



## Higher National Unit Specification

### General information for centres

**Unit title:** Golf Operations

**Unit code:** F0WF 34

**Unit purpose:** The purpose of the Unit is to provide knowledge and understanding of the different types of golf facility and the complexity of operations within a golf clubhouse, and the operational demands made by such an environment.

### Outcomes

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

- 1 Describe the golf market in a given geographical area.
- 2 Describe the different ownership and governance structures of different types of golf facility.
- 3 Investigate and analyse the areas of operations within a golf facility.
- 4 Describe the calendar of a golf facility.
- 5 Appraise and plan development of one's own skills for working within a golf facility.

**Credit points and level:** 2 HN credits at SCQF level 7: (16 SCQF credit points at SCQF level 7\*)

*\*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

**Recommended prior knowledge and skills:** There are no specific prior knowledge and skills recommendations, although general knowledge of golf and its management would be an advantage.

**Core Skills:** There may be opportunities to gather evidence towards Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

**Context for delivery:** If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

**Assessment:** Assessment is through a report of visits or case studies, a description of operational activities and maintenance of a diary of events within a golf facility. A personal development plan will be produced to aid the candidate to secure potential employment within the golf industry

## **Higher National Unit specification: statement of standards**

**Unit title:** Golf Operations

**Unit code:** F0WF 34

The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

### **Outcome 1**

Describe the golf market in a given geographical area

#### **Knowledge and/or Skills**

- ◆ Types of golfer
- ◆ Types of golf facility
- ◆ Golfer wants and needs

#### **Evidence Requirements**

Candidates must be able to:

- ◆ describe at least three different types of golfer, and discuss their wants and needs with reference to the market in a given geographical area
- ◆ describe at least three different types of golf provision
- ◆ evaluate golfers' wants and needs with the provision in a given geographical area

#### **Assessment Guidelines**

Assessment of Outcome 1 could be integrated with Outcomes 2 and 3 into one large report or portfolio of evidence.

This Outcome would require a report of equivalent to 750 words of the variety of golf clubs/facilities and golfers for a given area. This will be based on evidence and personal experience as well as classroom discussion.

If Outcomes 1, 2 and 3 are assessed holistically this would result in a report of 2,500 words or equivalent.

## **Higher National Unit specification: statement of standards**

**Unit title:** Golf Operations

### **Outcome 2**

Describe the different ownership and governance structures of different types of golf facility

#### **Knowledge and/or Skills**

- ◆ Ownership and governance of golf facility
- ◆ Management structures
- ◆ Implications for stakeholders

#### **Evidence Requirements**

Candidates must be able to:

- ◆ describe ownership and governance models of at least three types of golf facility/golf provider to include one members' club, one commercial facility and one municipal facility
- ◆ describe management structures of at least three types of golf facility/golf provider
- ◆ discuss the implications of these for a variety of stakeholders

#### **Assessment Guidelines**

Assessment of Outcome 2 could be integrated with Outcomes 1 and 3 into one large report or portfolio of evidence. A description of the management structures based upon discussions with managers during off-site visits should identify the key features and implications of each model. Stakeholders can include but are not limited to members, visitors, club managers and secretaries and other club employees.

This Outcome would require a report of 750 words or equivalent when completed. If Outcomes 1, 2 and 3 are assessed holistically this would result in a report of 2,500 words or equivalent.

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Golf Operations

### **Outcome 3**

Investigate and analyse the areas of operations within a golf facility

#### **Knowledge and/or Skills**

- ◆ Operational areas
- ◆ Management objectives
- ◆ Customer care
- ◆ Operational activities

#### **Evidence Requirements**

Candidates must be able to:

- ◆ investigate at least four areas of operational activity within a golf facility, to include golfer services, administration, food and beverage and course management
- ◆ analyse management objectives for each of these areas in relation to the concept of customer care and other identified management objectives
- ◆ evaluate the operational activities with reference to management objectives

#### **Assessment Guidelines**

Assessment of Outcome 3 could be integrated with Outcomes 1 and 2 into one large report or portfolio of evidence. It is envisaged that an operational golf facility would be used as a model for gathering of evidence.

This Outcome would require a report of 1,000 words or equivalent when completed and should include club documentation/publicity material, etc.

If Outcomes 1, 2 and 3 are assessed holistically this would result in a report of 2,500 words or equivalent.

### **Outcome 4**

Describe the calendar of a golf facility

#### **Knowledge and/or Skills**

- ◆ Annual cycle of activities
- ◆ Operational activities
- ◆ Workload peaks and troughs
- ◆ Management tasks
- ◆ Operational tasks

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Golf Operations

### **Evidence Requirements**

Candidates must be able to:

- ◆ describe the main seasons of activity within a golf facility, the operational activities and workload peaks and troughs commonly experienced
- ◆ describe the management and operational tasks for each season

### **Assessment Guidelines**

Assessment could be through maintenance of a diary of a golf club/facility and its activities throughout a one year period and an overview of this information in the form of a report of 750 words or equivalent.

## **Outcome 5**

Appraise and plan development of one's own skills for working within a golf facility

### **Knowledge and/or Skills**

- ◆ Self-appraisal techniques
- ◆ Personal development

### **Evidence Requirements**

Candidates must be able to:

- ◆ select an appropriate tool for evaluation of their own skills
- ◆ apply the tool to self
- ◆ formulate a personal development plan designed to improve skills

### **Assessment Guidelines**

Self-appraisal could include a report on, for example, a personal Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and personal development plan based upon a job description within a golf facility appropriate to the candidate's stage of development, which could include feedback from any work experience provider or other employer.

