



**Arrangements for:
Higher National Certificate
Golf Management**

Group Award Code: G8E915

and

**Higher National Diploma
Golf Management**

Group Award Code: G8EA16

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Acknowledgement

SQA acknowledges the valuable contribution that 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 qualification, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

Version number	Description	Date
08	Revision of Unit: DV0M 34 Work Experience has been replaced in both HND and HNC frameworks by HJ4W 34 Work Placement and will finish on 31/07/2019.	29/03/2017
07	Added Units: Preparing Financial Forecast F84R 35 to be added as an alternative to DE3J 35 which is now finished to HNC and HND	10/07/15
06	Revision of Unit: DE3N 34 'Communication: Analysing and Presenting Complex Information' has been revised by H7TK 34 'Communication: Business Communication' and will finish on 31/07/2016.	29/05/15
05	Revision of Unit: DG6M 34 International Marketing: An Introduction has been revised by H8PD 34 International Marketing: An Introduction and will finish on 31/07/2017	10/02/15
04	Revision of Unit: DE3N 34 Communication: Analysing and Presenting Complex Communication has been revised by H7TK 34 Communication: Business Communication and will finish on 31/07/2016.	05/02/15
03	Changes to codes: <i>Managing People and Organisations</i> from DE3D 34 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F84T 34. <i>Business Culture and Strategy</i> from DE3X 35 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F7J7 35. <i>Marketing: An Introduction</i> from DE3C 34 (<i>finished</i>) to F7BX 34. <i>An Introduction to Financial Accounting Statements</i> from A6GN 34 (<i>finished</i>) and <i>Financial Accounting Statements: An Introduction</i> from F138 34 (<i>finished</i>) to F93K 34. <i>Creating a Culture of Customer Care</i> from DJ42 34 (<i>lapse date 31/07/2013, finish date 31/07/2015</i>) to H1F0 34. <i>Business Law: An Introduction</i> from DG6L 34 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F84P 34. <i>Statistics for Business</i> from DE3M 35 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F84K 35. <i>Information and Communication Technology in Business</i> from DE3K 35 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F84W 35. <i>Behavioural Skills for Business</i> from DE3L 35 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F84L 35. <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>Developing the Individual within a Team</i> from DF46 34 (<i>finished</i>) to F870 34. <i>Using Financial Accounting Software</i> from DE59 34 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F7JP 34. <i>Economics 1: Micro and Macro Theory and Application</i> from DE3G 35 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F7J6 35. <i>International Marketing: The Mix</i> from DG6N 35 (<i>finished</i>) to F7R3 35.	11/02/13

	<i>Economics Issues: An Introduction</i> from DE3A 34 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to F7J8 34. <i>Management of Food and Beverage Operations</i> from DL43 35 (<i>lapse date 31/07/2012, finish date 31/07/2014</i>) to H197 35.	
02	Amended structures for HNC/HND.	June 2011

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1 Introduction

This is the Arrangement Document for the revised HNC in Golf Management and HND in Golf Management which were validated in October 2006. 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.

2 Rationale for the revision of the award

The Higher National Certificate (HNC) and Higher National Diploma (HND) in Golf Management represent a revision of the HNC and HND in Golf Facility Management.

In the Research Report 'The Management and Marketing of Scotland's Golf Facilities' Price (2000) described the changes and the position of the golf industry in Scotland, and drew some hard-hitting conclusions as to how the industry needed to develop and modernise if it was to capitalise on the opportunities presented by the development of golf. One of these conclusions was:

'The management systems currently in operation in the Scottish Golf Industry urgently needs modernisation if they are to continue to serve the resident golf population and golf tourists.'

The original HNC and HND in Golf Facility Management were validated in 2002 and have run successfully since then. In particular, the HNC and HND addressed the identified skills-gap in the golf industry.

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

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

The original HNC and HND Golf Facility Management have been popular with Chinese candidates, and several partnerships have been established with Chinese Universities to include the HNC/HND as part of a relevant degree programme. Additionally, over the past five years the HNC and HND have attracted candidates from overseas countries including the Netherlands, Nepal, Germany, Malaysia, New Zealand, and Iceland.

