



Higher National Graded Unit specification

General information for centres

This Graded Unit has been validated as part of the HND Sport and Hospitality. 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: Sport and Hospitality Management: Graded Unit 3

Graded Unit code: F2BB 35

Type of Graded Unit: Project

Assessment Instrument: Case Study

Credit points and level: 1 HN credit at SCQF level 8: (8 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 Sport and Hospitality: Graded Unit 3:

- ◆ to develop critical and evaluative thinking
- ◆ to develop candidate's knowledge and skills in planning and analysis
- ◆ to develop communication skills and presentation techniques
- ◆ to develop and focus on appropriate interpersonal skills
- ◆ to develop personal effectiveness
- ◆ to develop knowledge and skills of planning and problem solving
- ◆ to develop time management skills
- ◆ providing opportunities for career planning and enhancing candidates' employment/prospects
- ◆ gain an understanding of the role of and application of skills required of the supervisor

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:

DL3T 34	<i>Hospitality Financial and Control Systems</i>
DV88 34	<i>Management Leadership at Work</i>
DL3K 34	<i>Food Production Processes</i>
DE3L 35	<i>Behavioural Skills for Business</i>
DL3A 35	<i>Managing Financial Resources in Hospitality</i>
DF4F 35	<i>Developing Skills for Personal Effectiveness</i>

General information for centres (cont)

Core Skills: There are opportunities to develop the Core Skills of Working with Others at SCQF level 6 and Problem Solving at 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 the use of a case study. The developed case study should provide the candidate with the opportunity to produce evidence that demonstrates she/he has met the aims of the Graded Unit that it covers.

Administrative Information

Graded Unit code: F2BB 35

Graded Unit title: Sport and Hospitality Management: Graded Unit 3

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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: Sport and Hospitality Management: Graded Unit 3

Conditions of assessment

The candidate should be given a date for completion of the case study. 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 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
- ◆ produce evidence of meeting the aims which this Graded Unit has been designed to cover

Case Study Brief

The underlying purpose of the cases study is to provide candidates with an opportunity to demonstrate that they possess the personal competences needed to operate efficiently as a hospitality manager within a sport and leisure environment. It should also enable them to apply theoretical concepts of management to tackle particular situations and to deal with situations that arise from them.

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

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"> ◆ has comprehensive evidence for the three essential phases of the project, is produced to a high standard, and is quite clearly inter-related ◆ demonstrates an accurate and perceptive interpretation of the project brief ◆ identifies both internal and external constraints and interdependent factors within the brief ◆ demonstrates an original and dynamic approach to the briefs' key tasks ◆ uses a highly focussed, planned and systematic approach with regards to the critical analysis of the brief ◆ is clear and well structured throughout and language used is of a high standard in terms of level, accuracy and technical content ◆ effectively consolidates and integrates required knowledge and skills ◆ does not require advice and guidance 	<p>Is a co-ordinated piece of work which:</p> <ul style="list-style-type: none"> ◆ has sufficient evidence of the three essential phases of the project, is produced to an adequate standard ◆ demonstrates a clear interpretation of the project brief ◆ identifies key constraints and their implications for the brief ◆ demonstrates an approach to the briefs' key tasks to allow for efficient service and management of the operation ◆ uses a focussed, planned approach to the analysis of the brief ◆ is structured and language used is adequate in terms of level, accuracy and technical content ◆ consolidates and integrates knowledge and skills however this may lack some continuity and consistency ◆ responds to advice and guidance

The project will be marked out of 100. Assessors 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.

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

Project stage	Minimum Evidence Requirements
Stage 1 — Planning 20% of the overall mark	<p>An Action Plan which includes:</p> <ul style="list-style-type: none"> ◆ identification of the aims of the case study ◆ selection and justification of the tasks required to undertake the case study ◆ methodology details of how the case study will be completed ◆ identification of research required to complete the case study ◆ sources of information: three from the following four: <ul style="list-style-type: none"> — text books — internet — site visits — interviews with industry representatives ◆ a plan for managing and completing the case study report within a realistic timescale <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Planning stage.</i></p>
Stage 2 — Developing 60% of the overall mark	<p>A case study Report including evidence of:</p> <ul style="list-style-type: none"> ◆ an analysis of the case study scenario in terms of: <ul style="list-style-type: none"> — strategic and operational objectives — all key stakeholders needs and priorities — constraints ◆ a detailed plan for the scenario including: <ul style="list-style-type: none"> — key areas to be addressed — long and short term objectives — consideration of strategies to meet objectives — comparison of strategies to meet objectives — recommendations <p>This report should include:</p> <ul style="list-style-type: none"> ◆ contents page ◆ findings ◆ acknowledgements ◆ references ◆ appendices