In keeping with employability agendas a good approach to this could be a five minute discussion with the course tutor to discuss the candidate's personal development goals.

## Administrative Information

**Unit code:** F0WF 34  
**Unit title:** Golf Operations  
**Superclass category:** SF  
**Original date of publication:** August 2006  
**Version:** 01

### History of Changes:

Version	Description of change	Date

**Source:** SQA

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## **Higher National Unit specification: support notes**

### **Unit title: Golf Operations**

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 80 hours.

### **Guidance on the content and context for this Unit**

The Unit should be delivered within the context of the golfer as customer, relating to their expectations within different types of facility. It is clear that there are different market sectors for golf facilities, and the needs and wants of golfers as customers must be related to the ability of each market sector to meet these needs.

Outcome 1 will develop a market analysis for different types of golf facility and different golfers for a given situation. This situation could be a distinct geographical area eg the Highlands of Scotland, but might equally be a larger area eg the Costa del Sol or eg a country eg China. This should focus on golfer demographics and should include an understanding of the ways in which this is changing or developing within a given area. The needs and wants of the golfers in each sector should be discussed, and matched to the appropriate facilities within the area under discussion. Types of golfer includes, but is not limited to, members, visitors, tourists, corporate golfers, and could be further segmented by handicap, budget, length of stay, frequency of play and any other relevant criteria. Information from eg the National Golf Foundation or Golf 2020 could be used to provide the basis for segmentation. Types of facility could be described by cost, ownership, star rating (eg Robert Price; The Management and Marketing of Scotland's Golf Facilities), or difficulty of the course.

Outcome 2 will introduce different types of ownership and governance for different golf facilities, including private members' clubs, commercially managed facilities, and municipal facilities. The differing philosophies of each will be contrasted, and the perceived strengths and weaknesses identified and discussed. This will be related to the differing market segments identified in Outcome 1, in terms of golfers themselves, and also to broader stakeholders and to the philosophies of each type of golf organisation.

Outcome 3 focuses on the operational areas within a golf facility. This will include golfer management (pricing, bookings, reception, retail, lessons, junior development, provision of caddies and buggies, external liaison), administration (memberships, information management, employment, wages, accounts, web-site, marketing), greenkeeping (course maintenance, course development) and food and beverage (menu planning, ordering, pricing, order of service, food preparation and cooking, table and bar service). This will describe the various areas of operation and provide detail on the activities required as a prerequisite to providing good quality customer care.

Outcome 4 will examine the annual cycle of a golf facility, assessing workload peaks and troughs, and identifying the different skills required at each stage. It will provide an integrated look at the activities of a golf clubhouse in relation to golfer numbers, food and beverage requirements, course preparation requirements, staff numbers and skills.

## **Higher National Unit specification: support notes (cont)**

### **Unit title: Golf Operations**

Outcome 5 will allow the candidate to undertake a self-appraisal as he/she prepares to work in the sector. This will be undertaken in conjunction with the Unit tutor and any appropriate work experience providers.

In keeping with employability agendas a good approach to this could be a five minute discussion with the course tutor to discuss the candidate's personal development goals.

### **Guidance on the delivery and assessment of this Unit**

Delivery will be through a combination of classroom teaching and visits to a variety of golf facilities, allowing discussion of different types of golf facility, the procedures and practices of each, and the implications these have for the golfer as customer. Assessment could be through a variety of means, but it is felt important that candidates have the opportunity to visit as many golf facilities as possible, take notes, and use these as a basis for their assessments.

### **Open learning**

The Unit is suitable for open learning provided appropriate materials are available. However it would require planning by the centre to ensure the sufficiency and authenticity of candidate evidence. For information on open learning, please refer to *SQA guide assessment and quality assurance of open and distance learning (A1030, Feb 2001)*.

### **Candidates with disabilities and/or additional support needs**

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* ([www.sqa.org.uk](http://www.sqa.org.uk)).



## **General information for candidates**

### **Unit title:** Golf Operations

This Unit is designed to provide you with a foundation knowledge of the variety of management models within different golf facilities, and to understand the implications of them for different stakeholders ie members, visitors, club managers and other interested parties. It is intended to give you an understanding of the operational areas within a golf facility, and to think about and discuss the skills which employers require. You will be able to undertake a self-appraisal and identify any personal development needs you have in relation to securing employment within the golf industry.

Outcome 1 will develop a market analysis for different types of golf facility and different golfers for a given situation.

Outcome 2 will introduce different types of ownership and governance for different facilities, including private members' clubs, commercially managed facilities, and municipal facilities.

Outcome 3 focuses on the operational areas within a golf facility. This will include golfer management (pricing, bookings, reception, retail, lessons, junior development, provision of caddies and buggies, external liaison), administration (memberships, information management, employment, wages, accounts, web-site, marketing), greenkeeping (course maintenance, course development) and food and beverage (menu planning, ordering, pricing, order of service, food preparation and cooking, table and bar service). This will describe the various areas of operation and provide detail on the activities required as a prerequisite to providing good quality customer care.

Outcome 4 will examine the annual cycle of a golf facility, assessing workload peaks and troughs, and identifying the different skills required at each stage.

Outcome 5 will allow you to undertake a self-appraisal as you prepare to work in the sector. This will be undertaken in conjunction with the Unit tutor and any appropriate work experience providers.