At local and national level, there is an increase in growth and commercialisation within the golf industry and this affords many opportunities for successful HNC/HND candidates. For example, the Highland Region produced a Highland Golf Development Strategy for its own area of operation. The strategy recognises the potential of golf in Highland Region, and identifies the training requirements in order to capitalise on this. Among these requirements are training in management, customer care and marketing. This strategy document, and the reports of Robert Price 'The Golf Industry in Scotland — Database of Scotland's Golf Facilities' (1998), 'The Golf Industry in Scotland — Current Status and Future Prospects'

(1998), 'The Management and Marketing of Scotland's Golf Facilities' (2000) and 'Golf Business Management in Scotland' (2003) described the need for an industry to improve its skills in several areas. These include:

- ◆ considering golf as a business
- ◆ modernisation of management structures and practices
- ◆ customer service
- ◆ information management
- ◆ marketing
- ◆ use of the internet
- ◆ event management
- ◆ strategic planning
- ◆ packaging the product
- ◆ working with tour operators
- ◆ business and development planning.

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

In the previous awards successful candidates have progressed to BA programmes or found relevant employment in golf clubs, events teams and retail. Positions have included junior managers, Assistant Secretary and seasonal positions. Others have progressed to the PDA in Golf Facility Management.

Consultation on the need for the awards was through meetings both formal and informal with employers and other industry professionals. All confirmed the requirement for personnel with more knowledge and understanding of the golf industry and with the skills to make a positive contribution within the industry. These varied from the person in their first job to those with more experience entering management positions.

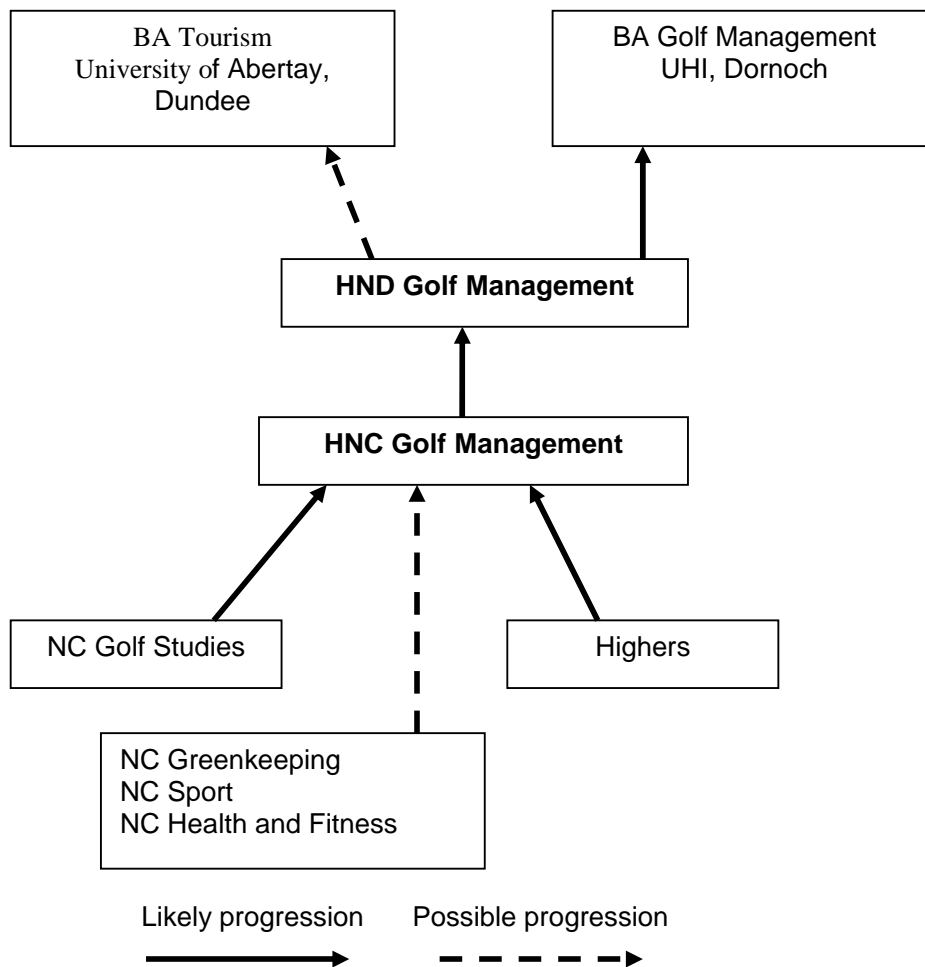
The HNC in Golf Management will provide a foundation knowledge and understanding of the golf industry in Scotland, the UK and overseas, coupled with knowledge and development of the skills required to seek employment as Golfers' Assistant, Event Assistant, Caddies, within the retail and/or food and beverage aspects of golf operations etc.

