1 (D75X 34)	Information Technology: Applications Software 1 (D75X 34)	Full credit transfer
Using Software Application Packages (D85F 34)	IT in Business: Spreadsheets (F84V 34)	No automatic credit transfer
Communication: Analysing and Presenting Complex Information (DE3N 34)	Communication: Business Communication (H7TK 34)	Full credit transfer
Business Culture and Strategy (DE3X 35)	Business Culture and Strategy (F7J7 35)	Full credit transfer
Behavioural Skills for Business (F84L 35)	Behavioural Skills for Business (J1BW 35)	Full credit transfer
Business Law: An Introduction (DE3E 34)	Business Law: An Introduction (F84P 34)	Full credit transfer
Business Contractual Relationships (DN97 34)	Business Contractual Relationships (F84N 34)	Full credit transfer
Economics 1: Micro and Macro	Economics 1: Micro and Macro	Full credit

Theory and Application (DE3G 35)	Theory and Application (F7J6 35)	transfer
Economics 2: The World Economy (DE3H 35)	Economics 2: The World Economy (F86E 35)	Full credit transfer
Preparing Financial Forecasts (DE3J 35)	Preparing Financial Forecasts (F84R 35)	Full credit transfer
Information and Communication Technology in Business (DE3K 35)	Information and Communication Technology in Business (F84W 35)	Full credit transfer
Statistics for Business (DE3M 35)	Statistics for Business (F84K 35)	Full credit transfer
Business: Graded Unit 1 (FL8D 34)	Business: Graded Unit 1 F8LD 34	Full credit transfer
Business: Graded Unit 2 (FL8E 35)	Business: Graded Unit 2 (F8LE 35)	No automatic credit transfer

**Note** — Credit Transfer is a decision for centres and can be given where there is broad equivalence between the subject-related content of the Units, ie the Knowledge and/or Skills have not changed, or are covered in the Unit for which credit is being awarded. Centres should give some consideration to currency of achievement when awarding credit transfer.

The guidance above has been written and vetted by SQA External Verifiers.

## Appendix 4: Suggested Delivery and Assessment

## Strategies

### Two Semester Delivery Option

#### HNC Business (including HND year 1 options)

Semester One	Semester Two
Marketing: An Introduction	Business: Graded Unit 1
Economic Issues: An Introduction	Communication: AandP Complex Comm
Business Accounting	HNC Optional Unit
Business Accounting	IT in Business: Spreadsheets
Managing People and Organisations	HND Optional Unit
Managing People and Organisations	HND Optional Unit
IT Applications Software 1	HND Optional Unit
HNC Optional Unit	Business Law: An Introduction (HND)

#### HND Business (year 2)

Semester One	Semester Two
Business Culture and Strategy	Business Culture and Strategy
Behavioural Skills for Business	Business Contractual Relationships
ICT in Business	ICT in Business
Business: Graded Unit 2	Business: Graded Unit 2
Economics 1: Micro and Macro	Statistics for Business
Economics 2: The World Economy	Optional Unit
Preparing Financial Forecasts	Optional Unit
Optional Unit	



## Three Block Delivery Option

### HNC Business

Block One	Block Two	Block Three
Managing People and Organisations	Managing People and Organisations	Business: Graded Unit 1
Marketing: An Introduction	Economic Issues: An Introduction	Communication: Analysing and Presenting Complex Comm
IT Applications Software 1	IT in Business: Spreadsheets	Business Law: An Introduction
HNC Optional Unit	HNC Optional Unit	HND Optional Unit
Business Accounting	Business Accounting	HND Optional Unit

### HND Business

Block One	Block Two	Block Three
Business Culture and Strategy	Business Culture and Strategy	Business Contractual Relationships
ICT in Business	ICT in Business	Statistics for Business
Optional Unit	Business: Graded Unit 2	Business: Graded Unit 2
Preparing Financial Forecasts	Economics 2: The World Economy	Optional Unit
Economics 1: Micro and Macro Theory and App	Optional Unit	Optional Unit

## Assessment Strategy

### HNC Assessment Strategy

The assessment strategy below provides suggestions for assessment rather than prescriptive direction.

