

SQA Advanced Unit Specification

General information for centres

Unit title: Quality Service Operations for Sport and Recreation Organisations

Unit code: HW7R 47

Unit purpose: This unit introduces and develops knowledge of the concept of quality and the implications for the operation of a sport and recreation service.

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

1. Examine the concept of quality service within the context of the sport and recreation industry.
2. Examine and review the methods of co-ordinating service operations to meet quality standards.
3. Explain the principles for the application of a quality customer service strategy.

Credit value: 1 SQA Credit at SCQF level 7: (8 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 National 1 to Doctorates.*

Recommended prior knowledge and skills: It would be beneficial if candidates to possess an understanding of sport and recreation service provision, or have some experience in the service industries. Ultimately, entry is at the discretion of the centre.

Core skills: There may be opportunities to gather evidence in this unit towards core skills in communication, problem solving and working with others, 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. It is recommended that opportunities be sought to integrate work with other mandatory units, in particular Sport and Recreation, Resourcing and Promoting, and also the Human Resource unit along with the Graded Unit. This unit may form part of a group award or be completed as a free-standing unit.

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Assessment: Three different assessment instruments may be used to assess the unit. However, it is recommended that opportunities to integrate assessments be sought not only within the unit but also with other mandatory units. A case study assignment could be used as a focus and source to assess all three outcomes in which the candidate would be required to provide written evidence that addresses the requirements of the unit.

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SQA Advanced unit specification: statement of standards

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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

Examine the concept of quality service within the context of the sport and recreation industry.

Knowledge and/or skills

- ◆ Service characteristics
- ◆ Concept of quality
- ◆ Importance of quality customer service
- ◆ Constraints preventing quality
- ◆ Effects of non-quality

Evidence requirements

To achieve this Outcome each candidate will require written/oral evidence to demonstrate their understanding of all aspects of the knowledge and/or skills by showing that they can:

- ◆ Give a clear explanation of the concept of quality as it applies to sport/recreation organisations.
- ◆ Explain the importance of quality customer service and the effect of non-quality provision.
- ◆ Explain the impact of at least three quality services characteristics on operations.

Assessment guidelines

The assessment for this outcome may be a restricted response assessment. However, it is recommended that a case study is used in which the candidates would be required to produce a written (at least 500 words)/oral response that demonstrates their understanding of the concept of quality and its relevance to sport and recreation organisations.

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Outcome 2

Examine and review the methods of co-ordinating service operations to meet quality standards.

Knowledge and/or skills

- ◆ Quality chains
- ◆ Service processes and design
- ◆ Service standards, quality criteria and monitoring

Evidence requirements

To achieve this outcome candidates will need written evidence of not less than 1,000 words. This will allow the candidate to demonstrate their understanding of all aspects of the knowledge/skills by showing that they can:

- ◆ Identify a minimum of four operational service processes that impact on customers
- ◆ Identify the benefits for the customer of the selected service processes
- ◆ Identify the flow processes of the four selected services and explain the inputs to the processes and the quality criteria
- ◆ Explain the importance of setting standards for selected processes and give examples
- ◆ Description of at least two methods of monitoring service quality

Assessment guidelines

The assessment of this outcome can be assessed by the use of a case study assignment in which the student is required examine and review the service processes in order to produce an accurate written report of at least 1000 words, which clearly demonstrates their understanding of all aspects of the knowledge and skills.

Outcome 3

Explain the principles for the application of a quality customer service strategy.

Knowledge and/or skills

- ◆ Effective service teams
- ◆ Communication
- ◆ Preventing dissatisfaction
- ◆ Problem resolution/complaint handling
- ◆ Interpersonal skills to work well with others
- ◆ Techniques to evaluate/monitor levels of customer service quality

Evidence requirements

To achieve this outcome, candidates will require written/oral evidence to demonstrate their understanding and competence of all aspects of the knowledge and/or skills section.

This will be in the region of 500 words or more.

