



Group Award Specification for:

SQA Advanced Certificate in Golf Course Management at SCQF level 7

SQA Advanced Certificate in Golf Club Management at SCQF level 7

SQA Advanced Diploma in Golf Management at SCQF level 8

Group Award Codes: GN24 47; GN4Y 47; GN23 48

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1 Introduction

1.1 Background

This is the arrangements document for the SQA Advanced Certificate in Golf Course Management, the SQA Advanced Certificate in Golf Club Management and the integrated SQA Advanced Diploma in Golf Management. 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 designed to ensure that learners are offered a broad-based education through establishing a balance between practical skills, core skills and knowledge and understanding of the golfing and golf tourism industries.

1.2 Key skills associated with the achievement of these awards

1.2.1 Knowledge and understanding

On completion of their SQA Advanced Qualification, 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

1.2.2 Cognitive (thinking) skills

By the end of their SQA Advanced Qualification, students will have developed a capacity 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

1.2.3 Practical skills

The coursework demands will ensure that students who complete an SQA Advanced Qualification 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

SQA Advanced Certificate and Diploma

1.2.4 Transferable (key) skills

By the end of the SQA Advanced 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 SQA Advanced Certificate and SQA Advanced Diploma include a mandatory section of units, along with a further one section (in the case of the SQA Advanced Certificate), or sections (in the case of the SQA Advanced Diploma), where a number of options have to be selected.

SQA Advanced Certificate in Golf Course Management and SQA Advanced Certificate in Golf Club Management

Learners will be awarded an SQA Advanced Certificate 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 SQA Design Principles require an SQA Advanced Certificate to incorporate at least 48 SCQF credit points at SCQF level 7. This requirement is met through the mandatory and limited option sections.

SQA Advanced Diploma in Golf Management

Learners will be awarded an SQA Advanced Diploma on successful completion of all of the units and 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 SQA Credits). The SQA Design Principles require an SQA Advanced Diploma to incorporate at least 64 SCQF credit points (8 SQA 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 the SQA Advanced Certificate and SQA Advanced Diploma Framework

SQA Advanced Certificate in 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
HW84	47	History and Development of Golf	1	8	7
HW90	47	Management of Turf Areas on Golf Courses	1	8	7
HW81	47	Golf Course Management: Design and Construction of Golf Course Features	2	16	7
HW82	47	Turfgrass Ecology: An Introduction	1	8	7
HW89	47	Golf Course Management: Selection and Management of Machinery	1	8	7
HW8A	47	Soil Science for Turf Managers 1	1	8	7
HW8D	47	Golf Course Management: Sportsturf Drainage Systems	1	8	7
HW95	47	Golf Course Management: Graded Unit 1	1	8	7

SQA Advanced Certificate and Diploma

Optional units (3 unit credits/24 SCQF credit points required)

4 code	2 code	Unit title	SQA Credit	SCQF credit points	SCQF level
HW80	47	Golf Course Management: Golf Course Budgets	1	8	7
HW87	47	Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	1	8	7
HW85	48	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8
HW8F	47	Golf Courses: An Introduction	1	8	7
HX3C	47	Plant Protection	1	8	7
HW7Y	47	Employment and Health and Safety Legislation for the Land Based Industries	1	8	7
J1E3	47*	Supervision and Management	1	8	7
HP78	47	IT in Business: Spreadsheets	1	8	7
HR0A	47	Using Software Application Packages	1	8	7
HT5F	47	Financial Accounting Statements: An Introduction	1	8	7
HP73	47	Creating a Culture of Customer Care	1	8	7
HR10	47	Using Financial Accounting Software	1	8	7
HT5E	47	OR Using Financial Accounting Statements			
HP75	47	Communication: Business Communication	1	8	7
HW8P	47	OR Communication: Presenting Complex Information for Vocational Purposes			