Assessment	Units	Nature of integration	Additional comments
Simulated exercise	<i>Communication</i> <i>Business Accounting</i> <i>IT Applications Software 1</i> <i>IT in Business: Spreadsheets</i>	A meeting could be held to discuss financial performance of a business. The production of an accounting statement using, for example, spreadsheets could form the basis for an agenda item.	The emphasis is upon the development of skills that are applicable to a business environment. As a result, it is important to provide candidates with the opportunity to generate evidence through simulated business activity where possible. For example, candidate may participate in a business meeting, they may produce a profit and loss account for a business, they may produce business documentation to support business decision making.
Case Study with questions	<i>Managing People and Organisations</i> <i>Marketing: An Introduction</i> <i>Business: Graded Unit 1</i> <i>Economic Issues: An Introduction</i>	Opportunities may exist to use common case study stimulus material. This may provide candidates with a more holistic view of the nature of business and the internal and external environmental factors that impact upon it.	Candidates should be provided with the opportunity to generate evidence within the context of a real life or simulated business environment. This will enable candidates to apply knowledge and skills to business issues and challenges rather than merely regurgitating theoretical concepts.

<p>Practical exercise</p>	<p><i>Communication: AandP Complex Comm</i></p> <p><i>IT Applications Software 1</i></p> <p><i>IT in Business: Spreadsheets</i></p>	<p>Opportunities may exist to generate evidence through documentation that may satisfy different Units, for example, the production of a newsletter would promote integration between IT Applications Software 1 and Communication.</p>	<p>The generation of business documentation will provide candidates with tangible, transferable skills that are consistently demanded by HEIs and employers.</p>
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<b>Assessment</b>	<b>Units</b>	<b>Nature of integration</b>	<b>Additional comments</b>
Project: Practical Assignment	<i>Managing People and Organisations</i>  <i>Economic Issues: An Introduction</i>  <i>Marketing: An Introduction</i>	Opportunities may exist for candidates to generate evidence based upon a real life business organisation or situation and as such, candidates may have opportunities to integrate assessment evidence. For example, analysis of market conditions and management decision making may provide opportunities for integration.	The ability to generate evidence through project based assignments would provide the candidate with the opportunity to undertake independent research and development and would facilitate the development of planning, organisational and evaluation skills.

## HND Year 2 Assessment Strategy

Assessment	Units	Nature of integration	Additional comments
Simulated exercise	<i>ICT in Business</i> <i>Statistics for Business</i> <i>Preparing Financial Forecasts</i>	Opportunities may exist to develop a simulated project with budgetary parameters that must be planned, agreed and analysed.	The emphasis is upon the development of skills that are applicable to a business environment. As a result, it is important to provide candidates with the opportunity to generate evidence through simulated business activity where possible.

<b>Assessment</b>	<b>Units</b>	<b>Nature of integration</b>	<b>Additional comments</b>
Case Study with questions	<i>Business Culture and Strategy</i> <i>ICT in Business</i> <i>Behavioural Skills for Business</i> <i>Economics 1: Micro and Macro Theory and App</i> <i>Business Law: An Introduction</i> <i>Business Contractual Relationships</i>	Opportunities may exist to use common case study stimulus material. This may provide candidates with a more holistic view of the nature of business and the internal and external environmental factors that impact upon it.	Candidates should be provided with the opportunity to generate evidence within the context of a real life or simulated business environment. This will enable candidates to apply knowledge and skills to business issues and challenges rather than merely regurgitating theoretical concepts.
Practical exercise	<i>ICT in Business</i> <i>Behavioural Skills for Business</i> <i>Preparing Financial Forecasts</i>	The planning, financial analysis and management of a project could provide the basis for the generation of evidence.	Providing candidates with an opportunity to carry out practical activities through, for example, experiential learning, will increase the transferability of learned skills and knowledge.

<b>Assessment</b>	<b>Units</b>	<b>Nature of integration</b>	<b>Additional comments</b>
Project: Practical Assignment	<i>ICT in Business</i>  <i>Business Culture and Strategy</i>  <i>Economics 2: The World Economy</i>  <i>Business: Graded Unit 2</i>  <i>Preparing Financial Forecasts</i>	Candidates may have an opportunity to generate evidence whilst working in partnership with a real life business organisation. A range of business activities and influences could be examined and evaluated.	The ability to generate evidence through project based assignments would provide the candidate with the opportunity to undertake independent research and development and would facilitate the development of planning, organisational and evaluation skills.

