



Group Award Specification for:

HNC Golf Course Management at SCQF level 7

HNC Golf Club Management at SCQF level 7

HND Golf Management at SCQF level 8

Group Award Code: GJ6Y 15; GJ6X 15; GJ70 16

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1 Introduction

1.1 Background

This is the Arrangements Document for the revised Higher National Certificate Golf Course Management; the Higher National Certificate Golf Club Management and the new integrated Higher National Diploma Golf Management which were validated in July 2013. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

These awards have been revised to ensure that learners are offered a broadly based education through establishing a balance between practical skills, Core Skills and knowledge and understanding of the golfing and golf tourism industries.

There has been One fundamental change at Higher National Diploma Level where the proposed HND Golf Management has resulted from the integration of the former (a) Higher National Diploma Golf Management Group Award Code: G8EA16 and (b) Higher National Diploma Golf Course Management Group Award Code: G8DE 16.

1.2 Rationale for revision of the Group Awards

The original Higher National Certificate and Higher National Diploma in Golf Management were validated in 2002 and 2006 have run successfully in terms of student success, but less successfully in terms of recruitment. In particular, both the Higher National Certificate and Higher National Diploma addressed the identified skills-gap in the golf industry.

Both these courses have been welcomed and supported by the golf industry, and as the number of facilities and golf courses continues to increase, it is envisaged that the opportunities for learners qualified in Golf Management will continue to expand.

Along with this growth in golf facilities, there has been an increasing demand for comprehensive courses designed to develop a 'new breed' of golf professional with a business management background to operate their side of the golf facility effectively.

Since 2006, the Higher National Certificate and Higher National Diploma HND Golf Management have been popular with Scottish students and our close neighbours England and Wales. In addition, Chinese learners continue to be attracted to the course in spite of many changes in the Immigration Policy and Border Agency legislation. However, several partnerships have been established with Chinese Universities to include the HNC/HND as part of a relevant degree programme. This partnership is now formed as the China Golf Alliance.

Additionally, over the past six years the HNC and HND have attracted learners from overseas countries including Germany, Spain, Portugal, Bulgaria, Poland, Iceland, United States of America, South Africa and New Zealand.

Past evidence indicates approximately 70% go on from Higher National Certificate to Higher National Diploma and 40–50% progress to degree study from HND, the remainder going into employment destinations.

In terms of the existing Higher National Certificate and Higher National Diploma for Golf Course Management a similar pattern has resulted but with a higher level of student recruitment; as many students proceed directly into employment within the Greenkeeping industry. We believe that this is because of the non-advanced craft courses being in place; and **the** progression and courses being well established.

The opportunity now afforded for students to participate in distant learning programmes to attain initially a Higher National Certificate and possibly Higher National Diploma in Golf Course Management has boosted the number of students participating on these courses from all around the world.

1.3 Rationale for the revision of the qualification

1.3.1 An opportunity for Scotland

At local and national level, there is an increase in growth and commercialisation within the golf industry and this affords many opportunities for successful HNC/HND learners.

For example The Golf Tourism in Scotland (2010) publication (1) states the following:

‘We need to stay ahead of the game, keep on top of market trends and be quick to respond with development and enhancement of our own products and services. Only then can we ensure that we’re always ready to exceed our customers’ expectations and so build on our reputation as a must visit, must return destination.

The Industry Strategy, —
‘Scottish Golf Tourism — the next decade’

And on page 22 of the same publication the following statement on:

- ◆ ‘What do our visiting golfers (to Scotland) want?’
- ◆ ‘Overall a golf visitor will demand:
 - Good course conditions
 - Friendly, engaging, knowledgeable staff (both on and off the golf course)
 - Respect for their time
 - Value for the money they spend
 - Great management at a golf course’

A study undertaken by Careers Network 2012 University of Birmingham (2) identified the following:

‘The golf industry is a complex network, and becoming familiar with how the organisations fit together is useful.

The most important requirement for a career in golf is a passion for the industry.

Other skills students need to be successful in the industry include:

Presentation skills	Willingness to share knowledge
Taking opportunities as they arise	Good communication skills — listening and networking
Ability to build relationships with people	Having a customer focus
A strong business sense and financial awareness	Organisation skills
Self-management skills — continuously reflecting and developing	Creative/visual thinking to develop ideas
Reliability	Enthusiasm

The need to network in the industry and follow up opportunities and suggestions is crucial to success.

‘Self-employment is common, so developing entrepreneurial skills is useful for most areas of work.’

The Tourism Leadership Group Industry Analysis (1 March 2012) (3) entitled ‘Tourism Strategy Refresh’, produced and published by Scottish Enterprise with the objective of the industry research to identify Scotland’s tourism capabilities and constraints in relation to the market opportunities identified through the trends and market analysis.
 ‘Scotland boasts a number of tourism assets, such as..... golf..’.

However as the table below illustrates there are still some weaknesses in the Golf and golf tourism industry. There will be a continuing need to ensure training development needs and skill shortages are met through the supply of suitably qualified staff.

Golf	
<p>Market perspective</p> <p>The core markets are the UK and Ireland, which total 70% of visitor spend, and the overseas markets of the US, Germany and Scandinavia. Although the overseas markets are smaller in scale, they spend more per head than UK golf visitors and more than the average tourist to Scotland.</p> <p>Golf tourists to Scotland are seeking good value, an authentic experience, excellent quality of accommodation, service, food and drink</p>	<p>Estimate of economic value</p> <p>Golf tourism is a significant contributor to the Scottish economy with a worth of around £220m annually supporting over 4,400 fte jobs. This includes both visiting golfers as well as other leisure visitors who play the occasional round of golf during their holiday. It also includes spend on green fees, additional expenditure on accommodation and food as well as visitor spend at major golf events such as the Open, the Scottish Open and the Johnnie Walker Championship</p>
<p>Assets and capabilities</p> <ul style="list-style-type: none"> •550 golf courses •Quality of golf courses, especially links courses •Accessibility to major championship courses •Reputation and history as the home of golf •Profile from hosting major events •Industry knowledge and experience •Increasing number of resorts bringing higher spenders •Hosting of the 2014 Ryder Cup •Examples of recent and current significant investment to create new golf destinations, <p>Regional strengths include St.Andrews, Turnberry, Troon, Carnoustie, Muirfield, Gleneagles, Dornoch, Prestwick, Loch Lomond, Castle Stuart</p>	<p>Weaknesses and Constraints</p> <ul style="list-style-type: none"> • Governance issues surrounding the bulk of golf product • Lack of commercial focus amongst some private members' clubs • Inconsistent product offering, particularly around supporting experience, such as food and drink • Industry fragmentation and lack of collaboration within industry • Poor awareness and utilisation of market intelligence • Weather • Lack of online booking systems • Lack of accommodation choice and availability in more isolated areas

The Scottish Tourism Alliance report on Tourism Scotland 2020 —The future of our industry, in our hands (4) — A strategy for leadership and growth published in June 2012 stressed the importance of skills.....

‘Quality and skills — All of us, as an industry, must commit to gaining and enhancing the relevant skills, knowledge and customer-focused attitude required to deliver consistently high quality experiences for all visitor profiles’.

Bibliography

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<http://www.tourism-intelligence.co.uk/Intelligence-and-Insights/Guides.aspx>
2. **Careers Network 2012 University of Birmingham**
www.birmingham.ac.uk/Documents/college.../careers-in-golf.pdf
3. **Tourism Leadership Group Industry Analysis (1March 2012) — ‘Tourism Strategy Refresh’, Published by Scottish Enterprise.**
www.scottishtourismalliance.co.uk/.../Industry-Analysis-Report-34-pages-
4. **Tourism Scotland 2020 The future of our industry, in our hands - A strategy for leadership and growth June 2012**
<http://scottishtourismalliance.co.uk/wp-content/uploads/2012/06/National-Strategy.pdf>

1.3.2 An opportunity for students and learners

The need for an industry to improve its skills in several areas and therefore opportunities will exist for people with various disciplines. These include:

Considering golf as a business	Modernisation of management structures and practices
Customer service	Information management
Marketing	Use of the internet
Event management	Strategic planning
Packaging the product	Working with tour operators
Business and development planning	

It is the purpose of these awards to bring these subjects and training needs together into an integrated and relevant programme of education, in order to address the needs of the industry both at home and further afield. It is believed that all of these competences are represented within the revised HNC Golf Course Management and Golf Club Management and HND Golf Management.

In the previous awards successful learners have either:

- (a) progressed to BA programmes or found relevant employment in golf clubs, events teams, tour operators and retail. Positions have included junior managers, Managing Secretary, Assistant Secretary and seasonal positions.
- (b) progressed through the Greenkeeping structure employed worldwide up to a level where more management skill are sought. Progress has previously been through external management courses such as ILM or CMI.

Consultation on the need for the awards has been through meetings both formal and informal with employers and other industry professionals.

All confirmed the requirement for personnel with more knowledge and understanding of the golf industry and with the skills to make a positive contribution within the industry. These varied from the person in their first job to those with more experience entering management positions.

The Higher National Certificate in Golf Course Management will continue to provide learners with a wide range of employment opportunities. It is anticipated that, with appropriate experience, the Higher National Certificate could allow access to First Assistant level within the greenkeeping profession, while the Higher National Diploma could allow access to Head Greenkeeper positions.

As the industry will readily point out, the issue of experience is crucial to the employment prospects of any learner, as well as the particular needs of the employer. For example, a high profile club or course within Scotland which is perhaps staging a professional tournament will have a need for a qualified learner with a great deal of relevant experience if it is appointing to First Assistant, while a lower profile course in an emerging golfing country, eg Norway or Austria, might be able to offer a Head Greenkeeper position to a learner similarly qualified but with a lower or different level of experience.

It is therefore difficult to generalise about levels of employment. However, feedback from the industry confirms that there are clear and robust progression routes for the most able learners.

For the new award, although there will still be two distinct streams of learners at HNC but at HND level there will be a more integrated approach to ensure a learner following a career in Greenkeeping will be provided with greater management skills from an earlier point; whilst those following a career in Golf Management or Golf Operations will be provided with a greater insight into golf course operations.

The HNC in Golf Club Management will continue to provide a foundation knowledge and understanding of the golf industry in Scotland, the UK and overseas, coupled with knowledge and development of the skills required to seek employment as Golfers' Assistant, Event Assistant, Tour Operator Caddies, within the retail and/or food and beverage aspects of golf operations, etc. The alternative route for the HNC Golf Course Management will continue to develop a career path in Greenkeeping but with an increased management foresight.

