



Arrangements for:
Higher National Certificate
Golf Course Management
Group Award Code: G8DD 15
and
Higher National Diploma
Golf Course Management
Group Award Code: G8DE 16

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Acknowledgements

SQA acknowledges the valuable contribution Scotland's colleges have made to the development of Higher National qualifications.

History of changes

It is anticipated that changes will take place during the life of the qualifications, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

Version number	Description	Date
04	G8DE 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
03	Revision of Units: DE1M 34 <i>IT in Business – Spreadsheets</i> has been revised by F84V 34 and will finish on 31/07/2014. DE1N 34 <i>IT in Business: Databases</i> has been revised by F84X 34 and will finish on 31/07/2014.	28/10/13
02	Changes to Codes: <i>Human Resource Management: Introduction</i> from DN78 34 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>).to H1KP 34. <i>Supervision and Management</i> from D5MT 34 (<i>finished</i>) to F5CP 34. <i>Marketing: An Introduction</i> from DE3C 34 (<i>finished</i>) to F7BX 34. <i>Developing the Individual within a Team</i> from DF46 35 (<i>finished</i>) to F86Y 35. <i>Communication: Presenting Complex Communication for Vocational Purposes</i> from D5P3 34 (<i>finished</i>) to F69L 34.	06/12/12

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1 Introduction

This is the Arrangements Document for the revised Group Awards HNC Golf Course Management and HND Golf Course Management which were validated in October 2006. This document includes background information on the development of the Group Awards, their aims, guidance on access, details of the Group Award structures, and guidance on delivery.

The Higher National Certificate (HNC) and Higher National Diploma (HND) are established awards which were revised and re-validated in June 2006.

The HNC Golf Course Management was initially offered in 1992, and has been through two revalidations since (in 1997 and 2000). These revalidations have always presented the opportunity for amendment and improvement to the content.

The HNC and HND are two free-standing qualifications. However, the HNC is generally offered as Year 1 of the HND.

The revision work was undertaken by a large team of staff from Elmwood College. Elmwood College is a specialist college and is the main centre in Scotland for delivery of advanced courses in Greenkeeping and Golf Course Management, and has candidates not only from the UK, but now has an international client base. Elmwood College maintains very strong links with the golfing industry and the other main centres in Scotland — Oatridge College and Langside College. These stakeholders have been involved in the consultation process for the revision of the awards.

2 Rationale for the revision of the Group Awards

The existing title of the award Golf Course Management has been retained as it reflects the managerial/supervisory nature of the award and has growing recognition within the golf industry.

2.2 Market research

An extensive market research exercise was undertaken in order to establish the views of current and past candidates, employers, industry bodies and education providers with regard to the rationale, content and structure of the two awards. This was undertaken through robust consultation with these stakeholders by means of questionnaires. In addition, there was informal discussion and feedback from Oatridge College and Langside College — the consortium members from the 2000 revalidation of the two awards.

From the consultation exercise the feedback on the previous awards was very positive and clearly showed that the revision did not require radical changes to the content of the two awards, but rather refinement and some new focus on the most recent technology, and on new requirements relating to the increasingly commercial nature of the golf industry.

2.3 The Growth of the Golf Industry

Golf is estimated to be worth £300 million to the Scottish economy. The finance raised comes from members of Scottish golf clubs, non-members from Scotland and other UK countries, and golfing visitors from overseas. Scotland routinely hosts world golfing events including the Open Championship and Dunhill Links Championship, giving a global media profile to golf in Scotland. Changing demographics among the golfing population as well as an increasing commercialism in golf provision means that more emphasis than ever is being placed on quality of 'product'. Part of this golf product is represented by the quality and condition of the courses upon which the game is being played.

It is essential therefore that the right education and training exists for those who have responsibility for the maintenance and development of these golf courses; that is the greenkeepers, head greenkeepers and golf course managers. These HNC and HND programmes form an essential part of the education and training portfolio for this important industry.

In addition to the local significance of golf, a significant number of candidates are accessing these programmes from overseas. It is not uncommon for Scottish Further Education colleges to have candidates from not only the UK but from Ireland, Norway, Sweden, Finland, Iceland, United States, China, Spain, Portugal and Slovenia.

These Group Awards have been designed to meet the needs of this expanding employment market. Candidates will develop the competences required to enhance their ability to obtain employment as golf course managers in Scotland, in the UK and throughout the world. The revised structures reflect the more diverse and increasingly commercial nature of the industry which requires a more highly skilled and professional workforce.