## Appendix 5: Higher Education Institution Consultation Responses

HEI	Articulation for HNC Business	Articulation for HND Business	Graded Unit requirements
Napier University	Year 2 BA Business Studies and Business Management	Year 3 BA Business Studies and Business Management	Variable depending upon availability and candidate profile
The Open University	<p>BA or BSc Open degree with or without Honours</p> <p>An HNC (12 HN credits at SCQF level 7 or above) gives 95 credit transfer points towards the 300 point BA or BSc Open degree or the 360 point BA or BSc Open degree with Honours.</p> <p>An HNC (15 HN credits at SCQF level 7 or above) gives 120 credit transfer points towards the 300 point BA or BSc Open degree or the 360 point BA or BSc Open degree with Honours.</p> <p>A similar or reduced amount of credit transfer can be awarded against the following named subject awards:</p> <p>DipHE Business DipHE Financial Services DipHE Leadership and Management BA (Hons) Business Studies BA (Hons) Business Studies with ICT BA (Hons) Business Studies with Accounting BA (Hons) Business Studies with Economics BA (Hons) Business Studies with French or</p>	<p>BA or BSc Open degree with or without Honours</p> <p>An HND (30 HN credits at SCQF level 7 or above with at least 15 credits at SCQF level 8) gives a max. of 200 credit transfer points towards the 300 point BA or BSc Open degree</p> <p>An HND (30 HN credits at SCQF level 7 or above with at least 15 credits at SCQF level 8) gives 240 credit transfer points towards the 360 point BA or BSc Open degree with Honours.</p> <p>A similar or reduced amount of credit transfer can be awarded against the following named subject awards:</p> <p>BA (Hons) Business Studies BA (Hons) Business Studies with ICT BA (Hons) Business Studies with Accounting BA (Hons) Business Studies with Economics BA (Hons) Business Studies with French or</p>	<p>A more detailed discussion is required to determine the credit transfer that can be awarded against the named subject awards. In order to be awarded the full credit transfer for HND, HN credits should be at SCQF level 7 or above with at least 15 credits at SCQF level 8. No credit transfer is awarded for HN Units at SCQF level 6.</p> <p>No specific requirements in Graded Units.</p>



HEI	Articulation for HNC Business	Articulation for HND Business	Graded Unit requirements
	Spanish BA (Hons) Business Studies with Systems Practice	Spanish BA (Hons) Business Studies with Systems Practice	
University of Dundee	1st year entry:  Bachelor of Accounting (BAcc) Bachelor of International Accounting (BIAcc) Bachelor of Finance (BFin) Bachelor of International Finance (BIFin) Bachelor of Sciences in Business Management (BSc Bus Man)	1st year entry:  Bachelor of Accounting (BAcc) Bachelor of International Accounting (BIAcc) Bachelor of Finance (BFin) Bachelor of International Finance (BIFin)  2nd year entry:  Bachelor of Sciences in Business Management (BSc Bus Man)	No specific requirements
Glasgow Caledonian University	Possible first year entry to programmes such as:  BA Business & Management BA Finance, Investment & Risk BA Marketing BA Risk Management	3rd year entry to:  BA Management, Technology & Enterprise BA Business and Management BA Marketing  Possible 2nd year to:  BA Business & Management BA Marketing BA Risk Management BA Finance, Investment and Risk	3rd yr BA Currently, BBC in Graded Units
Heriot Watt University	1 <sup>st</sup> or 2 <sup>nd</sup> year entry:  MA (Hons) Management MA (Hons) Management with Business	2 <sup>nd</sup> or 3 <sup>rd</sup> year entry:  MA (Hons) Management MA (Hons) Management with Business	

HEI	Articulation for HNC Business	Articulation for HND Business	Graded Unit requirements
	Law/Enterprise/HRM/Marketing/Operations Management	Law/Enterprise/HRM/Marketing/Operations Management	