The present Higher National Diploma in Golf Course Management and Golf Management develop higher level competences, including the ability to analyse and apply the knowledge and understanding gained at the lower level. This is achieved through the application of relevant business and management models and tools to contractual situations within the golf industry. These skills would enable learners to seek employment as a Club Manager/Secretary, Golf Course Managers and Superintendents, Event Coordinator, etc.

The HND Golf Management will develop higher level competences, including the ability to analyse and apply the knowledge and understanding gained at the lower level. This is achieved through application of relevant business and management tools to situations within the golf industry. These skills would enable learners to seek employment as Club Manager/Secretary, Event Coordinator, etc. For the Greenkeeping cohort, it is the intention to expose the learners to a wider range of golf management and industry topics than in the previous award, which maybe focused on too many skills for Personal Development rather than looking at issues in the wider golf industry.

There has been some misunderstanding about what both Higher National Diploma's in Golf Course Management and Golf Management were designed to achieve in terms of the position a successful Higher National Diploma learner would be likely to progress to, primarily-due to changes and how the golf industry has evolved over the last few years particularly related to management positions within golf clubs.

1.3.3 An opportunity for the Golf Industry

Since 2006, SruC Elmwood, has been involved in an annual evaluation activity via network events (eg The British and International Greenkeepers Association (**BIGGA**), The Fife Golf Partnership Limited, Club Managers Association of Europe, St Andrews Links Trust, China Partnership, etc) along with an ongoing liaison with the industry, through regular contact.

With the benefit of the industry feedback and implementation experience, an assessment audit was completed to confirm the manageability of the overall assessment load.

Minor modifications primarily to individual Units have been made on an annual basis. Both the Golf and Golf Tourism Industry have consistently identified customer service, management and leadership as key issues for this industry sector.

In Summer 2012, an Industry Awareness Day was held, when representatives of a wide range of organisations involved in the golf industry discussed possible opportunities for the future educational needs for students embarking on a career within the golf industry. General points raised by the Awareness Day and subsequent follow up information are:

- ◆ needs for a golf management qualification which includes the skills to effectively manage as a Golf Course Manager
- ◆ greater need in Golf Management and Greenkeeping for more on course practical experience
- ◆ greater need for golf specific sales and marketing education

Summary

The research has been used to redesign both HNC Golf Course Management, the HNC Golf Club Management and the integrated HND Golf Management award, supporting the view that there needs to be a wider scope of management Units particularly for the cohort following a Greenkeeping route and thereby removing some of the similarity of the Units at the former HND level. As a consequence further research was undertaken in Spring 2013 based upon the initial findings of the Industry Awareness Day.

1.3.4 An opportunity for organisations within the Golf Industry and the Global Golf Industry

In some quarters there has been some concern about what both HND's in Golf Management and Golf Course Management were designed to achieve in terms of the position, within the industry, that a successful HND learner would be likely to progress to.

In Spring 2013 additional research was undertaken and has been used to redesign the integrated Higher National Diploma in Golf Management award, supporting the view that there needs to be a wider scope of management Units particularly for the cohort following a Greenkeeping route and thereby removing some of the similarity of the Units at the former HND level.

Further research was undertaken in Spring 2013, when a number of interested parties were again consulted on the refined proposal. There was general agreement that:

- (a) the content of the revised qualifications reflected the needs of the industry;
- (b) all areas of relevance had been covered in the refinement of the revised awards; and
- (c) more significantly, the term Golf Management should be the preferred title.

Stakeholder	Consultation method
Industry Representatives	Questionnaire
Former HNC/D students	Questionnaire
Employers	Telephone contact/e-mail correspondence
Colleges currently offering the award	Telephone contact/e-mail correspondence

1.4 The Future

A successful learner of the new HND Golf Management award should aspire to a position of general manager within a golf business/organisation, with a strong appreciation and understanding of the strategic role of the golf course within the organisation.

The new Higher National Diploma in Golf Management will follow a TWO strand approach offering greater opportunity for learners from both streams at Higher National Certificate level. The revised content at the Higher National Diploma level:

1.4.1 Golf Course Content

It is proposed to develop HND Golf Course content based on the R&A's four 'Golf Course Management' principles of Playing Performance, Environmental Stewardship, Economic Performance and Social Responsibility.

1.4.2 Club Management Content

It is proposed to develop HND Golf Club Management content on Business, Financial/Project Management, Personal/Quality Management and Golf Industry.

It is proposed to provide the opportunity to create and embrace a similar degree award within SRuC. This would certainly be an attraction for overseas students. In addition, the content of the Golf Course strand may well provide the necessary leverage and potential towards the development of a specific degree in golf (course) management within SRuC.

1.5 The benefits of this approach

This would confer several advantages:

- ◆ Learners with a modern perception of the issues and challenges facing golf course management, not just in the narrow confines of the UK, but globally.
- ◆ An understanding of their personal role within the longer-term future of golf and its sustainability.
- ◆ A proper understanding of costs and the financial contribution of a golf course to a golf business.
- ◆ An understanding of the strategic role of the golf course within their organisation.
- ◆ An opportunity to develop curriculum with the R&A and strengthen that relationship.
- ◆ An opportunity to develop closer partnerships with organisations that might provide us with support and information.
- ◆ Learners with a modern perception of the issues and challenges facing golf club management, not just in the narrow confines of the UK, but globally.
- ◆ An opportunity to develop a greater understanding of the specific operations involved in Golf Club Management.
- ◆ An understanding of the need for Business, Financial and General Management of Golf Club operations.
- ◆ This content would not disadvantage either HNC group coming forward, as it is not technically specific.

1.6 Range of learners

There are five groups of learners likely to apply for these awards:

- ◆ Those progressing from NC/VQ in a relevant area, eg Golf Studies or Greenkeeping
- ◆ Those applying from school having achieved two Highers and three Standard Grade passes
- ◆ Those in work in a golf facility or related environment who wish to achieve a qualification to enhance their career prospects
- ◆ Those seeking a change in career, likely to be mature learners, but who have no previous relevant training or experience
- ◆ Learners undertaking a degree in China or another foreign country who have the opportunity to achieve the HNC/HND award as part of their degree programme

1.7 Details of those involved in the development/revision

The following Staff at SruC Elmwood campus have been involved in the development. Those indicated have been members (*) of the Qualification Design Team (QDT):

Rick Bond* — Head of Faculty — Golf, Greenkeeping and Environment

Michael Clark* — Programme Manager — Golf and Greenkeeping

Ian Robertson* — Lecturer — Golf and Management

Paul Miller* — Lecturer — Golf and Greenkeeping

Gillian Pagan* — Quality Manager

Stephen Maitland — Lecturer — Management

Colin Gilmour — Lecturer — Management

Carol Borthwick — formerly Director of Golf and International Office

In addition to the above named individuals within SruC Elmwood, there were individuals from a wide range of golf industry bodies and organisations including R&A; St Andrews Links Trust; BIGGA; Scottish Golf Clubs; Club Managers Association of Europe; General Club Managers; former Students, etc.

1.8 Onward progression to Degree level

There may be opportunities, upon completion of the HND, for learners to progress to Year 3 of a relevant degree, including BA Golf Management and a range of sports and management degree.



1.9 Revised awards

The revised awards take account of:

- (a) the need for a qualification with specialist provision accommodated within a flexible structure and with Units which allow for progression, and meet the design principles and SCQF requirements.
- (b) the need to link with and articulate to other awards Units which at a later stage could be used in specialist qualifications which could be used by those already working in the golfing industry to extend their skills and provide continuing professional development or by part-time learners who wish to explore a particular aspect of the golfing industry, eg tour operations the target groups at which these awards are aimed are:
 - ◆ school leavers
 - ◆ adult returners
 - ◆ those who have completed college-devised National Certificate courses in golf; and
 - ◆ those in employment (by distance learning).
- (c) the need to ensure that any future framework considers any recent consideration of the skill sets needed to become employable in either the golf or golf tourism industries.
- (d) the need to ensure that the choice of Units reflect some future proofing' in terms of suitability and currency.

1.10 Key skills associated with the achievement of the revised awards

1.10.1 Knowledge and Understanding

Students will be able to:

- ◆ understand the concepts and theories relative to the development and operation of markets for resources, goods and services inclusive of an awareness of customer expectations, service and orientation.
- ◆ understand the sources, uses and management of finance; inclusive of the use of accounting and other information systems for managerial applications.
- ◆ understand the issues concerned with the management and development of human resources within an organisation.
- ◆ develop appropriate policies and strategies within a changing environment, meeting the interests of stakeholders.
- ◆ develop an awareness and understanding of contemporary business issues.

1.10.2 Cognitive (Thinking) Skills

Students will be able to:

- ◆ devise and sustain arguments and solve problems using ideas and techniques within the management discipline.
- ◆ evaluate arguments, assumptions and concepts.
- ◆ make judgements, frame appropriate questions and identify a range of solutions to a problem.

1.10.3 Practical Skills

Students will be able to:

- ◆ prepare reports and briefing documents.
- ◆ give presentations in a range of contexts.
- ◆ conduct research into an industry issue using research sources and appropriate methodologies.

1.10.4 Transferable (Key) Skills

By the end of the Higher National Diploma programme students will be able to:

- ◆ demonstrate communication skills which may include the ability to present qualitative and quantitative information in a form appropriate to the intended audience.
- ◆ develop numeracy skills and the ability to manipulate data and appreciate statistical concepts.
- ◆ demonstrate information technology skills, which may include the use of spreadsheets, databases, e portfolio and presentation packages.
- ◆ progress studies and develop interpersonal skills, including the ability to work as part of a group.
- ◆ demonstrate personal, organisational, problem solving, decision making, time management and resource management skills.

2 Qualification Structure

The revised Higher National Certificate and Higher National Diploma both have new structures. Both awards have a mandatory section of Units and another section in the case of the Higher National Certificate or sections (in the case of the Higher National Diploma), where a number of options have to be selected.

Higher National Certificate Golf Course Management and Higher National Certificate Golf Club Management

Learners will be awarded an HNC on successful completion of all of the Units and the Graded Unit in the mandatory section, and an appropriate combination of optional Units up to a total of 96 SCQF credit points. The HN Design Principles require an HNC Group Award to incorporate at least 48 SCQF credit points at SCQF level 7. This requirement is met through the mandatory and limited option sections.