The HND will develop higher level competences, including the ability to analyse and apply the knowledge and understanding gained at the lower level. This is achieved through application of relevant business and management tools to situations within the golf industry. These skills would enable candidates to seek employment as Assistant Club Manager/Secretary, Event Coordinator, etc.

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

- ◆ Those progressing from NC/VQ in a relevant area e.g. Golf Studies or Greenkeeping
- ◆ Those applying from school having achieved 2 Highers and 3 Standard Grade passes
- ◆ Those in work in a golf facility or related environment who wish to achieve a qualification to enhance their career prospects
- ◆ Those seeking a change in career, likely to be mature candidates, but who have no previous relevant training or experience
- ◆ Candidates undertaking a degree in China who have the opportunity to achieve the HNC award as part of their degree programme

An articulation route on to a degree programme is available on completion of the HND. Progression and articulation routes are summarised in the following diagram.



3 Aims of the award

Those involved in all aspects within the golf industry need to up-grade their management skills in order to cope with current operating conditions. Clubs and other providers must also come to recognise the importance of good customer care. It is the degree of excellence the player or prospective player experiences at the club and on the course that will ultimately determine the membership and visitor numbers, and in turn the level of demand.

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

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

3.1 General Aims of the HNC

- 1 To develop candidates to be able to reason critically, to communicate ideas, and to participate effectively in a variety of team roles across a range of organisational contexts.
- 2 To develop transferable competences, such as interpersonal skills and emotional intelligence, that will assist in ongoing personal development.
- 3 To develop a strong interpersonal focus together with a capability to work effectively in a variety of roles in the golf industry.
- 4 To develop academic knowledge and an understanding of the conceptual frameworks upon which the study of business and management is based.

3.2 Specific Aims of the HNC

- 5 To develop the knowledge, understanding and skills required of the golf industry such that successful candidates can make a positive contribution to the functioning of a golf facility on a day-to-day basis as Golfers' Assistants, Event Assistants, Caddies, within the retail and/or food and beverage aspects of golf operations etc.
- 6 To contribute to the professional development required for employees within the golf industry.
- 7 To allow candidates to develop an understanding of business and management issues and their relevance in the golf industry.

3.3 General Aims of the HND

- 8 To develop team building and management skills in order to perform within a functioning managerial group.
- 9 To develop the depth of understanding of core management issues. This HND will build on the HNC and enable candidates to consider and revisit these issues from a managerial perspective.

- 10 To develop organisational and operational skills. The HND will further develop skills in planning and organisation and require the candidates to investigate contemporary business and golf industry issues in more depth.
- 11 To provide a basis for future career and personal development.
- 12 To build on previously acquired transferable skills.
- 13 To allow candidates to adopt an innovative and creative approach to their work. and be able to respond quickly to challenges from a variety of sources.

3.4 Specific Aims of the HND

- 14 To develop knowledge and understanding of issues in business and be able to consider these from a managerial perspective for the golf industry as Assistant Club Manager/Secretary, Event Coordinator, etc.
- 15 To enable development of strategic thinking and planning skills and apply these to a range of situations within golf.
- 16 To develop competence in a range of managerial skills including human resource and financial competence.
- 17 To develop a depth of understanding of golf and how it relates to broader political, economic and social concepts and issues within business and society.