SQA Advanced Certificate and Diploma

SQA Advanced Certificate in 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
HW84	47	History and Development of Golf	1	8	7
J1E3	47*	Supervision and Management	1	8	7
HW90	47	Management of Turf Areas on Golf Courses	1	8	7
HW91	47	Golf Club Operations	1	8	7
HW77	47	Understanding and Managing Financial Resources: An Introduction	1	8	7
HR17	47	Payroll			
J2FG	47*	Human Resource Management: An Introduction to Finance			
HW7X	47	Quality Models	1	8	7
HW7V	47	Fundamentals of Quality			
HW7R	47	Quality Service Operations for Sport and Recreation Organisations			
HP71	47	Managing People and Organisations	2	16	7
HW8Y	47	Golf Management: Food & Beverage Operations	1	8	7
HW92	47	Food and Beverage Events			
HW96	47	Golf Club Management: Graded Unit 1	1	8	7

SQA Advanced Certificate and Diploma

Optional units (3 unit credits/24 SCQF credit points required)

4 code	2 code	Unit title	SQA Credit	SCQF credit points	SCQF level
HW87	47	Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	1	8	7
HW85	48	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8
HW80	47	Golf Course Management: Golf Course Budgets	1	8	7
HW8F	47	Golf Courses: An Introduction	1	8	7
HX3C	47	Plant Protection	1	8	7
HW7Y	47	Employment and Health and Safety Legislation for the Land Based Industries	1	8	7
HP78	47	IT in Business: Spreadsheets	1	8	7
HR0A	47	Using Software Application Packages	1	8	7
HT5F	47	Financial Accounting Statements: An Introduction	1	8	7
HP73	47	Creating a Culture of Customer Care	1	8	7
HR10	47	Using Financial Accounting Software	1	8	7
HT5E	47	Using Financial Accounting Statements			
HP75	47	Communication: Business Communication	1	8	7
HW8P	47	Communication: Presenting Complex Information for Vocational Purposes			

SQA Advanced Certificate and Diploma

SQA Advanced Diploma in Golf Management

Mandatory units — 13 unit credits/104 SCQF credit points required

Code	Unit title	SQA credit	SCQF credit points	SCQF level
HW84 47	History and Development of Golf	1	8	7
HW90 47	Management of Turf Areas on Golf Courses	1	8	7
HW8X 48	Managing Turf Playing Performance	1	8	8
HR0W 47	Project Management: An Introduction	1	8	7
J2FD 47*	Human Resource Management: Introduction	1	8	7
HP6N 47	Marketing: An Introduction	1	8	7
HW99 48	Golf Management: Graded Unit 2	2	16	8
HW8E 48	Contemporary Golf Industry	1	8	8
HW8M 48	Understanding Golf Tourism	2	8	8
HT2L 48	Hospitality Management Accounting	1	8	8
HP6V 48	OR Statistics for Business			
HW94 48	OR Landscape Industry: Specification and Estimation			
HW8T 48	Management Research	1	8	8
HW93 48	OR Marketing Research Applications			
HW85 48	OR Golf Course Management: Integrated Management of the Golf Course Environment			

Route 1 (COURSE Management) mandatory units — four unit credits/24 SCQF credit points required					Route 2 (CLUB Management) mandatory units — six unit credits/48 SCQF credit points required				
Code	Unit Title	Credit	SCQF points	SCQF level	Code	Unit Title	Credit	SCQF points	SCQF level
HW95 47	Golf Course Management: Graded Unit 1	1	8	7	HW96 47	Golf Club Management: Graded Unit 1	1	8	7
HW83 47	Golf Course Management: Golf Course Irrigation Systems	1	8	7	HW8H 48	Golf Facility Development	2	16	8
HW8C 48	Soil Science for Turf Managers 2	1	8	8	HW8W 48	Golf Management: Managing Retail Operations & Merchandising	1	8	8
HW88 47	Golf Course Management: Integrated Pest Management for Sportsturf	1	8	7	HP6R 48	Business Culture and Strategy	2	16	8

Group Award Specification: SQA Advanced Certificate in Golf Course Management at SCQF level 7 (GN24 47), SQA Advanced Certificate in Golf Club Management at SCQF level 7 (GN4Y 47) and SQA Advanced Diploma in Golf Management at SCQF level 8 (GN23 48)

