Arrangements for:

HNC Rural Business Management

Group Award Code: G99F 15

HND Rural Business Management

Group Award Code: G99N 16

Validation date: April 2008

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Version: 16 (May 2021)

Acknowledgement

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.

Version number	Description	Date
16	**G99F 15 and G99N 16** **Revision of Unit:** Environmental Awareness - (J4RC 34) added as an alternative to Environmental Awareness- (F2G8 34). which finishes 31/07/2022	24/05/21
15	**Revision of Units:** F84P 34: Business law: An Introduction (finish date 31/07/2023) has been replaced by J56B 34 (start date 01/08/2021). F7J6 35 Economics 1: Micro and Macro Theory and Application (finish date 31/07/2023) has been replaced by J56G 35 (start date 0108/2021) For the HND framework only.	25/01/21
14	**Revision of Unit:** F7J8 34 Economics Issues: An Introduction (finished 31/07/2021) has been replaced by J462 34 Economics Issues: An Introduction (start date 01/08/2020) for both frameworks	26/04/20
13	**Revision of Unit:** H1KP 34 Human Resource Management: Introduction has been replaced by J2FH 34 Human Resource Management: Introduction in HNC and HND frameworks. H1KP 34 will finish 31/07/2021	19/07/19
12	**Revision of Units** F93K 34 Financial Accounting Statements: An Introduction added to Optional units in HNC Framework. DV5M 34 Web Design: An Introduction (Finished 31/07/2015) replaced by H383 34 Web Design: An Introduction in HNC Framework. F502 34 Geographic Information Systems added to Optional Units in HND and HND frameworks. DV5M 34 Web Design: An introduction (Finished 31/07/2015) replaced by H383 34 Web Design: An Introduction and moved from Mandatory units to Optional Units in HND Framework.	27/05/19
11	**Revision of Unit:** F5CP 34 Supervision and Management (finish date 31/07/21) has been replaced by J1BV 34 Supervision and Management (start date (01/08/18) for the HND Framework only. **Revision of Unit:** F1RJ 34 Business Management: An Introduction (finish date 31/07/21) has been replaced by J1BV 34 Business Management: An Introduction (start date 01/08/18) for both HNC/HND framework	31/07/18

10	**Revision of Unit:** F3ST 34 Rural Land Use in Scotland (finishing 31/08/2019) has been replaced by HV9V 34 Rural Land Use (start date 01/08/2017) for both HNC and HND frameworks **Revision of Unit:** DV8N 35 Marketing Planning Process (finish date 31/07/2021) has been replaced by HX13 15 Marketing Planning Process (Start date 01/08/2017) for HND only	06/10/17
09	**Unit F93K 34** Financial Accounting Statements: An Introduction has been added to HND framework only	23/08/17
08	**Revision of Unit:** DL31 34 Retail Environment has been replaced by HJ3F 34 for HND only and will finish on 31/07/2019. **Revision of Unit:** DV0M 34 Work Experience has been replaced by HJ4W 34 Work Placement and will finish on 31/07/2019 for HND Framework Only.	17/03/17 30/03/17
07	**Unit F2G7 35** Farm Buildings and Controlled	10/07/15

	Environments added to optional units on framework for HND	
06	**Revision of Units:** DK2K 34 Getting Started in Business has been revised by H7V4 34 Preparing to Start a Business and will finish on 31/07/2016. A6Y7 34 Developing Entrepreneurial Skills revised by H7V6 34 Developing Entrepreneurial Skills and will finish on 31/07/2016.	12/01/15
05	**Changes to codes:** *Marketing* from DE3C 34 *(finished)* to F7BX 34. *Economic Issues* from DE3A 34 *(lapse date 31/0712012, finish date 31/07/2014)* to F7J8 34. *Creating a Culture of Customer Care* from DJ42 34 *(lapse date 31/0712013, finish date 31/07/2015)* to H1F0 34. *Business Law: An Introduction* from DE3E 34 *(lapse date 31/0712012, finish date 31/07/2014)* to F84P 34.	17/01/13
04	**Changes to Code:** *Human Resource Management : Introduction* from DN78 34 *(lapse date 31/0712012, finish date 31/07/2014)* to H1KP 34**.	29/10/12
03	Unit F566 35 "Tourism: Sustainability and Rural Communities" added as additional Optional Unit for HND.	October 2011
02	HND structure amended to reflect alternative Units included to replace finished Units.	October 2010

Contents

1 Introduction

This is the Arrangements Document for the revised Group Awards of HNC Rural Business Management and HND Rural Business Management which were validated in April 2008. This document includes background information on the development of the Group Awards, their aims, guidance on access, details of the Group Awards structures, and guidance on delivery.

The revision of the awards took the form of a specialist single centre development — a collaboration between the Scottish Agricultural College (SAC) and the Scottish Qualifications Authority (SQA) — as the frameworks are considered to be unique to a local/niche market.

The awards are designed to equip candidates with the knowledge, understanding and skills required for success in current and future employment or for progression to undergraduate level study, in particular SACs BA Rural Business Management programme.

2 Rationale for the development of the Group Awards

2.1 Background

The Higher National Diploma in Agricultural Business Management was first introduced in 1989. It was designed to prepare candidates for management careers in the agricultural supply sector. The qualification was Unitised in 1993, and re-titled 'Rural Business Management' to reflect the broader aims of the programme. In 1994 there were further developments to add a 'European' dimension to the programme, which involved the introduction of languages into the study programme.

In 1997/98 the award was revalidated as HND in Business Management (Agri-Food), offering a reduced amount of optional streams to the programme.

In 2003/2004 the Group Awards were re-validated as HNC/HND in Rural Business Management and the content revised to meet the needs of rural industries and the agricultural industry. This resulted in the introduction of a common HNC in year 1 of the programme and two streams in year 2 of the programme (Rural and Agriculture) to widen the appeal of the HND.

This latest revision of the HNC/HND Rural Business Management Group Awards provides a business management core structure alongside more specialist Units to meet the needs of Scotland's rural industries. They are designed to help enhance the long-term viability of the Scottish rural business sector as it seeks to develop national and international trade, and to maintain its competitiveness relative to competitors from the UK, the European Union and internationally. With increased globalisation some of the issues now need to be studied in both a national and global context.

The revision of the awards also reflects the changes to SQA's Design Principles for HNs.

2.2   Market research, consultation and development

To ensure that the new qualifications are vocationally relevant and meet the needs of both industry and candidates, market research and consultation was carried out by the Qualifications Design Team (QDT) set up to oversee the development. The QDT met at key stages throughout the consultation and development process.

