



Group Award Specification for:

**SQA Advanced Certificate in Events at SCQF level 7
Group Award code — GR03 47**

**SQA Advanced Diploma in Events Management at
SCQF level 8
Group Award code — GR04 48**

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1 Introduction

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

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

This document includes background information on the development of the Group Awards, their aims, guidance on access, details of the Group Award structures, and guidance on delivery.

Many authors have discussed the definition of events and the various terms used to describe these, however, there is only limited agreement on standardised terms, definitions or categories to use. Various terms are used to describe sectors or industries which may fall under the umbrella of the events industry, including:

- ◆ business events/business tourism (conferences/meetings, exhibitions, incentive travel, corporate events/corporate hospitality)
- ◆ festivals/fairs/cultural events
- ◆ community events
- ◆ outdoor events
- ◆ entertainment/live music events/concerts/theatre/shows
- ◆ sports events/spectator sports
- ◆ charity events/fundraising/voluntary sector
- ◆ party planning/wedding planning/social lifecycle events
- ◆ events/special events

These events originate from government, corporate and community sectors, together with serving individual private needs.

Within the document the term 'events industry' will satisfy the above.

The areas of overlap between the sectors are greater than ever before.

Major hotels and hospitality operations are now operating events facilities within their complexes. In addition there has been a huge increase in the number of festivals, sporting events, outdoor concerts and purpose built venues for events.

Human Resource Managers within these rapidly expanding industries have stated that they are looking for multi-skilled staff with a wide range of experience, that are adaptable, flexible and able to operate in different areas of their organisations.

SQA Advanced Certificate/Diploma

The qualifications embody two specific principles:

- ◆ Firstly, they provide recognised qualifications, understood and respected by employers in diverse occupational areas. They will provide a sound educational and experiential background demanded by these sectors.
- ◆ Secondly, it is anticipated that they will provide a strong progression pathway, both for receiving learners who have successfully completed an appropriate programme of National Units, and for those who wish to progress onto degree programmes.

Successful learners will be well placed for employment across the diverse range of jobs within the events industry.

These awards address the ongoing challenge faced by establishments of recruiting flexible, knowledgeable staff. It is expected that the successful learner may become a potential manager capable of leadership in these broad areas of service offered by the events industries.

Employers, as well as requiring underpinning knowledge, are frequently demanding both managerial and practical skills from potential employees. Hence, there is still a recognised need for a qualification at SQA Advanced Certificate and SQA Advanced Diploma level which as well as focusing on the role of practitioners, will provide the student with a managerial input which will enable graduates to progress into supervisory and managerial positions in their chosen discipline.

The growing importance of the Events Sector is illustrated by the following strategic developments and initiatives.

Target groups

The most popular entry routes to the awards are direct from school with one or two Highers and entry from college NQ Events and pre-entry NQ Events courses. A number of learners return to education following a change of career, wishing to pursue a career in the events industry. These learners may have insufficient academic qualifications, but have relevant industrial experience.

The SQA Advanced Certificate/SQA Advanced Diploma allows articulation from the National Certificate in Events Co-ordination, the PDA Events, and PDA Event Operations.

The awards are a blend of theoretical as well as practical units. The theory will underpin the knowledge required to become an Events Manager. The awards will provide vocational education in events, allowing the graduates to leave college with a broad experience in organising as well as supporting events of all sizes. The work experience unit provides a vital opportunity for learners to develop vocational experience.

These awards:

- ◆ target school leavers who have a desire to enter the various associated industries.
- ◆ satisfy the needs of those who wish to use it as a stepping-stone to related degree level courses.
- ◆ positively encourage mature returnees to education who have a desire to change career and enhance their career prospects.
- ◆ assist learners to re-enter education after a break in either work or study.
- ◆ assist learners who wish to start their own business.

SQA Advanced Certificate/Diploma

- ◆ provide vocational education in events.

The awards are complementary to current SQA Advanced awards, namely:

- ◆ SQA Advanced Diploma Hospitality Management
- ◆ SQA Advanced Certificate Hospitality
- ◆ SQA Advanced Certificate/Diploma Travel and Tourism
- ◆

Employment opportunities

Listed below is a sample of the employment opportunities gained by college graduates over the last three years.

Events Manager, major hotel chain

Wedding planner, Specialist wedding planner company

Event Manager, large hospitals

Event Organiser/manager, specialist events company

Events manager/Co-ordinator/Assistant, large charity

Event Organiser, large city-centre exhibition centre

Event Co-ordinator, Corporate Hospitality

Value Relationship Manager, large hotel chain

PR and Marketing assistant, PR company

Conference and Banqueting Assistant, Edinburgh First

Event Co-ordinator, Scottish Government

Event Co-ordinator, large contract caterer

Group and Events Co-ordinator, large hotel chain

Events Fundraising Assistant, large charity

Special Event co-ordinator and Promotions Manager, Specialist party and events company, New York

Current labour market information and trends can be found at:

<http://www.people1st.co.uk>

<https://www.skillsdevelopmentscotland.co.uk/about-us/our-strategy/>

University Articulation Opportunities

The SQA Advanced Certificate/SQA Advanced Diploma allows for articulation to several universities within Scotland, including the following:

Edinburgh Napier University — BA Events and Festival Management, BA Events Management

Robert Gordon University — BA Events Management

Queen Margaret University — BA Events Management

University of the West of Scotland — BA Events Management

Glasgow Caledonian University — BA International Events Management

Several colleges have arrangements with their local university for Associate Student Places, which supports the transition from college to university.