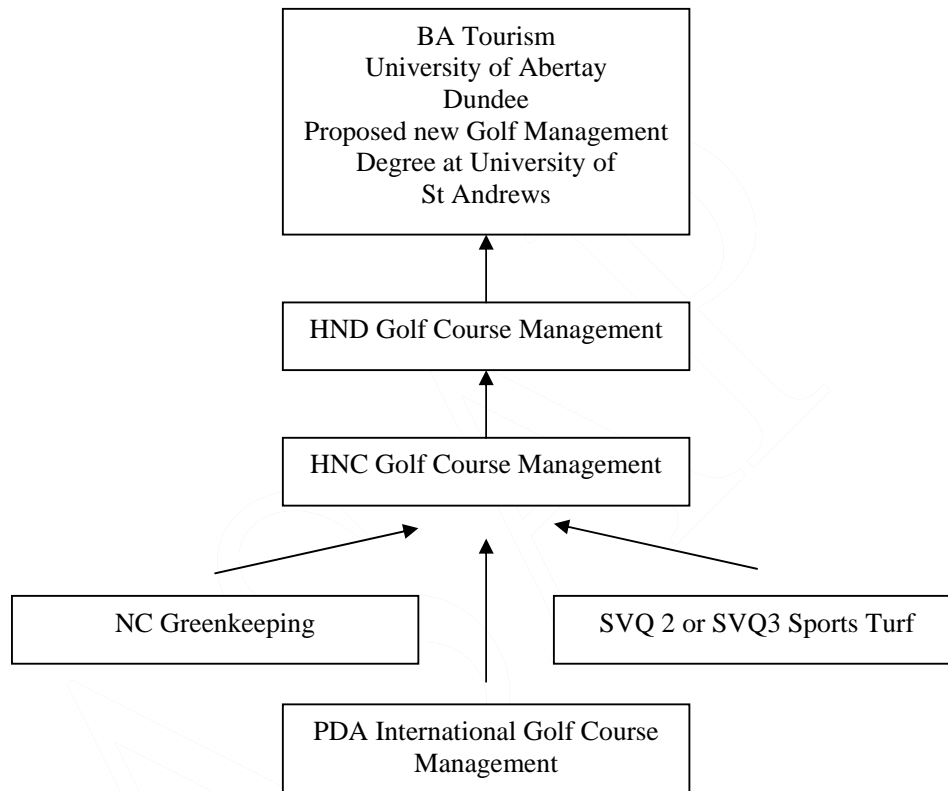
2.4 Employment opportunities

This HNC and HND are designed primarily for the Golf Course Management sector, and have proved suitable both for the UK and for a variety of overseas situations.

The revised awards provide candidates with a wide range of employment opportunities. It is anticipated that, with appropriate experience, the HNC could allow access to First Assistant level within the greenkeeping profession, while the HND 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 candidate, 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 candidate 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 candidate similarly qualified but with a lower or different level of experience. It is therefore difficult to generalise about level of employment. However, feedback from the industry confirms that there are clear and robust progression routes for the most able candidates.

2.5 Relation of the HNC and HND to existing SQA provision

As a re-design according to the design principles approved in March 2004 these awards will directly replace the HNC and HND (Group Award numbers G5HJ 15 and G5HJ 16 respectively). They will continue to form a vital part of the portfolio of qualifications within the sector. Their position within Greenkeeper education as a whole is demonstrated in the diagram below.



The diagram also illustrates clear articulation and clear progression routes for candidates who wish to have a career in Golf Course Management. It should also be noted that there are opportunities for overseas candidates to access these qualifications, and for candidates in Scotland to progress to qualifications in other countries.

2.6 Articulation, professional recognition and credit transfer

Some candidates 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 candidates 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.

In principle, candidates can be given credit transfer between HNC/HND Units from previous versions of the awards and the new HN Units. Given that there are a number of new Units in the revised awards, with a loss of several old Units, mapping Units and awards for credit transfer should be done on an individual basis for those candidates seeking second year entry.

The structures also provide opportunities for articulation and progression from the HNC/HND Golf Management to the BA Golf Management at North Highland College. In addition, the new programmes should also allow for the development of exchange programmes, and progression routes for golf programmes offered overseas (eg Florida State University and Pennsylvania State University, both of which offer Golf Management programmes). These links are not yet formalised.

3 Aims of the awards

The aim of these awards is to provide appropriate qualifications and progression routes for the Golf Course Management sector and to produce well qualified golf course managers who are technically competent and who also have the golf course management skills required to contribute to the growth of golf, both at home and abroad.