Consultation

The QDT consulted with a variety of key stakeholders on the development of the revised awards.

Stakeholder	Method of consultation
School Pupils	♦ Questionnaire
Candidates	♦ Questionnaire
Centres	♦ Questionnaire ♦ Meetings
Industry	♦ Meetings
Lantra (Sector Skills Council)	♦ Video Conference

The feedback from consultation confirmed that the revised awards should take cognisance of:

♦ the value of transferable skills, such as communication, organisational skills and management techniques, to candidates once they are in the workplace
♦ the importance of work placements and project work in preparing candidates for work and further academic study
♦ the value of effective communication skills and team working
♦ the need for a strong base of technical knowledge in chosen area
♦ the need to address the gap of suitable education/training provision within the rural industries
♦ ensuring candidate employability

Development

In response to the consultation feedback and market research the QDT revised the content and structure of the awards. The main changes are:

♦ SAC specialist business Units have, in the main, been replaced by generic business Units to ensure parity of standards and to promote flexibility of progression routes
♦ Signposting of Core Skills within individual Units and revised frameworks
♦ Inclusion of Graded Units and adoption of SQA's HN Design Principles
♦ Credit and leveling of Units and awards in line with Scottish Credit and Qualifications Framework (SCQF)
♦ Inclusion of three specialist clusters to replace specialist optional Units

The SQCF Ready Reckoner is given in Appendix 1.

3 Aims of the Group Awards

The awards aim to prepare candidates for management careers in the rural business, agri-business, animal and equine industries. They are designed to encompass the main purposes, knowledge, understanding and skills specified within the Quality Assurance Agency for Higher Education (QAA) subject benchmark statement for General Business and Management. In particular they aim to develop specific business knowledge and skills in the areas of business management, innovation, economic policy, human resource management, finance, e-commerce, technology, sustainability and the environment. The emphasis throughout is on rural industries related to the agricultural and land-based sector, rather than general business referred to in the QAA benchmark statement. The HNC/HND Rural Business Management programme will be enhanced through developing links using industry placements, case studies, guest lectures and activities with local businesses related to the rural sector.

3.1 General aims of the Group Awards

The general aims of the HNC and HND Rural Business Management are:

1 to provide specific business knowledge to enhance candidates' career prospects in rural business
2 to enhance candidates' personal development through development of core and transferable skills
3 to prepare candidates to evaluate rural business issues, problems and opportunities
4 to emphasise the role of rural business rather than general business referred to in the QAA general business and management benchmark statement 2007
5 to provide candidates with the opportunity for rural business visits in a safe working environment

3.2 Specific aims of the Group Awards

The specific aims of the HNC Rural Business Management are:

6 to develop in candidates the required skills and knowledge in business, economics, human resource management, health and safety, IT applications, marketing and financial records in an integrative manner
7 to provide a business based programme, involving examples and visits to rural businesses, which enables candidates to work within and understand the running of a rural enterprise
8 to ensure that candidates have a broad appreciation of environmental issues affecting rural businesses
9 to enable progression to the Higher National Diploma and other higher level programmes

The specific aims of the HND Rural Business Management, in addition to those listed above for the HNC award, are:

10   to enhance skills and knowledge in business, economics, human resource management, IT applications, marketing, law and accounting and finance in an integrative manner

11   to provide a vocational programme based on the skills and knowledge required for employment at trainee manager level within a rural business

12   to ensure that candidates have practical experience of working within a rural business through industrial placement in a safe working environment

13   to ensure that candidates have a sound appreciation of current rural and conservation issues and understand the concept of sustainability

14   to facilitate progression to degree level education based on a sound foundation in rural business management, Core Skills, and an understanding of the multifunctional nature of rural businesses

3.3   Target groups

The awards are suitable for a wide range of candidates including:

- School leavers
- Candidates studying access courses in business
- Returners to education
- Candidates in employment who wish to enhance their career prospects by part-time study
- Individuals changing direction/seeking a change in career
- Part-time candidates wishing to broaden skills and knowledge
- Candidates who wish to pursue an entrepreneurial career in the rural sector
- Candidates who wish to pursue an equine career in the rural sector
- Candidates who wish to pursue a career in the food sector
- Candidates who wish to pursue an agriculturally related career in the rural sector
- Entrepreneurs who wish to sharpen their business skills through full or part-time study.

3.4 Employment opportunities

The HNC and HND Rural Business Management awards will provide candidates with a diverse range of career opportunities some related to the agricultural industry and others in the manufacturing and service industries related to rural industry. The awards include important transferable skills and cover a very wide range of skills and knowledge in specialist sectors of industry such as enterprise, agriculture and equine.

Candidates achieving the HNC award may have a number of career opportunities open to them including:

♦ Working in the food and drinks sector
♦ Working in an auction market
♦ Secretarial work
♦ Trainee Farm Manager
♦ Farmer (self employed)
♦ Trainee Manager
♦ Technical Sales (Seed Company)

Candidates achieving the HND award may have a number of career opportunities open to them including:

♦ Trainee Land Agent
♦ Supply Chain Manager
♦ Sales Manager
♦ Technical Representative
♦ Self employed in Equine Business
♦ Manager of farm shop and restaurant complex
♦ Manager (chicken processing)
♦ Enterprise Manager
♦ Trainee Grain Trader
♦ Trainee Manager with Vegetable Supply Co-operative
♦ Veterinary Practice Manager
♦ Working overseas in agriculture related posts

4 Access to Group Awards

As with all SQA qualifications, access to the awards will be at the discretion of the centre.

Wider access to the Group Awards is encouraged as applicants may come from a wide range of backgrounds and experiences. Access to the Group Awards is designed to encourage and support the social inclusion agenda by providing entry routes for applicants with traditional or non-traditional entry profiles. The ultimate criterion to be satisfied by any applicant seeking entry is that they should have a realistic chance of benefiting from the course.

The opportunity to develop all five Core Skills can be identified throughout the mandatory section of the Group Awards. This gives further support to candidates with non-traditional entry profiles to succeed at this level. Increasing numbers of adult returners and rising interest in part-time and on-line learning methods, have widened access to these programmes and allow part-time attendance and progression from other relevant programmes/institutions. It is important that a flexible attitude to access is adopted.

Examples of appropriate entry requirements are given below — this is intended to provide guidance to centres. They are not exhaustive or mutually exclusive and may be considered in a variety of combinations.

