



Higher National Graded Unit specification

General information for centres

This Graded Unit has been validated as part of the HND Golf Management. Centres are required to develop the assessment instrument in accordance with this validated specification. Centres wishing to use another type of Graded Unit or assessment instrument are required to submit proposals detailing the justification for change for validation.

Graded Unit title: Golf Management: Graded Unit 2

Graded Unit code: F13F 35

Type of Graded Unit: Project

Assessment Instrument: Practical Assignment

Credit points and level: 2 HN credits at SCQF level 8: (16 SCQF credit points at SCQF level 8*)

**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.*

Purpose: This Graded Unit is designed to provide evidence that the candidate has achieved the following principal aims of the HND Golf Management:

- ◆ to develop team building and management skills in order to form a functioning managerial group with specific specialised roles.
- ◆ increase the depth of understanding of core management skills. The HNC will provide students with a basic understanding of contemporary issues in business and management. The HND will enable students to consider and revisit these issues from a managerial perspective.
- ◆ the development of organisational and operational skills. The HND will further develop skills in planning and organisation and require the students to investigate in more depth, contemporary business and golf industry issues.
- ◆ develop competencies in a range of specialised areas of their choice in line with the areas of the golf industry they wish to proceed to in their career.
- ◆ provide a basis for future career and personal development.
- ◆ build on previously acquired transferable skills.
- ◆ adopt an innovative and creative approach to their work and be able to respond quickly to challenges from a variety of sources.

General information for centres (cont)

Recommended prior knowledge and skills: It is recommended that the candidate should have completed or be in the process of completing the following Units relating to the above specific aims prior to undertaking this Graded Unit:

- ◆ *Contemporary Golf Industry*
- ◆ *Marketing Planning for a Domestic Market*
- ◆ *Business Culture and Strategy*
- ◆ *Human Resource Management Practice*
- ◆ *Golf Operations*

The above lists the majority of the mandatory Units for this Group Award.

The candidate's event should relate to topics covered in all the above Units. When choosing a practical assignment, candidates should ensure that it will be sufficient to meet all the requirements of this Graded Unit.

Core Skills: There are opportunities to develop the Core Skills of *Problem Solving: Critical Thinking* (SCQF level 6), *Problem Solving: Planning and Organising* (SCQF level 6), *Problem Solving: Reviewing and Evaluating* (SCQF level 6), *Oral Communication* (SCQF level 6), *Written Communication* (SCQF level 6) and *Working with Others* (SCQF level 6) in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Assessment: This Graded Unit will be assessed by a report based on the management and running of an actual golf event.

Administrative Information

Graded Unit code: F13F 35
Graded Unit title: Golf Management: Graded Unit 2
Original date of publication: August 2006
Version: 01

History of changes:

Version	Description of change	Date

Source: SQA

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Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates

Graded Unit title: Golf Management: Graded Unit 2

Conditions of assessment

The candidate should be given a date for completion of the event and the subsequent report. However, the instructions for the assessment task should be distributed to allow the candidate sufficient time to assimilate the details and carry out the assessment task. During the time between the distribution of the assessment task instructions and the completion date, assessors may answer questions; provide clarification, guidance and reasonable assistance. The assessment task should be marked as soon as possible after the completion date. The final grading given should reflect the quality of the candidate's evidence at the time of the completion date. The golf event must take place and be managed by a group with candidates fulfilling appropriate individual roles within the management team. Reassessment of this Graded Unit should be based on a significantly different assessment task. It is the responsibility of the Centre to take reasonable steps to ensure that work submitted is the work of the candidate. For example, Centres may wish to question candidates at various stages on the evidence provided. This would demonstrate their role within this practical assignment. This would help to ensure the authenticity of the submission.

The evidence for the project is generated over time and involves three distinct stages, where each stage has to be achieved before the next is undertaken. Thus any re-assessment of stages must be undertaken before proceeding to the next stage.

If a candidate fails the project overall or wishes to upgrade, then this must be done using a *substantially different* project, ie all stages are undertaken using a new project, assignment, case study, etc. In this case, a candidate's grade will be based on the achievement in the re-assessment, if this results in a higher grade.