Higher National Diploma Golf Management

Learners will be awarded an HND on successful completion of all of the Units and the Graded Units in the mandatory section, and an appropriate combination of Units from the limited option and option groupings up to a total of 240 SCQF credit points (30 HN credits). The HN Design Principles require an HND Group Award to incorporate at least 64 SCQF credit points (8 HN credits) at SCQF level 8. This requirement is met within the mandatory section.

The frameworks, including information on levels of Units and credit value, are set out in the framework tables below.

2.1 Structure of HNC and HND Framework

HNC Golf Course Management

Mandatory Units (9 Unit credits/72 SCQF credit points required)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
F0W2	34	History and Development of Golf	1	8	7
H71B	34	Management of Turf Areas on Golf Courses	1	8	7
F0VV	34	Golf Course Management: Design and Construction of Golf Course Features	2	16	7
F0VY	34	Turfgrass Ecology: An Introduction	1	8	7
F0W7	34	Golf Course Management: Selection and Management of Machinery	1	8	7
F0W8	34	Soil Science for Turf Managers 1	1	8	7
F0WA	34	Golf Course Management: Sportsturf Drainage Systems	1	8	7
H7AL	34	Golf Course Management: Graded Unit 1	1	8	7

Optional Units (3 Unit credits/24 SCQF credit points required)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
F0VR	34	Golf Course Management: Golf Course Budgets	1	8	7
F0W5	34	Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	1	8	7
F0W3	35	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8
F0WC	34	Golf Courses: An Introduction	1	8	7
F2B3	34	Plant Protection	1	8	7
F0VP	34	Employment and Health and Safety Legislation for the Land Based Industries	1	8	7
F5CP	34	Supervision and Management	1	8	7
DE1M	34	IT in Business: Spreadsheets	1	8	7
D85F	34	Using Software Application Packages	1	8	7
F93K	34	Financial Accounting Statements: An Introduction	1	8	7
H1F0	34	Creating a Culture of Customer Care	1	8	7
F7JP	34	Using Financial Accounting Software	1	8	7
F93H	34	Using Financial Accounting Statements	1	8	7
H7TK*	34	Communication: Business Communication	1	8	7
F69L	34	Communication: Presenting Complex Information for Vocational Purposes	1	8	7

*Refer to History of Changes for revision changes.

HNC Golf Club Management

Mandatory Units (9 Unit credits/72 SCQF credit points required)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
F0W2	34	History and Development of Golf OR	1	8	7
F5CP	34	Supervision and Management	1	8	7
H71B	34	Management of Turf Areas on Golf Courses	1	8	7
H8NN*	34	Golf Club Operations*	1	8	7
D7MH	34	Understanding and Managing Financial Resources: An Introduction OR	1	8	7
H4J9	34	Payroll OR			
H1XN	34	Human Resource Management: An Introduction to Finance			
DW8Y	34	Quality Models OR	1	8	7
DV9T	34	Fundamentals of Quality OR			
DF8F	34	Quality Service Operations for Sport and Recreation Organisations			
F84T	34	Managing People and Organisations	2	16	7
H719	34	Golf Management: Food & Beverage Operations OR	1	8	7
H91N	34	Food and Beverage Events*			
H7AM	34	Golf Club Management: Graded Unit 1	1	8	7

Optional Units (3 Unit credits/24 SCQF credit points required)

4 code	2 code	Unit title	SQA credit	SCQF credit points	SCQF level
F0W5	34	Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	1	8	7
F0W3	35	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8
F0VR	34	Golf Course Management: Golf Course Budgets	1	8	7
F0WC	34	Golf Courses: An Introduction	1	8	7
F2B3	34	Plant Protection	1	8	7
F0VP	34	Employment and Health and Safety Legislation for the Land Based Industries	1	8	7
HH83*	34	IT in Business: Spreadsheets	1	8	7
D85F	34	Using Software Application Packages	1	8	7
F93K	34	Financial Accounting Statements: An Introduction	1	8	7
H1F0	34	Creating a Culture of Customer Care	1	8	7
F7JP	34	Using Financial Accounting Software	1	8	7
F93H	34	Using Financial Accounting Statements	1	8	7
H7TK*	34	Communication: Business Communication	1	8	7
F69L	34	Communication: Presenting Complex Information for Vocational Purposes	1	8	7

*Refer to History of Changes for revision changes.

HND Golf Management

Mandatory Units — 13 Unit credits/104 SCQF credit points required

Code	Unit title	SQA credit	SCQF credit points	SCQF level
F0W2 34	History and Development of Golf	1	8	7
H71B 34	Management of Turf Areas on Golf Courses	1	8	7
H718 35	Managing Turf Playing Performance	1	8	8
F1NH 34	Project Management: An Introduction	1	8	7
H1KP 34	Human Resource Management: Introduction	1	8	7
F7BX 34	Marketing: An Introduction	1	8	7
H7AN 35	Golf Management: Graded Unit 2	2	16	8
F0WB 35	Contemporary Golf Industry	1	8	8
F56S 35	Understanding Golf Tourism	2	8	8
DL3W 35	Hospitality Management Accounting	1	8	8
F84K 35	Statistics for Business			
D47B 35*	Landscape Industry: Specification and Estimation			
H1S9 35	Management Research	1	8	8
FK8L 35	Marketing Research Applications			
F0W3 35*	Golf Course Management: Integrated Management of the Golf Course Environment			

Route 1 (COURSE Management) Mandatory Units — four Unit credit/24 SCQF credit points required					Route 2 (CLUB Management) Mandatory Units — six Units credits/48 SCQF credit points required				
Code	Unit Title	Credits	SCQF points	SCQF level	Code	Unit Title	Credits	SCQF points	SCQF level
H7AL 34	Golf Course Management : Graded Unit 1	1	8	7	H7A M 34	Golf Club Management: Graded Unit 1	1	8	7
F0W 0 34	Golf Course Management : Golf Course Irrigation Systems	1	8	7	F0W E 35	Golf Facility Development	2	16	8
F0W 9 35	Soil Science for Turf Managers 2	1	8	8	H716 35	Golf Management: Managing Retail Operations & Merchandising	1	8	8

F0W 6 34	Golf Course Management : Integrated Pest Management for Sportsturf	1	8	7		F7J7 35	Business Culture and Strategy	2	16	8
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HND Optional Units from 13 to 14 Unit credits/104 to 112 SCQF credit points required				
Code	Unit title	SQA credit	SCQF credit points	SCQF level
HJ4W 34*	Work Placement	1	8	7
F84P 34	Business Law: An Introduction	1	8	7
F7JP 34	Using Financial Accounting Software	1	8	7
F93H 34	Using Financial Accounting Statements	1	8	7
F0VR 34	Golf Course Management: Golf Course Budgets	1	8	7
H7TK 34*	Communication: Business Communication	1	8	7
F69L 34	OR Communication: Presenting Complex Information for Vocational Purposes	1	8	7
F0VP 34	Employment and Health and Safety Legislation for the Land Based Industries	1	8	7
F5CP 34	Supervision and Management	1	8	7
F0W5 34	Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	1	8	7
F0W3 35	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8
D7VW 34	Plant Protection	1	8	7
HH83 34*	IT in Business: Spreadsheets	1	8	7
D85F 34	Using Software Application Packages	1	8	7
F138 34	Financial Accounting Statements: An Introduction	1	8	7
H1F0 34	Creating a Culture of Customer Care	1	8	7
F0WC 34	Golf Courses: An Introduction	1	8	7
F2B2 34	Pesticide Application	1	8	7
D7W5 34	Pesticide Application 1	1	8	7
D81F 34	Fundamentals of Landscape Surveying	1	8	7
F0W4 35	Golf Course Management: Managing International Turf Grasses	1	8	8
D47B 35	Landscape Industry: Specification and Estimation	1	8	8
D7VA 35	Soils and Crop Nutrition	1	8	8
DA8X 35	Event Management in Sport	1	8	8
F870 34	Developing the Individual within a Team	1	8	7
DF4F 35	Developing Skills for Personal Effectiveness	1	8	8
DG6P 35	Marketing Planning for a Domestic Market	2	16	8
H8PD 34*	International Marketing: an Introduction	1	8	7
F7J8 34	Economic Issues: An Introduction	1	8	7
F7J6 35	Economics 1: Micro and Macro Theory and Application	1	8	8
DG6L 34	Consumer Behaviour and the Marketing Process	1	8	7
F7R3 35	International Marketing: The Mix	1	8	8
DW6G 34	Management of Quality	2	16	7
F0WD 35	Golf Courses: Developing Understanding	1	8	8
F0VV 34	Golf Course Management: Design and Construction of Golf Course Features	2	16	7
F0VY 34	Turfgrass Ecology: An Introduction	1	8	7
F0W7 34	Golf Course Management: Selection and Management of Machinery	1	8	7
F0W8 34	Soil Science for Turf Managers 1	1	8	7
F0WA 34	Golf Course Management: Sportsturf Drainage Systems	1	8	7
H8NN 34*	Golf Club Operations*	1	8	7
D7MH 34	Understanding and Managing Financial Resources: An Introduction	1	8	7
H4J9 34	Payroll	1	8	7

HND Optional Units from 13 to 14 Unit credits/104 to 112 SCQF credit points required				
Code	Unit title	SQA credit	SCQF credit points	SCQF level
H1XN 34	Human Resource Management: An Introduction to Finance	1	8	7
DW8Y 34	Quality Models	1	8	7
DV9T 34	Fundamentals of Quality	1	8	7
DF8F 34	Quality Service Operations for Sport and Recreation Organisations	1	8	7
F84T 34	Managing People and Organisations	2	16	7
H719 34	Golf Management: Food and Beverage Operations	1	8	7
H91N 34*	Food and Beverage Events	1	8	7
F0W3 35*	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8

*Refer to History of Changes for revision changes.

3 Aims of the qualifications

There is a need and necessity for the golf industry to embrace a higher level of management skills for either course or club level. Those involved in all aspects within the golf industry need to continue to up-grade their management skills in order to cope with current operating conditions. An example being clubs and other providers recognising the importance of excellent customer care. It is the degree of excellence the player or prospective player experiences at the club and on the course that will ultimately determine the membership and visitor numbers, and in turn the level of demand. This should be reflected in the management of the establishment; the course and the club.