3.1 General aims of the HNC/HND Golf Courses Management

The aims remain essentially as they were in previous versions of these awards. The validation document of 2000 quotes from the original 1992 document, and these statements are still relevant to the ethos of the sector:

‘The prime aim of the course is to produce Golf Course Head Greenkeepers/Course Managers with the competences required to perform effectively on any type of golf course. An additional aim is to provide the underpinning skill, knowledge and understanding required to allow this effective management to take place.

The competences required by the golf course manager are many and varied. In this course, a sound technical knowledge of modern greenkeeping practice will be complemented by the acquisition of the knowledge, skill and understanding required for the effective administration of human, physical, biological and financial resources in the golf course environment.

The various elements which make up the course contribute to the oral, written and graphical skills that enhance the development of a sophisticated communications skills base for a well founded and comprehensive education.

These qualities will equip successful candidates in Golf Course Management for the challenges of the golf course management professional in Scotland, the United Kingdom and abroad, wherever golf is played.

The courses are designed to attract candidates from the widest range of backgrounds irrespective of gender, ethnic origin or religion and give them the opportunity to develop skills and invest in their own educational and vocational future.’

3.2 Specific aims of the HNC/HND Golf Course Management

In revising the two Group Awards it was recognised that the needs of the industry had changed and evolved in the years since the courses were first developed, and it was necessary to respond to these changes, in order to address emerging demands from the industry. Examples of such new advances are: the developing interest in Integrated Pest Management as a basis for disease control. This has been addressed in the development of an appropriate Unit *Golf Course Management: Integrated Pest Management for Sportsturf*. Similarly, the continued importance of water management, both in irrigation and drainage, and its particular significance in relation to environmental pressures, has been addressed by providing an increased focus on this topic in several Units.

In response to consultation feedback which highlighted some concern regarding the volume of assessment in previous courses, the re-validation process provided an opportunity to:

- ◆ reduce the overall assessment load
- ◆ highlight opportunities for integration of teaching, learning and assessment
- ◆ reduce significant overlaps of content between Units
- ◆ rationalise course content.

While technical knowledge is required more so than ever, and this has been addressed in the content of the Units, management skills are also in demand and form an increasingly significant aspect of the awards. Feedback from the questionnaires **as part of the market research** to determine the needs of the profession indicated that areas of particular significance were: communications, ICT, supervisory skills and financial management. These are all essential aspects of the profession, and the new structure reflects this.

In light of the developing needs of the industry, the agreed re-stated aims for the two awards are:

- ◆ to provide golf greenkeepers and course managers with relevant skills and knowledge to equip them for a career within a demanding profession
- ◆ to enhance candidates' career prospects
- ◆ to enhance candidates' self-confidence and professionalism
- ◆ to contribute to the improvement of golf education and professionalism of the golf course management industry

3.3 Target groups

The Group Awards are suitable for a wide range of candidates, including school leavers, returners to education, those already in work (who may be able to access the qualifications on a part-time basis) and the self-employed.

4 Access to the Group Awards

4.1 Access requirements for the awards

Candidates can come from a wide variety of backgrounds. Procedures are required which will allow recruitment of candidates who have the appropriate educational and personal backgrounds to ensure that quality of new recruits is maintained and to ensure that candidates are able to cope with the high demands of the courses. Experience shows that candidates for **the** HNC come from a variety of situations, such as successful completion of any of the following qualifications:

- ◆ National Certificate Greenkeeping
- ◆ SVQ level 2 Amenity Horticulture: Sportsturf
- ◆ SVQ level 3 Amenity Horticulture Sportsturf
- ◆ two SQA Highers Grades and 3 SQA Standard Grades in relevant subjects
- ◆ any comparable educational qualifications eg GSVQs, GNVQs or NVQs

or

- ◆ an HNC in a related subject

or

- ◆ an appropriate combination of the above

Mature candidates are judged on their individual merit, and have included in the past individuals leaving the forces or changing career following redundancy or early retirement. Additionally, candidates working within the industry **who recognise** the need for increased qualifications as an enhancement to career progression or personal need frequently access the HNC programme. In such cases an interview is essential so that potential candidates are judged on their perceived ability to cope with the demands of the course rather than on paper qualifications.

Candidates for HND (presented as the second year of a two year course) will normally have successfully completed the HNC. It is also expected that full time candidates for the HND will normally have completed a minimum of two summers of practical experience by this stage in their education. This will be necessary for candidates to find full time employment at the end of the course at the level relevant to their knowledge and skills.

4.2 Alternative access arrangements

The presenting centre may operate alternative access arrangements in cases where the centre is convinced that the candidate already has the required competences in a given area. These arrangements are as follows:

- ◆ Assessment on Demand
- ◆ Credit Transfer
- ◆ Accreditation of Prior Learning
- ◆ Relevant work experience relating to Golf Course Management

Individual presenting centres will require to outline their systems for each of these as appropriate.