4.1 Formal qualifications

It is recommended that candidates wishing to gain entry to HNC Rural Business Management/1st year HND Rural Business Management should have:

♦ Two SQA Highers (SCQF level 6) in any subject

or

♦ One 'A' level pass (SCQF level 6) in any subject

or

♦ An access qualification to higher education

or

♦ A National Qualification Group Award at SCQF level 5/6 in Business or any of the optional cluster areas ie: Enterprise, Agriculture, Equine or Food studies

or

♦ An SVQ at level 3 or 4 in a related discipline, eg Business and Administration or Management

### 4.1.2.	Entry to Year 2 HND Rural Business Management

In order to achieve the HND Rural Business Management candidates must gain 30 SQA credits. Ideally full-time candidates should be encouraged to achieve 15 credits in each year of the award. Wider access should be provided to cater for the needs of those, for example, who have achieved the HNC at day release or evening classes or in other centres. Candidates would therefore be expected to have a minimum of 12 credits on entry to year 2 and these would include the HNC Rural Business Management mandatory Units.

Candidates with other business related HNCs may be considered for progression to year 2 of the HND programme where this is feasible. Appendix 2 shows equivalences between the HNC Business and HNC Rural Business Management awards.

## 4.2	Core Skills entry profile

The recommended Core Skills entry profile for the awards is:

Core Skill	HNC	HND
	SCQF level	SCQF level
Communication	5	5
Information Technology	5	5
Numeracy	5	5
Problem Solving	5	5
Working with Others	5	5

## 4.3	English as an additional language

Where English is not the first language of a prospective candidate, it is recommended that the candidate possess English for Speakers of Other Languages at an appropriate level. If using a test such IELTS or equivalent, an entry score of 5.5 or above would provide a sound linguistic basis for the candidate to attempt course.

## 4.4	Work/life experience

Candidates with suitable relevant work experience in lieu of normal entry requirements may be accepted for initial entry to the HNC Rural Business Management programme at the discretion of the centre provided they think the candidate will be able to cope with the course demands and is likely to benefit from undertaking the award.

Many candidates have life experience and sometimes practical business experience, but lack academic qualifications. Consideration should be given to admitting these applicants onto the HNC programme as a way of trial entry before progression to HND and degree. Centres are advised to assess candidates' (with non standard entry profiles) Core Skills using a diagnostic tool, and agree individual learning plans to support any extended learning requirements to aid candidate achievement on the awards.

5 Group Awards structure

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

♦ HNCs shall be designed to be at SCQF level 7 and shall comprise 96 SCQF credit points with at least 48 credit points at SCQF level 7. The HNC should include a mandatory section of at least 48 SCQF credit points and include one Graded Unit of 8 SCQF credit points at SCQF level 7.

♦ HNDs shall be designed to be at SCQF level 8 and shall comprise 240 SCQF credits points with at least 64 credit points at SCQF level 8. The HND should include a mandatory section of at least 96 SCQF credit points and include one Graded Unit of 8 SCQF credit points at SCQF level 7, plus 16 SCQF credit points of Graded Unit(s) at SCQF level 8.

♦ HNC and HND programmes shall incorporate opportunities for candidates to develop Core Skills to levels required by the occupations or progression pathways the HNs support.

5.1 Framework

5.1.1 HNC Rural Business Management

Mandatory Units — 10 credits (80 SCQF credit points)

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Information Technology: Applications Software 1	D75X 34	8	7	1
Developing Skills for Personal Effectiveness	DF4E 34	8	7	1
Financial Records for Small Business	F26G 34	8	7	1
Human Resource Management: Introduction	J2FH 34**	8	7	1
Economic Issues: An Introduction	J462 34**	8	7	1
Marketing: An Introduction	F7BX 34**	8	7	1
Creating a Culture of Customer Care	H1F0 34**	8	7	1
Business Management: An Introduction	J1BV 34**	8	7	1
Rural Land Use	HV9V 34**	8	7	1
Rural Business: Graded Unit 1	F6C6 34	8	7	1
Total mandatory Unit credits				**10**

**Refer to History of Changes for revision changes.

Optional Units for HNC Rural Business Management — 2 credits (16 SCQF credit points) from:

Unit title	code	SCQF credit points	SCQF level	SQA credit value
Environmental Awareness Or	F2G8 34	8	7	1
Environmental Awareness	J4RC 34*	8	7	1
Web Design: An Introduction	H383 34*	8	7	1
Geographic Information Systems	F502 34*	8	7	1
Financial Accounting Statements: An Introduction	F93K 34*	8	7	1
Equine Industry: An Introduction	F422 34	8	7	1
Grass and Fodder Crop Production	F1Y9 34	8	7	1
Optional Unit credits				**2**
Total HNC credits (10 mandatory + 2 optional)				**12**

5.1.2 HND Rural Business Management

Mandatory Units — 24 credits (192 SCQF credit points)

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Information Technology: Applications Software 1	D75X 34	8	7	1
Developing Skills for Personal Effectiveness	DF4E 34	8	7	1
Financial Records for Small Business	F26G 34	8	7	1
Human Resource Management: Introduction	J2FH 34**	8	7	1
Economic Issues: An Introduction*	J462 34**	8	7	1
Marketing: An Introduction*	F7BX 34	8	7	1
Creating a Culture of Customer Care	H1F0 34**	8	7	1
Business Management: An Introduction	J1BV 34**	8	7	1
Rural Land Use	HV9V 34**	8	7	1
Rural Business: Graded Unit 1	F6C6 34	8	7	1
Environmental Awareness Or	F2G8 34	8	7	1
Environmental Awareness	J4RC 34*	8	7	1
Work Placement	HJ4W 34**	8	7	1
Internet: E-Commerce Theory and Practice	D7L6 34	8	7	1
Supervision and Management	J1BT 34**	8	7	1
Business Law: An Introduction	J56B 34**	8	7	1
Information Technology: Applications Software 2	D7CY 35	8	8	1
Using Financial Accounting Statements*	F93H 34	8	7	1
Planning, Budgeting and Control	F26F 35	8	8	1
Economics 1: Micro and Macro Theory and Application*	J56G 35	8	8	1
Marketing Planning Process	HX13 35**	8	8	1
Data Collection and Handling Methods	F3X3 35	8	8	1
Rural Business Management: Graded Unit 2	F6JD 35	8	8	1
Rural Business Management: Graded Unit 3	F6JE 35	8	8	1
Total mandatory Unit credits				**24**

**Refer to History of Changes for revision changes.

Optional Units — 6 credits (48 SCQF credit points) from:

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Retail Environment	HJ3F 34*	8	7	1
Preparing to Start a Business*	H7V4 34*	8	7	1
Developing Entrepreneurial Skills	H7V6 34*	8	7	1
Rural Socio-Economic Development	F6BK 35	8	8	1
Rural Business Diversification	F2EF 35	8	8	1
Farm Scale Renewable Energy	F2G9 35	8	8	1
Equine Industry: An Introduction	F422 34	8	7	1
Equine Studies: Equine Health	DP1L 34	8	7	1
Equine Studies: Equine Grassland Management	DP3D 35	8	7	1
Equine Studies: Planning Equine Facilities	DP1X 35	16	8	2
Equine Studies: Equine Nutrition	DP1M 34	8	7	1
Arable Crop Production	F1Y4 34	8	7	1
Grass and Fodder Crop Production	F1Y9 34	8	7	1
Livestock Production Systems	F2ED 34	8	7	1
Livestock Management Systems	F2EB 35	8	8	1
Agricultural Produce: Quality and Processing	F2E4 35	8	8	1
Specialised Field Crops	F2EG 35	8	8	1
Tourism: Sustainability and Rural Communities	F566 35	8	8	1
Farm Buildings and Controlled Environments	F2G7 35*	8	8	1
Financial Accounting Statements: An Introduction	F93K 34*	8	7	1
Web Design: An Introduction	H383 34*	8	7	1
Geographic Information Systems	F502 34	8	7	1
Optional Unit credits				**6**

5.1.3 Core Skills

Market research confirmed the importance of developing all five Core Skills. In particular, *Communication*, *Numeracy* and *Problem Solving* are seen as the key skill areas required of HNC/HND Rural Business Management candidates. The recommended Core Skills entry and exit profiles for HNC/D Rural Business Management are:

Core Skill	Recommended entry SCQF level	Recommended exit SCQF level	
		HNC	**HND**
Communication	5	5	6
Information Technology	5	6	6
Numeracy	5	5	6
Problem Solving	5	5	6
Working with Others	5	5	6

The five Core Skills are developed throughout the Units in the award frameworks, and a Core Skills signposting guide is given in Appendix 3.

5.1.4 Graded Units

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

Project based Graded Units assess the application of knowledge and skills in the planning and evaluation of a given task, while an examination assesses theoretical knowledge and understanding under supervised conditions.

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

The SCQF level 7 Graded Unit is a project based Graded Unit as market research confirmed that this would be the most appropriate type for the HNC Rural Business Management. This project-based Graded Unit will take the form of a case study. candidates will investigate a topic and produce a submission covering the planning, developing and evaluation stages of their investigation. This closely fits the principal aims of the HNC by allowing them to plan, set timescales and identify the main issues, methods and sources of research before carrying out the Investigation, evaluating the project and synthesising their Investigation will require candidates to integrate their business knowledge and understanding with the development of their investigative and management skills.

In addition to Graded Unit 1 described above, candidates will undertake two single-credit Graded Units at SCQF level 8 for the HND Rural Business Management Group Award. One Graded Unit 2 will be a project based Graded Unit taking the form of an Investigation and Graded Unit 3 will be an Examination of three hours in two parts. Consultation with candidates, staff and employers revealed strong support for an Examination and an Investigation in the second year, to prepare candidates for degree level study. The Investigation will further develop candidates' business, investigative and management skills and prepare candidates for employment as managers within an appropriate land-based business. The Examination is intended to assess underpinning knowledge and theoretical knowledge, which is essential for subsequent employment in a rural business and also to assess their ability to integrate this knowledge within the context of their course.

5.2 Mapping Information

An indication of how the mandatory Units map to the aims of the awards is given in Appendix 4.

Lantra — the Sector Skills Council for the Environmental and Land-based Sector — is responsible for the National Occupation Standards in the agriculture and equine areas.

5.3 Articulation, professional recognition and credit transfer

5.3.1 Articulation from HND Rural Business Management

Candidates achieving the HND Rural Business Management may be able to articulate to the following programme:

♦ The Scottish Agricultural College's BA Rural Business Management (Year 3)

or

♦ Rural/general business degree programmes at other Higher Education Institutes and Universities.

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

5.3.2 Credit transfer

Candidates wishing to transfer from an HNC or first part of an HND developed under the 1988 design rules into an HND validated using the 2003 design principles in the same subject area need only achieve (within the 240 SCQF credit points required for the revised HND) Graded Units of 16 SCQF credit points at SCQF level 8 (instead of Graded Units of 8 SCQF credit points at SCQF level 7 and 16 SCQF credit points at SCQF level 8). Candidates are still required to meet the conditions of the revised HND Rural Business Management award by achieving:

♦ the mandatory Units (either by credit transfer or normal study)
♦ a Graded Unit or Graded Units of 16 SCQF credit points at SCQF level 8
♦ the correct number of credits at the correct SCQF level
♦ development of the Core Skills required by the end-users of the Group Award

Candidates may be given credit transfer between the predecessor Units and the revised HN Units. Credit transfer can be given where there is broad equivalence between the subject related content of the Unit or combination of Units.

A table listing where full or partial credit transfer can be given from the predecessor Units to the revised Units is given in Appendix 5.

6   Approaches to delivery and assessment

6.1   Content and context

The Group Awards have been designed to provide candidates with business and management skills for application in rural businesses. Access to a range of rural businesses and IT equipment/teaching facilities will be required.

HNC Rural Business Management allows candidates to develop the required skills and knowledge in business, economics, human resource management, and accounting and finance in an integrative manner and to develop the ability to complete and maintain appropriate records and documents. Completion of the HNC will enable progression to the Higher National Diploma and other higher level programmes.

The programmes are enhanced through delivery of the Units in a rural context which may be done by visiting speakers, visits to appropriate rural industries, live case studies etc in the rural, agricultural, food and equine industries.

6.2   Modes of delivery

All of the Units within the awards may be delivered as stand alone qualifications. Alternatively, they may be included in a variety of Group Awards as mandatory or optional Units. Where they are delivered within the specialised frameworks, as detailed in previous sections, they constitute coherent, attractive and very relevant programmes designed as 'fit for purpose' to equip candidates with the knowledge and skills needed for today's working environment.

The awards can be delivered in many different modes of attendance including full-time, part-time and flexible learning patterns. Individual Units could be offered on an open learning or e-learning basis, especially if there is the possibility of home-based study of more factual information. Under all circumstances, delivering centres will be responsible for ensuring authenticity of candidate's work.