SQA Advanced Certificate and Diploma

SQA Advanced Diploma 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
HP4X 47	Work Placement	1	8	7
HP6Y 47	Business Law: An Introduction	1	8	7
HR10 47	Using Financial Accounting Software	1	8	7
HT5E 47	Using Financial Accounting Statements	1	8	7
HW80 47	Golf Course Management: Golf Course Budgets	1	8	7
HP75 47	Communication: Business Communication	1	8	7
HW8P 47	OR Communication: Presenting Complex Information for Vocational Purposes	1	8	7
HW7Y 47	Employment and Health and Safety Legislation for the Land Based Industries	1	8	7
J1EA 47*	Supervision and Management	1	8	7
HW87 47	Golf Course Management: Managing Structures and Non-Turf Areas on a Golf Course	1	8	7
HW85 48	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8
HW7M 47	Plant Protection	1	8	7
HP78 47	IT in Business: Spreadsheets	1	8	7
HR0A 47	Using Software Application Packages	1	8	7
HT5E 47	Financial Accounting Statements: An Introduction	1	8	7
HP73 47	Creating a Culture of Customer Care	1	8	7
HW8F 47	Golf Courses: An Introduction	1	8	7
HW8J 47	Pesticide Application	1	8	7
HW7N 47	Pesticide Application 1	1	8	7
HW86 48	Golf Course Management: Managing International Turf Grasses	1	8	8
HW94 48	Landscape Industry: Specification and Estimation	1	8	8
HW7P 48	Event Management in Sport	1	8	8
HR13 47	Developing the Individual within a Team	1	8	7
HR0K 48	Developing Skills for Personal Effectiveness	1	8	8
HP09 48	Marketing Planning: Domestic Market	2	16	8
HP76 47	International Marketing: an Introduction	1	8	7
J461 47*	Economic Issues: An Introduction	1	8	7
HP6P 48	Economics 1: Micro and Macro Theory and Application	1	8	8
HT3N 47	Consumer Behaviour and the Marketing Process	1	8	7
HP0P 48	International Marketing: The Mix	1	8	8
HW7W 47	Management of Quality	2	16	7
HW8G 48	Golf Courses: Developing Understanding	1	8	8
HW81 47	Golf Course Management: Design and Construction of Golf Course Features	2	16	7
HW82 47	Turfgrass Ecology: An Introduction	1	8	7
HW89 47	Golf Course Management: Selection and Management of Machinery	1	8	7
HW8A 47	Soil Science for Turf Managers 1	1	8	7
HW8D 47	Golf Course Management: Sportsturf Drainage Systems	1	8	7
HW91 47	Golf Club Operations	1	8	7
HV77 47	Understanding and Managing Financial Resources: An Introduction	1	8	7
HR17 47	Payroll	1	8	7

SQA Advanced Certificate and Diploma

SQA Advanced Diploma 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
J2FG 47*	Human Resource Management: An Introduction to Finance	1	8	7
HW7X 47	Quality Models	1	8	7
HW7V 47	Fundamentals of Quality	1	8	7
HW7R 47	Quality Service Operations for Sport and Recreation Organisations	1	8	7
HP71 47	Managing People and Organisations	2	16	7
HW8Y 47	Golf Management: Food and Beverage Operations	1	8	7
HW92 47	Food and Beverage Events	1	8	7
HW85 48	Golf Course Management: Integrated Management of the Golf Course Environment	1	8	8

3 Aims of the qualifications

The golf industry needs to embrace a higher level of skills in the management of both its courses and its clubs. Those involved in all aspects of the golf industry need to continue to upgrade their management skills in order to cope with current operating conditions; for example, clubs' and other providers' increasing recognition of 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 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 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.

3.1 General aims of the qualifications

3.1.1 General aims of the SQA Advanced Certificate

The general aims of the SQA Advanced Certificate in Golf Course Management and the SQA Advanced Certificate in 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 the SQA Advanced Diploma 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 that learners will need to function effectively in the dynamic contemporary labour market
- 5 enable learners to contribute to the employers' demands for trained personnel

SQA Advanced Certificate and Diploma

3.1.2 General aims of the SQA Advanced Diploma

The general aims of the SQA Advanced 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 employers' demands for trained personnel 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 the SQA Advanced Certificate

SQA Advanced Certificate in Golf Course Management

The specific aims of the SQA Advanced Certificate 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.

