



Al-Maktoum College
of Higher Education



HND IN BUSINESS PROGRAMME HANDBOOK

Academic Year 2021/22

SCQF Level 8

Programme code: G9MM 16

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1.1 WELCOME

Welcome to the HND Business. The HND Business has been designed to equip learners with the knowledge, understanding and skills across a range of disciplines to provide a sound basis for success in the business environment, both in employment, progression in employment or to higher level Business degree or professional qualifications. The HNC introduces the key functions in a business organisation (eg management, economics, marketing, accounting, communication and the ability to manage change driven by emerging technologies and changes in the internal and external environments). An HND in Business will provide a breadth of competences. The HND will extend the range of competences covered in the HNC and also addresses the fundamental legal knowledge required to operate in a business context.

As a student of Al-Maktoum College of Higher Education you will benefit from an extensive programme taking place at our campus within Dundee, delivered by our dedicated team and other professional colleagues who are subject specialists. We aim to provide a cohort-based experience for all of our students through facilitating access to events which run throughout the academic year to share insights and knowledge from across our academic subjects.

Please engage with our virtual and in-person events which we have coordinated to aid with your student journey, creating a sense of community and support. Please contact us if you have any questions, suggestions or concerns.

I welcome you all into our community and wish you the very best for your studies.

Warm wishes

Michelle Young

Academic Registrar and Programme Lead

1.2 STAFF

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1.3 AIMS AND outcomes

The HNC and HND Business are particularly suitable for learners who wish to develop a broad understanding of business, are interested in starting their own business, seeking employment, seeking progression in existing employment, planning to progress their studies without committing to a specialist area and who wish to articulate to a degree or professional qualification.

The key aims of the HNC and HND Business Awards are to develop knowledge and skills for progression to higher level study in Business disciplines or related employment in entry level business officer or management roles. The overall aims have been established in their current form and have been refreshed and updated moderately in line with consultation, evolving developments in technological change, a desire for more integrated learning about business organisations, the meta-skills/human skills agenda and greater emphasis on enterprise and self-employment.

The general aims for these awards are to:

1. Develop transferable core skills and opportunities to develop meta-skills to support personal development and the needs of employers
2. Enable articulation routes to higher level Business education programmes
3. Develop knowledge and skills in a range of specialist disciplines to support career and further study options in those areas, eg Marketing, Accounting or Economics
4. Develop knowledge, independent study and research skills for academic study

Aims specific to the HND:

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

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

1.4 LEARNING HOURS

Classes are made up of lectures, seminars and tutorials. For SCQF level 16 units, there will be four hours teaching per week, and the SCQF level 8 units will have 2 hours teaching per week. You will be expected to undertake equal hours per week for independent study including reading, homework or exercises which will be assigned by your lecturers. Therefore, for each semester there will be approximately 8 hours per week for teaching and 8 hours per week for independent study tasks.

1.5 UNIT INFORMATION

Unit code	Title	SCQF level	Credits
J1BW S5	Behavioural Skills for Business	8	1
J1BY 34	Manage Operational Resources	7	2
H7V6 34	Developing Entrepreneurial Skills	7	1
F84R 35	Preparing Financial Forecasts	8	1
J2FH 34	Human Resource Management: Introduction	7	1
J45X 34	Statistics for Business	7	1
F7J6 35	Economics 1: Micro & Macro Theory and Application	8	1
F7J7 35	Business Culture & Strategy	8	2
H2MK 34	Individual Employment Relations: Law	7	1
H1F2 34	Management: Leadership at Work	7	1
F86E 35	Economics 2: The World Economy	8	1
HH87 35	Information and Communication Technology in Business	8	2
FK8K 35	Managing Market Resources	8	1
F8LE 35	Business Graded Unit 2	8	2

Behavioural Skills for Business

The aim of this unit is to develop an understanding of the role of a manager as a leader and some of the key management behavioural skills required to meet an organisation's goals and objectives. It enables learners to explain what managerial behaviour in organisations involves and to analyse the behavioural skills which managers need to manage their own behaviour and also to deal with differences and challenges in the workplace. It enables learners to recognise the skills which managers need in order to behave effectively in situations which arise within a dynamic business environment. Whilst the unit is aimed at learners who have current experience of working in a position with management responsibilities or those who are returning to management after a break, it is also suitable for those who do not presently have current management experience but have aspirations of taking up a management role in the future. Successful completion of this unit will provide a foundation for further management units at more advanced SCQF levels.