The predecessor HNC and HND Rural Business Management awards were predominantly delivered as full-time programmes of study substantially delivered face-to-face. However, centres wishing to widen access and participation, through greater social inclusion of applicants from all walks of life, will have to offer differing attendance modes for these revised qualifications. All candidates should have access to high quality teaching and learning materials and a diverse range of programme streams relevant to the needs of rural industry, individual candidates, and society as a whole.

The delivery formats for the HNC/HND Rural Business Management should include:

♦   full-time study
♦   part-time with candidates attending classes and accumulating sufficient credits over a period of years
♦   flexible learning by blended learning

The part-time and flexible learning modes will suit adult returners to education, those seeking CPD opportunities, and candidates in employment wishing to upgrade their HNC to an HND qualification.

Units could be delivered via a flexible learning format using a VLE platform. Flexible learning and teaching methodology could enable the awards to be delivered in remote locations.

6.3   Open Learning

It is feasible for candidates to study on an open learning basis provided that they are able to attend some lectures and practical assessments and workshops. Distance learning material could be delivered by post, CD-ROM, via the internet or as blended learning material. Land-based education and trainers/deliverers need to address the issue of providing the Rural Business Management programmes by both distance and flexible learning formats to meet the social inclusion needs of the rural community.

Information regarding open/flexible learning delivery is contained within each Unit specification. The introduction of 'sampling' within the assessment strategy means that more assessment may now be carried out in 'controlled conditions'. Due to the practical nature of some case study subjects it is foreseen that it may be difficult to offer some of the Units in an open learning format. However, this should not deter centres from looking at a flexible delivery plan that allows a widening of access to prospective candidates. Centres must have procedures in place to authenticate the work produced by candidates who do not undertake assessment within the centre.

6.4   Sequence of delivery and progression

There is reasonable flexibility in the sequence of Unit delivery, but it is recommended that Units at SCQF level 7 in a subject area are taught in advance of those at SCQF level 8. Examples of suggested delivery schedules are given in Appendix 6.

Candidates wishing to progress to year two of the HND are recommended to select **five** optional credits from the choice below (in addition to the 10 mandatory Units of the HNC). Candidates should be advised to select an appropriate cluster of optional Units for progression to HND/degree level provision. The Units have been clustered into enterprise, equine, and agriculture specialisms.

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Environmental Awareness Or	F2G8 34	8	7	1
Environmental Awareness	J4RC 34*	8	7	1
Web Design: An Introduction	DV5M 34	8	7	1
Enterprise Optional Cluster (3 of)				
Retail Environment	HJ3F 34*	8	7	1
Getting Started in Business	DK2K 34	8	7	1
Developing Entrepreneurial Skills	A6Y7 34	8	7	1
Agriculture Optional Cluster (3 of)				
Arable Crop Production	F1Y4 34	8	7	1
Grass and Fodder Crop Production	F1Y9 34	8	7	1
Livestock Production Systems	F2ED 34	8	7	1

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Equine Optional Cluster (3 of)				
Equine Industry: An Introduction	F422 34	8	7	1
Equine Studies: Equine Health	DP1L 34	8	7	1
Equine Studies: Equine Grassland Management	DP3D 35	8	8	1

Candidates intending to progress to degree studies in Rural Business Management are recommended to take the following optional Units from one of the clusters below:

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Enterprise Optional Cluster				
Retail Environment	HJ3F 34*	8	7	1
Getting Started in Business	DK2K 34	8	7	1
Developing Entrepreneurial Skills	A6Y7 34	8	7	1
Rural Socio-Economic Development	F6BK 35	8	8	1
Rural Business Diversification	F2EF 35	8	8	1
Farm Scale Renewable Energy	F2G9 35	8	8	1
Agriculture Optional Cluster				
Arable Crop Production	F1Y4 34	8	7	1
Grass and Fodder Crop Production	F1Y9 34	8	7	1
Livestock Production Systems	F2ED 34	8	7	1
Livestock Management Systems	F2EB 35	8	8	1
Agricultural Produce: Quality and Processing	F2E4 35	8	8	1
Specialised Field Crops	F2EG 35	8	8	1
Equine Optional Cluster				
Equine Industry: An Introduction	F422 34	8	7	1
Equine Studies: Equine Health	DP1L 34	8	7	1
Equine Studies: Equine Grassland Management	DP3D 35	8	7	1
Equine Studies: Equine Nutrition	DP1M 34	8	7	1
Equine Studies: Planning Equine Facilities	DP1X 35	16	8	2

The three optional clusters — enterprise, equine and agriculture — support three areas of rural business opportunities identified in market research.

Enterprise Cluster

The selection of this group of Units is suitable for candidates who wish to pursue rural business entrepreneurial opportunities.

Agriculture Cluster

The selection of this group of Units is suitable for candidates who are from farming backgrounds or have strong agricultural interests.

Equine Cluster

The selection of this group of Units is suitable for candidates who are from an equine background and have strong equine interests.

6.5 Assessment

The overall assessment strategy under the new design principles is to encourage a more holistic approach to assessment. The new HN Unit Specification places the emphasis on assessing the whole Outcome or a combination of Outcomes rather than on Performance Criteria. There is also the intention to reduce the assessment loading for both candidates and centres and the new Unit specification allows the use of 'sampling' of knowledge and/or skills. The Units *Planning Budgeting and Control* (F26F 35) and *Rural Business Diversification* (F2EF 35) may be assessed using the same business case study.

Centres are encouraged to identify opportunities for integration of assessments across Units in the course frameworks. For example, assessment of Outcome 2 of *Information Technology: Applications Software1* (D75X 34) could be integrated with the assessment of one or more of a number of other first year Units, eg *Marketing: An Introduction* (DE3C 34).

6.5.1 Assessment of the Graded Units

As the Graded Units assess the application and integration of information from mandatory Units, they will normally be undertaken in the second and third blocks of the academic session. Candidates should be provided with detailed guidance on how to plan and prepare for their Graded Units at the beginning of session, followed by regular tutorials throughout the session to help them to develop their study and research skills. Depending on the nature of the topic, some practical investigations may begin in the second term, for completion in the third term.

6.5.2 Re-assessment

Re-assessment should be in accordance with the centre's assessment policy. Candidates may require to be re-assessed on only a part of an instrument of assessment where their evidence has been generated over a period of time and/or a discrete part of the Unit, such as an Outcome, has been assessed previously. On other occasions it may not be possible to re-assess candidates on parts of their performance which were unsatisfactory. Situations where candidates may have to re-do a whole assessment include:

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

Re-assessment should operate in accordance with a centre's assessment policy and the professional judgement of the assessor. There should normally be one, or in exceptional circumstances two, re-assessment opportunities. Please refer to SQA's website for details, (www.sqa.org.uk).