SQA Advanced Certificate and Diploma

SQA Advanced Certificate in Golf Club Management

The specific aims of the SQA Advanced Certificate 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 SQA Advanced Diploma

The specific aims of the SQA Advanced Diploma 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

SQA Advanced Certificate and Diploma

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. The projects will be team based.

Learners will take a one-credit graded unit at SCQF level 7 in the SQA Advanced Certificate/year one of the SQA Advanced Diploma. SQA Advanced Diploma learners will undertake two graded units:

- (1) one graded unit at SCQF level 7 based on Research Application and Methodology, and
- (2) one two-credit graded unit at SCQF level 8 in the year two of the SQA Advanced Diploma

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 the SQA Advanced Certificate or SQA Advanced Diploma Year 1

The following recommendations are for guidance only.

Recommended entry requirements to the SQA Advanced Certificate and Year 1 of the SQA Advanced Diploma

- ◆ 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)
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
or

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 (as 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

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 SQA Advanced Diploma Year 2

While articulation to the year two of the SQA Advanced Diploma 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 year two of the course. This would normally include all the mandatory units for the SQA Advanced Certificate (including the graded unit). Where a full SQA Advanced Certificate in Golf Course Management or SQA Advanced Certificate in 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 two, 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 SQA Advanced Diploma. 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.

SQA Advanced Certificate		
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 adapt successfully to changing circumstances and requirements
Working with Others	SCQF 4	Learners will require to work in teams or groups — particularly in the graded unit

SQA Advanced Certificate and Diploma

SQA Advanced Diploma		
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 participate fully 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 SQA Advanced Certificate will be broadly equivalent to the first year of a Scottish degree, while the SQA Advanced Diploma 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.

SQA Advanced Certificate and Diploma

5.1 Mapping of qualification aims to units

SQA Advanced Certificate in Golf Course/Golf Club Management — GENERAL AIMS

Code		Unit title	1	2	3	4	5
HW84	47	History and Development of Golf	X	X			
HW90	47	Management of Turf Areas on Golf Courses	X	X	X		X
HW81	47	Design & Construction of Golf Course Features	X	X	X		X
HW82	47	Turfgrass Ecology: An Introduction	X	X	X		X
HW89	47	Golf Course Management: Selection & Management of Machinery	X	X	X		X
HW8A	47	Soil Science for Turf Managers 1	X	X	X		X
HW8D	47	Golf Course Management: Sportsturf Drainage Systems	X	X	X		X
HR10	47	Using Financial Accounting Software	X		X	X	X
HT5E	47	OR Using Financial Accounting Statements					
HW80	47	Golf Course and Clubhouse Budgets	X		X	X	X
HW8P	47	Communication: Presenting Complex Information for Vocational Purposes	X	X		X	X
HW7Y	47	Employment Law & HS	X	X	X	X	X
J1E3	47	Supervision and Management	X	X	X	X	X
HW95	47	Golf Course Management: Graded Unit 1	X	X	X	X	X
HW96	47	Golf Club Management: Graded Unit 1					
HW91	47	Golf Club Operations	X	X	X	X	X
HV77	47	Understanding and Managing Financial Resources/	X		X	X	X
HR17/HW8V	47*	Payroll/HR Management — Intro to Finance					
HW7X/HW7V	47	Quality Models/Fundamentals of Quality	X		X	X	X
HW7R		Quality Service Operations for Sport & Recreation					
HP71	47	Managing People and Organisations	X	X	X	X	X
HW8Y/HW96	47	Food & Beverage Operations/Food & Beverage Events	X	X	X	X	X

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SQA Advanced Certificate in Golf Course Management — SPECIFIC AIMS

Code		Unit title					
			1	2	3	4	5
HW84	47	History and Development of Golf		X		X	
HW90	47	Management of Turf Areas on Golf Courses	X		X		
HW81	47	Design & Construction of Golf Course Features	X	X	X	X	
HW82	47	Turfgrass Ecology: An Introduction	X	X	X		
HW89	47	Golf Course Management: Selection & Management of Machinery	X	X	X		
HW8A	47	Soil Science for Turf Managers 1	X	X	X	X	
HW8D	47	Golf Course Management: Sportsturf Drainage Systems	X	X	X	X	
HR10 HT5E	47 47	Using Financial Accounting Software OR Using Financial Accounting Statements	X		X		X
HW80	47	Golf Course and Clubhouse Budgets	X	X	X	X	X
HW8P	47	Communication: Presenting Complex Information for Vocational Purposes	X		X		X
HW7Y	47	Employment Law & HS	X	X	X	X	X
J1E3	47	Supervision and Management	X	X	X	X	X
HW95	47	Golf Course Management: Graded Unit 1	X	X	X	X	

