



# ASQ Level 5 Diploma in Golf Club Management

## Qualification Specification

Qualification Number: **603/0197/1**



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## About the Associated Sports Qualifications

Associated Sports Qualifications (ASQ) is an approved and regulated awarding organisation providing a qualification awarding service to National Governing Bodies of sport or recognised Lead Bodies within the sport and leisure industry. We are based on the site of The Belfry Hotel, near Sutton Coldfield, at the home of the Professional Golfers' Association National Training Academy.

An Independent Limited Liability Partnership<sup>1</sup>, ASQ provides a high quality awarding service for qualifications within the sport and leisure industry working with key industry partners including The PGA, GCMA and BIGGA to date.

Approved by Qualification Regulators, we are committed to ensuring high standard, cost effective quality assurance on behalf of our partners, customers and learners.

ASQ's Vision:

To provide a qualification awarding service to sport 'National Governing Bodies' or sport 'Lead Bodies' that have:

- A strong desire to influence the content and quality of qualifications within their own sport to ensure that they are fit for purpose
- A desire and capability to provide the necessary expertise to facilitate the development, implementation and ongoing monitoring of the qualifications
- A willingness to underwrite the financial implications of their actions and forecasted uptake of the qualifications
- The capacity to deliver and assess the qualifications to the required ASQ and regulatory standards.

### ***ASQ's Mission:***

***To provide 'National Governing Bodies' for sport or 'Lead Bodies' for sport with qualifications which are relevant and fit for purpose through a quality assured and cost effective qualification awarding service.***

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<sup>1</sup> ASQ LLP Registered in England number OC361185  
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# About this qualification specification

Welcome to the qualification specification for the ASQ Level 5 Diploma in Golf Club Management (VRQ). This qualification specification is written to guide ASQ Approved Centres through the process of administration, preparation, delivery and assessment of the qualification. Any training provider or organisation that wishes to deliver an ASQ awarded qualification must be able to fulfil specific requirements as set out by ASQ Approved Centre Handbook. Training providers or organisations that satisfy these requirements are referred to as Approved Centres. **Only** ASQ Approved Centres can offer ASQ qualifications to learners. (Please refer to ASQ website for centre approval process and application.) This introductory section of the document explains what information is included within this qualification specification.

## Section 1

Qualification overview – provides a general overview of the qualification, the structure of the qualification with respects to the units included within the qualification and general information about the assessment requirements of the qualification.

## Section 2

Assessment criteria – provides the detail associated with the elements to be assessed within the qualification.

## Section 3

Approved centre delivery – provides Approved *Centres* with guidance and information about the delivery of the qualification. This includes guidance on the design of the learning programme that Approved Centres can offer to learners, the support that Approved *Centres* should offer to learners, the learning resources that can provide information to learners and the facility and resource expectations of Approved *Centres* delivering the qualification.

## Section 4

Assessment – provides the detailed assessment strategy for the qualification, including guidance for Approved *Centres* on the methods to be used and what assessments are required to satisfy the requirements of the qualification.

## Section 5

Workforce criteria – provides Approved *Centres* with information about the workforce requirements for the delivery and assessment of the qualification. This is focussed on the tutor / assessor roles providing appropriate information about the skills-set, qualifications and knowledge required for the roles; and, guidance on professional development (or CPD) for the roles.

## Section 6

Quality assurance – provides information and guidance to Approved *Centres* about the quality assurance policies and procedures expected for the successful delivery of the qualification.

### Note:

#### Circulation of Qualification Specification

ASQ Qualification Specifications are provided to centres that are approved by ASQ to offer these qualifications.

They should not be circulated outside of the centre. It may also be useful to make available

the qualification outline to learners therefore this information (if required) should be extracted from the Qualification Specifications rather than providing candidates with the complete document.

The qualification specification should be read in conjunction with ASQ Approved Centre Handbook.

## Section 1: Qualification overview

<b>Qualification:</b>	ASQ Level 5 Diploma in Golf Club Management
<b>Qualification Number:</b>	603/0216/1
<b>Total qualification time</b>	471
<b>Guided Learning Hours (GLH):</b>	63 Hours that are made up of contact time with a teacher/assessor referred to as guided learning hours.
<b>Credit value</b>	48
<b>Valid from:</b>	Operational start is from October 2016
<b>Period of registration</b>	3 years
<b>Pre-requisites</b>	Learners must be at least 19 years old. Educated normally to a standard of QCF/RQF Level 3 or equivalent. Vocational experience is desirable, not essential. A commitment to attend specified induction dates. Member of Golf Club Managers Association Regarding access to the qualifications it is the Approved Centres responsibility to ensure that; <ul style="list-style-type: none"><li>• They are made available to everyone who is capable of reaching the required standards.</li><li>• There should be Equal opportunities for all wishing to access the qualifications</li></ul>

Approved Centres should review the prior qualifications and experience of each learner and consider whether they provide the necessary foundations to undertake the programme of study at level 5.

### Qualification objective

The ASQ Level 5 Diploma in Golf Club Management is a vocationally-related qualification that provides learners with an opportunity to study and be assessed in both the practical (where this can be applied) and theoretical aspects of Golf Club Management within the Golf industry.