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**.

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)**.

8 General information for candidates

The awards of HNC and HND Rural Business Management have been designed to meet the future demands and requirements of rural industry. In the HNC/1st year HND award you will develop skills, knowledge and understanding in the general business areas of economics, human resource management, marketing, financial record keeping and health and safety. In the second year of the HND you will enhance your knowledge and skills in these areas and choose optional Units from a range of specialist Units which are of interest to you including Units in enterprise, agriculture or equine.

The content of the awards will prepare you for employment at trainee manager/manager level in rural industries or for progression to Higher Education in rural business management, and for further vocational training in those industries.

To achieve the HNC Rural Business Management you will have to achieve 12 HN credits — 10 mandatory and 2 optional. The HND Rural Business Management award consists of 30 HN credits — 24 mandatory and 6 optional.

The awards may be delivered by full-time study, on a part-time basis, or on a flexible or open learning basis. The content may be delivered by lectures, practical workshops, case studies, tutorials and industrial visits.

Throughout the awards you will have the opportunity to further develop your Core Skills in *Communication, Numeracy, Information Technology, Problem Solving* and *Working with Others.*

Assessments may take the form of tests, practical assessments, assignments, case studies, reports and projects. The overall assessment strategy is a holistic approach to assessment, combining assessments where possible.

Both awards contain Graded Units which are designed to assess your ability to integrate and apply the knowledge and/or skills gain in the individual Units. The Graded Unit for the HNC Rural Business Management is an Investigation at SCQF level 7 and is worth 1 HN credit. It is designed to assess and grade your ability to undertake planning, research, evaluation and business reporting relating to rural industries. Tutors for the individual Units will refer you to how their particular Unit might influence your Graded Unit response. A further 2 Graded Units at SCQF level 8 are undertaken in the second year of the HND programme — one is an examination and the other an investigation.

HNC Rural Business Management is designed to enable direct progression into year 2 of the HND Rural Business Management although you will be advised to take an additional three bridging Units to enable a smooth transition from the HNC to the HND. The HND programme articulates to the BA degree Rural Business Management programmes and will further enhance your employment opportunities. It may also enable entry to other degree programmes in business management. You are advised to check any specific entry requirements with the appropriate university admissions departments.

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**

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

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

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

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

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

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

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

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

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

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

10 Appendices

Appendix 1: SCQF Ready Reckoner
Appendix 2: Progression from HNC/HND Business to HND Rural Business Management
Appendix 3: Core Skills signposting
Appendix 4: Mapping of Units to aims of awards
Appendix 5: Credit transfer arrangements
Appendix 6: Suggested delivery schedules

Appendix 1: SCQF Ready Reckoner
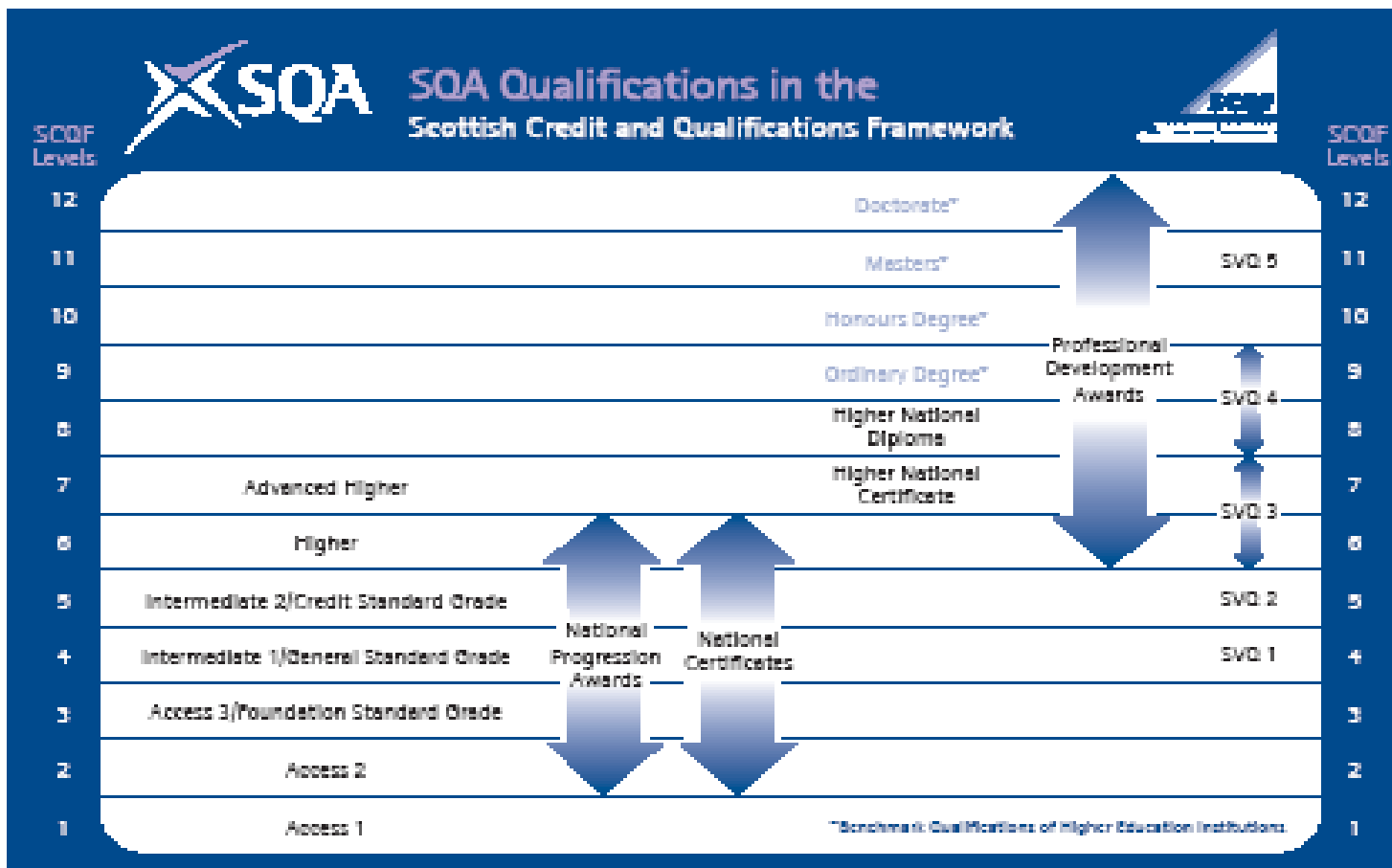
Appendix 2: Progression from HNC/HND Business to HND Rural Business Management