Instructions for designing the assessment task

The assessment task is a project. The project undertaken by the candidate must be a complex task which involves:

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

The assessment task must require the candidate to:

- ◆ analyse the task and decide on a course of action for undertaking the project
- ◆ plan and organise work and carry it through to completion
- ◆ reflect on what has been done and draw conclusions for the future
- ◆ form and work as part of a management team
- ◆ produce evidence of meeting the aims which this Graded Unit has been designed to cover

The assessment must involve the planning, development (organising and running) and evaluation of a golf event. The candidates can choose the event but it must be one which can be directly related to topics, concepts or models studied as part of the HND Golf Management. Candidates must be alert to the fact that where external personnel or facilities are involved that the communication, coordination and negotiation skills involved are reflected in the evaluation of the project.

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

It is expected that the report will detail the required planning, developing and evaluation of a golf event. Candidates must submit evidence of all three stages of the Graded Unit project even if the event is carried out collaboratively. Each stage of the project has specific requirements for which the candidate must supply evidence. Within the report the candidate should include an account describing their role either as an individual or as a member of a group and evaluate their own contribution to the event.

Guidance on grading candidates

Candidates who meet the minimum Evidence Requirements will have their achievement graded as C — competent, or A — highly competent or B somewhere between A and C. The grade related criteria to be used to judge candidate performance for this Graded Unit is specified in the following table.

Grade A	Grade C
<p>Is a seamless, coherent piece of work which:</p> <ul style="list-style-type: none"> ◆ is highly focused throughout on the objectives of the event planning ◆ carefully selects information from a variety of sources to provide strong and valid reasons to support decisions made ◆ uses concepts and topics from HND Golf Management accurately and relevantly to support points made ◆ is well-structured and uses language of a high standard in terms of accuracy and technical content ◆ includes a careful and considered reflection on the event which informs realistic recommendations for improvement ◆ provides evidence of learning from HND Golf Management from the way theory and practice are related ◆ demonstrates independence of thought, both critically and analytically ◆ represents a successfully completed event, both in management and in practice 	<p>Is a co-ordinated piece of work which:</p> <ul style="list-style-type: none"> ◆ meets the objectives of the event planning but not in a consistent or fully comprehensive manner ◆ uses information from a limited number of sources and in a manner which does not always support reasons given ◆ makes limited reference to concepts and topics from HND Golf Management which may not always be used accurately nor always be fully relevant to the points made ◆ is satisfactorily structured and uses language which is adequate in terms of accuracy and technical content ◆ has some limited reflection on the event but is not comprehensive and does not form the basis for a set of realistic recommendations ◆ shows knowledge of core concepts from HND Golf Management though techniques have been sparsely used ◆ analytical techniques are used but not fully exploited, little critical thought evident ◆ represents a partially successful event with scope for improvement in planning and implementation

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

The project will be marked out of 100. Assessor(s) will mark each stage of the project, taking into account the criteria outlined. The marks will then be aggregated to arrive at an overall mark for the project. Assessors will then assign an overall grade to the candidate for this Graded Unit based on the following grade boundaries.

A	=	70%	—	100%
B	=	60%	—	69%
C	=	50%	—	59%

Note: the candidate must achieve all of the minimum evidence specified below for each stage of the project in order to achieve the Graded Unit.

Evidence Requirements

The project consists of three stages: planning; developing, and evaluating. The following table specifies the minimum evidence required to pass each stage.

Note: The candidate must achieve **all of the minimum evidence** specified below for each stage of the project in order to pass the Graded Unit.

Project stage	Minimum Evidence Requirements
Stage 1 — Planning <i>20 marks</i>	<p>Design and plan a golf event to be open to participation for external individuals or groups. The report must describe the skills and processes involved in the design of the event, including:</p> <ul style="list-style-type: none"> ◆ the objectives of the event are clearly defined and reasons for the choice of event are justifiable and appropriate ◆ produce a project task list ◆ the identification of the skills required ◆ allocation of the roles ◆ a timescale for the planning, developing and implementation of the event, including marketing strategy, budget schedules and final dates for the event ◆ identification of resources and budget requirements ◆ legal and safety considerations, appropriate to event and venue ◆ schedule of meetings <p>Produce a plan detailing all of the above utilising any analytical tools or diagrammatic representations as appropriate.</p> <p><i>A pass of 50% in each Evidence Requirement must be achieved in order to pass the Planning stage.</i></p>

