



## Higher National Unit specification

### General information

**Unit title:** Golf Management: Food and Beverage Operations  
(SCQF level 7)

**Unit code:** H719 34

**Superclass:** NA

**Publication date:** April 2014

**Source:** Scottish Qualifications Authority

**Version:** 01

### Unit purpose

The aim of the *Food and Beverage Operations* Unit is to provide learners with an understanding of the operation and supervisory aspects of running a food and beverage operation within a range of golf facilities and establishments and in particular the traditional golf club environment.

To encourage an appreciation of the origins of such systems and to understand the various factors involved in meeting customer needs. Learners will gain an understanding of food and beverage service in a variety of golf establishments and they will have sufficient knowledge to understand specified food and beverage operations. The food and beverage operation is an integral part of a traditional golf club environment and is one of the main sources of income, on which most golf clubs are dependent upon.

### Outcomes

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

- 1 Describe the key functional areas of the food and beverage operation within a golf facility.
- 2 Explain the financial aspects of a food and beverage operation within a golf facility.
- 3 Understand the Health, Safety, Hygiene and Legal requirements for food and beverage operations within a golf facility.
- 4 Evaluate the appropriateness of the different methods of food and beverage service to manage and deliver a quality experience within the context of a golf facility.

## **Higher National Unit Specification: General information (cont)**

**Unit title:** Golf Management: Food and Beverage Operations  
(SCQF level 7)

### **Credit points and level**

1 Higher National Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7)

### **Recommended entry to the Unit**

Access to this Unit is at the discretion of the centre. However, it would be beneficial if learners had an interest in golf or had work experience in a golf club environment.

### **Core Skills**

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes for this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

### **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.

### **Equality and inclusion**

This Unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website [www.sqa.org.uk/assessmentarrangements](http://www.sqa.org.uk/assessmentarrangements).

## Higher National Unit specification: Statement of standards

**Unit title:** Golf Management: Food and Beverage Operations  
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Acceptable performance in this Unit will be the satisfactory achievement of the standards set out in this part of the Unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

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. Learners 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 key functional areas of the food and beverage operation within a golf facility.

#### Knowledge and/or Skills

- ◆ Management options
- ◆ Commercial or non-commercial
- ◆ Structures and key responsibilities
- ◆ Food and beverage — 'Business within a Business'

### Outcome 2

Explain the financial aspects of a food and beverage operation within a golf facility.

#### Knowledge and/or Skills

- ◆ Main expenditure areas (inc employee costs) and cost of services
- ◆ Methods of purchasing and cost control
- ◆ Food, beverage, sundries, etc costing and cost control
- ◆ Menu planning; pricing policies and profit margins
- ◆ Supplier engagement

### Outcome 3

Understand the Health, Safety, Hygiene and Legal requirements for food and beverage operations within a golf facility.

#### Knowledge and/or Skills

- ◆ Health and Safety and Legal Framework
- ◆ Food Standards Agency — Cook Safe (inc Hazard Analysis Critical Control Point (HACCP))
- ◆ Food storage management
- ◆ Licensing requirements

## Higher National Unit specification: Statement of standards (cont)

**Unit title:** Golf Management: Food and Beverage Operations  
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### Outcome 4

Evaluate the appropriateness of the different methods of food and beverage service to manage and deliver a quality experience within the context of a golf facility.

#### Knowledge and/or Skills

- ◆ Importance of quality, customer expectations and satisfaction
- ◆ Food service delivery
- ◆ Quality monitoring, measurement and performance evaluation
- ◆ Keeping ahead of the game — coaching and training

#### Evidence Requirements for this Unit

Learners will need to provide evidence to demonstrate their Knowledge and/or Skills across all Outcomes by showing that they can compile and produce a business report which should follow the constituent parts of a feasibility study for the provision of a food and beverage operation within a new golf club/facility project.

The learner should submit the completed business report as evidence of her/his planning, preparation and organisation of the project. This business report will represent an holistic assessment combining all the Outcomes together to ensure the following evidence is provided on the food and beverage operation and explains the concept that food and beverage represents the approach of 'A Business within a Business':

- 1 Key functional areas.
- 2 Key financial aspects.
- 3 The Health, Safety, Hygiene and Legal requirements.
- 4 The different methods of food and beverage service to manage and deliver a quality experience.



## Higher National Unit Support Notes

**Unit title:** Golf Management: Food and Beverage Operations  
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Unit Support Notes are offered as guidance and are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

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

The Unit will present the key characteristics, objectives and challenges of a food and beverage operation within a golf club/facility along with detailing the diverse structure and scope of different operations within the sector. This is to enable the learner to understand and explain the sector's complexity; along with the ability to describe and evaluate the characteristics and aims of a range of different types of food and beverage operations, in order to make a recommendation for the food and beverage provision within a new golf club/facility.