2 Qualification structure

2.1 Structure

SQA Advanced Certificate Events

Mandatory units:

Learners must complete all mandatory units

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Events: Graded Unit 1	J1PV 47	8	7	1
Organising an Event	HV7H 47	16	7	2
Events Industry: An Introduction	HT3A 47	16	7	2
Event Legislation: Safety and Licensing	J1PT 47	8	7	1
Event Budgeting and Funding	J1PM 47	8	7	1

Learners must attain 1 credit from each limited option group

Limited option: ICT				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Information Technology: Applications Software 1	HP6L 47	8	7	1
OR				
Using Software Application Packages	HR0A 47	8	7	1

Limited option: Communication				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Communication: Business Communication	HP75 47	8	7	1
OR				
Communication: Practical Skills	HP4A 47	8	7	1
OR				
Analysing and Delivering Complex Oral Presentations	J2LK 47	8	7	1

Limited option: Marketing				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Marketing: An Introduction	HP6N 47	8	7	1
OR				
Applying Marketing Principles in Travel and Tourism	HP58 47	8	7	1

Learners must complete 10 SQA credits (80 SCQF points) from the mandatory and limited option sections above (seven mandatory units plus one from each limited option grouping)

Learners must attain a further 2 SQA credits from the list of optional units

Options				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Work Placement	HP4X 47	8	7	1
Events: Principles and Practice of Sustainable Development	J1PR 47	8	7	1
Project Management: An Introduction	HR0W 47	8	7	1
Events: Contemporary Issues and Influences	J1PS 48	8	8	1
Managing an Event	HT3C 48	16	8	2
Event Legislation: Contracts and Protection	J1PN 47	8	7	1
Behavioural Skills for Business	J1E5 48	8	8	1
Preparing a Formal Business Plan	HR19 47	16	7	2
Conferences: An Introduction	HT3D 47	8	7	1
Food and Beverage Events	HW92 47	8	7	1
Management: Leadership at Work	HV2C 47	8	7	1
Personal Development Planning	HP6M 47	8	7	1
IT in Business: Desktop Publishing	HP0J 47	8	7	1
Human Resource Management: Introduction	J2FD 47	8	7	1
Live Performance: Events	J2W6 47	8	7	1
Exhibition Planning and Organisation	J1PP 47	8	7	1
Research Skills	J1NB 47	8	7	1
Creative Industries Infrastructure	J2W8 47	8	7	1
Working in the Creative Industries	J26S 47	8	7	1
Music Law	J2F4 47	8	7	1
Music Industry Promotions	J2W7 47	8	7	1
Music Industry	J2F3 47	8	7	1
Principles and Practices of Selling	J26N 47	8	7	1
Digital Marketing: Fundamentals	HY2G 47	8	7	1
Marketing Planning in Travel and Tourism	HP56 48	8	8	1

SQA Advanced Certificate/Diploma

Options				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Public Relations: Strategic Analysis, Planning and Application	J26R 47	16	8	2
Managing a Sport or Fitness Related Event	J2EG 48	8	8	1
Communication: Using Information Technology and Desktop Publishing	J26M 47	8	7	1
Creating a Culture of Customer Care	HP73 47	8	7	1
Public Relations: Principles and Practice	J26P 48	8	7	1
Digital Culture: Online Communication	HR81 47	8	7	1
Web Design: An Introduction*	HT5J 47	8	7	1
Developing Entrepreneurial Skills	HR1A 47	8	7	1
Economics Issues: An Introduction	J461 47	8	7	1
Managing Human Resources in Hospitality	J48A 47*	8	7	1

Languages				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Communication in French: Basic Operational Reading and Writing Skills	HR2J 46	8	6	1
Communication in French: Basic Operational Speaking and Listening Skills	HR2E 46	8	6	1
Communication in Gaelic: Basic Operational Reading and Writing Skills	HT39 46	8	6	1
Communication in Gaelic: Basic Operational Speaking and Listening Skills	HT37 46	8	6	1
Communication in German: Basic Operational Reading and Writing Skills	HR2K 46	8	6	1
Communication in German: Basic Operational Speaking and Listening Skills	HR2F 46	8	6	1
Communication in Italian: Basic Operational Reading and Writing Skills	HR2L 46	8	6	1
Communication in Italian: Basic Operational Speaking and Listening Skills	HR2G 46	8	6	1
Communication in Spanish: Basic Operational Reading and Writing Skills	HR2M 46	8	6	1
Communication in Spanish: Basic Operational Speaking and Listening Skills	HR2H 46	8	6	1
Workplace Communication in English	HR1C 46	8	6	1

*Refer to History of Changes for revision changes

Learners must complete 12 SQA credits (96 SCQF credit points) in total to achieve the SQA Advanced Certificate

SQA Advanced Diploma Events Management

Mandatory units

Learners must complete all mandatory units

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Events: Graded Unit 1	J1PV 47	8	7	1
Organising an Event	HV7H 47	16	7	2
Events Industry: An Introduction	HT3A 47	16	7	2
Event Legislation: Safety and Licensing	J1PT 47	8	7	1
Event Budgeting and Funding	J1PM 47	8	7	1
Work Placement	HP4X 47	8	7	1
Events Management: Graded Unit 2	J1PW 48	16	8	2
Managing an Event	HT3C 48	16	8	2
Event Legislation: Contracts and Protection	J1PN 47	8	7	1
Behavioural Skills for Business	J1E5 48	8	8	1
Marketing Planning in Travel and Tourism	HP56 48	8	8	1
Events: Principles and Practice of Sustainable Development	J1PR 47	8	7	1
Events: Contemporary Issues and Influences	J1PS 48	8	8	1

Limited options

Limited option IT — 1 SQA credit required from this group				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Information Technology: Applications Software 1	HP6L 47	8	7	1
OR				
Using Software Application Packages	HR0A 47	8	7	1

Limited option: Communication 1 SQA required from this group				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Communication: Business Communication	HP75 47	8	7	1
OR				
Communication: Practical Skills	HP4A 47	8	7	1
OR				
Analysing and Delivering Complex Oral Presentations	J2LK 47	8	7	1