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SQA Advanced Certificate in Golf Club Management — SPECIFIC AIMS

Code		Unit title	Specific Aims				
			1	2	3	4	5
HW84	47	History and Development of Golf		X		X	
HW90	47	Management of Turf Areas on Golf Courses	X	X	X	X	
HW91	47	Golf Club Operations	X	X	X	X	
HV77	47	Understanding and Managing Financial Resources OR	X		X		
HR17	47	Payroll OR					
HW8V	47	HR Management – Intro to Finance					
HW7X	47	Quality Models OR	X	X	X	X	
HW7V	47	Fundamentals of Quality OR					
HW7R	47	Quality Service Operations for Sport & Recreation					
HP71	47	Managing People and Organisations	X	X	X	X	
HW8Y	47	Food & Beverage Operations OR	X	X	X	X	
HW96		Food & Beverage Events					
HR10	47	Using Financial Accounting Software OR	X		X		X
HT5E	47	Using Financial Accounting Statements					
HW80	47	Golf Course and Clubhouse Budgets	X	X	X	X	X
HW8P	47	Communication: Presenting Complex Information for Vocational Purposes	X		X		X
HW7Y	47	Employment Law & HS	X	X	X	X	X
HW96	47	Golf Club Management: Graded Unit 1	X	X	X	X	

SQA Advanced Certificate and Diploma

SQA Advanced Diploma in Golf Management Framework — GENERAL AIMS

Code		Unit title	General Aims					
			1	2	3	4	5	6
HW8X	48	Managing Turf Playing Performance	X	X	X	X	X	X
HR0W	47	Project Management: An Introduction	X	X			X	X
HP74	47	Human Resource Management: Introduction	X	X	X		X	X
HP6N	47	Marketing	X	X	X		X	X
HW83	47	Golf Course Management: Golf Course Irrigation Systems	X	X	X	X	X	X
HW8C	48	Soil Science for Turf Managers 2	X	X	X	X	X	X
HW88	47	Golf Course Management: Integrated Pest Management for Sportsturf	X	X	X	X	X	X
HJ4W	47	Workplace Experience	X	X	X	X	X	X
HW8E	48	Contemporary Golf Industry	X	X	X	X	X	X
HT2L	48	Hospitality Management Accounting/Statistics for Business	X	X			X	X
HP6V	48							
HW8M	48	Understanding Golf Tourism	X	X	X	X	X	X
HP6Y	47	Business Law: An Introduction	X	X			X	X
HW8T	48	Management Research	X	X	X	X	X	X
HW93	48	Marketing Research Applications						
HW99	48	Golf Management: Graded Unit 2	X	X	X	X	X	X
HW8H	48	Golf Facility Development	X	X	X	X	X	X
HW8W	48	Managing Retail Operations & Merchandising	X	X	X	X	X	X
HP6R	48	Business Culture and Strategy	X	X			X	X

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SQA Advanced Diploma in Golf Management Framework — SPECIFIC AIMS

Code		Unit title					
			1	2	3	4	5
HW8X	48	Managing Turf Playing Performance	X	X	X	X	
HR0W	47	Project Management: An Introduction	X	X		X	
HP74	47	Human Resource Management: Introduction	X	X	X	X	
HP6N	47	Marketing	X	X	X	X	
HW83	47	Golf Course Management: Golf Course Irrigation Systems	X	X	X	X	
HW8C	48	Soil Science for Turf Managers 2	X	X	X	X	
HW88	47	Golf Course Management: Integrated Pest Management for Sportsturf	X	X	X	X	
HJ4W	47	Workplace Experience	X	X	X	X	X
HW8E	48	Contemporary Golf Industry	X	X	X	X	X
HT2L	48	Hospitality Management Accounting/ Statistics for Business	X	X		X	X
HP6V	48						
HW8M	48	Understanding Golf Tourism	X	X	X	X	X
HP6Y	47	Business Law: An Introduction	X	X		X	X
HW8T	48	Management Research	X	X	X	X	X
HW93	48	Marketing Research Applications					
HW99	48	Golf Management: Graded Unit 2	X	X	X	X	
HW8H	48	Golf Facility Development	X	X	X	X	
HW8W	48	Managing Retail Operations & Merchandising	X	X	X	X	
HP6R	48	Business Culture	X	X		X	