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

Project stage	Minimum Evidence Requirements
Stage 2 — Developing <i>50 marks</i>	<p>Participate in the management of the golf event. The report must include:</p> <ul style="list-style-type: none"> ◆ implementation of and modifications to the marketing strategy ◆ explanation of the marketing issues of running the event, identifying the range of marketing methods available and which of those are appropriate to the chosen event. ◆ implementation of the planning schedule, highlighting any problems identified and modifications to the schedule. ◆ records of any meetings required by the management group, giving reasons for the meetings and subsequent actions ◆ any correspondence with external groups or individuals with regard to the event, including host venues, participants and possible sponsors. <p><i>A pass of 50% in each Evidence Requirement must be achieved in order to pass the Developing stage</i></p>
Stage 3 — Evaluating <i>30 marks</i>	<p>Provide an evaluation of the success of the event and the effectiveness of the management team. The evaluation must include:</p> <ul style="list-style-type: none"> ◆ evaluate the extent to which each of the original objectives of the event have been met. This should include any modifications made during the course of the event and to any alternative courses of action considered but rejected. Credible reasons should be provided throughout. ◆ commentary on aspects of the planning and development stages which worked effectively and why and on those that did not work as effectively as expected. ◆ evaluation of the strengths and weaknesses of the event. This should include credible reasons. ◆ recommendations for future events. These should be based on the areas mentioned above. It should be clear from the recommendations that the candidate has reflected on the event and has drawn conclusions from this reflection. ◆ identify the knowledge and skills that have been gained <p>Evidence will be submitted as part of the final report on the event. Individual candidates should comment on the overall event but also on their own roles and reflect on their own contribution during the process. This will be worth 30 marks.</p> <p><i>A pass of 50% in each Evidence Requirement must be achieved in order to pass the Evaluation stage</i></p>

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

The assessor(s) will aggregate marks from each section of the project and allocate grades accordingly.

A = 70% — 100%
B = 60% — 69%
C = 50% — 59%

Note: the candidate must achieve all of the minimum evidence specified below for each stage of the project in order to achieve the Graded Unit.

Support notes

The candidate should produce an integrated management plan for an operational Golf Course based on a Case Study. The candidate must produce evidence to demonstrate they have met the requirements of all three stages (planning, developing and evaluating).

The centre should devise a Case Study which requires the candidate to evaluate the current Management Plan of an operational Golf Course in relation to Integrative Management Planning. For example, the Case Study may require the candidate to investigate and report on aspects of Sustainable Development in relation to the existing management plan.

Planning Stage:

The candidate should produce an Action Plan, which demonstrates their ability to interpret the case study brief, establish timescales for each stage of the project and identify areas where further research is required. The candidate should identify the methods of research used and reference all sources of information.

Developing Stage:

The candidate should collect and collate all relevant documentation in relation to the selected Golf Course. This should include, management plans, mission statements, planning consent/constraints, annual reports, management records and audit reports. The candidate should use the information gathered to analyse the current management plan and identify areas for improvement and areas not covered and present them in a report which would be suitable for a Golf Course Management Committee.

Evaluating Stage:

The candidate should produce an evaluation report based on the Action Plan from the Planning Stage and the Report from the Developing Stage. The report should contain an outline of the Case Study brief and recommendations of changes/improvements to the action plan in light of experience gained. The candidate should review the effectiveness of the planning stage and of the research methods used. The candidate should identify areas for improvement and knowledge and skills they have developed throughout the award.

Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

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 assessment arrangements. For information on these, please refer to the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on SQA's website: **www.sqa.org.uk**.

General information for candidates

This Graded Unit provides you with an opportunity to ‘put into practice’ much of what you have learnt during the HND. It will require you to make a significant personal contribution to managing a golf event. This will involve you in the planning, development (organising and running) and evaluation of a golf event, during which you may work with your peers and with external organisations.

You can choose the event but it must be one which can be directly related to topics, concepts or models which you will study as part of the HND Golf Management. You must be alert to the fact that where external personnel or facilities are involved that the communication, coordination and negotiation skills involved are reflected in the evaluation of the project.

You will require skills of communication, team-working, information management, negotiation, marketing, customer care and ‘on the day’ problem solving. The intention is that this will provide you with an experience that will develop your skills and enhance your employability.