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

Project stage	Minimum Evidence Requirements
Stage 3 — Evaluating 20% of the overall mark	<p>An Evaluation Report which should include:</p> <ul style="list-style-type: none"> ◆ an outline of the case study task ◆ an overview of the planning and developing stages of the case study ◆ identification of areas of the action plan which may have been modified during the course of the activity ◆ positive aspects ◆ areas for improvement ◆ identification of any knowledge and skills which have been gained or developed

Support notes

The case study assignment has been selected as the instrument of assessment for the HND Sport & Hospitality Management: Graded Unit 3 to allow the candidate to demonstrate his/her ability to manage situations within the Hospitality sector.

By meeting the outcomes of the case study the candidate will demonstrate managerial effectiveness through developing personal competences and sound knowledge of management leadership and behavioural concepts required to manage effectively in the industry.

Additional guidance on grading at grade A

Planning

This section of the case study will be assessed by the submission of documentation by the candidate. The section is worth 20 marks and could be allocated as set out below. Throughout credit should be given to candidates who make valid and relevant references to concepts used in other Units in the HND Sport & Hospitality.

Up to 5 marks for identification of the aims of the case study , selection and justification of the tasks required to undertake the case study

Up to 3 marks for outlining the methodology detail of how the case study will be completed

Up to 4 marks for identification of research required to complete the case study

Up to 3 marks for outlining the sources of information

Up to 5 marks for outlining a plan for managing and completing the case study report within a realistic timescale

Developing

This section of the case study will be assessed by the submission of documentation by the candidate. The section is worth 60 marks and could be allocated as set out below. Throughout credit should be given to candidates who make valid and relevant references to concepts used in other Units in the HND Sport & Hospitality.

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

Up to 25 marks for the analysis of the case study. Marks should be awarded on the basis of:

- ◆ strategic objectives (long term view)
- ◆ operational objectives (short term view)
- ◆ consider staff and customers
- ◆ constraints

Up to 25 marks for the detailed plan solution to the scenario. Marks should be awarded on the basis of:

- ◆ key areas to be addressed
- ◆ consideration/comparison of strategies to meet objectives (profitability and efficiency)
- ◆ recommendations

Up to 10 marks for the layout of the submission. Marks should be awarded on the basis of:

- ◆ contents page
- ◆ findings
- ◆ acknowledgements
- ◆ references
- ◆ appendices

Evaluating

This section of the case study will be assessed by the submission of documentation by the candidate. The section is worth 20 marks and could be allocated as set out below. Throughout credit should be given to candidates who make valid and relevant references to concepts used in other Units in the HND Sport & Hospitality Management.

An Evaluation Report which should include the following:

Up to 3 marks for the evaluation of the outline of the case study task

Up to 4 marks for the planning and developing stages of the case study

Up to 3 marks for the identification of areas of the action plan which may have been modified during the course of the activity

Up to 4 marks for identifying the positive aspects of the assessment

Up to 4 marks for identifying areas for improvement

Up to 2 marks for identifying identification of any knowledge and skills which have been gained or developed

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

The HND Sport & Hospitality Management: Graded Unit 3 will be assessed by the use of a case study. The developed case study should provide you with the opportunity to produce evidence that demonstrates that you have met the aims of the Graded Unit that it covers. You will be provided with a case study that allows you to demonstrate your leadership and management skills.

The case study is assessed in three stages:

- 1 Planning 20% of the total marks.
- 2 Developing 60% of the total marks.
- 3 Evaluating 20% of the total marks.

You need to 'pass' the Planning stage of the case study before you can progress to the Developing stage. Your tutor will mark your submission and discuss this with you on an individual basis. Similarly, you need to 'pass' the Developing stage before you continue to the Evaluating stage. Your tutor will mark this stage and meet with you on an individual basis to discuss your submission.

Once you have submitted all three stages you will be given an overall grade for the case study.

The evidence you are required to provide is:

- ◆ a plan of action
- ◆ evidence that documents the processes
- ◆ evidence showing an evaluation of the case study

The assessment is based on a combination of the end result of the case study and the carrying out of the case study.

You will be asked to:

- ◆ interpret the case study
- ◆ gather information to clarify the case study
- ◆ comment on management practice
- ◆ discuss profitability and efficiency
- ◆ make recommendations
- ◆ evaluate the project

Your final submission should aim to be seamless and coherent which demonstrates clear and explicit links between three stages of the assignment. It should demonstrate your knowledge, understanding and application of the management concepts of the Course Units.