5 Structure of the awards

5.1 Frameworks for the HNC and HND Golf Course Management

The revised HNC and HND both have new structures. Both awards have a mandatory section of Units and another section in the case of the HNC or sections (in the case of the HND), where a number of Options have to be selected.

HNC Golf Course Management

The HNC is comprised of 9 Mandatory Units (10 SQA Unit credits, 80 SCQF credit points) and 2 Units from the Optional section (2 SQA Unit credits, 16 SCQF credit points) — a total of 12 SQA Unit credits (96 SCQF credit points).

HND Golf Course Management

The HND is comprised of 20 Mandatory Units (22 SQA Unit credits, 176 SCQF credit points) and an 8 SQA Unit credits (72 SCQF credit points) from the two Options sections:

A total of 30 credits (240 SCQF credit points).

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

HNC Golf Course Management Framework				
Unit title	Code	SCQF level	SCQF credit points	SQA credit value
Mandatory Units: 10 credits required (80 SCQF points)				
Turf Grass Ecology: An Introduction	F0VY 34	7	8	1
Golf Course Management: Design and Construction of Golf Course Features	F0VV 34	7	16	2
Golf Course Management: Managing Turf Areas on the Golf Course	F0VX 34	7	8	1
Golf Course Management: Selection and Management of Machinery	F0W7 34	7	8	1
Employment and Health and Safety Legislation for the Land Based Industries	F0VP 34	7	8	1
Soil Science for Turf Managers 1	F0W8 34	7	8	1
Golf Course Management: Golf Course Budgets	F0VR 34	7	8	1
Supervision and Management	F5CP 34*	7	8	1
Golf Course Management: Graded Unit 1	F0VW 34	7	8	1
Optional Units: 2 credits required (16 SCQF points)				
Golf Course Management: Sportsturf Drainage Systems	F0WA 34	7	8	1
Using Software Application Packages	D85F 34	7	8	1
Communication: Presenting Complex Communication for Vocational Purposes	F69L 34*	7	8	1

*Refer to History of Changes for revision changes

HND Golf Management Framework				
Unit title	Code	SCQF level	SCQF credit points	SQA credit value
Mandatory Units: 22 credits required (176 SCQF credit points)				
Turf Grass Ecology: An Introduction	F0VY 34	7	8	1
Golf Course Management: Design and Construction of Golf Course Features	F0VV 34	7	16	2
Golf Course Management: Managing Turf Areas on the Golf Course	F0VX 34	7	8	1
Golf Course Management: Selection and Management of Machinery	F0W7 34	7	8	1
Employment and Health and Safety Legislation for the Land Based Industries	F0VP 34	7	8	1
Soil Science for Turf Managers 1	F0W8 34	7	8	1
Golf Course Management: Golf Course Budgets	F0VR 34	7	8	1
Golf Course Management: Sports Turf Drainage Systems	F0WA 34	7	8	1
Golf Course Management: Golf Course Irrigation Systems	F0W0 34	7	8	1
Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	F0W5 34	7	8	1
Golf Course Management: Integrated Pest Management for Sportsturf	F0W6 34	7	8	1
Golf Course Management: Managing International Turf Grasses	F0W4 35	8	8	1
Golf Course Management: Integrated Management of the Golf Course Environment	F0W3 35	8	8	1
Plant Protection	D7VW 34	7	8	1
Human Resource Management: Introduction	H1KP 34*	7	8	1
Supervision and Management	F5CP 34*	7	8	1
Marketing: An Introduction	F7BX 34*	7	8	1
Developing the Individual within a Team	F86Y 35*	8	8	1
Golf Course Management: Graded Unit 1	F0VW 34	7	8	1
Golf Course Management: Graded Unit 2	F0W1 35	8	16	2
Optional Units: 8 credits required (64 SCQF credit points)				
Optional Group 1: from 4 to 5 credits required (32–40 SCQF credit points)				
Landscape Industry: Specification and Estimation	D47B 35	8	8	1
Soil Science for Turf Managers 2	F0W9 35	8	8	1
Soils and Crop Nutrition	D7VA 35	8	8	1
Event Management in Sport	DA8X 35	8	8	1
Developing Skills for Personal Effectiveness	DF4F 35	8	8	1
Optional Group 2: from 3 to 4 credits required (24–32 SCQF credit points)				
History and Development of Golf	F0W2 34	7	8	1
Using Software Application Packages	D85F 34	7	8	1
Pesticide Application 1	D7W5 34	7	8	1
Fundamentals of Landscape Surveying	D81F 34	7	8	1
Communication: Presenting Complex Communication for Vocational Purposes	F69L 34*	7	8	1
IT in Business — Spreadsheets	HH83 34*	7	8	1
IT in Business — Databases	E84X 34*	7	8	1

*Refer to History of Changes for revision changes

Copies of the Unit Specifications and Graded Unit Specifications can be obtained from the SQA website (www.sqa.org.uk).