Many golf operators are Small and Medium Enterprises (SMEs). As such, they both require practitioner-managers who have a deep grasp of not only the cultural, social and spiritual roots of the membership, but also of best business practices that will satisfy all stakeholders both internal and external. The growing variety of golf facilities also requires a similar infusion of management professionalism so that the 'experience' of the paying customer matches the promises predicated in the marketing activities of the facility. Therefore, the aim of these awards is to develop individuals in the knowledge, understanding and skills required to ensure professionalism in management and ensure delivery of the promised customer experience.

More specifically, for each of the two awards these aims are as follows:

3.1 General aims of the qualifications

3.1.1 General aims of Higher National Certificate

The general aims of the Higher National Certificate in Golf Course Management and Higher National Certificate Golf Club Management are to:

- 1 provide a programme of study which will enable learners to progress to courses at SCQF level 8 such as HND in Golf Management and to professional qualifications relevant to the golf and golf tourism industries.
- 2 enable learners to develop study and research skills which will help them to become independent learners.
- 3 enable learners to develop practical and technological skills to industry standards.
- 4 develop transferable skills to the standards expected by employers which learners will need to function effectively in the dynamic contemporary labour market.
- 5 enable learners to contribute to the demand for trained personnel by employers.

3.1.2 General aims of Higher National Diploma

The general aims of the Higher National Diploma in Golf Management are to:

- 1 provide a programme of study which will enable learners to acquire the skills, capabilities, knowledge and understanding needed to contribute to the demand for trained personnel by employers in the golf industry.
- 2 enable learners to further develop and enhance the study and research skills which will help them to become independent learners.
- 3 enable learners to evaluate key aspects of the operation of the golf industry and draw justified conclusions from their evaluation.
- 4 enable learners to refine and extend their practical and technological skills in line with industry standards.
- 5 build on their existing transferable skills to further develop them in accordance with the standards expected by employers to ensure that they are prepared to function effectively in the dynamic contemporary labour market.
- 6 enable learners to progress within the Scottish Credit and Qualifications Framework (SCQF) to other higher education courses and/or to professional qualifications relevant to the golf industry.

3.2 Specific aims of the qualification(s)

3.2.1 Specific aims of Higher National Certificate

3.2.1.1 HNC in Golf Course Management

The specific aims of the HNC in Golf Course Management are to:

- 1 prepare learners for employment in a practical or technical capacity in the golf industry.
- 2 develop a broad overview and understanding of the way the golf industries operates
- 3 develop practical skills required in the modern golf industry.
- 4 enable learners to develop a knowledge and understanding of the golf and golf tourism industries.
- 5 give learners, through optional Units, the chance to develop other relevant skills, knowledge and understanding.

3.2.1.2 HNC in Golf Club Management

The specific aims of the HNC in Golf Club Management are to:

- 1 prepare learners for employment in a practical or technical capacity in the golf or golf tourism industry.
- 2 develop a broad overview and understanding of the way the golf and golf tourism industries operates.
- 3 develop practical skills required in the modern golf and golf tourism industries.
- 4 enable learners to develop a knowledge and understanding of the golf and golf tourism industries.
- 5 give learners, through optional Units, the chance to develop other relevant skills, knowledge and understanding.

3.2.2 Specific aims of the Higher National Diploma

The specific aims of the HND in Golf Management are to:

- 1 prepare learners for employment in future managerial positions in the golf or golf tourism industry sector.
- 2 enable learners to develop skills, knowledge and understanding of new golf product development.
- 3 enable learners to build on their knowledge and apply their knowledge and understanding of golf and golf tourism industries.
- 4 build on and further develop the practical skills that learners will need in the modern golf and golf tourism industries.
- 5 give learners, through optional Units, the chance to develop skills, knowledge and understanding in areas which are of particular interest or relevance to them.

3.3 Graded Units

The timetabling and placement of the Graded Units in the overall delivery plan is an important aspect of course delivery. Learners should be given the opportunity to develop their organisational, management, presentational and negotiation skills as well as their knowledge of the golf industry before embarking on these project-based Graded Units.

The purpose of the Graded Units is to assess the learner's ability to integrate and apply the Knowledge and/or Skills gained in individual Units, to demonstrate that they have achieved the aims of the awards, and to grade learner achievement. The Graded Units will be assessed and a grade of A, B or C will be awarded.

The use of Project based Graded Units will assess the application of knowledge and skills in the planning and evaluation of a given task, while an examination assesses theoretical knowledge and understanding under supervised conditions. In addition the projects will be team based.

Learners will take a one credit Graded Unit at SCQF level 7 in the HNC/1st year HND award. HND learners will undertake two Graded Units:

- (1) a new Graded Unit at SCQF level 7 based upon Research Application and Methodology; and
- (2) an additional two credit Graded Unit at SCQF level 8 in the second year of the HND Group Award.

Good marking schemes have an important contribution to play in the whole grading system as they will ensure that the process is transparent to all. It is the practice to retain evidence of learner work at different grades and use this as a point of reference for those new to marking the Graded Units. More and more information will be held digitally.

All marking schemes will be discussed, clarified and agreed with Internal Verifiers.

4 Recommended entry to the qualifications

Entry to this qualification is at the discretion of the centre. The following information on prior knowledge, skills, experience or qualifications that provide suitable preparation for this qualification has been provided as guidance only.

Learners would benefit from having attained the skills, knowledge and understanding required by one or more of the following or equivalent qualifications and/or experience:

4.1 Access to HNC or HND first year

The following recommendations are for guidance only.

Recommended Entry Requirements (for entry to HNC and HND Year 1)

- ◆ A National Certificate in Golf Studies, Sport and Leisure, Catering, Greenkeeping or a similar subject.
or
- ◆ NVQ/SVQ Level 2/3 in an appropriate subject area, eg Golf Studies, Greenkeeping, etc).
or
- ◆ Two SCE Higher Grades and 3 SCE Standard Grade passes (English and Mathematics + one other are preferred).
or
- ◆ Any other comparable educational qualifications, eg NVQs, SVQs.
or
- ◆ An appropriate combination of the above.

Where English is not the first language of the learner, it is recommended that they possess English for Speakers of Other Languages at an appropriate level. (Determined by The Border Agency)

or

Direct entry to the programme could be offered to those applying with equivalent qualifications from this country or other countries, providing the competencies can be identified and are appropriate.

or

- ◆ SVQ Level 4 qualification would lead to direct entry at HND level following recognised Credit Transfer arrangements (see para 6.2)

Applications will normally be followed up by interview, either in person or by telephone, with experienced staff members who will ensure confidentiality. Possession of the entry requirements does not automatically confer recommended Core Skills entry levels.

4.2 Access to Higher National Diploma Year 2

While articulation to the second year of the HND course will be at the discretion of the centre it is envisaged that learners would have achieved 120 SCQF credit points (15 SQA credits) before entering the 2nd year of the course. This would normally include all the mandatory Units for the HNC including the Graded Unit). Where a full HNC Golf Course Management or HNC Golf Club Management programme has been achieved but the learner does not have 120 SCQF credit points (15 SQA credits) required for progression to Year 2, it is recommended that an individual learning plan is formulated for the learner so that it is clear on entry where the learner would gain the Units required to make up a full HND. This is subject to the discretion of the Course Team.

4.3 Work Experience

Mature learners with suitable work experience will be accepted for entry provided the enrolling centre believes the learner is likely to benefit from undertaking the award.

4.4 Core Skills entry profile

The Core Skills entry profile provides a summary of the associated assessment activities that exemplify why a particular level has been recommended for this qualification. The information should be used to identify if additional learning support needs to be put in place for learners whose Core Skills profile is below the recommended entry level or whether learners should be encouraged to do an alternative level or learning programme.

HNC		
Core Skill	Recommended SCQF entry profile	Associated assessment activities
Communication	SCQF 5	Learners will require good communication skills to deal with a range of situations
Numeracy	SCQF 4	Learners will require good numeracy skills to complete the qualification
Information and Communication Technology (ICT)	SCQF 4	Learners will require a range of IT skills to undertake certain assignments to complete the qualification
Problem Solving	SCQF 4	Learners will require good problem solving skills to successfully adapt to changing circumstances and requirements
Working with Others	SCQF 4	Learners will require to work in teams or groups — particularly in the Graded Unit

HND		
Core Skill	Recommended SCQF entry profile	Associated assessment activities
Communication	SCQF 6	Learners will require to have good listening and presentational skills to become effective in the workplace
Numeracy	SCQF 5	Learners will require to critically assess statistics, manage budgets and be able to estimate/quantify different situations and scenarios
Information and Communication Technology (ICT)	SCQF 5	Learners will require a range of IT skills to fully participate in the workplace
Problem Solving	SCQF 5	Learners will require good problem solving skills to successfully adapt to changing circumstances and requirements in a workplace environment
Working with Others	SCQF 6	Learners will require to work in teams or groups — where individuals will have to assume leadership roles

4.5 The Scottish Credit and Qualifications Framework (SCQF)

Due cognisance has been taken of the requirements of the Scottish Credit and Qualifications Framework (SCQF) in the design of these awards. This means that the HNC award will be broadly equivalent to the first year of a Scottish degree, while the HND award will be broadly equivalent to the first and second years of a Scottish degree.

5 Additional benefits of the qualification in meeting employer needs

This qualification was designed to meet a specific purpose and what follows are details on how that purpose has been met through mapping of the Units to the aims of the qualification.

Through meeting the aims, additional value has been achieved by linking the Unit standards with those defined in National Occupational Standards and/or trade/professional body requirements. In addition, significant opportunities exist for learners to develop the more generic skill, known as Core Skills through doing this qualification.