Limited option: Marketing 1 SQA credit required from this group				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Marketing: An Introduction OR	HP6N 47	8	7	1
Applying Marketing Principles in Travel and Tourism	HP58 47	8	7	1

Limited option — Public Relations Minimum 1 Maximum 2 SQA credits required from this group				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Public Relations: Strategic Analysis, Planning and Application	J26R 47	16	8	2
Public Relations: Principles and Practice	J26P 48	8	7	1

Limited option: Finance 1 SQA credit from this group				
Preparing Financial Forecasts	J5B0 48*	8	8	1
Managing Financial Resources in Hospitality	J47H 48*	8	8	1

Mandatory plus limited options total 22 or 23 SQA credits (depending on PR option taken). An additional 7 or 8 SQA credits from the options below are required.

Learners must complete a further 7 or 8 credits from the options

Option group 1 — minimum 5 maximum 8 SQA credits required from this group				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Entrepreneurship in the Creative Industries	HR7G 48	8	8	1
Principles and Practices of Selling	J26N 47	8	7	1
Preparing a Formal Business Plan	HR19 47	16	7	2
Business Culture and Strategy	HP6R 48	16	8	2
Conferences: An Introduction	HT3D 47	8	7	1
Food and Beverage Events	HW92 47	8	7	1
Project Management: An Introduction	HR0W 47	8	7	1
Managing a Sport or Fitness Related Event	J2EG 48	8	8	1
Management: Leadership at Work	HV2C 47	8	7	1
Personal Development Planning	HP6M 47	8	7	1
IT Business: Desktop Publishing	HP0J 47	8	7	1
Human Resource Management: Introduction	J2FD 47	8	7	1
Live Performance: Events	J2W6 47	8	7	1
Exhibition Planning and Organisation	J1PP 47	8	7	1
Research Skills	J1NB 47	8	7	1
Creative Industries Infrastructure	J2W8 47	8	7	1
Working in the Creative Industries	J26S 47	8	7	1

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Music Law	J2F4 47	8	7	1
Music Industry Promotions	J2W7 47	8	7	1
Music Industry	J2F3 47	8	7	1
Communication: Using Information Technology and Desktop Publishing	J26M 47	8	7	1
Creating a Culture of Customer Care	HP73 47	8	7	1
Digital Culture: Online Communication	HR81 47	8	7	1
Web Design: An Introduction*	HT5J 47	8	7	1
Developing the Individual within a Team	HR13 47*	8	7	1
Or Developing the Individual within a Team	HP3C 48*	8	8	1
Developing Entrepreneurial Skills	HR1A 47*	8	7	1
Digital Marketing: Fundamentals	HY2G 47*	8	7	1
Economics Issues: An Introduction	J461 47*	8	7	1
Managing Human Resources in Hospitality	J48A 47*	8	7	1

*Refer to History of Changes for revision changes

Option Group 2 — Languages — minimum 0 maximum 2 SQA credits from this group				
Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Communication in French: Basic Operational Reading and Writing Skills	HR2J 46	8	6	1
Communication in French: Basic Operational Speaking and Listening Skills	HR2E 46	8	6	1
Communication in Gaelic: Basic Operational Reading and Writing Skills	HT39 46	8	6	1
Communication in Gaelic: Basic Operational Speaking and Listening Skills	HT37 46	8	6	1
Communication in German: Basic Operational Reading and Writing Skills	HR2K 46	8	6	1
Communication in German: Basic Operational Speaking and Listening Skills	HR2F 46	8	6	1
Communication in Italian: Basic Operational Reading and Writing Skills	HR2L 46	8	6	1
Communication in Italian: Basic Operational Speaking and Listening Skills	HR2G 46	8	6	1
Communication in Spanish: Basic Operational Reading and Writing Skills	HR2M 46	8	6	1
Communication in Spanish: Basic Operational Speaking and Listening Skills	HR2H 46	8	6	1
Workplace Communication in English	HR1C 46	8	6	1

It is recommended that learners choose one language unit, although this is not essential.

Learners must complete 30 SQA credits (240 SCQF credit points) in total to achieve the SQA Advanced Diploma

3 Aims of the qualification(s)

The principal aim of the qualifications is to allow the learners to gain a full introduction and understanding of the events sector. It will allow them to enter employment or articulate into a university course.

3.1 General aims of the qualification(s)

All SQA Advanced Certificate/SQA Advanced Diplomas have a range of broad aims that are generally applicable to all equivalent HE qualifications. The general aims are to:

- 1 develop learner's knowledge and skills in planning and analysis.
- 2 develop problem solving skills.
- 3 develop study and research skills.
- 4 develop critical and evaluative thinking.
- 5 develop communication skills and presentation techniques.
- 6 develop IT skills.
- 7 develop personal effectiveness.
- 8 learn good practice from professionals at work.
- 9 enable progression within the SCQF and allow progression to higher levels of education.
- 10 meet the needs of the relevant industries.
- 11 provide opportunities for career planning.
- 12 develop the ability to be flexible and to work co-operatively with others.
- 13 develop employment skills and enhance learner's employment opportunities.
- 14 enhance the learner's speed of progression within an organisation.

3.2 Specific aims of the qualification(s)

The specific aims of the SQA Advanced Certificate are to:

- 15 prepare for employment in the events industry in a supervisory level post.
- 16 gain an understanding of the role and application of the skills required in the events industry.
- 17 develop the learner's knowledge and skills in the main occupational areas of the events industry.
- 18 provide options which permit an element of vocational specialism in related areas to the events industry.
- 19 develop key transferable skills, which are relevant to the events industry.
- 20 enable progression to study the SQA Advanced Diploma Events Management.
- 21 enable progression to study a Degree.

and additionally for the SQA Advanced Diploma to:

- 22 develop a wider range of competences and expanded knowledge which a learner can achieve, by offering significant optional units relating to events management.
- 23 enhance the likely entry point to an events organisation.
- 24 gain entry to degree level courses.
- 25 enable learners to enhance their understanding of the events industry from a managerial perspective.
- 26 develop key transferable skills enabling learners to investigate issues and problems relating to events management.