5.2 Graded Units

The purpose of the Graded Unit is to assess the candidate's ability to integrate and apply the Knowledge and/or Skills gained in individual Units, to demonstrate that they have achieved the specific aims as detailed in Sections 3.1 and 3.2.

Candidates will take a 1 credit Graded Unit at SCQF level 7 in the HNC Golf Course Management award. As well as the 1 credit Graded Unit, candidates will also take a 2 credit Graded Unit at SCQF level 8 in the HND Golf Course Management.

5.2.1 Type of Graded Units

HNC Golf Course Management: Practical Assignment

This Unit will be a project based on a practical assignment which should take place during the first year of study. It will cover a range of skills achieved through studying the mandatory Units of the award.

HND Golf Course Management: Case Study

This Unit will be a project based on an investigation carried out on an operational golf course. It should take place during the last block of study although the brief could be circulated in advance of this. It will cover a range of skills and application of underpinning knowledge achieved through studying the mandatory Units of the award.

5.2.2 Rationale for Graded Unit assessments

Practical Assignment

Candidates will be given a practical assignment to carry out on an operational golf course. They will produce a report covering the planning, developing, and evaluation stages of the project. A practical assignment allows candidates to integrate knowledge and skills gained in the mandatory Units. It allows them to use practical greenkeeping **skills: apply managerial skills: work as an individual and as part of a team: use risk assessments and other** Health and Safety considerations, as well as extending investigative skills to a practical situation. It also allows them to use written reporting skills by producing a logbook/diary of their activities as well as the final report.

Case Study

Candidates will be given a case study to carry out on an operational golf course. They will produce a report covering all aspects of golf course management. Each candidate will be individually responsible for planning, developing and evaluating the project. The case study will allow candidates to integrate knowledge and skills gained in the mandatory Units. It allows them to apply managerial skills, working as an individual, risk assessments and other Health and Safety considerations as well as extending investigative skills to a real life situation. Above all it will allow candidates to demonstrate research, analytical and evaluative skills acquired during the course. Finally it allows them to use written reporting skills by producing a logbook/diary of their activities as well as the final report including practical recommendations for improvement.

5.3 Conditions of the awards

The HNC Golf Course Management will be awarded on completion of the 10 Mandatory Units and a further 2 Unit Credits from the Optional section (a total of 96 SCQF credit points). For progression to the HND candidates will normally complete an additional 3 Unit credits. Candidates must successfully complete the HNC Graded Unit.

The HND Golf Course Management will be awarded on completion of the 21 mandatory Unit credits and a further 9 Unit credits from the optional sections.

There is a requirement for all HND qualifications to contain a minimum of 64 SCQF credit points at SCQF level 8 (ie 8 Unit credits). 32 SCQF credit points are contained in the mandatory section. The remaining 32 will be gained from the first optional section. Candidates must successfully complete the Graded Units, both for the HNC and HND.

5.4 Core Skills

These awards have been designed using the new design principles and therefore the importance of Core Skills has been recognised and these are developed throughout the awards. These Core Skills may be embedded in the entry qualifications that the presenting candidates have already achieved.

Most Units offer opportunities to provide evidence towards the achievement of Core Skills. Further details on **Core Skills Signposting** are provided in **Appendix 1**.

HNC Golf Management

Group Award Code: G8E9 15 — relationship of Mandatory Units to aims

Unit title	Unit code	Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6	Aim 7	Aim 8	Aim 9	Aim 10	Aim 11	Aim 12	Aim 13	Aim 14	Aim 15	Aim 16	Aim 17
Communication: Analysing and Presenting Complex Communication	DE3N 34	x	x	x	x		x											
Developing Skills for Personal Effectiveness	DF4E 34	x	x	x	x		x											
Golf Courses: An Introduction	F0WC 34	x		x		x	x											
Golf Management: Graded Unit 1	F13E 34	x	x		x		x											
Golf Operations	F0WF 34	x	x	x		x	x	x										
History and Development of Golf	F0W2 34	x		x		x	x											
Introduction to Financial Accounting Statements	A6GN 34	x			x		x	x										
Managing People and Organisations	DE3D 34	x	x	x	x		x	x										
Marketing: An Introduction	DE3C 34								x	x	x	x	x	x	x		x	x
Understanding and Managing Financial Resources: An Introduction	D7MH 34	x			x		x	x										
Using Software Application Packages	D85F 34				x		x											