5.1 Mapping of qualification aims to Units

HNC Golf Course/Golf Club Management — GENERAL AIMS

Code		Unit title	1	2	3	4	5
F0W2	34	History and Development of Golf	X	X			
H71B	34	Management of Turf Areas on Golf Courses	X	X	X		X
F0VV	34	Design & Construction of Golf Course Features	X	X	X		X
F0VY	34	Turfgrass Ecology: An Introduction	X	X	X		X
F0W7	34	Golf Course Management: Selection & Management of Machinery	X	X	X		X
F0W8	34	Soil Science for Turf Managers 1	X	X	X		X
F0WA	34	Golf Course Management: Sportsturf Drainage Systems	X	X	X		X
F7JP	34	Using Financial Accounting Software	X		X	X	X
F93H	34	OR Using Financial Accounting Statements					
F0VR	34	Golf Course and Clubhouse Budgets	X		X	X	X
DE3N	34	Communication: Analysing and Presenting Complex Information	X	X		X	X
F69L	34	OR Communication: Presenting Complex Information for Vocational Purposes					
F0VP	34	Employment Law & HS	X	X	X	X	X
F5CP	34	Supervision and Management	X	X	X	X	X
H7AL	34	Golf Course Management: Graded Unit 1	X	X	X	X	X
H7AM	34	Golf Club Management: Graded Unit 1					
F0WF	34	Golf Club Operations	X	X	X	X	X
D7MH	34	Understanding and Managing Financial Resources/	X		X	X	X
H4J9/H1XN	34	Payroll/HR Management — Intro to Finance					
DW8Y/DV9T	34	Quality Models/Fundamentals of Quality	X		X	X	X
DF8F		Quality Service Operations for Sport & Recreation					
F84T	34	Managing People and Organisations	X	X	X	X	X
H719/H7AM	34	Food & Beverage Operations/Food & Beverage Events	X	X	X	X	X

HNC Golf Course Management — SPECIFIC AIMS

Code		Unit title	1	2	3	4	5
F0W2	34	History and Development of Golf		X		X	
H71B	34	Management of Turf Areas on Golf Courses	X		X		
F0VV	34	Design & Construction of Golf Course Features	X	X	X	X	
F0VY	34	Turfgrass Ecology: An Introduction	X	X	X		
F0W7	34	Golf Course Management: Selection & Management of Machinery	X	X	X		
F0W8	34	Soil Science for Turf Managers 1	X	X	X	X	
F0WA	34	Golf Course Management: Sportsturf Drainage Systems	X	X	X	X	
F7JP	34	Using Financial Accounting Software OR Using Financial	X		X		X
F93H	34	Accounting Statements					
F0VR	34	Golf Course and Clubhouse Budgets	X	X	X	X	X
DE3N	34	Communication: Analysing and Presenting Complex	X		X		X
F69L	34	Information OR Communication: Presenting Complex Information for Vocational Purposes					
F0VP	34	Employment Law & HS	X	X	X	X	X
F5CP	34	Supervision and Management	X	X	X	X	X
H7AL	34	Golf Course Management: Graded Unit 1	X	X	X	X	

HNC Golf Club Management — SPECIFIC AIMS

Code		Unit title	Specific Aims				
			1	2	3	4	5
F0W2	34	History and Development of Golf		X		X	
H71B	34	Management of Turf Areas on Golf Courses	X	X	X	X	
F0WF	34	Golf Club Operations	X	X	X	X	
D7MH	34	Understanding and Managing Financial Resources OR	X		X		
H4J9	34	Payroll OR					
H1XN	34	HR Management – Intro to Finance					
DW8Y	34	Quality Models OR	X	X	X	X	
DV9T	34	Fundamentals of Quality OR					
DF8F	34	Quality Service Operations for Sport & Recreation					
F84T	34	Managing People and Organisations	X	X	X	X	
H719	34	Food & Beverage Operations OR	X	X	X	X	
H7AM		Food & Beverage Events					
F7JP	34	Using Financial Accounting Software OR	X		X		X
F93H	34	Using Financial Accounting Statements					
F0VR	34	Golf Course and Clubhouse Budgets	X	X	X	X	X
DE3N	34	Communication: Analysing and Presenting Complex	X		X		X
F69L		Information OR Communication: Presenting Complex Information for Vocational Purposes					
F0VP	34	Employment Law & HS	X	X	X	X	X
H7AM	34	Golf Club Management: Graded Unit 1	X	X	X	X	

HND Golf Management Framework — GENERAL AIMS

Code		Unit title	General Aims					
			1	2	3	4	5	6
H718	35	Managing Turf Playing Performance	X	X	X	X	X	X
F1NH	34	Project Management: An Introduction	X	X			X	X
H1KP	34	Human Resource Management: Introduction	X	X	X		X	X
F7BX	34	Marketing	X	X	X		X	X
F0W0	34	Golf Course Management: Golf Course Irrigation Systems	X	X	X	X	X	X
F0W9	35	Soil Science for Turf Managers 2	X	X	X	X	X	X
F0W6	34	Golf Course Management: Integrated Pest Management for Sportsturf	X	X	X	X	X	X
DV89/ DV85	34	Management: Managing Financial Resources/ Managing Knowledge	X	X			X	X
DV0M	34	Workplace Experience	X	X	X	X	X	X
F0WB	35	Contemporary Golf Industry	X	X	X	X	X	X
DL3W F84K	35 35	Hospitality Management Accounting/Statistics for Business	X	X			X	X
F56S	35	Understanding Golf Tourism	X	X	X	X	X	X
F84P	34	Business Law: An Introduction	X	X			X	X
H1S9	35	Management Research	X	X	X	X	X	X
FK8L	35	Marketing Research Applications						
F13F	35	Golf Management: Graded Unit 2	X	X	X	X	X	X
F0WE	35	Development of Golf Courses and Facilities	X	X	X	X	X	X
H716	35	Managing Retail Operations & Merchandising	X	X	X	X	X	X
FJ7J	35	Business Culture	X	X			X	X

HND Golf Management Framework — SPECIFIC AIMS

Code		Unit title	1	2	3	4	5
			H718	35	Managing Turf Playing Performance	X	X
F1NH	34	Project Management: An Introduction	X	X		X	
H1KP	34	Human Resource Management: Introduction	X	X	X	X	
F7BX	34	Marketing	X	X	X	X	
F0W0	34	Golf Course Management: Golf Course Irrigation Systems	X	X	X	X	
F0W9	35	Soil Science for Turf Managers 2	X	X	X	X	
F0W6	34	Golf Course Management: Integrated Pest Management for Sportsturf	X	X	X	X	
DV89/ DV85	34	Management: Managing Financial Resources/ Managing Knowledge	X	X		X	X
DV0M	34	Workplace Experience	X	X	X	X	X
F0WB	35	Contemporary Golf Industry	X	X	X	X	X
DL3W F84K	35 35	Hospitality Management Accounting/ Statistics for Business	X	X		X	X
F56S	35	Understanding Golf Tourism	X	X	X	X	X
F84P	34	Business Law: An Introduction	X	X		X	X
H1S9 FK8L	35 35	Management Research Marketing Research Applications	X	X	X	X	X
F13F	35	Golf Management: Graded Unit 2	X	X	X	X	
F0WE	35	Development of Golf Courses and Facilities	X	X	X	X	
H716	35	Managing Retail Operations & Merchandising	X	X	X	X	
FJ7J	35	Business Culture	X	X		X	

5.2 Mapping of National Occupational Standards (NOS) and/or trade body standards

Functional Map of Management and Leadership Operational Standards 2013

Key Theme	Key Area
A — Managing self	AA — Manage yourself
B — Providing direction	BA — Provide leadership, vision and direction BB — Provide governance
C — Facilitating innovation and change	CA — Facilitate innovation and change
D — Working with people	DA — Manage human resources DB — Manage teams DC — Develop and support individuals DD — Build and sustain relationships
E — Using resources	EA — Manage financial resources EB — Manage physical and technical resources EC — Manage information and knowledge ED — Procure products and services
F — Achieving results	FA — Manage business operations and projects FB — Manage marketing FC — Manage sales FD — Manage customer service FE — Manage quality and performance

Code		Unit title	National Occupational Standard															
			AA	BA	BB	CA	DA	DB	DC	EA	EB	EC	ED	FA	FB	FC	FD	FE
F0W2	34	History and Development of Golf			X	X						X						
H71B	34	Management of Turf Areas on Golf Courses		X	X	X		X		X	X	X		X				X
F0VV	34	Design & Construction of Golf Course Features		X	X	X	X			X	X	X		X	X			X
F0VY	34	Turfgrass Ecology: An Introduction			X	X						X						X
F0W7	34	Golf Course Management: Selection & Management of Machinery		X	X	X	X			X	X	X	X	X				X
F0W8	34	Soil Science for Turf Managers 1			X	X						X						X
F0WA	34	Golf Course Management: Sportsturf Drainage Systems			X	X	X			X	X	X	X					X
FJ7P	34	Using Financial Accounting Software		X	X					X		X				X		
F93H	34	Using Financial Accounting Statements		X	X	X				X		X						
F0VR	34	Golf Course and Clubhouse Budgets		X	X	X	X			X		X		X				X
DE3N F69L	34 34	Communication: Analysing and Presenting Complex Information OR Communication: Presenting Complex Information for Vocational Purposes	X	X		X			X			X			X	X	X	X
F0VP	34	Employment Law & HS		X	X	X	X		X		X	X		X			X	X
F5CP	34	Supervision and Management	X	X	X	X	X	X	X		X	X		X	X		X	
H7AL/H7AM	34	Golf Course/Club Management: Graded Unit 1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
F0WF	34	Golf Club Operations			X	X	X			X	X	X	X	X	X	X	X	X
DW8Y/DV9T DF8F	34	Quality Models/Fundamentals of Quality Quality Service Operations for Sport & Recreation	X	X	X	X	X					X		X			X	X
D7MH H4J9/H1XN	34	Understanding and Managing Financial Resources/Payroll/ HR Management – Intro to Finance		X	X	X	X			X		X				X		
F84T	34	Managing People and Organisations	X	X	X	X	X	X	X			X		X			X	X
H716/ H7AM	34	Food & Beverage Operations/ Food & Beverage Events		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Code		Unit title	National Occupational Standard																
			AA	BA	BB	CA	DA	DB	DC	EA	EB	EC	ED	FA	FB	FC	FD	FE	
H718	35	Managing Turf Playing Performance	X	X	X	X		X	X	X	X	X	X	X	X			X	
F1NH	34	Project Management: An Introduction	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
H1KP	34	Human Resource Management: Introduction	X	X	X	X	X	X	X		X		X			X	X		
F7BX	34	Marketing		X	X	X				X		X	X	X	X	X	X		
F0W0	34	Golf Course Management: Golf Course Irrigation Systems			X	X				X	X	X	X	X			X		
F0W9	35	Soil Science for Turf Managers 2			X	X						X					X		
F0W6	34	Golf Course Management: Integrated Pest Management for Sportsturf			X	X				X	X	X					X		
DV89/ DV85	34	Management: Managing Financial Resources/ Managing Knowledge	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
DV0M	34	Workplace Experience	X	X	X	X	X	X	X			X		X		X	X		
F0WB	35	Contemporary Golf Industry			X	X						X			X	X	X		
DL3W FK84K	35 35	Hospitality Management Accounting/ Statistics for Business		X	X	X				X		X	X	X	X	X	X		
F56S	35	Understanding Golf Tourism			X	X						X			X	X	X		
F84P	34	Business Law: An Introduction		X	X	X	X			X	X	X		X	X	X	X		
H1S9	35	Management Research	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
FK8L	35	Marketing Research Applications																	
F13F	35	Golf Management: Graded Unit 2	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
F0WE	35	Development of Golf Courses and Facilities		X	X	X	X			X	X	X	X	X	X	X	X		
H716	35	Managing Retail Operations & Merchandising		X	X	X	X	X	X	X	X	X	X	X	X	X	X		
FJ7J	35	Business Culture		X	X	X		X	X	X	X	X	X	X	X	X	X		