3.3 Graded units

Individual units contain advice regarding the Knowledge and/or Skills that a learner may require to benefit from that unit. This may influence the centre regarding the order of delivery of units and the timing of the graded units. These units test the integration and retention of knowledge and skills from across individual mandatory units. It is recommended that the delivery of the graded units take place after some or most of the supporting units have been completed. Centres will manage this at their discretion.

Graded Unit 1 – Project — case study (single credit)

Graded Unit 2 – Project — investigation (double credit)

4 Recommended entry to the qualification(s)

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

It is anticipated that the awards will be delivered through a full-time or part-time course of study. Some learners may come from school while others may be returnees or adults who wish a change of career.

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

- ◆ a minimum of one SQA Higher (SCQF level 6) pass at grade C
- ◆ an existing SQA Advanced Certificate award
- ◆ appropriate National Certificates at SCQF level 5 or 6
- ◆ appropriate groupings of National Units
- ◆ an SVQ at level 2 or 3 in a relevant area
- ◆ different combinations of relevant National Qualifications, Vocational Qualifications and equivalent qualifications from other awarding bodies may also be acceptable
- ◆ relevant work experience
- ◆ equivalent overseas qualifications which are relevant to the award
- ◆ IELTS score of 5.5 (additional support may be provided, in addition the Workplace Communication in English unit could be chosen by the learner)

4.1 Core Skills entry profile

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

Core Skill	Recommended SCQF entry profile	Associated assessment activities
Communication		
Numeracy		
Information and communication technology (ICT)		
Problem solving		
Working with others		

5 Additional benefits of the qualification in meeting employer needs

This qualification was designed to meet a specific purpose and what follows are details on how that purpose has been met through mapping of the units to the aims of the qualification.

Through meeting the aims, additional value has been achieved by linking the unit standards with those defined in National Occupational Standards and/or trade/professional body requirements. In addition, significant opportunities exist for learners to develop more generic skills, known as Core Skills, through this qualification.

5.1 Mapping of qualification aims to units

Unit title	Aims of the qualification — Aim number reference																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Events: Graded Unit 1	x	x	x	x	x	x	x		x	x		x	x	x		x	x	x	x	x	x					
Organising an Event	x	x	x	x	x		x	x	x	x		x	x		x	x	x									
Events Industry: An Introduction			x	x				x	x	x	x	x	x	x	x	x										
Event Legislation: Safety and Licensing	x	x	x	x				x		x					x		x	x								
Communication: Business Communication	x		x	x	x								x		x					x						
Event Budgeting and Funding		x	x	x						x		x		x	x	x	x	x								
Work Placement		x		x			x	x			x		x	x	x	x	x									
Events: Principles and Practice of Sustainable Developments		x	x					x		x					x	x	x	x								x
Information Technology: Applications Software 1		x		x	x	x			x	x			x			x		x		x						

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Unit title	Aims of the qualification — Aim number reference																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Using Software Application Packages		x		x	x	x			x	x			x			x		x	x							
Marketing: Planning in Travel and tourism		x	x	x	x					x				x	x	x		x	x		x	x	x	x		
Events Management: Graded Unit 2	x	x	x	x	x		x		x	x		x	x	x	x	x	x	x	x		x	x	x	x	x	x
Managing an Event	x	x	x	x	x		x	x	x	x		x	x	x	x	x	x	x			x	x	x	x	x	x
Event Legislation: Contracts and Protection			x					x		x					x		x	x								
Events: Contemporary Issues and Influences			x	x				x		x	x										x			x	x	x
Managing Financial Resources in Hospitality	x	x	x	x					x				x		x	x			x		x					
Behavioural Skills for Business		x	x	x	x		x		x				x		x	x			x		x				x	x

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Unit title	Aims of the qualification — Aim number reference																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Preparing a Formal Business Plan	x	x	x	x	x		x			x					x				x		x					
Conferences: An Introduction			x	x				x		x		x	x	x	x			x			x	x	x			
Food and Beverage Events			x	x				x		x		x	x	x	x			x			x	x	x			
Principles and Practices of Selling			x		x	x			x	x		x	x	x	x			x	x		x	x	x			
Live Performance: Events			x		x			x		x		x	x	x	x		x	x			x					
Exhibition Planning and Organisation			x		x			x		x		x	x	x	x		x	x			x					