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Assessment guidelines

It would be possible to assess this by the use of short answer questions which were directly related to the work covered for Outcome 2. Equally, it would be possible to set an entirely separate assessment, either as an assignment or series of short answer questions.

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Administrative Information

Unit code:	HW7R 47
Unit title:	Quality Service Operations for Sport and Recreation Organisations
Superclass category:	BA
Date of publication:	November 2017
Version:	01
Source:	SQA

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SQA Advanced unit specification: support notes

Unit title: Quality Service Operations for Sport and Leisure Organisations

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 40 hours.

Guidance on the content and context for this unit

This unit is likely to form part of a group award and is primarily designed to provide candidates with relevant underpinning knowledge in relation to the provision of a quality service. The unit provides practical opportunities for the candidate to examine the nature of sport and recreation provisions and the implications this has on the operation and delivery of quality services.

It is anticipated that the majority of the time will be allocated to Outcomes 2 and 3.

Outcome 1 introduces candidates to the structure of the sport and recreation industry and the diversity of its provision. It develops the candidate's knowledge to the concept of quality and quality assurance and the implications for sport and recreation organisations. Definitions of quality selected should highlight that quality is about designing processes and procedures, which continually met specified customer requirements.

Emphasis should be made that the customer (direct/indirect/internal) is central to operations.

Candidates should develop their knowledge and understanding of the constraints in establishing, maintaining and controlling quality service offerings due to nature of services.

Suggested areas to consider are:

- ◆ Characteristics of services
- ◆ Human aspects (staff and customer)
- ◆ PT staff/volunteers
- ◆ Demand fluctuations
- ◆ More discerning customers
- ◆ Perceptions gap
- ◆ Competition

The importance of quality service to the organisation, its customers and employees should be highlighted and the costs of no-quality examined.

In Outcome 2 before examining selected services processes candidates should have their underpinning knowledge developed in relation to service processes design, operation and monitoring. Key to understanding quality is the understanding it is a series of interacting processes and procedures carried out to meet customer requirements. Candidates should understand the customer (direct/indirect/internal) is at the heart of quality service operations and that a customer is anyone who receives an output from a service.

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The concept of Quality Chains should be introduced so that candidates understand that failure in one part of the system creates problems elsewhere and will have a knock on effect and find its way to the service encounter. The following knowledge and skills are suggested areas to include:

- ◆ Range of customer service processes
- ◆ Quality Chains
- ◆ Service Design
- ◆ Forecasting demand and capacity management methods
- ◆ Service processes/The inputs to the process : material and staff contact points (high/low)
- ◆ Dimensions of service quality (Edvardsson et al/Berry et al)
- ◆ Service standards
- ◆ Monitoring systems
- ◆ Gap analysis

Candidates should understand that quality of provision is only dependable when agreed standards and operational procedures are developed. Candidates should spend some time identifying quality criteria on which to establish standards. Outcome 2 also requires candidates to develop knowledge of quality monitoring techniques, this for the most part involves systematic collection, recording and analysis of data. A selection of the following monitoring methods are suggested:

- ◆ Process flowcharts
- ◆ Tally charts
- ◆ Histograms
- ◆ Run charts
- ◆ Pareto charts
- ◆ Benchmarking
- ◆ Service Audits

Thereafter candidates should be encouraged to examine a variety of different service processes with different requirements. They should be encouraged as a minimum to flowchart the services processes and identify customer requirements at each stage and the implications (ie the processes and procedures) that the requirements then place on the organisation's operations. As a minimum candidates should consider examining the following types of service operations:

- ◆ High contact
- ◆ Low contact
- ◆ Internal /External direct/indirect

Outcome 3 focuses on the service encounter. Candidates should understand that quality customer service refers to all elements of the customer interface, including all direct and indirect contact with customers, as well as the product services, systems and strategies that support the customer service process. Quality customer service depends on human factors and candidates should understand that if staff fail to deliver they undermine all the marketing and promotion work done to attract and retain customers. Candidates should have their knowledge developed of customer service strategies and their skills developed in being an excellent customer service provider/operator. They must understand the importance of the staff's role in