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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

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Code		Unit title	National Occupational Standard															
			AA	BA	BB	CA	DA	DB	DC	EA	EB	EC	ED	FA	FB	FC	FD	FE
HW84	47	History and Development of Golf			X	X					X							
HW90	47	Management of Turf Areas on Golf Courses		X	X	X		X		X	X	X		X				X
HW81	47	Design & Construction of Golf Course Features		X	X	X	X			X	X	X		X	X			X
HW82	47	Turfgrass Ecology: An Introduction			X	X						X						X
HW89	47	Golf Course Management: Selection & Management of Machinery		X	X	X	X			X	X	X	X	X				X
HW8A	47	Soil Science for Turf Managers 1			X	X						X						X
HW8D	47	Golf Course Management: Sportsturf Drainage Systems			X	X	X			X	X	X	X					X
HR10	47	Using Financial Accounting Software		X	X					X		X				X		
HT5E	47	Using Financial Accounting Statements		X	X	X				X		X						
HW80	47	Golf Course and Clubhouse Budgets		X	X	X	X			X		X		X				X
HW8P	47	Communication: Presenting Complex Information for Vocational Purposes	X	X		X			X			X			X	X	X	X
HW7Y	47	Employment Law & HS		X	X	X	X		X		X	X		X			X	X
J1E3	47	Supervision and Management	X	X	X	X	X	X	X		X	X		X	X		X	
HW95/HW96	47	Golf Course/Club Management: Graded Unit 1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
HW91	47	Golf Club Operations			X	X	X			X	X	X	X	X	X	X	X	X
HW7X/HW7V HW7R	47	Quality Models/Fundamentals of Quality Quality Service Operations for Sport & Recreation	X	X	X	X	X					X		X			X	X
HV77 HR17/HW8V	47	Understanding and Managing Financial Resources/Payroll/ HR Management – Intro to Finance		X	X	X	X			X		X				X		
HP71	47	Managing People and Organisations	X	X	X	X	X	X	X			X		X			X	X
HW8W/ HW96	47	Food & Beverage Operations/ Food & Beverage Events		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Code		Unit title	National Occupational Standard																
			AA	BA	BB	CA	DA	DB	DC	EA	EB	EC	ED	FA	FB	FC	FD	FE	
HW8X	48	Managing Turf Playing Performance	X	X	X	X		X	X	X	X	X	X	X	X			X	
HR0W	47	Project Management: An Introduction	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
HP74	47	Human Resource Management: Introduction	X	X	X	X	X	X	X		X		X				X	X	
HP6N	47	Marketing		X	X	X				X		X	X	X	X	X	X	X	
HW83	47	Golf Course Management: Golf Course Irrigation Systems			X	X				X	X	X	X	X				X	
HW8C	48	Soil Science for Turf Managers 2			X	X						X						X	
HW88	47	Golf Course Management: Integrated Pest Management for Sportsturf			X	X				X	X	X						X	
HJ4W	47	Workplace Experience	X	X	X	X	X	X	X			X		X		X	X	X	
HW8E	48	Contemporary Golf Industry			X	X						X			X	X	X	X	
HT2L	48	Hospitality Management Accounting/ Statistics for Business		X	X	X				X		X	X	X	X	X		X	
HP6V	48																		
HW8M	48	Understanding Golf Tourism			X	X						X			X	X	X	X	
HP6Y	47	Business Law: An Introduction		X	X	X	X			X	X	X		X	X	X		X	
HW8T	48	Management Research	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
HW93	48	Marketing Research Applications																	
HW99	48	Golf Management: Graded Unit 2	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
HW8H	48	Golf Facility Development		X	X	X	X			X	X	X	X	X	X	X	X	X	
HW8W	48	Managing Retail Operations & Merchandising		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
HP6R	48	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 SQA Advanced Certificates or SQA Advanced Diplomas. 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 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 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