3.5 Target groups

These Group Awards are suitable for a wide range of potential candidates, including school leavers, returners to education, those already in work (who might study part-time) and the self-employed.

Target groups for the HNC (HND Year 1) include those who have gained Standard Grades and Highers, those who have completed National Certificate courses in Golf Studies or other appropriate subjects such as Sport and Leisure, those who have gained a VQ at level 3 in Golf Studies or related areas (or an equivalent qualification) and those who have work experience within the golf industry or an appropriate related industry..

3.6 Employment opportunities

Successful candidates of the previous awards found employment in a variety of positions within a variety of golf providers, and the revised HNC and HND in Golf Management should continue this trend. Examples of employment opportunities include:

- ◆ Assistant Club Manager
- ◆ Assistant Club Secretary
- ◆ Events Coordinator
- ◆ Golf retail professional
- ◆ Assistant golf professionals
- ◆ Clubhouse catering
- ◆ Golf attendant
- ◆ Junior management positions
- ◆ Seasonal positions

4 Access to awards

Access to the awards is at the discretion of the centre. The following recommendations are for guidance only.

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

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

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 Work Experience

Candidates with appropriate industrial experience may be admitted, provided the enrolling centre believes that the candidate is likely to benefit from undertaking the award(s). Centres may wish to use Core Skills profiling to assist them in this process, and admission remains at the centre's discretion.

5 Awards Structure

5.1 Frameworks

HNC Golf Management Framework

Mandatory

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
History and Development of Golf	F0W2 34	8	7	1
Golf Courses: An Introduction	F0WC 34	8	7	1
Golf Operations	F0WF 34	16	7	2
Understanding and Managing Financial Resources: An Introduction	D7MH 34	8	7	1
Using Software Application Packages	D85F 34	8	7	1
Managing People and Organisations	F84T 34*	16	7	2
Communication: Business Communication*	H7TK 34*	8	7	1
OR				
Developing Skills for Personal Effectiveness	DF4E 34	8	7	1
Financial Accounting Statements: An Introduction	F93K 34*	8	7	1
Golf Management: Graded Unit 1	F13E 34	8	7	1

*Refer to History of Changes for revision changes.

To achieve the HNC in Golf Management, candidates have to attain all of the Mandatory Units worth 80 SCQF credit points and Optional Units worth 16 SCQF credit points. HNCs should incorporate at least 48 SCQF credit points at SCQF level 7.

HND Golf Management Framework

Mandatory

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
History and Development of Golf	F0W2 34	8	7	1
Golf Courses: An Introduction	F0WC 34	8	7	1
Golf Operations	F0WF 34	16	7	2
Understanding and Managing Financial Resources: An Introduction	D7MH 34	8	7	1
Using Software Application Packages	D85F 34	8	7	1
Managing People and Organisations	F84T 34*	16	7	2
Communication: Business Communication*	H7TK 34*	8	7	1
OR				
Developing Skills for Personal Effectiveness	DF4E 34	8	7	1
Financial Accounting Statements: An Introduction	F93K 34*	8	7	1
Golf Management: Graded Unit 1	F13E 34	8	7	1
Marketing: An Introduction	F7BX 34*	8	7	1
Quality Service Operations for Sport and Recreation Organisations	DF8F 34	8	7	1
Creating a Culture of Customer Care	H1F0 34*	8	7	1
Contemporary Golf Industry	F0WB 35	8	8	1
Golf Facility Development	F0WE 35	16	8	2
Marketing Planning for a Domestic Market	DG6P 35	16	8	2
OR				
Understanding Golf Tourism	F565 35	16	8	2

*Refer to History of Changes for revision changes.

HND Golf Management Framework

Mandatory (continued)

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Business Culture and Strategy	F7J7 35*	16	8	2
Human Resource Management Practice	A6HA 35	16	8	2
Golf Management: Graded Unit 2	F13F 35	16	8	2

*Refer to History of Changes for revision changes.