Outcomes:

On successful completion of the unit the learner will be able to:

1. Explain the managerial activities that contribute to managerial effectiveness.
2. Apply a selection of techniques used by managers to manage themselves and others in given situations.
3. Select and justify appropriate behavioural strategies for given situations.

Manage Operational Resources

This unit is designed to develop the skills required for learners to analyse the management of operational resources in an organisation. It enables learners to recognise the key role of the transformation process and how all aspects of operational management are built around it. The unit focuses on key areas of operations management within service and product organisations like: quality; ethics and environmental considerations; the impact of technology; health and safety; and budgetary control. It is aimed at learners who have current experience of working in a position with management responsibilities or who are returning to management after a break. It is also suitable for those who do not presently have current management experience but have aspirations of taking

up a management role in the future. Successful completion of this unit will provide a foundation for further management units at more advanced SCQF levels.

Outcomes:

On successful completion of the unit the learner will be able to:

1. Analyse the management of operations.
2. Utilise financial data in operations management.

Developing Entrepreneurial Skills

This Unit is designed to introduce learners to the skills and attributes required to be a successful entrepreneur. Becoming an entrepreneur and launching a new business can be a daunting step, balancing the risks of starting-up and self-employment with the unique rewards that enterprise can bring. Learners will explore entrepreneurship, carry out an audit of their own entrepreneurial skills and devise an action plan to develop their skills. Learners will have the opportunity to implement their plan and apply their skills by promoting themselves and their idea and ultimately deciding if entrepreneurship is right for them.

Outcomes:

On successful completion of the Unit the learner will be able to:

1. Develop self against skills and attributes required for entrepreneurship.
2. Prepare for enterprise by promoting self and idea.

Preparing Financial Forecasts

This Unit is designed to enable candidates to develop an understanding of the use of management accounting information within a business organisation. It provides candidates with the skills required to prepare basic management accounting reports. In addition, the Unit will also enable candidates to learn the financial techniques used for making decisions in relation to costing and budgeting, pricing and investments.

Outcomes:

On completion of the Unit the candidate should be able to:

1. Prepare an operating statement.
2. Analyse costing data and provide information for decision-making.
3. Analyse budgetary information and prepare a variance report.
4. Assess the viability of a project using investment and project appraisal techniques.

Human Resource Management: An Introduction

This introductory unit is intended for learners who plan to pursue an extended course of study in Human Resource Management (HRM), or who are considering a career in this discipline. It is also suitable for those learners who may wish to gain a holistic overview of how human resource management can add value to an organisation. It is designed to develop knowledge of the role of human resource management as a key function within organisations and to develop an understanding of the factors of change that have shaped and continue to influence the discipline of human resource management. It introduces learners to the activities that make up human resource management and how these activities contribute to the success of individuals, teams and organisations. It also allows learners to focus on a contemporary human resource management issue of particular interest to themselves. The research and presentation methods demanded of this unit should develop skills which are transferrable into the workplace. These elements alongside the research aspect of Outcome 1 should help prepare learners who plan to continue to further levels of study.

Outcomes:

On successful completion of the unit the learner will be able to:

1. Contextualise and explain the factors that are currently shaping human resource management policy and practice.
2. Explain the main activities of an effective human resource function.
3. Analyse the benefits of, and barriers to, achieving an effective human resource management function.

Statistics for Business

This unit introduces learners to statistical concepts including descriptive and inferential statistics used in business. The unit will provide learners with the underpinning knowledge and skills required to apply statistical techniques to address business problems using appropriate IT software.

Outcomes:

On successful completion of the unit the learner will be able to:

1. Explain statistical techniques for collecting data.
2. Use statistical techniques to analyse data, interpret data and produce forecasts.
3. Perform hypothesis testing.

Economics 1: Micro and Macro Theory and Application

This Unit is designed to build on candidates' knowledge of introductory economics and expose them to microeconomic and macroeconomic applications of theory. The Unit allows the introduction of current issues in economics and provides an opportunity for candidates to analyse and evaluate these issues.

Outcomes:

On completion of the Unit the candidate should be able to:

1. Explain the costs of the firm and the market structures within which firms operate.
2. Analyse the impact of unemployment and inflation.
3. Evaluate government macroeconomic policy.

Business Culture & Strategy

This Unit is designed to enhance candidates' understanding of business strategy and how it can be developed and managed within the culture of an organisation. It highlights the dynamic nature of the business environment and the role that business strategy and organisational culture can play in improving the long-term performance of an organisation.