HND Golf Management

Group Award Code: G8EA 16 — relationship of Mandatory Units to aims

Unit title	Unit code	Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6	Aim 7	Aim 8	Aim 9	Aim 10	Aim 11	Aim 12	Aim 13	Aim 14	Aim 15	Aim 16	Aim 17
Business Culture and Strategy	DE3X 35								x	x		x	x	x	x	x	x	x
Communication: Analysing and Presenting Complex Communication	DE3N 34	x	x	x	x		x											
Contemporary Golf Industry	F0WB 35								x		x	x	x	x	x	x		
Creating a Culture of Customer Care	DJ42 34								x	x	x	x	x	x	x		x	x
Developing Skills for Personal Effectiveness	DF4E 34	x	x	x	x		x											
Golf Courses: An Introduction	F0WC 34	x		x		x	x											
Golf Courses: Developing Understanding	F0WD 35											x	x	x	x			
Golf Facility Development	F0WE 35										x	x	x	x	x	x		x
Golf Management: Graded Unit 1	F13E 34	x	x		x		x											
Golf Management: Graded Unit 2	F13F 35								x	x		x	x	x	x		x	
Golf Operations	F0WF 34	x	x	x		x	x	x										
History and Development of Golf	F0W2 34	x		x		x	x											
Human Resource Management Practice	A6HA 35								x	x		x	x	x	x		x	
Human Resource Management: Introduction	DN78 34																	
Introduction to Financial Accounting Statements	A6GN 34	x			x		x	x										
Managing People and Organisations	DE3D 34	x	x	x	x		x	x										
Marketing Planning for a Domestic Market	DG6P 35								x	x	x	x	x	x	x	x		
Marketing: An Introduction	DE3C 34								x	x	x	x	x	x	x		x	x
Quality Service Operations for Sport and Recreation Organisations	DF8F 34								x	x	x	x	x	x	x		x	x
Understanding and Managing Financial Resources: An Introduction	D7MH 34	x			x		x	x										
Using Software Application Packages	D85F 34				x		x											

6 Approaches to delivery and assessment

6.1 Delivery of Graded Units

The Graded Units assess candidates' abilities in integrating and retaining knowledge and understanding, whilst reflecting the aims of the award.

6.2 Delivery and assessment

Although centres can choose what order in which to teach the Units within the awards, guidelines have been produced on timetabling the mandatory Units. **This Programme Planner is presented as Appendix 2.** These timetables reflect the building block nature of the Units.

The assessment strategy of the design principles to encourage a more holistic approach to assessment has been adopted in both awards. The new HN Unit specification places the emphasis on reducing assessment load for candidates and centres by devising assessments which assess the entire theory content of the Unit where appropriate, and by sampling of Knowledge and/or Skills carried out under closed-book conditions on a random basis to ensure the candidates do not have prior knowledge of the sample.

Unit specifications detail the Evidence Requirements and assessment procedures for each assessment event. Should centres wish to use a different mode of assessment from that recommended, they should seek prior moderation from SQA.

6.3 Open Learning

The HNC and **HND** Golf Course Management may be delivered by Open Learning/Flexible Learning and by full-time delivery modes. All candidates, irrespective of delivery mode, will have to attend the presenting centre or other agreed institution to complete the practical assessments. Centre-devised supervision should detail controlled conditions to ensure authenticity of evidence.

6.4 Resource requirements

Resource requirements will vary depending on the options offered by each centre.

A number of centres now have their own golf courses. Where this is not the case, candidates will normally have access to a golf course through their employment.

6.5 Assessment strategy and assessment schedule

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 appropriate to the Unit and to fit with subject benchmarks. They vary across Units to reflect the distinct aspect of particular subject disciplines.