To achieve the HND in Golf Management, candidates have to attain all of the Mandatory Units worth 184 SCQF credit points and Optional Units worth 56 SCQF credit points. HNDs should incorporate at least 64 SCQF credit points at SCQF level 8.

Optional Units for HNC

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
International Marketing: The Mix	F7R3 35*	8	8	1
Marketing: An Introduction	F7BX 34*	8	7	1
Consumer Behaviour and the Marketing Process	DG6L 34	8	7	1
Developing the Individual within a Team	F870 34*	8	7	1
Business Law: An Introduction	F84P 34*	8	7	1
Human Resource Management: Introduction	H1KP 34*	8	7	1
Using Financial Accounting Software	F7JP 34*	8	7	1
Economic Issues: An Introduction	F7J8 34*	8	7	1
Work Placement	HJ4W 34*	8	7	1
Learning and Development: an Introduction	DN3H 34	16	7	2
International Marketing: an Introduction	H8PD 34*	8	7	1
Statistics for Business	DE3M 35	8	8	1
Management of Food and Beverage Operations	DL43 35	24	8	3
Quality Management: Introduction	DT8Y 34	8	7	1
Information and Communication Technology in Business	F84W 35*	16	8	2
Preparing Financial Forecasts	F84R 35*	8	8	1
Behavioural Skills for Business	F84L 35*	8	8	1
Information and Communication Technology in Business	DE3K 35	16	8	2
Statistics for Business	F84K 35*	16	8	2
Golf Courses: Developing Understanding	F0WD 35	8	8	1
Grievance and Discipline Handling	D4XF35	8	8	1
Developing Skills for Personal Effectiveness	DF4E 34	8	7	1
Golf Courses: Developing Understanding	F0WD 35	8	8	1

*Refer to History of Changes for revision changes.

Optional Units for HNC (continued)

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Grievance and Discipline Handling	D4XF35	8	8	1
Developing Skills for Personal Effectiveness	DF4E 34	8	7	1
Economics 1: Micro and Macro Theory and Application	F7J6 35*	8	8	1
Analysing Employee Relations	A6HB 35	8	8	2
International Business	A6H1 35	8	8	2
Quality Service Operations for Sport and Recreation Organisations	DF8F 34	8	7	1
Creating a Culture of Customer Care	H1F0 34*	8	7	1

*Refer to History of Changes for revision changes.

Optional Units for HND

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Consumer Behaviour and the Marketing Process	DG6L 34	8	7	1
Developing the Individual within a Team	F870 34*	8	7	1
Business Law: An Introduction	DE3E 34	8	7	1
Human Resource Management: Introduction	H1KP 34*	8	7	1
Using Financial Accounting Software	F7JP 34*	8	7	1
Economic Issues: An Introduction	F7J8 34*	8	7	1
Work Placement	HJ4W 34*	8	7	1
Learning and Development: an Introduction	DN3H 34	16	7	2
International Marketing: an Introduction	H8PD 34*	8	7	1
Statistics for Business	F84K 35	8	8	1
Management of Food and Beverage Operations	H197 35*	24	8	3
Quality Management: Introduction	DT8Y 34	8	7	1
Information and Communication Technology in Business	F84W 35*	16	8	2
Preparing Financial Forecasts	F84R 35*	8	8	1
Behavioural Skills for Business	F84L 35*	8	8	1
Information and Communication Technology in Business	DE3K 35	16	8	2
Golf Courses: Developing Understanding	F0WD 35	8	8	1
Grievance and Discipline Handling	D4XF35	8	8	1
Economics 1: Micro and Macro Theory and Application	F7J6 35*	8	8	1

*Refer to History of Changes for revision changes.

Optional Units for HND

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Analysing Employee Relations	A6HB 35	8	8	2
International Business	A6H1 35	8	8	2
International Marketing: The Mix	F7R3 35*	8	8	1

*Refer to History of Changes for revision changes.