Table of possible credit transfer

HNC Business	HNC Rural Business Management	Credits
Economic Issues: An Introduction	Economic Issues: An Introduction	1
Marketing: An Introduction	Marketing: An Introduction	1
Information Technology: Applications Software 1	Information Technology: Applications Software 1	1

Table of possible credit transfer

HND Business	HND Rural Business Management	Credits
Economic Issues: An Introduction	Economic Issues: An Introduction	1
Marketing: An Introduction	Marketing: An Introduction	1
Information Technology: Applications Software 1	Information Technology: Applications Software 1	1
Business Law: An Introduction	Business Law: An Introduction	1
Economics 1: Micro and Macro Theory and Application	Economics 1: Micro and Macro Theory and Application	1

Appendix 3: Core Skills signposting

HNC Rural Business Management

Unit title (Mandatory Units in bold)	SCQF level of Core Skills Development Signposted opportunities unless stated otherwise						
	Problem Solving	Working with Others	Communication		Numeracy		ICT
			Written	Oral	Using Number	Using Graphical Information	
Information Technology: Applications Software 1							6 Embedded
Developing Skills for Personal Effectiveness	6 Embedded						
Financial Records for Small Business	6				6		
Human Resource Management: Introduction	Core skills developed although Unit specification does not contain a discrete breakdown						
Economic Issues: An Introduction	Core skills developed although Unit specification does not contain a discrete breakdown.						
Marketing: An Introduction	Core skills developed although Unit specification does not contain a discrete breakdown.						
Creating a Culture of Customer Care	6		6	6			
Business Management: An Introduction	5		6		5		
Web Design: An Introduction		6					6
Rural Business Management: Graded Unit 1	5		5	5	5	5	6

Appendix 3: Core Skills signposting (cont)

HNC Rural Business Management (cont)

Unit title (Mandatory Units in bold)	Problem Solving	Working with Others	Communication		Numeracy		ICT
			Written	Oral	Using Number	Using Graphical Information	
Environmental Awareness		6	6	6			
Rural Land Use in Scotland: An Introduction							
Equine Industry: an Introduction							
Grass and Fodder Crop Production	6		6	6	6	6	

The top of the table header reads: **SCQF level of Core Skills Development** / **Signposted opportunities unless stated otherwise**

Appendix 3: Core Skills signposting (cont)

HND Rural Business Management: Core Skills Development

YEAR 1 & 2 UNITS Unit title (Mandatory Units in bold)	SCQF level of Core Skills Development Signposted opportunities unless stated otherwise						
	Problem Solving	Working with Others	Communication		Numeracy		ICT
			Written	Oral	Using Number	Using Graphical Information	
Information Technology: Applications Software 1							6 Embedded
Developing Skills for Personal Effectiveness	6 Embedded						
Financial Records for Business	6				6		
Human Resource Management: An Introduction	Core skills developed although unit specification does not contain a discrete breakdown						
Economic Issues: An Introduction	Core skills developed although unit specification does not contain a discrete breakdown.						
Marketing: An Introduction	Core skills developed although unit specification does not contain a discrete breakdown.						
Creating a Culture of Customer Care	6		6	6			
Business Management: An Introduction	5		6		5		

Appendix 3: Core Skills signposting (cont)

HND Rural Business Management: Core Skills Development (cont)

YEAR 1 & 2 UNITS Unit title (Mandatory Units in bold)	Problem Solving	Working with Others	Communication		Numeracy		ICT
			Written	Oral	Using Number	Using Graphical Information	
Web Design: An Introduction		6					6
Rural Business: Graded Unit 1 - project	5		5	5	5	5	6
Environmental Awareness		6	6	6			
Rural Land Use in Scotland: An Introduction							
Equine Industry: an Introduction							
Grass and Fodder Crop Production	6		6	6	6	6	
Retail Environment	Core skills developed although unit specification does not contain a discrete breakdown.						
Getting Started in Business	6		5		5		5

The header spans: **SCQF level of Core Skills Development / Signposted opportunities unless stated otherwise**

Appendix 3: Core Skills signposting (cont)

HND Rural Business Management: Core Skills Development (cont)

Unit title (Mandatory Units in bold)	SCQF level of Core Skills Development Signposted opportunities unless stated otherwise						
	Problem Solving	**Working with Others**	**Communication**		**Numeracy**		**ICT**
			Written	**Oral**	**Using Number**	**Using Graphical Information**	
Developing Entrepreneurial Skills							
Equine Health	Core skills developed although unit specification does not contain a discrete breakdown.						
Arable Crop Production	6		6	6	6	6	
Livestock Production Systems		6	6	6			
Work Experience	**6 Embedded**						
Information Technology: Applications Software 2	**Core skills developed although unit specification does not contain a discrete breakdown.**						
Using Financial Accounting Statements			6	6			
Planning, Budgeting and Control	**6**		**6**		**6**	**6**	**6**
Internet: E-Commerce Theory and Practice	**Core skills developed although unit specification does not contain a discrete breakdown**						

Appendix 3: Core Skills signposting (cont)

HND Rural Business Management: Core Skills Development (cont)

Unit title (Mandatory Units in bold)	SCQF level of Core Skills Development Signposted opportunities unless stated otherwise						
	Problem Solving	Working with Others	Communication		Numeracy		ICT
			Written	Oral	Using Number	Using Graphical Information	
Economics 1: Micro and Macro Theory and Application	Core skills developed although unit specification does not contain a discrete breakdown						
Supervision and Management							
Marketing Planning Process	6						
Business Law; An introduction	Core skills developed although unit specification does not contain a discrete breakdown						
Data Collection and Handling Methods							
Rural Business Management: Graded Unit 2	6		6	6	6	6	6
Rural Business Management: Graded Unit 3 (Exam)	There are no core skills embedded in this unit						
Rural Socio-Economic Development							
Rural Business Diversification			6		6		6

Appendix 3: Core Skills signposting (cont)

HND Rural Business Management: Core Skills Development (cont)

