



Higher National Unit specification

General information

Unit title: Golf Club Operations (SCQF level 7)

Unit code: H8NN 34

Superclass: AG

Publication date: January 2015

Source: Scottish Qualifications Authority

Version: 01

Unit purpose

The purpose of this Unit is to provide knowledge and understanding of the different types of golf facility and the complexity of operations within a golf clubhouse and to develop the skills required within such an environment.

The Unit is suitable for those who wish to pursue a career in Golf Management.

Outcomes

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

- 1 Describe the stakeholder requirements of Golf Clubs, Facilities and Courses.
- 2 Describe the different ownership and governance structures of different types of golf facility.
- 3 Analyse the main areas of operations within a golf clubhouse or facility.

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

Entry to this Unit is at the discretion of the centre, there are no specific prior knowledge and skills recommendations, although a general knowledge of golf and its management would be an advantage.

Higher National Unit Specification: General information (cont)

Unit title: Golf Club Operations (SCQF level 7)

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.

Higher National Unit specification: Statement of standards

Unit title: Golf Club Operations (SCQF level 7)

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 stakeholder requirements of Golf Clubs, Facilities and Courses.

Knowledge and/or Skills

- ◆ Stakeholders
- ◆ Stakeholder expectations
- ◆ Demands:
 - Needs
 - Wants
- ◆ Questionnaire design and analysis

Outcome 2

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

Knowledge and/or Skills

- ◆ Ownership
- ◆ Governance
- ◆ Management structures
- ◆ Implications for stakeholders

Outcome 3

Analyse the main areas of operations within a golf clubhouse or facility.

Knowledge and/or Skills

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

Higher National Unit specification: Statement of standards (cont)

Unit title: Golf Club Operations (SCQF level 7)

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:

For Outcome 1:

- ◆ identify a range of stakeholders.
- ◆ produce and utilise a questionnaire designed to identify stakeholder requirements.
- ◆ analyse the results of the questionnaire.
- ◆ explain four stakeholder expectations and demands from golf courses.
- ◆ explain how competing demands or potential sources of tension might arise between a minimum of two different stakeholder groups.

For Outcome 2:

- ◆ describe ownership and governance models of at least three types of golf facility/golf provider.
- ◆ describe management structures of at least three types of golf facility/golf provider.
- ◆ describe the possible implications of these for a variety of stakeholders.

For Outcome 3:

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



Higher National Unit Support Notes

Unit title: Golf Club Operations (SCQF level 7)

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

This Unit should provide an opportunity for the learner to demonstrate the ability to think about golf clubhouses and facilities at more than a superficial level. 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 golf facility to meet these needs.

Outcome 1 will allow recognition of the fact that different stakeholders require different things from the golf course and that this can lead to tension about the ways in which courses are managed. Examples include the fact that club members may require the course to be open during inclement weather eg frost but that the course manager or head greenkeeper may want to defend the quality of the course and thereby close it on such occasions. These ideas are important in providing a foundation for discussion of who should be making decisions about the golf course and its management. Pressures can come from other sources, depending on the nature of the course and its ownership/governance, eg the significance of commercial interests in a 'for profit' club, the importance of the media in a course hosting a televised event or the choice to close completely in winter for a high profile tourist course. Stakeholders' expectations are likely to include those of members, visitors, managers, greenkeepers and professionals but might also include tournament organisers and sponsors, the media, governing bodies, environmental lobbyists and local and regional communities.

Outcome 2 will introduce different types of ownership and governance for different facilities, including traditional private members' clubs, 'new breed' members' clubs, commercially managed facilities, 'pay as you play' 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 broader stakeholders and to the philosophies of each type of golf organisation, club or facility. 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.

Higher National Unit Support Notes (cont)

Unit title: Golf Club Operations (SCQF level 7)

Outcome 3 focuses on the operational areas within a golf clubhouse or 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.

Guidance on approaches to delivery 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.

Guidance on approaches to assessment of this Unit

Evidence can be generated using different types of assessment. The following are suggestions 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.

Outcome 1

Assessment could be through a report in response to a brief questionnaire and analysis of the results. This should be carried out with a minimum of four stakeholder groups to identify the most important requirements of the golf course for them. This could be presented in a report of approximately 500 words or equivalent.

Outcome 2

Assessment could be through a report of at least three different visits to or case studies of contrasting golf management situations, ideally from a traditional members' club, a 'new breed' members' club, a commercial facility, a 'pay as you play' facility and a municipal facility. This could describe the management structures and based upon discussion with the manager, or within the classroom, should identify the key features and implications of each model. It is assumed that learners will have some prior knowledge of these types of facility. A report covering the above is unlikely to be less than 750 words or equivalent when complete. Stakeholders could include, but are not limited to, members, visitors, club managers and secretaries and other club employees.

Higher National Unit Support Notes (cont)

Unit title: Golf Club Operations (SCQF level 7)

Outcome 3

Assessment could be through a presentation (of approximately 10–15 minutes) of the operational activities within a golf facility (probably known to the learner), with evaluation of the suitability of the organisation structure in achieving operational goals.

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.

Opportunities for developing Core and other essential skills

While there is no automatic certification of Core Skills or Core Skills components in this Unit, there may opportunities to develop the Core Skill of *Communication* at SCQF level 6.

History of changes to Unit

Version	Description of change	Date

© Scottish Qualifications Authority [year]

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Business Development and Customer Support team, telephone 0303 333 0330.

General information for learners

Unit title: Golf Club 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 designed to provide you with an understanding of management models within different golf facilities and an understanding of the implications of them for different stakeholders, including members, visitors, club managers and other interested parties. It is intended to give you an understanding of the operational areas within a golf facility.

You are likely to be assessed through a series of reports and/or presentations.

This Unit is suitable for those who wish to pursue a career in Golf Management.