Core Skills Entry/Exit Level

The balance of entry and exit Core Skills levels was identified by consultation with industry and discussions within each institution and in consultation with SQA. SCQF Core Skills levels 5 and 6 represent the optimum level of performance for any candidate and in doing so represent the needs of the sector, possible aspirations of candidates and common progression routes from HNC and HND. Such an exit level will equip candidates for progression into employment or higher education, professional body qualifications and degrees in the vocational area.

The delivery and assessment of Units on these Group Awards (HNC and HND Golf Management) can contribute towards the components of Core Skills and should equip the candidate with Units to improve their Core Skills from their entry level of SCQF Core Skill level 3 and 4 to level 4 and 5. Whilst undertaking these Group Awards (HNC and HND Golf Management) candidates are encouraged to analyse tasks, negotiate goals, encompass roles and responsibilities, and anticipate and respond to the needs of others. All golf facilities require cooperative working, evaluating and drawing conclusions about the effectiveness of one's contribution.

The Core Skills mapping has been undertaken for the Units prepared specifically for the HNC and HND, and for other management Units for which no level was known to exist. For other generic Units there are Core Skills levels prepared by SQA, and the reader is referred there for further information.

The following is a summary of Core Skills entry/exit level expected to be achieved by candidates:

HNC Golf Management — Core Skills Entry / Exit Level		
Core Skill	Preferred Entry level	Expected Exit level
Oral Communication	SCQF Level 4*	SCQF Level 5
Written Communication (Reading)	SCQF Level 4*	SCQF Level 5
Written Communication (Writing)	SCQF Level 4*	SCQF Level 5
Working with Others	SCQF Level 4*	SCQF Level 5
Problem Solving	SCQF Level 4*	SCQF Level 5
Using Information Technology	SCQF Level 3	SCQF Level 4
Numeracy	SCQF Level 3	SCQF Level 4

* While level 4 is the preferred entry level there is the possibility of candidates gaining access without formally being credited at level 4 if they can demonstrate appropriate levels of these skills during the interview process or using diagnostic Core Skills profiling.

HND Golf Management (year 2) — Core Skills Entry/Exit Level		
Core Skill	Expected Entry level	Expected Exit level
Oral Communication	SCQF Level 5	SCQF Level 6
Written Communication (Reading)	SCQF Level 5	SCQF Level 6
Written Communication (Writing)	SCQF Level 5	SCQF Level 6
Working with Others	SCQF Level 5	SCQF Level 6
Problem Solving	SCQF Level 5	SCQF Level 6
Using Information Technology	SCQF Level 4	SCQF Level 5
Numeracy	SCQF Level 4	SCQF Level 5

Whilst the expected exit level from HND is level 5 and 6, there is no automatic certification at level 6.

A copy of Core Skills mapping within Units is provided in Appendix 1

5.2 Mapping information

HNC Golf Management

Group Award Code: G8E915: 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: G8EA16: 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											

5.3 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.

This structure will 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 programme 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.

Credit transfer

Candidates may be given credit transfer between HNC/HND Units (developed using 1988 design principles) and the new HN Units (developed using 2003 design principles).