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delivering or withholding a quality customer service encounter. The following are suggested areas to include/cover:

- ◆ Service teams
- ◆ Effective teamwork
- ◆ Job design – roles and responsibilities
- ◆ Working with others
- ◆ Attitude, behaviours and competencies required
- ◆ Communication skills required to establish and maintain customer rapport face to face, over the phone and in writing eg verbal, non-verbal, active listening, questioning, writing
- ◆ Preventing dissatisfaction
- ◆ Problem resolution/complaint handling techniques
- ◆ Interpersonal skills to work well with others

Candidates should also be able to advise on techniques that can be used to monitor/evaluate levels of customer service quality. The following techniques are suggested:

- ◆ Customer/staff feedback
- ◆ Focus groups
- ◆ Surveys
- ◆ Service Audits
- ◆ Benchmarking
- ◆ Quality criteria evaluation
- ◆ SERVQUAL

There are a wide range of reference materials available the following are some suggested references.

Bibliography

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Advanced Vocation Leisure and Recreation
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Smith, I. (1994), Institute of Management Foundation. Butterworth Heinemann
ISBN 780750 606684

Managing Quality Customer Service
Marlin, M (1989), Kogan Page, Crisp Publications
ISBN 0-7494-0352-7

Perfect Customer Care
Johns, T. (1994), Arrow Business Books
ISBN 0-7126-5912-9

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Customer Care

Roland F. (1997), Institute of Personnel and Development.
ISBN 0-85292-776-2

Service Operations Management

Murdick, R. et al (1990), Allyn and Bacon
ISBN 0-205-12510-7

Managing Quality

Dale, B.G. (1994), Prentice Hall

The Marketing of Services

Cowell, D. (1990), Heinemann Professional Publishing Ltd.
ISBN 0-434-90263

Operational Management

Waters, D (1998), Pitman Publishing

Leisure Operational Management Vol. 3: People

Badmin, P (1998), Longman/ILAM
ISBN 0-582-02326

Journals

European Management Journal

International Journal of Sports Management

Sports Management Review

Leisure Management

ILAM Factsheets

Guidance on the delivery and assessment of this unit

The unit offers the possibility of being delivered in a practical nature with the support of lectures. Centres where possible should use guest speakers and visits to a range of sport and recreation organisations to reinforce to candidates the issues facing those seeking to co-ordinate and deliver quality services. Candidates should be encouraged to work in teams and adopt a problem solving approach when examining and reviewing service processes. Candidates' own experiences should be drawn on to aid class/group discussion. Practical exercises should be used where relevant and practicable.

Three different assessment instruments could be used to assess the unit. However, it is recommended that opportunities to integrate assessments be sought not only within the unit but also with other mandatory units eg Marketing/Human Resource operations/Legal, Health and Safety. A selected situation/scenario assignment could be used to assess all three outcomes in which the candidate would be required to provide written evidence that addresses the evidence requirements of the unit. There may be opportunities for elements of the unit to be selected by the candidate to be part of the Graded assessment eg Outcome 2.

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Open learning

This unit could be delivered by distance learning. Candidates who work in sport and recreation organisations can carry out their assignments based on their own work place.

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 will 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.

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General information for candidates

Unit title: Quality Service Operations for Sport and Leisure Organisations

This unit introduces and develops your knowledge and skills in operating and delivering quality services that continually meet quality standards.

In Outcome 1 you will obtain an overview of the structure and diversity of sport and recreation provisions and have your knowledge and understanding of the importance of providing quality services.

In Outcome 2 your knowledge and understanding of quality and quality assurance will be further developed by examining and reviewing service processes and procedures that are required to be in place in order to ensure consistency in the delivery of quality services.

In Outcome 3 you will develop your knowledge and skills in managing service encounters.