A proposed schedule of assessment is included below:

Proposed assessment planner

Unit title	HNC/ HND	Week number																	
		3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
History and Development of Golf	HNC	PR					PR			CB									
Golf Courses: An Introduction	HNC		CB		CB				CB						CB		CB		
Golf Operations	HNC			PR				PR					PR					PR	
Introduction to Financial Accounting Statements	HNC				OB		EX			CB									
Using Software Application Packages	HNC																OB		
Managing People and Organisations	HNC														CB			CB	
Developing Skills for Personal Effectiveness	HNC																		
Marketing: An Introduction	HNC					OB			OB										
Creating a Culture of Customer Care	HNC																		
Workplace Experience	HNC																PR		
Golf Management: Graded Unit 1	HNC																		

CS: Case Study EX: Examination MC: Multiple Choice PR: Project OB: Open-Book Assessment CB: Closed-Book Assessment

Proposed assessment planner (continued)

Unit title	HNC/ HND	Week number															
		21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
History and Development of Golf	HNC																
Golf Courses: An Introduction	HNC	CB															
Golf Operations	HNC		OB														
*Introduction to Financial Accounting Statements	HNC																
Using Software Application Packages	HNC	PR															
Managing People and Organisations	HNC		CB														
Developing Skills for Personal Effectiveness	HNC							PR				CS					
Marketing: An Introduction	HNC																
Creating a Culture of Customer Care	HNC										OB		PR				
Workplace Experience	HNC				PR										PR		
Golf Management: Graded Unit 1	HNC						PR										

CS: Case Study EX: Examination MC: Multiple Choice PR: Project OB: Open-Book Assessment CB: Closed-Book Assessment

Proposed assessment planner

Unit title	HNC/ HND	Week number																	
		3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Contemporary Golf Industry	HND		PR			PR		PR		PR									
Golf Facility Development	HND			CS					PR						PR				
Marketing Planning for a Domestic Market	HND						OB					PR					PR		PR
Business Culture and Strategy	HND													CS					
Human Resource Management Practice	HND				OB						PR						OB		
Golf Courses: Developing Understanding	HND																		
Grievance and Discipline Handling	HND																		
Golf Management: Graded Unit 2 and 3	HND												PR						PR

CS: Case Study EX: Examination MC: Multiple Choice PR: Project OB: Open-Book Assessment CB: Closed-Book Assessment

Proposed assessment planner (continued)

Unit title	HNC/ HND	Week number															
		21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Contemporary Golf Industry	HND																
Golf Facility Development	HND																
Marketing Planning for a Domestic Market	HND		PR														
Business Culture and Strategy	HND																
Human Resource Management Practice	HND	PR															
Golf Courses: Developing Understanding	HND							PR			CB		CB		PR		
Grievance and Discipline Handling	HND						OB			OB				OB			
Golf Management: Graded Unit 2 and 3	HND				PR							PR					

CS: Case Study EX: Examination MC: Multiple Choice PR: Project OB: Open-Book Assessment CB: Closed-Book Assessment

6.6 Credit transfer transition arrangements

In principle, candidates 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 candidates seeking second year entry.

7 General information for centres

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (www.sqa.org.uk).

Internal and external verification

All instruments of assessment used within this/these Group Award(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 and Quality Assurance for Colleges of Further Education* (www.sqa.org.uk).

Unit specifications

The Unit specifications for all Units in the HNC and **HND, including** the Graded Units, can be accessed from the SQA website www.sqa.org.uk

8 General information for candidates

Centres should provide candidates with a brief summary of the Group Award before they commence on their course of study. This summary should include information on what the Group Award is about: on the knowledge and skills which will be developed: on what is involved in assessment and, in particular, the Graded Units: about Core Skills, and about the conditions of the award. This would ideally be presented as part of the information in a course handbook and should include information on the possible progression routes and types of employment available on completion of the course.

This information should clarify the possible progression routes from HNC to HND and should include centre-specific information on the routes available in the centre or the availability of courses in other centres.

HNC candidates could normally expect to find employment as a first assistant within the Greenkeeping profession.

For HND, the progression routes are to degree and post-graduate levels. Employment can often be at Head Greenkeeper level, and there could be opportunities to work abroad or to continue studies abroad.

9 Glossary of terms

SCQF: This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology 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: One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

SCQF levels: The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

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

Graded Unit: Graded Units assess candidates' 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 candidates to retain and adapt their skills and knowledge.

Dedicated Core Skill Unit: This is a Unit that is written to cover one or more particular Core Skills, eg HN Units in *Information Technology* or *Communications*.