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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

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SQA Advanced Certificate in 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
HW84	47	History and Development of Golf	x	x			x	x	x	x	x	x	
HW90	47	Management of Turf Areas on Golf Courses	x			x	x	x	x	x	x	x	
HW81	47	Design & Construction of Golf Course Features	x		x	x	x	x	x	x	x		
HW82	47	Turfgrass Ecology: An Introduction	x			x	x	x	x	x	x	x	
HW89	47	Golf Course Management: Selection & Management of Machinery	x		x	x	x	x	x	x	x		
HW8A	47	Soil Science for Turf Managers 1	x		x	x	x	x	x	x	x		
HW8D	47	Golf Course Management: Sportsturf Drainage Systems	x		x	x	x	x	x	x	x		
HR10	47	Using Financial Accounting Software OR	x		x	x	x	x	x	x	x		
HT5E	47	Using Financial Accounting Statements	x		x	x	x	x	x	x	x		
HW80	47	Golf Course and Clubhouse Budgets											
HW8P	47	Communication: Presenting Complex Information for Vocational Purposes	x	x		x	x	x	x	x	x		x
HW7Y	47	Employment Law & HS	x	x		x	x	x	x	x			
J1E3	47	Supervision and Management	x	x		x	x	x	x	x	x	x	
HW95/ HW96	47	Golf Course/Club Management: Graded Unit 1	x	x	x	x	x	x	x	x	x	x	x

SQA Advanced Certificate and Diploma

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
HW91	47	Golf Club Operations	x	x	x	x	x	x	x	x	x	x	X
HV77 HR17 HW8V	47	Understanding and Managing Financial Resources/Payroll/ HR Management – Introduction to Finance	x		x	x	x	x	x	x	x		
HW7X/ HW7V HW7R	47	Quality Models/Fundamentals of Quality Quality Service Operations for Sport & Recreation	x	x	x	x	x	x	x	x	x	x	X
HP71	47	Managing People and Organisations	x	x			x	x	x	x	x	x	X
HW8Y/ HW96	47 47	Food & Beverage Operations/ Food & Beverage Events	x			x	x	x	x	x	x		

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SQA Advanced Diploma in 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
HW8X	48	Managing Turf Playing Performance	X			X	X	X	X	X	X	X	
HR0W	47	Project Management: An Introduction	X	X	X	X	X	X	X	X	X	X	X
HP74	47	Human Resource Management: Introduction	X		X		X	X	X	X	X	X	X
HP6N	47	Marketing	X		X	X	X	X	X	X	X	X	X
HW83	47	Golf Course Management: Golf Course Irrigation Systems	X				X	X			X		
HW8C	48	Soil Science for Turf Managers 2	X		X	X	X	X	X	X	X		
HW88	47	Golf Course Management: Integrated Pest Management for Sportsturf	X			X	X	X	X	X	X		
HJ4W	47	Workplace Experience	X	X			X	X	X	X	X	X	X
HW8E	48	Contemporary Golf Industry	X	X			X	X	X	X	X		
HT2L	48	Hospitality Management Accounting/ Statistics for Business	X		X	X	X	X	X	X	X		
HP6V	48												
HW8M	48	Understanding Golf Tourism	X	X	X	X	X	X	X	X	X		
HP6Y	47	Business Law: An Introduction	X			X	X	X	X	X	X		
HW8T	48	Management Research	X	X	X	X	X	X	X	X	X	X	X
HW93	48	Marketing Research Applications											
HW99	48	Golf Management: Graded Unit 2	X	X	X	X	X	X	X	X	X	X	X
HW8H	48	Golf Facility Development	X		X	X	X	X	X	X	X		
HW8W	48	Managing Retail Operations & Merchandising	X		X	X	X	X	X	X	X	X	X
HP6R	48	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 SQA Advanced Certificate and SQA Advanced 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

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SQA Advanced Certificate 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		

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SQA Advanced Diploma in 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			
Golf Facility Development	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 units

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 SQA Advanced Certificate/year one SQA Advanced Diploma are delivered prior to delivering the Graded Unit 1. It is important that these elements of the mandatory units are delivered before the graded unit is assessed.