Underlying these principles will be the quality concept whether that is applied to food and beverages; or a clean, hygienic and safe working and serving environment. Quality will also be related to the provision of comfortable and well-designed facilities, particular for golf clubhouses, and where professional, attentive and friendly service is associated with value for money.

Outcomes 1, 2, 3 and 4 will be integrated together to form a business report which will represent an holistic assessment combining all the Outcomes together to meet the Evidence Requirements.

In Outcome 1, the learner will be introduced to the various management options in food and beverage and the main approaches which may be taken by a golf club to determine whether a commercial (eg Franchising) or non-commercial (eg in house inc Club Steward) food and beverage or any hybrid or other operation (eg inc Club Steward). This is an important area for the learner to understand because within the golf sector there is 'not one model which fits all'. Where learners have come from a golfing background, it is assumed that they may have had some exposure to the different models within golf clubs /clubhouses known to them.

An understanding of the departmental goals and structures, along with the key responsibilities for each of the different types of service staff will be introduced to learners to ensure a full understanding of the various structures and the organisation of service personnel — (eg front of house/back of house). The primary aim of this Outcome is to ensure that learners fully understand that food and beverage is a 'Business within a Business' — particularly within the golf club environment.

## Higher National Unit Support Notes (cont)

**Unit title:** Golf Management: Food and Beverage Operations  
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Outcome 2, will focus on the financial aspects associated with how a food and beverage operation is handled within a golf club environment. Here the learner will be introduced to the main expenditure areas (inc employee costs) and will be exposed to some of the challenges to be faced in the day to day food and beverage service. Within the overall provision of quality, the following areas will be examined: the cost of services; different methods of purchasing and cost control; the costing and cost control issues surrounding the provision of food, beverage, sundries, etc. All within the golf club environment.

Fundamental to the understanding of these areas will be menu planning; pricing policies and profit margins and the importance of sales.

In addition, the learner will examine cost considerations in bar and kitchen management, along with supplier engagement relating to purchasing of goods.

In Outcome 3, the learner will be introduced to the legislative requirements required for running a of Food and Beverage operation. All the necessary Health and Safety and Legal Framework encompassing such organisations as The Food Standards Agency and initiatives such as — Cook Safe (inc Hazard Analysis Critical Control Point (HACCP)); procedures for Food storage management and general Licensing Requirements for establishments such as golf clubs and for individuals within the Food and Beverage sector.

In Outcome 4, the learner will be introduced to the importance of quality to ensure there is a consistent delivery of a golf club's standards, products and services. In all cases, member and guest satisfaction will drive the quality experience provided in a golf club or facility and therefore an understanding of the food service delivery, service methods and the service encounter will need to be understood. The learner will require to understand the difference of these factors within the golf club environment when compared with any other food and beverage operation in other sectors.

In addition, the learner will be introduced to quality monitoring, measurement and performance evaluation pertaining to a commercial (eg Franchising) or non-commercial (eg in house inc Club Steward) food and beverage or any hybrid or other operation (eg inc Club Steward). Finally, the learner will be introduced to how a golf club could address areas such as the benefits, challenges, and personnel for service extension along with the need for coaching and training within the golf club environment.

### Guidance on approaches to delivery of this Unit

The delivery of the knowledge for the Unit would likely consist of tutor exposition, examples of industry materials and practice, and group exercises. In addition to classroom activities, field trips and visits to relevant food and beverage locations will be encouraged; which are able to demonstrate the variety of commercial and non commercial operations in the golf club/facility environment.

## Higher National Unit Support Notes (cont)

**Unit title:** Golf Management: Food and Beverage Operations  
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### Guidance on approaches to assessment of this Unit

Evidence can be generated using different types of assessment. The following is a suggestion only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

The Unit could be assessed by a single holistic assessment covering all Unit Outcomes. The assessment could comprise a business report of approximately 3,000 words or equivalent, completed under open-book conditions in the learner's own time.

Assessment can be integrated to provide an holistic approach. It is possible for evidence to be generated for all Outcomes of the Unit via one business report based on researching a golf club/facility or organisation chosen by the learner. The business report should follow the constituent parts of a feasibility study for the provision of a food and beverage operation within a new golf club/facility project.

### Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this Unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at [www.sqa.org.uk/e-assessment](http://www.sqa.org.uk/e-assessment).

### Opportunities for developing Core and other essential skills

Depending on the learning and teaching approaches adopted, the Unit provides opportunities for developing three components of the Core Skill of *Communication*, two components of *Problem Solving*, and two components of *Working with Others*.

*Communication: Oral Communication at SCQF level 6*

Learners will work, both individually or as part of a team developing a broad range of skills while communicating with other members of the team. They will need to convey information and contribute to classroom debates and discussions all of which will require them to use vocabulary, appropriate to the golf and food and beverage industry.