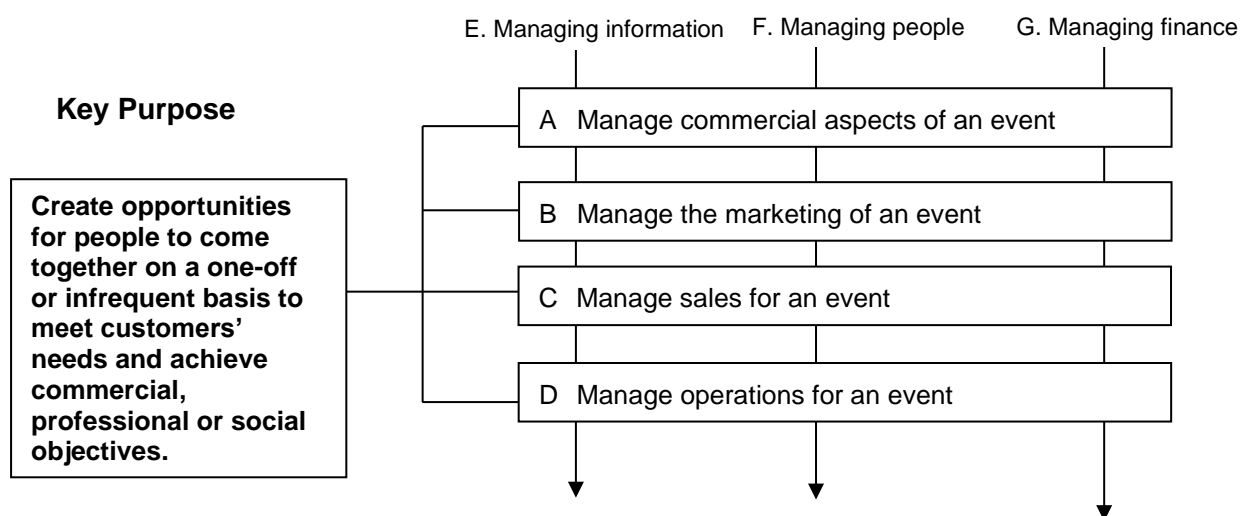
5.2 Mapping of National Occupational Standards (NOS)

The attached mapping was based on the National Occupational Standards for Events.

Functional Map of Events Sector: April 2008

Key Purpose: 'Create opportunities for people to come together on a one-off or infrequent basis to meet customers' needs and achieve commercial, professional or social objectives.'

What needs to happen to achieve the Key Purpose?



Key Role A: Manage the commercial aspects of an event	
National occupational standards	Source and notes
A1 Develop and agree the concept for an event	Level 4 unit on first stage planning, developed within the project
A2 Research and agree the scope of an event	Level 4 unit on second stage planning, developed within the project
A3 Develop and agree a business plan for an event	Level 4 unit on detailed business planning, developed within the project
A4 Manage risk	Level 4 unit on generic risk management appears as B10 in MSC Management suite
A5 Ensure compliance with legal, regulatory, ethical and social requirements	Level 4 unit on managing in a responsible manner Appears as B8 in the MSC Management suite
A6 Identify, negotiate and secure a venue for an event	Level 4 unit on securing venue for event Developed within the project
A7 Identify and negotiate contracts for an event	Level 4 unit on selecting and negotiating with contractors for a range of goods and services Developed within the project

Key Role B: Manage the marketing of an event	
National occupational standards	Source and notes
B1 Build your organisation's understanding of its market and customers	Level 4 unit on market research from a Management angle Appears as F9 in MSC Management suite
B2 Develop marketing strategies and plans for products/services	Level 4 unit on marketing as appropriate to events Appears in the MSSSB suite as 3.1.1
B3 Co-ordinate communications functions and the dissemination of the organisation's communications	Level 4 covering the development of internal and external communications strategies appears in the MSSSB suite of NOS as 4.4.4
B4 Develop and implement proactive and reactive PR strategies and tactics	Level 4 public relations unit Appears in the MSSSB suite as 4.4.8
B5 Implement marketing strategies and plans for products/services	Level 3 unit on implementing marketing plans Appears in MSSSB suite as 6.1.2

Key Role C: Manage sales for an event	
National occupational standards	Source and notes
C1 Obtain sponsorship/revenue for an event	Level 4 unit on developing sponsorship or partnership arrangements Developed within project
C2 Plan your selling activities	Level 4 unit on sales as appropriate to events Appears in the MSSSB suite as unit 5
C3 Plan and monitor the work of sales teams	Level 4 unit Appears in the MSSSB suite as unit 9
C4 Sell products/services to customers	Level 3 unit Appears in the MSSSB suite as unit 16
C5 Negotiate sales of products/services	Level 3 unit Appears in the MSSSB suite as unit 17

Key Role D: Manage operations for an event	
National occupational standards	Source and notes
D1 Plan and implement a critical path for an event	Level 4 unit on first stage operational planning for an event Developed within the project
D2 Develop and implement policies and procedures for an event	Level 4 unit on events policies and procedures Developed within the project
D3 Develop detailed plans for an event	Level 3 unit covering use of space, event programmes, etc Developed within project
D4 Develop and implement operational plans for your area of responsibility	Level 4 management unit on operational planning and implementation Appears as B1 in the MSC Management suite
D5 Manage contracts for an event	Level 4 unit on managing contractors during the operational phase Developed within project
D6 Plan for the health, safety and security of people attending a spectator event	Level 4 event safety unit Appears as C216 in the SkillsActive suite of Spectator Safety NOS
D7 Manage physical resources	Level 4 unit on managing, eg equipment, materials, facilities, etc Appears as E8 in the MSC management suite
D8 Oversee health, safety and security at events' sites	Level 3 unit on the health and safety of the site and the site team Developed as part of the project

Key Role D: Manage operations for an event (cont)	
National occupational standards	Source and notes
D9 Manage the set-up and breakdown of an event	Level 3 unit covering operational aspects of set-up and take down Developed within project
D10 Manage the running of an event	Level 4 unit on operational management during the event Developed within project
D11 Ensure the health, safety and security of people during a spectator event	Level 4 unit on spectator/customer safety appears in the SkillsActive suite as C217
D12 Evaluate and report on the success of an event	Level 3/4 unit on evaluation Developed within project

Key Role E: Managing information	
National occupational standards	Source and notes
E1 Communicate information and knowledge	Level 4 communications unit Appears in the MSC management suite as E11
E2 Research, analyse and report information	Level 3 research unit Appears in the Council for Administration suite of NOS as 310
E3 Manage information systems	Level 4 information unit Appears in the Council for Administration suite of NOS as 410
E4 Lead meetings	Level 4 unit Appears in the MSC management suite as D11