5.3 Mapping of Core Skills development opportunities across the qualifications

Core Skills are not formally assessed in the HNC/HND awards. However, learners completing these awards will have the opportunity to develop Core Skills. The Core Skills which will be developed in each Unit are shown in table below. The Core Skill components will be signposted as the learners will be developing aspects of Core Skills through teaching and learning approaches but not enough to attract automatic certification. However it the learners will be expected to deliver the following:

5.3.1 Produce well-structured Written Communication on complex topics (1–5) and Read and Understand complex written communication (6–7)

- 1 Present essential ideas/information in a logical and effective order.
- 2 Use a structure which takes account of purpose/links points for clarity and impact.
- 3 Use conventions which are effective and adapted for audience.
- 4 Use accurate spelling, punctuation, sentence structures.
- 5 Vary sentence structure, paragraphing, vocabulary to suit purpose and target audience.
- 6 Identify and summarise significant information, ideas and supporting detail.
- 7 Evaluate effectiveness in meeting purpose and needs of readership.

5.3.2 Produce and respond to Oral Communication on a complex topics

- 1 Use vocabulary and a range of spoken language structures consistently and effectively with appropriate formality.
- 2 Convey all essential ideas/information/opinions accurately and coherently with appropriate varied emphasis.
- 3 Structure to take full account of purpose and audience.
- 4 Take account of situation and audience during delivery.
- 5 Respond to others taking account of their contribution.

5.3.3 Numeracy Skill components — Using Number and Using Graphical Information

- 1 Apply a wide range of numerical skills.
- 2 Apply a wide range of graphical skills in everyday and generalised contexts.
- 3 Apply graphical information in reports and presentations.

5.3.4 Use of IT systems independently to access, process and create a range of information

- 1 Use a range of it equipment paying attention to security and other users.
- 2 Resolve a simple hardware or software problem.
- 3 Use software in an unfamiliar context requiring analysis, design, integration of data, decision on format.
- 4 Carry out searches to extract and present information from electronic sources.

5.3.5 Problem Solving

- 1 Critical Thinking — Analyse a complex situation or issue
- 2 Planning and Organising — Plan organise and complete a complex task
- 3 Reviewing and Evaluating — Review and evaluate a complex problem solving activity

5.3.6 Working with Others

- 1 Development of good people skills
- 2 Ability to develop good listening skills
- 3 Ability to participate in group and team work
- 4 Capability to fully participate and be team member/player
- 5 Capability to form support groups, eg learning and teaching
- 6 Capability to create and abide by ground rules set by team
- 7 Evaluate team roles and individual contributions

HNC Golf Course/Club Management

Unit code		Unit title	Communication		Numeracy		ICT		Problem Solving			Working with Others	
			Written	Oral	Numeracy	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
F0W2	34	History and Development of Golf	X	X			X	X	X	X	X	X	
H71B	34	Management of Turf Areas on Golf Courses	X			X	X	X	X	X	X	X	
F0VV	34	Design & Construction of Golf Course Features	X		X	X	X	X	X	X	X		
F0VY	34	Turfgrass Ecology: An Introduction	X			X	X	X	X	X	X	X	
F0W7	34	Golf Course Management: Selection & Management of Machinery	X		X	X	X	X	X	X	X		
F0W8	34	Soil Science for Turf Managers 1	X		X	X	X	X	X	X	X		
F0WA	34	Golf Course Management: Sportsturf Drainage Systems	X		X	X	X	X	X	X	X		
F7JO	34	Using Financial Accounting Software OR	X		X	X	X	X	X	X	X		
F93H	34	Using Financial Accounting Statements	X		X	X	X	X	X	X	X		
F0VR	34	Golf Course and Clubhouse Budgets	X		X	X	X	X	X	X	X		
DE3N	34	Communication: Analysing and Presenting Complex Information OR Communication: Presenting Complex Information for Vocational Purposes	X	X		X	X	X	X	X	X		X
F69L	34	Communication: Presenting Complex Information for Vocational Purposes	X	X		X	X	X	X	X	X		
F0VP	34	Employment Law & HS	X	X		X	X	X	X	X	X		
F5CP	34	Supervision and Management	X	X		X	X	X	X	X	X	X	
H7AL/ H7AM	34	Golf Course/Club Management: Graded Unit 1	X	X	X	X	X	X	X	X	X	X	X

Unit code		Unit title	Communication		Numeracy		ICT		Problem Solving			Working with Others	
			Written	Oral	Numeracy	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
F0WF	34	Golf Club Operations	X	X	X	X	X	X	X	X	X	X	X
D7MH H4J9 H1XN	34	Understanding and Managing Financial Resources/Payroll/ HR Management – Introduction to Finance	X		X	X	X	X	X	X	X		
DW8Y/ DV9T DF8F	34	Quality Models/Fundamentals of Quality Quality Service Operations for Sport & Recreation	X	X	X	X	X	X	X	X	X	X	X
F84T	34	Managing People and Organisations	X	X			X	X	X	X	X	X	X
H719/ H7AM	34 34	Food & Beverage Operations/ Food & Beverage Events	X			X	X	X	X	X	X		

HND Golf Management

Unit code		Unit title	Communication		Numeracy		ICT		Problem Solving			Working with Others	
			Written	Oral	Numeracy	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
H718	35	Managing Turf Playing Performance	X			X	X	X	X	X	X	X	
F1NH	34	Project Management: An Introduction	X	X	X	X	X	X	X	X	X	X	X
H1KP	34	Human Resource Management: Introduction	X		X		X	X	X	X	X	X	X
F7BX	34	Marketing	X		X	X	X	X	X	X	X	X	X
F0W0	34	Golf Course Management:Golf Course Irrigation Systems	X				X	X			X		
F0W9	35	Soil Science for Turf Managers 2	X		X	X	X	X	X	X	X		
F0W6	34	Golf Course Management: Integrated Pest Management for Sportsturf	X			X	X	X	X	X	X		
DV89/D V85	34	Management: Managing Financial Resources/ Managing Knowledge	X		X	X	X	X	X	X	X		
DV0M	34	Workplace Experience	X	X			X	X	X	X	X	X	X
F0WB	35	Contemporary Golf Industry	X	X			X	X	X	X	X		
DL3W FK84K	35 35	Hospitality Management Accounting/ Statistics for Business	X		X	X	X	X	X	X	X		
F56S	35	Understanding Golf Tourism	X	X	X	X	X	X	X	X	X		
F84P	34	Business Law: An Introduction	X			X	X	X	X	X	X		
H1S9 FK8L	35 35	Management Research Marketing Research Applications	X	X	X	X	X	X	X	X	X	X	X
F13F	35	Golf Management: Graded Unit 2	X	X	X	X	X	X	X	X	X	X	X
F0WE	35	Development of Golf Courses and Facilities	X		X	X	X	X	X	X	X		
H716	35	Managing Retail Operations & Merchandising	X		X	X	X	X	X	X	X	X	X
FJ7J	35	Business Culture	X	X			X	X	X	X	X		

5.4 Assessment Strategy for the qualifications

The range of assessment techniques used includes essays, examinations, individual and group projects, oral presentations, role play, comparative studies, practical exercises, structured reports and research activities.

The nature of assessments will vary according to the appropriateness of the level. Care has been taken to ensure that the full range of subject specific content, subject and generic skills are embedded in the assessments. The Course Team has used the relevant subject benchmarks to that purpose. A combination of assessment instruments will be used to determine overall assessment grades. The range of assessment components used are developed appropriate to the Unit and to fit with subject benchmarks. They vary across Units to reflect the distinct aspect of particular subject disciplines.

Overall the assessment strategy taken in these awards is towards holistic assessment. There will be integrated assessments between Units. Core Skills, overall are developed and signposted rather than embedded and it is anticipated that they will be delivered within the vocational context of the golf industry. Advice on delivering Core Skills within the vocational context has been included in each Unit specification specifically developed for the Higher National Certificate and Higher National Diploma.