Embedded Core Skills: This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

Signposted Core Skills: This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

Qualification Design Team: The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/D from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

10 Appendices

Appendix 1: Core Skills Signposting

Appendix 2: Programme delivery planner for HNC (HND Year 1) and HND (HND Year 2)

ASSAP

Appendix 1: Core Skills Signposting

Course: HNC Golf Management — Core Units

CT	Critical Thinking	PO	Planning & Organising	RE	Reviewing & Evaluating
WwO	Working with Others	WC	Written Communication	OC	Oral Communication
UN	Using Numbers	UGI	Using Graphical Info	IT	Using Info Technology

UNIT CODE	UNIT	CORE SKILL COMPONENT COVERED BY UNIT									
		Problem Solving			WwO	Communication			Numeracy		IT
		CT	PO	RE	WwO	WC	OC	UN	UGI	IT	
F0W2 34	History and Development of Golf	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5		✓ SCQF level 4	✓ SCQF level 4	
F0WC 34	Golf Courses: An Introduction	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5		✓ SCQF level 4	✓ SCQF level 4	
F0WF 34	Golf Operations	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 4	✓ SCQF level 4	✓ SCQF level 4	
A6GN 34	Introduction to Financial Accounting Statements										
D7MH 34	OR Understanding and Managing Financial Resources: An Introduction	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5		✓ SCQF level 5			
D85F 34	Using Software Application Packages	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5		✓ SCQF level 4	✓ SCQF level 4	
DE3D 34	Managing People in Organisations	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5			✓ SCQF level 4	
DE3N 34	Communication: Analysing and Presenting Complex Communication									✓ SCQF level 4	
DF4E 34	OR Developing Skills for Personal Effectiveness	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5				
F13E 34	Golf Management: Graded Unit 1	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5		✓ SCQF level 4	✓ SCQF level 4	

Course: HND Golf Management — Core Units

CT Critical Thinking

WwO Working with Others

UN Using Numbers

PO Planning & Organising

WC Written Communication

UGI Using Graphical Info

RE Reviewing & Evaluating

OC Oral Communication

IT Using Info Technology

UNIT CODE	UNIT	CORE SKILL COMPONENT COVERED BY UNIT								
		Problem Solving			WwO	Communication		Numeracy		IT
		CT	PO	RE	WwO	WC	OC	UN	UGI	IT
F0WB 35	Contemporary Golf Industry	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6			✓ SCQF level 5
F0WE 35	Golf Facility Development	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6		✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5
DG6P 35	Marketing Planning for a Domestic Market	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5
DE3X 35	Business Culture and Strategy	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6			✓ SCQF level 5
A6HA 35	Human Resource Management Practice	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6		✓ SCQF level 5		✓ SCQF level 5
F13F 35	Golf Management: Graded Unit 2	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 6	✓ SCQF level 5	✓ SCQF level 5	✓ SCQF level 5

Appendix 2: Programme delivery planner for HNC (HND Year 1)

Name of course HNC Golf Management

Year of study 1st Mode of study Full-time

Unit No	Unit name	Level	M/O	No of credits	Hours per block			Member of staff
					Block 1	Block 2	Block 3	
F0W2 34	History and Development of Golf	7	M	1	3			FH
F0WC 34	Golf Courses: An Introduction	7	M	1		3		PM
F0WF 34	Golf Operations	7	M	2	3	3		FH/GM
A6GN 34	Introduction to Financial Accounting Statements	7	M	1	3			CG
DE3D 34	Managing People and Organisations	7	M	2	3	3		SM
D85F 34	Using Software Application Packages	7	M	1		3		SW
F13E 34	Golf Management: Graded Unit 1	7	M	1			3	FH/PM
DJ42 34	Creating a Culture of Customer Care	7	O (M at HND)	1			3	JP/GM
DE3C 34	Marketing: An Introduction	7	O (M at HND)	1	3			SM
DF4E 34	Developing Skills for Personal Effectiveness	7	M	1			3	SM
DV0M 34	Workplace Experience	7	O	2		3	3	FH/PM
DF45 34	Developing the Individual within a Team	7	O	1			3	
Totals					14	15	15	15

Check that your proposed delivery plan meets the requirements of the Design Principles.

Programme delivery planner for HND (HND Year 2)

Name of course HND Golf Management

Year of study 2nd

Mode of study Full-time

Unit No	Unit name	Level	M/O	No of credits	Hours per block			Member of staff
					Block 1	Block 2	Block 3	
F0WE 35	Golf Facility Development	8	M	2	3	3		PM
F0WB 35	Contemporary Golf Industry	8	M	1	3			PM/FH
DG6P 35	Marketing Planning for a Domestic Market	8	M	2	3	3		IR
DE3X 35	Business Culture and Strategy	8	M	2		3	3	SM
A6HA 35	Human Resource Management Practice	8	M	2	3	3		SM
F13F 35	Golf Management: Graded Unit 2	8	M	2		3	3	FH/PM
F0WD 35	Golf Courses: Developing Understanding	8	O	1			3	PM
D4XF35	Grievance and Discipline Handling	8	O	1			3	SM
Totals					15	15	18	12

Check that your proposed delivery plan meets the requirements of the Design Principles.