Key Role F: Managing people	
National occupational standards	Source and notes
F1 Develop productive working relationships with colleagues and stakeholders	Level 3/4 unit on effective working relationships Appears as D2 in the MSC management suite
F2 Manage the achievement of customer satisfaction	Level 3/4 customer service unit Appears in the MSC management suite as F11
F3 Recruit, select and keep colleagues	Level 3/4 recruitment, selection and retention unit Appears in the MSC management suite as D3
F4 Provide leadership in your area of responsibility	Level 3/4 leadership unit Appears in the MSC management suite as B6
F5 Build and manage teams	Level 4 team building unit Appears as D9 in the MSC management suite
F6 Provide learning opportunities for colleagues	Level 3/4 training and development unit from a management angle Appears in the MSC management suite as D7
F7 Allocate and monitor the progress and quality of work in your area of responsibility	Level 4 performance management unit Appears in the MSC management suite as D6
F8 Monitor and solve customer service problems	Level 3 customer care unit Appears in MSC management suite as F6

Key Role G: Managing finance	
National occupational standards	Source and notes
G1 Manage a budget	Level 3 financial management unit. Appears as E1 in the MSC management suite
G2 Manage finance for your area of responsibility	Level 4 financial management unit. Appears as E2 in the MSC management suite

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Unit name and reference number							
NOS number	Events: Graded Unit 1	Organising an Event	Events Industry: An Introduction	Events Legislation: Safety and Licensing	Communication: Business Communication	Event Budgeting and Funding	Work Experience
A1							
A2							
A3							
A4	X						
A5	X			X			
A6							
A7							
B1	X						
B2	X						
B3	X						
B4	X						
B5	X						
C1						X	
C2	X						
C3							
C4							
C5							
D1		X					
D2		X			X		
D3		X					
D4							X
D5							
D6	X	X		X			
D7							
D8				X			
D9							
D10							
D11				X			
D12	X						
E1			X		X		X
E2			X		X		
E3							
E4					X		
F1		X					
F2	X	X					
F3							
F4							
F5							
F6							
F7							X
F8		X					
G1		X				X	
G2		X				X	

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Unit name and reference number						
NOS number	Information Technology: Application Systems	Using Software Application Packages	Marketing: Planning in Travel and Tourism	SQA Advanced Diploma Event: Management Graded Unit 2	Managing an Event	Event Legislation: Contracts and Protection
A1					X	
A2					X	
A3					X	
A4					X	
A5					X	
A6					X	
A7					X	
B1			X			
B2			X			
B3			X			
B4					X	
B5					X	
C1					X	
C2					X	
C3					X	
C4					X	
C5					X	
D1					X	
D2					X	
D3					X	
D4					X	
D5					X	
D6					X	X
D7					X	
D8					X	
D9					X	
D10					X	
D11					X	
D12					X	
E1	X	X			X	X
E2	X	X			X	X
E3	X	X				
E4						
F1					X	
F2					X	
F3						
F4					X	
F5					X	
F6						
F7						
F8						
G1					X	
G2					X	

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Unit name and reference number						
NOS number	Preparing Financial Forecasts	Managing Financial Resources in Hospitality	Behavioural Skills for Business	Preparing a Formal Business Plan	Conferences: An Introduction	Food and Beverage Events
A1						
A2						
A3				X		
A4						
A5						
A6						
A7						
B1						
B2						
B3						
B4						
B5						
C1						
C2						
C3						
C4						
C5						
D1				X		X
D2						
D3						X
D4						
D5						
D6						X
D7						X
D8						X
D9						X
D10						X
D11						
D12						
E1				X	X	
E2					X	
E3						
E4			X			
F1			X			
F2						
F3			X			
F4			X			
F5			X			
F6						
F7						
F8						
G1		X				
G2	X	X				

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Unit name and reference number						
NOS number	Events: Principles and Practice of Sustainable Development	Principles and Practices of Selling	Live Performance: Events	Exhibition Planning and Organisation	Public Relations 1: Functions and Applications	Public Relations 2: Planning and Implementing Public Relations Campaigns
A1						
A2						
A3						
A4						
A5	X					
A6						
A7						
B1					X	
B2						
B3					X	
B4					X	X
B5						
C1						
C2		X				
C3						
C4		X				
C5	X	X				
D1			X			
D2	X					
D3			X			
D4						
D5						
D6			X			
D7			X			
D8			X			
D9			X			
D10			X			
D11						
D12						
E1	X			X		
E2				X		
E3						
E4						
F1						
F2						
F3						
F4						
F5						
F6						
F7						
F8						
G1						
G2						

SQA Advanced Certificate/Diploma

Unit name and reference number						
NOS number	Events: Contemporary Issues and Influences	Personal Development Planning	Digital Culture; On line communication	Human Resource Management: An Introduction	Creating a Culture of Customer Care	Public Relations: Principles and Practice
A1						
A2					X	
A3						
A4						
A5	X					
A6						
A7	X					
B1						X
B2						
B3						X
B4						X
B5						
C1						
C2						
C3						
C4						
C5						
D1		X				
D2					X	
D3		X				
D4						
D5						
D6						
D7	X					
D8						
D9						
D10						
D11						
D12						
E1	X				X	
E2						
E3						
E4						
F1						
F2		X			X	
F3	X			X		
F4				X		
F5				X		
F6						
F7		X				
F8		X			X	
G1						
G2						