The types of assessment used in these awards is as follows:

Report	Closed-book — Restricted response	Portfolio	Portfolio — Case Study	Portfolio — Project
Case Study	Open-book — Short Answer response	Presentation	Field Notebook	Spreadsheet
Scale Drawing	Calculation Exercise	Practical	Meeting	Plan

HNC Golf Course/Club Management

Unit	Assessment			
	Outcome 1	Outcome 2	Outcome 3	Outcome 4
History and Development of Golf	Report	Report		
Management of Turf Areas on Golf Courses	Case Study			
Design & Construction of Golf Course Features	Report	Scale Drawing	Portfolio	
Turfgrass Ecology: An Introduction	Closed-book — Restricted response		Report	
Golf Course Management: Selection & Management of Machinery	Report	Report or Presentation	Report	
Soil Science for Turf Managers 1	Field Notebook	Closed-book — Restricted response	Open-book — Short Answer response	
Golf Course Management: Sportsturf Drainage Systems	Report	Report	Report & Scale Drawing	Report & Plan
Using Financial Accounting Software	Spreadsheet	Spreadsheet	Spreadsheet	Spreadsheet
Using Financial Accounting Statements	Spreadsheet	Spreadsheet	Spreadsheet	Spreadsheet
Golf Course and Clubhouse Budgets	Spreadsheet	Spreadsheet	Spreadsheet	Spreadsheet
Communication: Analysing and Presenting Complex Information OR Communication: Presenting Complex Information for Vocational Purposes	Report	Presentation	Meeting	
Employment Law & HS	Report	Report		
Supervision and Management	Portfolio — Case Study			
Golf Course/Club Management: Graded Unit 1	Practical/Case Study			
Golf Club Operations	Report	Report	Presentation	
Understanding and Managing Financial Resources	Report	Report	Calculation Exercise	Closed-book — Restricted response
Payroll	Calculation Exercise	Calculation Exercise		
HR Management – Introduction to Finance	Spreadsheet	Spreadsheet	Report	
Quality Models	Case Study			
Fundamentals of Quality	Report	Report		
Quality Service Operations for Sport & Recreation	Report	Report	Report	
Managing People and Organisations	Optional Assessment Methods			
Food & Beverage Operations	Holistic Business Report covering all Outcomes			
Food & Beverage Events	Open-book — Short Answer response	Practical — Portfolio — Project		

HND Golf Management

Unit	Assessment			
	Outcome 1	Outcome 2	Outcome 3	Outcome 4
Managing Turf Playing Performance	Two Reports or Integrated Assessment			
Project Management: An Introduction	Case Study — Report			
Human Resource Management: Introduction	Open-book — Short Answer response		Report	
Marketing	Case Study — Report			
Golf Course Management: Golf Course Irrigation Systems	Report	Open-book — Short Answer response	Portfolio — Project	Report
Soil Science for Turf Managers 2	Practical	Closed-book — Restricted response	Practical and Open-book — Short Answer response	
Golf Course Management: Integrated Pest Management for Sportsturf	Portfolio — Project			
Management: Managing Financial Resources	Report	Spreadsheet	Spreadsheet	
Managing Knowledge	Portfolio — Project			
Workplace Experience	Portfolio			
Contemporary Golf Industry	Portfolio	Presentation	Portfolio	Report
Hospitality Management Accounting	Spreadsheet	Spreadsheet	Case Study	
Statistics for Business	Open-book — Short Answer response	Calculation Exercise	Calculation Exercise	
Understanding Golf Tourism	Presentation	Report	Closed-book — Restricted response	Presentation
Business Law: An Introduction	Closed-book — Restricted response	Case Study	Case Study	
Management Research	Portfolio			
Marketing Research Applications	Report	Report	Report	
Golf Management: Graded Unit 2	Portfolio/report			
Development of Golf Courses and Facilities	Report	Report	Report and Plan	Scale Drawing
Managing Retail Operations & Merchandising	Portfolio/Research based on all four Outcomes			
Business Culture (five Outcomes)	Case Study — Report			

6 Guidance on approaches to delivery and assessment

In these Group Awards, the aim of the curriculum design is to provide a balance between, an awareness and understanding of key skills and concepts required by the golf (and any related) industry, and range of practical and technical skills for working in the golf industry.

6.1 Sequencing/Integration of Unit

6.1.1 Sequencing and Integration of Units

The Units will be delivered in a sequence which will ensure that the primary elements of the Mandatory Units in the HNC/first year HND are delivered prior to delivering the Graded Unit 1. It is important that these elements of the Mandatory Units have been delivered before the Graded Unit is assessed.

Also in the second year, this programme will be delivering a new Graded Unit 2 based upon Research — Application and Methodology. This Unit will also be delivered along the same principles.

Finally, it is also intended that the same principles of delivery apply in the second year of the award programme with the Mandatory Units being delivered prior to the Graded Unit 3.

6.1.2 Teaching Philosophy

The Group Awards have been designed to provide learners with the practical and vocational skills required by today's golf industry. Teaching will therefore be influenced by the requirement for learners to apply knowledge and skills to solving practical problems within the area of golf course and club management.

The teaching and learning methods described therefore are varied and structured to promote the achievement of the aims and objectives listed below.

6.1.3 Lectures, Tutorials, Practicals and Site Visits

Lecture periods will be devoted to an exposition of relevant subject matter involving themes, concepts, methodology, procedures and processes. The lecture will, where appropriate, be supported by written material, presentation techniques, references to assigned reading and demonstrations.

Tutorial periods and practical sessions will be programmed to support lectures, project and course work. Tutorials may be given to small groups of learners on a basis dependent on the Unit and skills and knowledge to be developed. Essentially tutorials will reinforce knowledge developed during lectures and will provide opportunities for learners to raise queries, identify difficulties and explore problem solving strategies.

Site visits will be organised to illustrate practices, procedures or visual evidence to enhance the learners understanding of topics or subjects delivered as part of the routine course work.

6.1.4 Course Work

Learners will need to undertake a balanced programme of course work in all Units to reinforce the learning process and develop the required skills and knowledge. Course work may take the form of research and practical exercises, to be worked on individually or in groups, as appropriate to the skill set. The objective of course work is to reinforce and extend skills and knowledge of the Unit content and it will be the course tutor's responsibility to develop, implement and review the course work programme as required for each stage of the course in consultation with the course organiser and the teaching team.

Course work/project briefs should emphasise learning as much as assessment.

Project work is identified as a context for the integration and application of elements of the course described in the competencies.

6.1.5 Private Study

It is expected that learners will undertake private study during the progress of the course. This will take the form of reading, research and the preparation of materials, and reports.

6.1.6 Purpose of Graded Units

The purposes of Graded Units will be to assess the learner's ability to integrate and apply the Knowledge and/or Skills gained in the individual HN Units to demonstrate that they have the principal aims of the Group Award, and grade learner achievement.

6.2 Recognition of Prior Learning

Some learners will enter with some of the competences already achieved, particularly if they have worked for some time within an appropriate environment, or have completed other courses of study. Such learners will be encouraged to use their existing knowledge and skills as evidence towards the HNC/HND, and may be able to apply for accreditation of prior learning (APL/APEL) for part of the course. The arrangements of APL/APEL will be in accordance with the conditions set out by each college.

SQA recognises that learners gain knowledge and skills acquired through formal, non-formal and informal learning contexts.

In some instances, a full Group Award may be achieved through the recognition of prior learning. However, it is unlikely that a learner would have the appropriate prior learning and experience to meet all the requirements of a full Group Award.

The recognition of prior learning may **not** be used as a method of assessing in the following types of Units and assessments:

- ◆ HN Graded Units
- ◆ Course and/or external assessments
- ◆ Other integrative assessment Units (which may or not be graded)
- ◆ Certain types of assessment instruments where the standard may be compromised by not using the same assessment method outlined in the Unit
- ◆ Where there is an existing requirement for a licence to practice
- ◆ Where there are specific health and safety requirements

- ◆ Where there are regulatory, professional or other statutory requirements
- ◆ Where otherwise specified in an Assessment Strategy

More information and guidance on the *Recognition of Prior Learning* (RPL) may be found on our website www.sqa.org.uk.

The following sub-sections outline how existing SQA Unit(s) may contribute to this Group Award. Additionally, they also outline how this Group Award may be recognised for professional and articulation purposes.

6.2.1 Articulation and/or progression

Some learners will enter with some of the competences already achieved, particularly if they have worked for some time within an appropriate environment, or have completed other courses of study. Such learners will be encouraged to use their existing knowledge and skills as evidence towards the HNC/HND, and may be able to apply for accreditation of prior learning (APL/APEL) for part of the course. The arrangements of APL/APEL will be in accordance with the conditions set out by each college.

This structure will also provide opportunities for articulation and progression from the HND Golf Management to the BA Golf Management at Abertay or University of Highlands & Islands. It is proposed to provide the opportunity to create and embrace a similar degree award within SRuC. This would certainly be an attraction for overseas students.

In addition, the content of the Golf Course strand may well provide the necessary leverage and potential towards the development of a specific degree in golf (course) management within SRuC.

Also opportunities will exist for articulation and progression to BA General Management Courses at various universities. In addition, the new programme should also allow for the development of exchange programmes, and progression routes for golf programmes offered overseas (eg United States of America).

6.2.2 Professional recognition

The opportunity will exist for HND learners to enable either their Graded Unit and/or any additional ancillary activity (eg work related) to be mapped and matched against CMI Chartered Manager status. This would be an additional element offered to any suitable /appropriate learners, who meet the Charter Manager guidelines. Chartered Manager is the most prestigious status that can be achieved in the managerial profession and viewed by many as the "practical MBA" for a fraction of the cost and time.

Awarded only by the CMI, it is recognised throughout the public and private sectors and across all management disciplines.

The benefits for managers are that professional recognition will enhance your employability; provides a professional status; demonstrates your managerial competence and increases your confidence and proves you possess transferable managerial skills.

6.2.3 Credit transfer

In principle, learners can be given credit transfer between current HNC/HND Units and new HN Units. Given that there are a number of new Units in the revised award, with a loss of several old Units, mapping Units and awards for credit transfer should be undertaken on an individual basis for those learners seeking second year entry for HND. The following table sets out agreed parameters.

New Unit	Old Unit	Maps
History and Development of Golf	History and Development of Golf	Direct Replacement Rewritten Expanded to cover 21st Century
Golf Club Operations	Golf Operations	Direct Replacement Rewritten Rationalising Outcomes from <i>Golf Courses: An Introduction</i>
Development of Golf Courses and Facilities	Golf Facility Development	Direct Replacement Rewritten Rationalising Outcomes from <i>Golf Facility Development</i> <i>Golf Courses: An Introduction</i> <i>Golf Courses Developing an Understanding</i>
Contemporary Golf Issues	Contemporary Golf Issues	Direct Replacement Rewritten Rationalising Outcomes from <i>Golf Operations</i>
Golf Course and Clubhouse Budgets	Golf Course Budgets	Direct Replacement Rewritten Outcomes
Management of Turf Areas on a Golf Course	Managing Turf Areas on a Golf Course Managing International Turf Grasses	Direct Replacement Rewritten to include <i>Managing International Turf Grasses</i>
Golf Management: Graded Unit 1	Golf Course Management: Graded Unit 1	Direct Replacement Rewritten Embracing Professional skills; Report writing skills; Referencing; Research, etc
Golf Management: Graded Unit 1	Golf Club Management: Graded Unit 1	Direct Replacement Rewritten Professional skills; Report writing skills; Referencing; Research, etc
Using Financial Accounting Software Using Financial Accounting Statements	Introduction to Financial Accounting Statements	Direct Replacement
Using Financial Accounting Software Using Financial Accounting Statements	Using Software Application Packages	Direct Replacement

Understanding and Managing Financial Resources: An Introduction	Introduction to Financial Accounting Statements	Direct Replacement
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6.3 Opportunities for e-assessment

It is the intention to ensure that all the HNC/HND programmes are available through E-learning/e portfolios/e assessment. The opportunity exists to build upon the successes of the present Distant Learning programme and about providing learners with fit-for-purpose, flexible assessment that enhances their experience of teaching and learning. E-learning can provide learners with a more flexible assessment model; the development and use of e portfolios will be increased for this programme. Every opportunity will be taken to support e assessment for a number of course Units which have a lesser implication for teaching and learning.