## Higher National Unit Support Notes (cont)

**Unit title:** Golf Management: Food and Beverage Operations  
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*Communication: Written Communication (Reading) at SCQF level 6*

In order to complete the Unit, learners will have to become familiar with the technical terms used in golf, finance and food and beverage.

*Communication: Written Communication (Writing) at SCQF level 6*

In order to complete the Unit, learners will have to generate evidence to demonstrate that they have achieved all three Outcomes. This could take the form of written communication. In this, they will be expected to present their work in a suitable manner using a recognised format. There are alternative ways to present written evidence such as by personal reports or by contributions to an online forum. Whatever approach is adopted, learners will be required to organise a substantial body of material and make use of complex language and specialist vocabulary.

*Communication: Oral Communication at SCQF level 6*

Learners will be required to provide evidence of various aspects of their research for the any golf club/facility under investigation. The research may be complex and learners may also respond to questions or queries from others. Learners may also contribute to debates and discussions all of which will require them to use vocabulary appropriate to the audience involved.

*Problem Solving: Critical Thinking at SCQF level 6*

In order to complete the Unit, learners will be expected to put some of the theories into practice while expanding both skill set and knowledge. The learner will have to compare and consider the choices available to different golf clubs/facilities. The learner will gain an understanding and appreciation of the relationship between commercial and non commercial operations.

*Problem Solving: Planning and Organising at SCQF level 6*

In order to complete the Unit, learners will have to plan their activities and research. Learners will have to identify the type and availability of resources required by the project which is likely to require them to engage in some search activity.

*Information and Communication Technology (ICT): Accessing Information at SCQF level 6.*

In order to complete the Unit, learners will be required to carry out research relevant to their chosen strategy. This is likely to involve the use of a range of ICT equipment and learners may need to carry out complex searches for information relevant to the chosen strategy. Learners are also likely to need to ensure that the data for their project is kept secure and well managed.



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*Information and Communication Technology (ICT): Providing/Creating Information at SCQF level 6*

In the development of their idea from the initial concept through production of the final report, learners are likely to use *ICT* for a range of tasks including locating and integrating data from a range of sources.

*Working with Others: Working Co-operatively with Others at SCQF level 6*

The learner will, on occasion, be working as part of a team. During this phase the learner will collaborate with others while considering individual preferences, working methods and shared goals within a task. Opportunities will arise for the learner to review and discuss their own performance with the aim of becoming more efficient and competent.

### **Other essential skills**

Throughout the Unit learners will develop knowledge and skills which are specifically intended to enhance their employability in the golf management sector. Because these and other soft skills such as punctuality, presentability and efficient time management are readily transferable, they could also be applied to many other sectors and/or areas of employment.

## History of changes to Unit

Version	Description of change	Date

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## General information for learners

### Unit title: Golf Management: Food and Beverage Operations (SCQF level 7)

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

This Unit is intended to allow you to develop key knowledge in relation to one of the fundamental aspects of running a golf club/facility. The success of the food and beverage function within a golf club/facility is crucial to the financial well being of a golf club/facility's operation. Key issues such as menu planning, staffing and future trends are significant and important factors to ensure financial viability.

The Unit is designed to develop your understanding of a number of significant aspects of the food and beverage sector within a golf club/facility environment. The assessment will be based on the production of a business report along the lines of a feasibility study, making recommendations about.

On completion of the Unit you should be able to understand:

- 1 Key functional areas.
- 2 Key financial aspects.
- 3 The Health, Safety, Hygiene and Legal requirements.
- 4 The different methods of food and beverage service to manage and deliver a quality experience.

The Unit provides opportunities to develop Core Skills in *Communication, Working with Others, ICT and Problem Solving*.

This Unit aims to encourage you to demonstrate a range of enterprising values where you will be encouraged to become self confident, show a belief in your ability and adopt a positive work ethos. Through the range of field trips, visits to relevant golf clubs and facilities and your own work experience, you will be able to appreciate and gain exposure to the enterprise environment operating within the golf industry.

You will become aware of the different working environments, organisational cultures within a range of organisations, along with operating policies and processes, and the needs/requirements of appropriate stakeholders.

You will also be encouraged to demonstrate your own entrepreneurial skills within the framework of the Unit's activities, where you will be encouraged to use your own initiative, apply creative thinking and problem solving to all aspects required to deliver the evidence to meet the Unit's Outcomes.

Again, through the exposure to a range of field trips, visits to relevant golf clubs and facilities you will be able to determine any future or potential career development. This will provide you with an understanding of the development needs, interests, motivations, aspirations and careers, roles in workplace and progression routes, within the golf industry.

You will be able to demonstrate self-awareness and improvement which will be enhanced to provide an opportunity for learning by experience, ensuring focus on activities and achievements of the necessary Evidence Requirements to meet the Unit's Outcomes.