5.3 Mapping of Core Skills development opportunities across the qualification(s)

Unit title	Communication		Numeracy		ICT		Problem Solving			Working with Others	
	Written	Oral	Using Number	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
Events: Graded Unit 1	S				S	S	S	S	S		
Organising an Event	S						E*	E*	E*	S	S
Events Industry: An Introduction	S				S	S	S	S	S		
Event Legislation: Safety and Licensing							S				
Event Budgeting and Funding	S		E*								
Work Experience	S	S	S	S	S	S	E	E	E	S	S
Events Management: Graded Unit 2	S				S	S	S	S	S		
Managing an Event	S						E*	E*	E*	S	S
Event Legislation: Contracts and Protection							S				
Behavioural Skills for Business	S	S					S	S	S		
Managing Financial Resources in Hospitality			S	S			S				
Marketing Planning in Travel and Tourism											
Events: Principles and Practice of Sustainable Developments							E*		E*		

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Unit title	Communication		Numeracy		ICT		Problem Solving			Working with Others	
	Written	Oral	Using Number	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
Events: Contemporary Issues	S	S					S	S	S	S	S
Information Technology: Applications Software 1					E	E					
Using Software Application Packages					E	E					
Communication: Business Communication	E	E									
Communication: Practical Skills	E	E									
Complex Oral Presentation		E					E	E	E	E	E
Applying Marketing Principles in Travel and Tourism	S				S	S	S				
Preparing Financial Forecasts			S				S				
Conferences: An Introduction							S				
Food and Beverage Events							S	S	S		
Live Performance: Events	S										
Exhibition Planning and Organisation	S						S				

*E means subject to Core Skills Audit.

5.4 Assessment strategy for the qualification(s)

Unit	Assessment			
	Outcome 1	Outcome 2	Outcome 3	Outcome 4
Events: Graded Unit 1	Project			
Organising an Event	Open-book — Report	Open-book — Portfolio	Diary — log book, Assessment Checklist	Evaluation Report
Events Industry: An Introduction	Open-book, extended response	Open-book, Case Study	Open-book, Case Study	—
Event Legislation: Safety and Licensing	Open-book, multiple-choice	Open-book, multiple-choice	—	—
Event Budgeting and Funding	Open-book, extended response	Open-book, extended response	Practical Assignment	Open-book, extended response
Work Experience	Open-book — Portfolio	Open-book — portfolio	Open-book — Portfolio	—
Events Management: Graded Unit 2	Project			
Managing an Event	Open-book — Report	Open-book, portfolio	Diary — log book, Assessment Checklist	Evaluation Report
Event Legislation: Contracts and Protection	Open-book, Case Study	Open-book, Case Study	Open-book, Case Study	Open-book, Case Study
Behavioural Skills for Business	Open-book, Case Study	Open-book, Case Study	Open-book, Case Study	—
Marketing Planning in Travel and Tourism	Open-book, Report	Open-book, Case Study	Open-book, Case Study	—
Events: Principles and Practice of Sustainable Developments	Open-book, Case Study	Open-book, Case Study	Open-book, Practical Assignment	—
Events: Contemporary Issues and Influences	Open-book, Report	Open-book, Case Study	Open-book, Presentation	—
Conferences: An Introduction	Open-book, multiple-choice or extended response	Open-book, Case Study	—	—
Food and Beverage Events	Open-book — Portfolio	Open-book, Portfolio	Open-book, Portfolio	—
Live Performance Events	Open-book, extended response/investigative project	Open-book, extended response/investigative project	—	—

6 Guidance on approaches to delivery and assessment

The SQA Advanced Certificate Events and SQA Advanced Diploma Events Management are designed for learners who want to enter into positions in the events industry at an operational, supervisory or managerial level. The awards place a heavy focus on developing learners' practical skills and their ability to apply their knowledge to the relevant environment. The awards have been developed to ensure that there is a balance of both theoretical and practical units within the frameworks. The theory will underpin the knowledge required to cope with the practical elements.

The application of practical, managerial and theoretical skills underpins the philosophy of the awards and is central to their delivery.

It is recommended that all units should be delivered in the context of the awards. Learners should be given the opportunity to apply knowledge gained in realistic and practical settings.

The awards also aim to prepare learners for progression to a range of programmes of study either in higher education or workplace qualifications including SVQ routes. The awards are designed to facilitate articulation routes to a number of universities.

6.1 Sequencing/integration of units

Possible block pattern delivery for SQA Advanced Certificate/SQA Advanced Diploma Events

Unit title	Block No
Events Industry: An Introduction	Block 1 and 2
Event Budgeting and Funding	Block 1
Work Experience	Block 1 and 3
Using Software Application Packages	Block 1
Communication: Business Communication	Block 2
Organising an Event	Block 2 and 3
Marketing: An Introduction	Block 2
Conferences: An Introduction	Block 2
Digital Culture: Online Communication	Block 2
Live Performance: Events	Block 3
Events: Principles and Practice of Sustainable Developments	Block 3
Principles and Practices of Selling	Block 3
Events: Graded Unit 1	Block 3
Managing an Event	Block 1 and 2
Behavioural Skills for Business	Block 1
Public Relations 1: Functions and Applications	Block 1
Food and Beverage Events	Block 1
Event Legislation: Contracts and Protection	Block 2
Management of Human Resources in Hospitality 1	Block 2
Marketing Planning in Travel and Tourism	Block 2
Entrepreneurship in the Creative Industries	Block 2
Creating a Culture of Customer Care	Block 3
Managing Financial Resources in Hospitality	Block 3
Exhibition Planning and Organisation	Block 3
Events: Contemporary Issues and Influences	Block 3
Events: Graded Unit 2	Block 2 and 3

6.2 Recognition of prior learning

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

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

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

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

More information and guidance on the recognition of prior learning may be found on our website: www.sqa.org.uk.

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

6.2.1 Articulation and/or progression

University articulation opportunities

The SQA Advanced Certificate/SQA Advanced Diploma allows for articulation to several universities within Scotland, including the following:

Edinburgh Napier University — BA Events and Festival Management, BA Events Management

Robert Gordon University — BA Events Management

Queen Margaret University — BA Events Management

University of the West of Scotland — BA Events Management

Glasgow Caledonian University — International Events Management

Several colleges have arrangements with their local university for Associate Student Places, which supports the transition from college to university.