All opportunities will need to be explored but whatever route is followed it will be important to ensure quality assurance regimes for e learning, e-portfolios and other systems, including online learning environments and VLE Learning platforms. Advice on e- assessment plagiarism, ie 'turn it in' software.

The criteria guidelines used to support the assessment of SQA qualifications will be used to ensure the e-portfolio systems meet SQA's requirements, and also as a reference point for SQA's External Verifiers.

6.4 Support materials

Many of the Units in both the former arrangements and in the new arrangements are specific to the Delivery Centre. A number of Assessment Support documents are available to learners through the VLE platform.

In all other cases where the Units are of a non-specific nature. Any Assessment Support Pack provided by SQA or Scotland's Colleges (COLEG) will also be available through the VLE platform.

6.5 Resource requirements

There will be some additional resource requirements for this award. This will involve development of some teaching materials to ensure that the appropriate internationalisation of specific Units is achieved. The main resource will be associated with staff development time.

7 General information for centres

Equality and inclusion

The Unit specifications making up this Group Award have 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.

Internal and external verification

All instruments of assessment used within this/these qualification(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in SQA's *Guide to Assessment* (www.sqa.org.uk/GuideToAssessment).

8 Glossary of terms

Embedded Core Skills: is where the assessment evidence for the Unit also includes full evidence for complete Core Skill or Core Skill components. A learner successfully completing the Unit will be automatically certificated for the Core Skill. (This depends on the Unit having been successfully audited and validated for Core Skills certification.)

Finish date: The end of a Group Award's lapsing period is known as the finish date. After the finish date, the Group Award will no longer be live and the following applies:

- ◆ learners may not be entered for the Group Award
- ◆ the Group Award will continue to exist only as an archive record on the Awards Processing System (APS)

Graded Unit: Graded Units assess learners' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage learners to retain and adapt their skills and knowledge.

Lapsing date: When a Group Award is entered into its lapsing period, the following will apply:

- ◆ the Group Award will be deleted from the relevant catalogue
- ◆ the Group Award specification will remain until the qualification reaches its finish date at which point it will be removed from SQA's website and archived
- ◆ no new centres may be approved to offer the Group Award
- ◆ centres should only enter learners whom they expect to complete the Group Award during the defined lapsing period

SQA credit value: The credit value allocated to a Unit gives an indication of the contribution the Unit makes to an SQA Group Award. An SQA credit value of 1 given to an SQA Unit represents approximately 40 hours of programmed learning, teaching and assessment.

SCQF: The Scottish Credit and Qualification Framework (SCQF) provides the national common framework for describing all relevant programmes of learning and qualifications in Scotland. SCQF terminology is used throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at www.scqf.org.uk.

SCQF credit points: SCQF credit points provide a means of describing and comparing the amount of learning that is required to complete a qualification at a given level of the Framework. One National Unit credit is equivalent to 6 SCQF credit points. One National Unit credit at Advanced Higher and one Higher National Unit credit (irrespective of level) is equivalent to 8 SCQF credit points.

SCQF levels: The level a qualification is assigned within the framework is an indication of how hard it is to achieve. The SCQF covers 12 levels of learning. HNCs and HNDs are available at SCQF levels 7 and 8 respectively. Higher National Units will normally be at levels 6–9 and Graded Units will be at level 7 and 8. National Qualification Group Awards are available at SCQF levels 2–6 and will normally be made up of National Units which are available from SCQF levels 2–7.

Subject Unit: Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Signposted Core Skills: refers to opportunities to develop Core Skills arise in learning and teaching but are not automatically certificated.

History of changes

It is anticipated that changes will take place during the life of the qualification and this section will record these changes. This document is the latest version and incorporates the changes summarised below. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

NOTE: Where a Unit is revised by another Unit:

- ◆ No new centres may be approved to offer the Unit which has been revised.
- ◆ Centres should only enter candidates for the Unit which has been revised where they are expected to complete the Unit before its finish date.

Version Number	Description	Date
07	Revision of Unit: DV0M 34 Work Experience has been replaced in HND framework by HJ4W 34 Work Placement and will finish on 31/07/2019.	29/03/17
06	GJ6X 15 Revision of Unit: F84V 34 IT In Business: Spreadsheets has been revised by HH83 34 and will finish on 31/07/2019 GJ70 16 Revision of Unit: F84V 34 IT In Business: Spreadsheets has been revised by HH83 34 and will finish on 31/07/2019	27/01/17
05	Additional: F0W3 35 Golf Course Management: Integrated Management of the Golf Course Environment added to Restricted Optional Group 1 D47B 35 Landscape Industry: Specification and Estimation added to Restricted Optional Group 2 in HND Golf Management only F0W2 History and Development of Golf and F5CP 34 Supervision and Management moved to restricted Option Section for HNC Golf Course Management only.	29/06/16
04	Revised Unit: F35X 34 Food and Beverage Events has been revised by H91N 34 and will finish on 31/07/2017. DG6M 34 International Marketing: An Introduction has been revised by H8PD 34 International Marketing: An Introduction and will finish on 31/07/2017.	21/05/15
03	Unit "Golf Operations" (F0WF 34) (2.0) replaced by "Golf Club Operations" (H8NN 34).	04/03/15
02	Revision of Unit: DE3N 34 <i>Communication: Analysing and Presenting Complex Communication</i> revised by H7TK 34 <i>Communication: Business Communication</i> on all frameworks finishing 31/07/2016. <i>Golf Course Management: Integrated Management of the Golf Environment</i> (F0W3 35) added as an optional Unit to Golf Management framework.	30/10/14

Acknowledgement

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of this qualification.

9 General information for learners

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

Guidance for Learners — HNC

The aims of the Higher National Certificate in Golf Course Management and Higher National Certificate in Golf Club Management are to equip you with the skills to begin a career within the Golf industry. There has been an increasing recognition that the quality of service and customer focus in golf clubs and other golf providers does not match the quality of the golf course and experiences gained there. As golf becomes an increasingly international and competitive business, the development of people with appropriate skills is fundamental to developing the standards within the industry as a whole. The HNCs provide introductory knowledge and understanding of the golf industry and the operational and management issues present within clubhouses, as well as knowledge of the golf course itself.

Furthermore, you will develop your skills in communication, customer care, marketing and market research. The HNC focuses on customer care and provision of appropriate services for golfers of all backgrounds and abilities. This will be achieved through study of appropriate core competences, eg communication and IT, in addition to specialist golf-related subjects, eg golf operations. There is a choice of optional Units in order that you can explore an area of personal interest, or one that will prepare you more fully for your chosen career path.

In addition to the mandatory and optional Units you will be required to complete a Graded Unit, which will allow you to demonstrate that you can integrate and apply the knowledge and skills you have developed throughout the HNC. This will take the form of a practical project or case study.

There are also opportunities in the HNC to develop your Core Skills (*Communication, Numeracy, ICT, Problem Solving and Working with Others*) at SCQF level 6.

Progression from the awards can lead to employment in a variety of positions within the golf industry both in the UK and overseas, the nature of which depends upon your personal competence and experience.

Additionally, you can progress from HNC to HND. Year-long internships or work placements are possible and appropriate to some— there have been opportunities at some of the UK's prestigious venues, as well as in the USA. On achievement of an HNC it is expected that you will be equipped for employment within a golf facility to work within an operational area. Experience from the last five years has shown successful HNC students able to work as Greenkeepers and First Assistants; golf club assistants, within food and beverage, locker room services, etc; as caddies, and within golf retail operations, as tour operators or as events assistants.

Guidance for Learners — HND

The aim of this Higher National Diploma in Golf Management is to equip you to begin or advance a career in Golf Management. There has been an increasing recognition that the quality of service and customer focus in golf clubs and other golf providers does not match the quality of the golf course and experiences gained there. As golf becomes an increasingly international and competitive business, the development of people with appropriate skills is fundamental to developing the standards within the industry as a whole.

The HND develops your knowledge of the structure of the golf industry, the operational and management issues present within clubhouses as well as knowledge of the golf course itself. You will develop your skills in communication, marketing and market research, strategic thinking, and planning and execution of projects, including golf events. This will be achieved through study of appropriate core competences, eg personnel management, as well as specialist golf-related subjects including golf development and golf tourism and contemporary issues.

There is a choice of optional Units in order that you can explore an area of personal interest, or one that will prepare you more fully for your chosen career path.

You will be assessed by a variety of methods, including observation of your practical skills, reports and presentations and open and closed-book assessments.

In addition to the Mandatory and Optional Units you will be required to complete a double credit Graded Unit, which will allow you to demonstrate that you can integrate and apply the knowledge and skills you have developed throughout the HND. This will take the form of a practical project or case study.

Progression from the HND can lead to employment in a variety of positions within the golf industry both in the UK and overseas, the nature of which will depend upon personal competence and experience. Experience has shown successful HND learners gaining employment as Head Greenkeeper, Course Manager, Event Coordinator, Assistant Club Secretary, and as Club Manager. Others have gone specifically into management of golf tours. Additionally, learners can progress from HND to Year 3 of BA Golf Management at UHI Millennium Institute, or BA Golf Management at University of Abertay with other articulation routes also accessible particularly in Business Management, Event Management and Tourism & Hospitality Management. Year-long internships or work placements are possible and appropriate to some learners — there have been opportunities at some of the UK's prestigious venues, as well as in USA.

The opportunity will exist for HND learners to enable either their Graded Unit and/or any additional ancillary activity (eg work related) to be mapped and matched against CMI Chartered Manager status. This would be an additional element offered to any suitable/appropriate learners, who meet the Charter Manager guidelines.