NEW UNIT	OLD UNIT	MAPS
History and Development of Golf	History and Development of Golf (A5JV 05) (1.0)	Direct replacement
Golf Courses: An Introduction	Golf Course Management: An Introduction - (D7B204) (2.0)	Direct replacement for first half of the previous Unit; second half of previous Unit now option: <i>Golf Courses: Developing Understanding</i>
Golf Operations	Golf Facility Operations 1: Functional Organisation - (D7B004) (2.0) Golf Facility Operations 2: Customer Care - (D7B304) (2.0)	Rewritten; learning Outcomes from previous Units replaced by new Unit plus option: <i>Creating a Culture of Customer Care</i> (DJ42 34)
Introduction to Financial Accounting Statements Or Understanding and Managing Financial Resources: An Introduction	An Introduction to Financial Accounting Statements - SCQF 7(A6GN04) (1.0)	Direct replacement
Using Software Application Packages	Information Technology Applications 1 - (A6AM04) (1.0)	Additional learning Outcomes from old Unit replaced by options: <i>ICT for Business</i> (DE3K 35) and <i>Using Financial Accounting Software</i> (DE59 34)
Managing People and Organisations	Supervision and Management - SCQF 7(D5MT34) (1.0)	Rewritten and expanded to cover all previous learning Outcomes
Communication: Analysing and Presenting Complex Communication OR Developing Skills for Personal Effectiveness	Communication: Presenting Complex Communication for Vocational Purposes - SCQF 7(D5P334)	Direct replacement
Group Award Graded Unit 1 Golf Project	Golf Facility Management: Project - (D7B104) (1.0)	Direct replacement
	Introduction to Marketing - (A6H804) (1.0) Event Management in Sport - SCQF 8(DA8X35) (1.0)	An option in the new framework Replaced by Group Award Graded Unit 2

6 Approaches to delivery and assessment

The fundamental aim of the assessment strategy is to show that the aims and intended learning Outcomes of the course and of each Unit have been achieved by each learner and that evidence is available to verify this. The objectives of assessment are:

- ◆ To certify levels of achievement and so enable examiners to certify that candidates have attained the standards of performance required by SQA at different levels.
- ◆ To give candidates accurate information on their strengths and weaknesses and so help them to improve their performances.
- ◆ To motivate candidates, by providing them with opportunities to review, demonstrate and consolidate what they have learned.
- ◆ To contribute to quality assurance by facilitating monitoring of the extent to which course objectives are being met, including holistic and cross assessment.

In order to meet market requirements both at home and overseas it is envisaged that centres delivering this award may develop flexible approaches to delivery. This would mean that candidates working overseas or full time within the golf industry have no barriers to entering the award. It is envisaged this could include flexible, blended and on-line learning approaches as appropriate to the meet the needs of individual learners.

See Appendix 2

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 Open learning

Full details on the suitability of individual Units for open/flexible learning are contained within each Unit specification. The introduction of 'sampling' within the assessment strategy means that more assessment may now be carried out in 'controlled conditions'. Due to the practical nature of some of the Units in the HNC/HND in Golf Management it is foreseen that it will be difficult to offer them in an open learning format. However, this should not deter Centres from looking at a flexible delivery plan that allows a widening of access to prospective candidates. Centres must have procedures in place to authenticate the work produced by candidates who do not undertake assessment within the Centre.

6.3 E-Learning and e-assessment

There are opportunities for elements of the teaching materials and some formative assessment to be delivered by electronic means.

6.4 Resource requirements

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

6.5 Assessment strategy and 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 developed 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			
Group Award Graded Unit 1 Golf Management	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	Type	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		
Group Award Graded Unit 1 Golf Management	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	Type	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																		
Group Award Graded Unit 2 & 3 Golf Management	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)

Week Number

Unit title	Type	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			
Group Award Graded Unit 2 & 3 Golf Management	HND				PR							PR					

CS Case Study

EX Examination

MC Multiple Choice

PR Project

OB Open Book Assessment

CB Closed Book Assessment

7 General information for centres

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. 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 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* (www.sqa.org.uk).

8 General information for candidates

Guidance for Candidates — HNC

The aim of this Higher National Certificate in Golf Management is to equip you with the skills to begin a career in management 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 HNC provides introductory knowledge and understanding of the golf industry and the operational and management issues present within clubhouses, as well as knowledge of the golf course itself.

Furthermore, you will develop your skills in communication, customer care, marketing and market research. The HNC focuses on customer care and provision of appropriate services for golfers of all backgrounds and abilities. This will be achieved through study of appropriate core competences e.g. 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.

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

Guidance for Candidates — HND

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

Furthermore, 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 and society. 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.

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

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 Unit to cover Core Skills: This is a non-subject Unit that is written to cover one or more particular Core Skills.

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/HND 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 Y1) and HND (HND Y2)

See following pages for appendices.

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 Y1)

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	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 Y2)

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.