6.3 Opportunities for e-assessment

By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres that wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. SQA Academy has resources which can be used for the delivery of the unit. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at **www.sqa.org.uk/e-assessment**.

6.4 Supporting materials

A [list of existing ASPs \(Assessment Support Packs\)](#) for units in the framework is available to view on SQA's website.

6.5 Resource requirements

No specialist resources are required to deliver the award.

7 General information for centres

Equality and inclusion

The unit specifications making up this group award have been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners will be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Internal and external verification

All instruments of assessment used within these group awards should be internally verified using the appropriate policy within the centre and the guidelines set by SQA.

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

Further information on internal and external verification can be found in *SQA's Guide to Assessment* (www.sqa.org.uk).

8 Glossary of terms

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

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

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

Graded unit: Graded units assess learners' ability to integrate what they have learned while working towards the units of the group award. Their purpose is to add value to the group award, making it more than the sum of its parts, and to encourage learners to retain and adapt their skills and knowledge.

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

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

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

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

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

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

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

Signposted Core Skills: These refer to opportunities to develop Core Skills in learning and teaching, but are not automatically certificated.

9 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 any changes summarised below. Centres are advised to check SQA Connect to confirm that they are using the most 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
09	Revision of unit: HP70 48 Preparing Financial Forecasts (finish date 31/7/24) has been replaced by J5B0 48 Preparing Financial Forecasts (start date 1/8/21)	16/6/2022
08	Revision of unit – HP4C 48 Managing Financial Resources in Hospitality which finishes on 31/07/2022 has been revised by J47H 48 Managing Financial Resources in Hospitality in the AD Events Management framework	12/07/2021
07	Revision of Unit – J48A 47 Managing Human Resources in Hospitality added to HNC and HND Frameworks as revision of Management of Human Resources in Hospitality 1 (HT3K 47)	04/05/2021
06	Additional unit – J461 47 Economics Issues: An Introduction added to the options section of Advanced Certificate and Advanced Diploma frameworks	31/03/2021
05	Update of section 5.1 – Mapping of Qualification aims to units	02/02/2021
04	Revision of Unit: HY2G 47 Digital Marketing: Fundamentals added as Optional unit to Advanced Diploma framework	21/09/2020
03	Revision of Units: HR13 47 - Developing the Individual within a Team and HP3C 48 - Developing the Individual within a Team added to Advanced Diploma framework as either/or options. HR1A 47 - Developing Entrepreneurial Skills added to Options Group 1 section of the Advanced Certificate and Advanced Diploma framework.	01/07/2020
02	Revision of Unit: Web Design: An Introduction HT5J 47 added as an optional unit to Advanced Certificate and Advanced Diploma Frameworks.	11/05/2020

Acknowledgements

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

Further information

Call SQA's Customer Contact Centre on 44 (0) 141 500 5030 or 0345 279 1000. Alternatively, complete our [Centre Feedback Form](#).

10 General information for learners

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

The SQA Advanced Certificate Events and SQA Advanced Diploma Events Management are awards that will prepare you for a variety of levels of employment within the industry.

The SQA Advanced Certificate/SQA Advanced Diploma awards, will support you towards a career within the industry as well as progression to a course in higher education. The industry has high expectations of its employees demanding good oral and written communication skills, smart appearance, highly developed social skills including good manners, a high degree of commitment to the organisation and an ability to work productively both individually and co-operatively as a member of a team.

SQA Advanced qualifications provide practical skills and theoretical knowledge that meet the needs of employers. The SQA Advanced Certificate in Events (SCQF level 7) develops knowledge in areas including events planning, legislation, marketing, budgeting and funding.

The SQA Advanced Diploma in Events Management (SCQF level 8) builds on the knowledge and skills of the SQA Advanced Certificate and also enhances skills in events planning, examining contemporary issues in the industry, sustainability principles and practice, management, budgeting and funding, legislation, public relations, marketing and communication.

The options available in both qualifications allow you to specialise in particular areas of the industry, for example live performance events, sports events, conferences and exhibitions.

Examples of employment destinations of previous learners with the SQA Advanced Certificate/SQA Advanced Diploma include:

Events manager, major hotel chain
Wedding planner, specialist wedding planner company
Event manager, large hospitals
Event organiser/manager, specialist events company
Events manager/coordinator/assistant, large charity
Event organiser, large city-centre exhibition centre
Event co-ordinator, corporate hospitality
Value relationship manager, large hotel chain
PR and marketing assistant, PR company
Conference and banqueting assistant, Edinburgh First
Event co-ordinator, Scottish Government
Event co-ordinator, large contract caterer
Group and events co-ordinator, large hotel chain
Events fundraising assistant, large charity
Special event co-ordinator and promotions manager, specialist party and events company, New York

The programmes are demanding, however experience in delivering the awards has shown that learners who enter their chosen award with at least the minimum entry qualifications and

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who show commitment by attending classes regularly and completing the work demanded on time, do successfully achieve their award.

The language used in the learning and teaching within these awards is English and therefore learners wishing to pursue this course of study should have English language skills at an appropriate level. ESOL programmes may be available for you if you require pre-access learning in English language. The level for entry is an International English Language Test score of 5.5

Assessment

All units will be assessed individually, using a variety of assessment styles. Some will be class based, some home based. Some may be open-book assessments and others will be closed-book assessments. Integration of assessments between units will take place where appropriate, which will lessen the assessment burden.

The graded units will be delivered and assessed towards the end of year one and year two. These units will be using the knowledge and understanding gained from all the other units and will get you to apply this knowledge. Graded Unit 1 is a case study and Graded Unit 2 is an investigation. They are marked and graded A, B or C.