Unit title (Mandatory Units in bold)	SCQF level of Core Skills Development Signposted opportunities unless stated otherwise						
	Problem Solving	Working with Others	Communication		Numeracy		ICT
			Written	Oral	Using Number	Using Graphical Information	
Farm Scale Renewable Energy (Draft)			6		6		
Equine Grassland Management	Core skills developed although unit specification does not contain a discrete breakdown						
Planning Equine Facilities	Core skills developed although unit specification does not contain a discrete breakdown						
Livestock Management Systems	6				6	6	
Agricultural Produce: Quality and Processing			6	6			
Specialised Field Crops		6	6	6	6	6	

Appendix 4: Mapping of Units to aims of awards

Unit title	Code	SQA credit value	SCQF level	Aims
Information Technology: Applications Software 1	D75X 34	1	7	1, 3, 6, 10, 11
Developing Skills for Personal Effectiveness	DF4E 34	1	7	2, 3, 11, 14
Financial Records for Small Business	F26G 34	1	7	1, 4, 10, 11
Human Resource Management: Introduction	DN78 34	1	7	1, 3, 6, 10
Economic Issues: An Introduction	DE3A 34	1	7	1, 3, 4, 10, 11, 14
Marketing: An Introduction	DE3C 34	1	7	1, 4, 5, 6, 10, 14
Creating a Culture of Customer Care	DJ42 34	1	7	4, 7, 10, 12
Business Management: An Introduction	J1BV 34*	1	7	1, 3, 4, 7, 9, 10
Rural Land Use in Scotland: An Introduction	F3ST 34	1	7	1, 3, 4, 8, 13
Rural Business: Graded Unit 1	F6C6 34	1	7	1, 2, 4, 5, 6, 7, 9, 14
Environmental Awareness Or Environmental Awareness	F2G8 34 / J4RC 34*	1 / 1	7 / 7	1, 3, 7, 8, 13 / 1, 3, 7. 8. 13
Web Design: An Introduction	DV5M 34	1	7	1, 2, 4, 6, 10, 11
Work Experience	DV0M 34	1	7	2, 3, 4, 5, 7, 11, 12, 14
Internet: E-commerce: Theory and Practice	D7L6 34	1	7	1, 2, 4, 6, 10, 11
Supervision and Management	D5MT 34	1	7	1, 6, 10, 14
Business Law: An Introduction	DE3E 34	1	7	1,3,6, 10
Information Technology: Applications Software 2	D7CY 35	1	8	1,3,6, 10, 11
Using Financial Accounting Statements	F137 34	1	8	1, 3, 10, 11, 14
Planning, Budgeting and Control	F26F 35	1	8	3, 4,10, 11, 14
Economics 1: Micro and Macro Theory and Application	DE3G 35	1	8	1,4,10,14
Marketing Planning Process	DV8N 35	1	8	1, 3, 6, 10
Data Collection and Handling Methods	F3X3 35	1	8	3, 6, 14
Rural Business Management: Graded Unit 2	F6JD 35	1	8	1, 2, 4, 5, 6, 7, 9, 10, 11, 14
Rural Business Management: Graded Unit 3	F6JE 35	1	8	1, 2, 4, 5, 6, 9, 10, 11, 14

Appendix 5: Credit transfer arrangements

Revised award		Predecessor award		Credit transfer conditions
Unit title	Unit number	Unit title	Unit number	
Information Technology: Applications Software 1	D75X 34	Practical Use of Software Applications Packages	DG0T 04	Progression allowed
Developing Skills for Personal Effectiveness	DF4E 34	Developing Personal Effectiveness	DG0V 04	Progression allowed
Financial Records for Small Business	F26G 34	Records for Business	DF8G 04	Progression allowed
Human Resource Management: Introduction	DN78 34	Human Resource Management 1	D46K 04	Progression allowed
Economic Issues: An Introduction	DE3A 34	Economic Principles for Business	DG5J 04	Progression allowed
Marketing: An Introduction	DE3C 34	Marketing an Introduction	DF9E 04	Progression allowed
Creating a Culture of Customer Care	DJ42 34	Quality Service and Customer Care	DG5E 04	Progression allowed
Business Management: An Introduction	F1RJ 34	Business Management: An Introduction	DF7D 04	Progression allowed
Web Design: An Introduction	DV5M 34	E Commerce for Rural Industries	DK1L 04	Progression allowed
Environmental Awareness	F2G8 34	Environmental Awareness	DF7K 04	Progression allowed
Rural Land Use in Scotland: An Introduction	F3ST 34	Land Use Systems	D7TV 04	Progression allowed

Appendix 6: Suggested delivery schedules

Exemplar timetable for HNC (Mandatory units in bold)		
Term 1	**Term 2**	**Term 3**
Business Management: An Introduction	**Human Resource Management: Introduction**	**Developing Skills for Personal Effectiveness**
Information Technology: Applications Software 1	Web Design: An Introduction	**Economic Issues: An Introduction**
Marketing: An Introduction	**Creating a Culture of Customer Care**	**Financial Records for Small Business**
Issue Graded Unit 1	**Rural Business Management: Graded Unit 1**	**Rural Business Management: Graded Unit 1**
Environmental Awareness		**Rural Land Use in Scotland: An Introduction**

Exemplar timetable for HND Year 1 with Enterprise Options (Mandatory units in bold)		
Term 1	**Term 2**	**Term 3**
Business Management: An Introduction	**Human Resource Management: Introduction**	**Developing Skills for Personal Effectiveness**
Information Technology: Applications Software 1	Web Design: An Introduction	**Economic Issues: An Introduction**
Marketing: An Introduction	**Creating a Culture of Customer Care**	**Financial Records for Small Business**
Issue Graded Unit 1	**Rural Business Management: Graded Unit 1**	**Rural Business Management: Graded Unit 1**
Environmental Awareness		**Rural Land Use in Scotland: An Introduction**
Retail Environment	Getting Started in Business	Developing Entrepreneurial Skills

Appendix 6: Suggested delivery schedules (cont)

Exemplar timetable for HND Year 2 with Enterprises Options (Mandatory units in bold)		
Term 1	**Term 2**	**Term 3**
Work Experience	**Supervision and Management**	**Information Technology: Applications Software 2**
Using Financial Accounting Statements	**Planning, Budgeting and Control**	**Economics 1: Micro & Macro Theory & Application**
Business Law: An Introduction	**Internet: E-Commerce Theory and Practice**	**Marketing Planning Process**
Issue Graded Unit 2 - project	**Rural Business Management: Graded Unit 2**	**Rural Business Management: Graded Unit 2**
Data Collection and Handling Methods		**Rural Business Management: Graded Unit 3 - exam**
Rural Socio-Economic Development	Rural Business Diversification	Farm Scale Renewable Energy