Also in the second year, this programme will be delivering a Graded Unit 2 based upon Research — Application and Methodology. This unit is delivered along the same principles as Graded Unit 1.

Finally, it is also intended that the same principles of delivery apply in year two 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.

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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 SQA Advanced Units to demonstrate that they have the principal aims of the group award, and to grade learner achievement.

6.2 Recognition of prior learning

Some learners will already possess some of the required competences when they start the course, 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 SQA Advanced Certificate/SQA Advanced Diploma, 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.

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

- ◆ SQA Advanced 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 maybe recognised for professional and articulation purposes.

6.2.1 Articulation and/or progression

Articulation arrangements exist between a number of Scottish, UK and international universities where SQA Advanced Certificates and Diplomas will be accepted as advanced entry to either the second or third year of a related degree programme. Depending on the specific degree programme, certain units may be required as part of the SQA Advanced Certificate/Diploma. The optional section of the framework is sufficiently broad to ensure that centres are able to comply with reasonable articulation requests. A high proportion of our candidates have articulated to degree programmes and successfully completed them.

This structure will also provide opportunities for articulation and progression from the SQA Advanced Diploma 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 Scotland's Rural College 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).

Opportunities also exist for articulation and progression to BA General Management Courses at various universities. In addition, the programme will allow for the development of exchange programmes, and progression routes for golf programmes offered overseas (eg USA).

6.2.2 Professional recognition

The opportunity will exist for SQA Advanced Diploma 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.

SQA Advanced Certificate and Diploma

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.

6.3 Opportunities for e-assessment

It is the intention to ensure that all the SQA Advanced Certificate/SQA Advanced Diploma 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, eg Turnitin 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 the 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 SQA 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. SQA Advanced Certificates and SQA Advanced Diplomas are available at SCQF levels 7 and 8 respectively. SQA Advanced 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.

SQA Advanced Certificate and Diploma

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 Connect 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
04	Revision of Unit: HP6T 47 Economic Issues: An Introduction (finish date 31/07/2024) has been replaced by J461 47 Economic Issues: An Introduction (start date 01/08/2020) for GN23 48 Golf Management Framework only	06/04/20
03	Revision of Unit: HW8V 47 Human Resource Management: An Introduction to Finance (finish date 31/07/2021) has been replaced by J2FG 47 Human Resource Management: An Introduction to Finance (start date 01/08/2019) for Golf Management and Golf Club Management frameworks only. Revision of Unit: HP74 47 Human Resource Management: Introduction (finish date 31/07/2021) has been replaced by J2FD 47 Human Resource Management: Introduction (start date 01/08/2019)	16/07/19
02	Revision of Unit: HW8N 47 Supervision and Management (finish date 31/07/2021) has been replaced by J1E3 47 Supervision and Management (start date 01/08/2018) for all 3 awards	31/08/18

Acknowledgement

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

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 — SQA Advanced Certificate

The aims of the SQA Advanced Certificate in Golf Course Management and SQA Advanced 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 SQA Advanced Certificates 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 SQA Advanced Certificate 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 SQA Advanced Certificate. This will take the form of a practical project or case study.

There are also opportunities in the SQA Advanced Certificate 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 SQA Advanced Certificate to SQA Advanced Diploma. 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 SQA Advanced Certificate 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 SQA Advanced Certificate 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.

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Guidance for Learners — SQA Advanced Diploma

The aim of this SQA Advanced 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 SQA Advanced Diploma 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 SQA Advanced Diploma. This will take the form of a practical project or case study.

Progression from the SQA Advanced Diploma 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 SQA Advanced Diploma 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 SQA Advanced Diploma to Year 3 of the BA in Golf Management at UHI Millennium Institute, or BA in Golf Management at University of Abertay with other articulation routes also accessible particularly in Business Management, Event Management and Tourism and 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 the USA.

The opportunity will exist for SQA Advanced Diploma 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.