



Higher National Graded Unit Specification

General information for centres

This Graded Unit has been validated as part of the HND Golf Course 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 Course Management: Graded Unit 2

Graded Unit Code: F0W1 35

Type of Graded Unit: Project

Assessment Instrument: Case Study

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 National 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 Course Management:

- ◆ to develop and apply professional skills and practices, at management level, for the planning, care and maintenance of a golf course
- ◆ to apply the principles of effective golf course management holistically in order to achieve integrated management of a golf course
- ◆ to demonstrate effective leadership, vision and strategic direction
- ◆ to apply critical thinking, analytical and evaluative skills
- ◆ to prepare candidates for employment at management level

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:

- ◆ *Turf Grass Ecology: An Introduction*
- ◆ *Design and Construction of Golf Course Features*
- ◆ *Managing Turf Areas on the Golf Course*
- ◆ *Sportsturf Drainage Systems*
- ◆ *Soil Science for Turf Managers*
- ◆ *Golf Course Budgets*
- ◆ *Golf Course Irrigation Systems*

General information for centres (cont)

- ◆ *Managing Structures and Non Turf Areas on a Golf Course*
- ◆ *Managing International Turf Grasses*
- ◆ *Integrated Pest Management for Sportsturf*
- ◆ *Integrated Management of the Golf Course Environment Plant Protection*
- ◆ *Selection and Management of Machinery for Land Based Industries*
- ◆ *Employment and Health and Safety Legislation for the Land Based Industries*

Core Skills: There are opportunities to develop the Core Skills *Problem Solving; Working with Others, Communication, Numeracy* and *IT* at Higher level 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 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: F0W1 35

Graded Unit title: Golf Course Management: Graded Unit 2

Original date of publication: August 2006

Version: 02

History of changes:

Version	Description of change	Date
02	Update of Conditions of Assessment	Jul 2018

Source: SQA

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Higher National Graded Unit Specification: Instructions for designing the assessment task and assessing candidates

Graded Unit title: Golf Course Management: Graded Unit 2

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.

Reasonable assistance is the term used by SQA to describe the difference between providing candidates with some direction to generate the required evidence for assessment and providing too much support which would compromise the integrity of the assessment. Reasonable assistance is part of all learning and teaching processes.

In relation to the assessment of Higher National Project-based Graded Units, assessors may provide advice, clarification, and guidance during the time between the distribution of the project instructions and the completion date, ie at each stage of the project.

Remediation allows an assessor to clarify candidate responses, either by requiring a written amendment or by oral questioning, where there is a minor shortfall or omission in evidence requirements. In either case, such instances must be formally noted by the assessor, either in writing or by recording, and be made available to the internal and external verifier.

In relation to Higher National Project-based Graded Units, candidates must be given the opportunity for remediation at each stage of the project.

The evidence for a Higher National Project-based Graded Unit is generated over time and involves three distinct stages, each of which has to be achieved before the next is undertaken. This means that any re-assessment of stages must be undertaken before proceeding to the next stage. The overall grade is derived from the total number of marks *across all* sections, and should reflect the ability of the candidate to work autonomously and the amount of support required. In relation to Higher National Project-based Graded Units, candidates who have failed any stage of the project and have been unable to provide the necessary evidence through remediation must be given the opportunity for re-assessment of that stage.

Any candidate who has failed their graded unit or wishes to upgrade their award must be given a re-assessment opportunity, or in exceptional circumstances, two re-assessment opportunities. In the case of project-based graded units, this must be done using a substantially different project.

The final grading given must reflect the quality of the candidate's evidence at the time of the completion of the graded unit. Candidates must be awarded the highest grade achieved — whether through first submission or through any re-assessment, remediation, and/or reasonable assistance provided.

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

Graded Unit title: Golf Course Management: Graded Unit 2

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

The Case Study brief is: to research integrative management planning on an operational golf course. All aspects of management planning that could reasonably be expected to fall within the remit of a head greenkeeper or golf course manager should be included.

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.

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

Grade A	Grade C
<p>Is a seamless, coherent piece of work which:</p> <ul style="list-style-type: none"> ◆ has sufficient 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 insightful interpretation of the project brief ◆ is highly focused and relevant to the tasks associated with the project 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 	<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 an acceptable interpretation of the project brief ◆ is satisfactorily structured and language used is adequate in terms of level, accuracy and technical content ◆ consolidates and integrates knowledge and skills but this may lack some continuity and consistency

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 30% of total mark	<p>An action plan that includes:</p> <ul style="list-style-type: none"> ◆ the aims of the assessment task including research, development and evaluation ◆ timescales for achieving these aims ◆ identification of those areas of the task that require further investigation ◆ identification of the methods of research and the sources used <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 50% of total mark	<p>A Case Study Report including evidence of:</p> <ul style="list-style-type: none"> ◆ collection and collation of all relevant documentation: management plans; mission statements; planning consents/constraints; annual reports; management records; audit reports etc. ◆ investigating the effectiveness of management plans in achieving stated objectives: audit; spot checks; interviews; customer feedback etc. ◆ analysing the case study scenario, identifying areas for improvement or those not accounted for in current management plans. ◆ drawing conclusions ◆ presenting recommendations <p>The report should also include:</p> <ul style="list-style-type: none"> ◆ a contents page ◆ a list of acknowledgements of sources and references <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Developing stage.</i></p>
Stage 3 — Evaluating 20% of total mark	<p><i>An evaluation report that should:</i></p> <ul style="list-style-type: none"> ◆ briefly outline the case study ◆ review and update the action plan in light of experience ◆ assess the effectiveness of the action plan ◆ assess the effectiveness of the research methods used ◆ identify the knowledge and skills that have been gained and/or developed <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Evaluating stage.</i></p>

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

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 a 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 consents/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.

An exemplar assessment will be produced for this Graded Unit and will be available to centres.

Equality and inclusion

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering special alternative assessment arrangements. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Equality and inclusion*, which is available on SQA's website: www.sqa.org.uk.

General information for candidates

This Graded Unit has been designed to allow you to demonstrate you have achieved the principal aims of the HND Golf Course Management. You demonstrate your ability to integrate the knowledge and skills developed within the Mandatory Units of the HND.

The Graded Unit will be assessed by the means of a project based on a case study.

The case study will require you to research, produce and evaluate an integrative management plan for an operational golf course.

The project will consist of three major stages:

- 1 Planning.
- 2 Developing.
- 3 Evaluating.