Outcomes:

On completion of the Unit the candidate should be able to:

1. Analyse the process by which management can assess the current relationship between the organisation and its external environment.
2. Assess the relationship between organisational culture and organisational behaviour.
3. Explain the influence of business strategy on organisational behaviour.
4. Explain how to manage a business strategy.
5. Analyse how to manage change within an organisation.

Individual Employment Relations: Law

This Unit is designed to provide candidates with knowledge and understanding of the main principles of employment law. It is intended to provide underpinning legal knowledge which can be applied in the workplace. This Unit would be relevant to those working or intending to work in a range of contexts such as HR, in-house and specialist legal teams, and voluntary organisations such as Citizens Advice.

Outcomes:

On completion of the Unit the candidate should be able to:

1. Apply common law and statutory rules relating to the contract of employment
2. Apply common law and statutory rules in relation to equality
3. Apply common law and statutory rules in relation to employment protection
4. Apply common law and statutory rules in relation to dismissal

Management: Leadership at Work

The purpose of this Unit is to enable candidates to analyse approaches to leadership and apply them to leading a team within a functional area or department of an organisation. It emphasises the need to ensure that the leadership approach can motivate, support and direct people to achieve the vision and objectives for a team in a given work area. The Unit is aimed at candidates who have current experience of working in a position with management responsibilities or who are returning to management after a break. It is also suitable for those who do not presently have current management experience but have realistic aspirations of taking up a management role in the future. Successful completion of this Unit will provide a foundation for further management Units at more advanced SCQF levels.

Outcomes:

On completion of the Unit the candidate should be able to:

1. Analyse approaches to leadership.
2. Analyse team leadership.

Economics 2: The World Economy

This Unit introduces the world economy, the main focus being the key features of the global economic environment. It advances economic concepts and allows candidates to develop their research and analytical skills. The core economic issues that are focused on in this Unit are trade, international payments, exchange rates and economies undergoing change.

Outcomes:

On completion of this Unit, the candidate should be able to:

1. Explain international trade and the role of trade organisations.
2. Analyse the balance of payments and exchange rate regimes.
3. Evaluate world economies.

Information and Communication Technology in Business

This unit is designed to develop learners' knowledge and skills in identifying, evaluating, managing and presenting business information to facilitate and influence decision-making. The unit requires learners to consider the role of information in the decision-making process, evaluate data communications systems and ICT innovations, use planning and control tools for project management and use software application presentation tools to present findings and recommend actions.

Outcomes:

On successful completion of the unit the learner will be able to:

1. Identify and evaluate the role of business information in decision-making.
2. Describe and evaluate data communications system security and new ICT innovations.
3. Plan project development work using project management software to meet client needs.
4. Schedule project development work using project management software, to meet client needs.
5. Create a presentation using appropriate software application presentation tools.

Managing Market Resources

This Unit is designed to provide candidates with an understanding of the knowledge and skills required to manage and develop the marketing function and resources. It gives candidates an insight into the key factors that impact on decisions relating to managing marketing, as well as the techniques available for motivating and appraising the performance of marketing teams.

Outcomes:

On completion of the Unit the candidate should be able to:

1. Evaluate the impact of the organisation on the management of the marketing function.
2. Explain the methods used to manage and motivate a marketing team.
3. Evaluate the operational finances of the marketing department.

Business Graded Unit 2

Graded Unit purpose:

This Graded Unit is designed to provide evidence that the learner has achieved the following principal aims of the HND Business (G9MM 16):

- develop learner competencies in a range of specialised areas of their choice in line with their preferred career pattern or courses of further study
- provide a basis for future career and personal development
- adopt an innovative and creative approach to their work and be able to respond quickly to the challenges posed by changes in the business environment
- enable learners to consider and revisit core business issues and develop a depth of understanding from a managerial perspective
- further develop organisational and investigative skills
- promote the development of transferable skills in planning, organising and evaluation and enable the learner to investigate business issues and problems in depth
- promote advanced level of entry to further academic or professional qualification
- develop underpinning knowledge which supports SVQs

1.6 ASSESSMENT

Individual units:

Assessments are both formative and summative, including essays, presentations and exams.

All assessments aim to enhance your communication and IT skills, develop your problem solving and critical analysis as well as working to deadlines.

For example, the group presentation is a chance for you to develop your presentation and communication skills which are important for employability. Formative assessments are used to provide you with an opportunity to develop your subject knowledge and skills, prior to using them in summative assessments.

Business: Graded Unit 2 (F8LE 35) is a project investigation to be completed on an open-book basis over a period of time. This Unit covers the integration of a range of knowledge and skills achieved throughout Units of the HND. In addition to the integration of knowledge and skills needed to complete the project investigation, candidates will develop their skills in planning, negotiation, research, analysis, time management and problem solving. The Core Skill of Problem Solving at SCQF level 6 is embedded and therefore automatically certificated on successful completion of the Unit. The Planning stage of the project is worth 24% of the overall mark, the developing stage 52% and the evaluation stage 24%. A pass mark of 50% for each stage is required to achieve the overall Unit. The Business: Graded Unit 2 will also assess your ability to integrate knowledge and skills gained across the breadth of the qualification.

Business: Graded Unit 2 is a two credit Unit which takes the form of a project investigation into a real or simulated business problem or issue.

This Graded Unit will be assessed by the use of a project-based case investigation developed by centres. The project should provide the learner with the opportunity to produce evidence that demonstrates she/he has met the aims of this Graded Unit. The project undertaken by the learner must be a complex task which involves:

- variables which are complex or unfamiliar
- relationships which need to be clarified
- a context which may be unfamiliar to the learner

The project must require the learner to:

- Analyse the task and decide on a course of action for undertaking the project. A detailed brief should be developed which would enable the learner to carry out the investigation. This should include an appropriate title, the issue(s) and/or business(es) to be investigated, objectives to be achieved, clear identification and justification of the resources to be used and an explanation of the methodologies to be adopted during the investigation.
- Plan and organise work and carry it through to completion. A plan must be produced with appropriate and realistic timeframes and required resources.
- Organise and implement that plan through to completion.
- Reflect on and evaluate the Planning and Developing stages including any personal development of skills, knowledge or understanding and draw conclusions for the future.
- Produce and/or present evidence of an evaluation of the investigation and the learner's performance as well as the personal development of the learner through the task.
- Produce evidence of meeting the aims which this Graded Unit has been designed to cover.

The project must involve the investigation of a business issue and the assessment of its implications for a business or a number of businesses. The learner will choose the issue to be investigated in consultation with their lecturer but it should be one which can be directly related to topics, concepts or models studied as part of the mandatory section of the HND Business. However, the issue investigated must relate to the way in which the business or businesses meets the needs of its internal and/or external customers.

The term 'business' refers to any organisation operating in the private, public or voluntary sector of the economy. 'Customers' refers to any internal or external customer of the organisation or to a number of such customers.

It is expected that learners will carry out the investigation individually. Learners should not produce joint evidence. Each learner must provide her or his individual responses to each of the three stages of the investigation and lecturers must be satisfied that the work has been completed by the individual learner

You will be required to pass the three stages of the project with a mark of at least 50% for each stage:

1. Planning
2. Development
3. Evaluation

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

- Grade A: 70–100%
- Grade B: 60–69%
- Grade C: 50–59%

1.7 EXTENSIONS

Student Administration will be responsible for recording any extensions which have been approved. Students must complete the Extension Request form which is available within the Student Resources section of the website www.almcollege.ac.uk/assessment/

The College aims to ensure fair and equal treatment in the assessment of all students and that no student is unjustly denied or unfairly granted the benefits of continuous assessment. Please consult the Summative Assessment Policy for more details. <https://www.almcollege.ac.uk/policies-documents/>

The College is aware that its aim of securing fair and equal treatment in the assessment of all students is ultimately inextricable from disability-related issues and is, therefore, anxious to ensure that proper provision/reasonable adjustment is always made. You can help the College to achieve this aim by communicating any relevant information to Student Administration studentadmin@almcollege.ac.uk

1.8 GRADING CRITERIA (ADD IN TABLE/APPENDIX FROM STUDENT HANDBOOK)

Each unit will be assessed individually. You must meet all of the minimum evidence requirements as defined in the learning outcomes. The successful achievements, approved by the Academic Standards Committee, will count in determining progression and contribute to the award.

Under no circumstances shall any candidate be permitted to submit themselves for assessment in any element more than twice. In the case of a candidate failing to complete a prescribed element of assessment on time, permission for a second assessment will only be granted if the failure is on account of illness or other good cause. The result of that assessment will contribute towards progression and award. The passing rate should be not less than 50% of each element of assessments.

The marks achieved by the learner in the graded should be aggregated to arrive at an overall mark for their projects in the Business Graded Unit 2. Assessors will then assign an overall grade to the learner for this graded unit based on the following grade boundaries:

- A = 70%–100%
- B = 60%–69%
- C = 50%–59%

These grade boundaries are fixed.

1.9 READING LISTS

Lecturers will provide the reading lists for their specific units.

Membership

Chartered Management Institute (CMI):

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

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