The qualification will develop learner's skills and knowledge in the role of a Golf Club Manager. Specifically the qualification aims to develop competency in Managing Golf Operations, Leading and Managing People, Finance, Legislation, Change, Innovation and Growth, Marketing and developing Social Responsibility all within the context of managing a golf club. The qualification will also develop personal and enterprise behaviours.

The qualification has been developed in partnership with The Golf Club Management Association (GCMA) The Professional Golfers' Association (PGA), and the British and International Golf Green keepers Association (BIGGA)

The qualification is offered in the medium of English Language.

**Equivalences**

The ASQ Level 5 Diploma in Golf Club Management units, whilst being specific to the Golf Industry contain some practical skills and competences that compare to other Level 5 business and management general units.

The ASQ units have been developed by, and based on SFEDI business and enterprise standards.

SFEDI is a UK government recognised standards setting body for Business Enterprise and Business Support. SFEDI researches, writes and reviews the National Occupational Standards for those either starting and running a small business or supporting those who do. The standards have been developed based on extensive research and consultation with small businesses and practitioners and can form part of qualification and learning programs, assessment strategies and ongoing performance management

**Figure 1: Components of the ASQ Level 5 Diploma in Golf Club Management**

<b><u>Unit titles</u></b>	<b><u>Total GLH per element/unit</u></b>	<b><u>Total Non GLH per element/unit</u></b>	<b><u>Total Credit value</u></b>
Leading and Managing People in a Golf Club	7	56	6
Developing and Managing a Socially Responsible Golf Club	7	40	5
Managing Change in a Golf Club	7	40	5
Managing Innovation and Growth in a Golf Club	7	48	6
Managing the Finances of a Golf Club	7	40	5
Marketing of a Golf Club	7	56	6
Keeping up to date with Legislation of a Golf Club	7	24	3
Managing the Operations of a Golf Club	7	80	9
Understanding Personal and Enterprising Behaviours and Skills	7	24	3
Total guided and non-guided learning hours	<b>63</b>	<b>408</b>	
<b>Total Qualification time</b> for ASQ Level 5 Diploma In Golf Club Management	<b>471</b>		<b>48</b>

**Rules of combination**

All 9 elements are mandatory to the Diploma qualification and certification is available on successful completion of the whole qualification. To achieve the qualification the candidate must attend a programme of blended learning and successfully complete the following assessment components.

## Section 2: Assessment Criteria

Approved Centres will coordinate the assessment of their registered learners which is to be submitted to ASQ along with requests for certification. Approved Centres are able to use a range of assessment methods in accordance with the assessment strategy of the qualification – see section 4

This is a vocationally-related qualification and learners will be assessed in:

- Their, knowledge and theory of management and Leadership skills specified within components of this qualification with limited practice where feasible.
- There is no grading for this qualification. Learner’s results will equate to competent or not yet competent.

There is no current requirement for each learning outcome or assessment criteria to be assessed separately; this has the potential to create excessive over-assessment of the learner and also may duplicate assessment practice. Approved Centres are encouraged to assess the qualification holistically. For example, where learners can provide evidence for a range of criteria / outcomes within an assessment, approved centres are encouraged to design assessments to enable this.

Component : <b>Leading and Managing People in a Golf Club</b>	Unit Ref: TBA	GLH 7hrs	Level 5	Credit value: 6
		Total unit time 63hrs		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:	Details of the relationship between the unit and SFEDI national occupational standards		
1 Understand the importance of leading and managing people in running a business	1.1 Explain the skills and attributes needed for leading and managing people in running a business 1.2 Critically evaluate the ways of motivating people to achieve business objectives 1.3 Analyse the benefits of team working in running a business	OP1 – Review the skills the business needs OP2 – Plan what people the business needs OP3 – Recruit people OP4 – Sub-contract work		
2. Understand the work and development needs of people in a business	2.1 Analyse the work and development needs of people in a golf club 2.2 Evaluate the alignment of the work and development needs of people to the objectives of golf club 2.3 Analyse how improvements to work and development processes will benefit managing a golf club	OP5 - Make sure people can do their work OP6- - Develop people’s skills OP7 – Deal with workplace problems or disputes OP8 - Change job roles and handle redundancy YS5 – Manage your time YS6 – Delegate work to others		



<b>Component: Leading and Managing People in a Golf Club</b>				
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:	Details of the relationship between the unit and SFEDI national occupational standards		
3. Be able to plan the use of people in a business	3.1 Identify activities to be undertaken by people internal and external to a golf club 3.2 Identify people external to a golf club who will add value to its development 3.3 Develop an agreement to engage people external to a golf club to undertake specified tasks 3.4 Review the performance of external people engaged by a golf club against an agreement	OP1 – Review the skills the business needs	OP2 – Plan what people the business needs	OP3 – Recruit people
4. Be able to set performance targets for people in a business	4.1 Identify the ways in which target setting for people can contribute to the ongoing success of a business 4.2 Research the information needed to set performance targets for people in a golf club 4.3 Demonstrate how legislative and regulatory requirements will be met in setting targets for people in a golf club 4.4 Develop a plan to communicate how targets will be set for people in a golf club 4.5 Specify how to allocate work to individuals in a golf club	OP4 – Sub-contract work	OP5 - Make sure people can do their work	OP6- - Develop people’s skills
5. Be able to monitor performance of people against targets in a business	5.1 Develop a plan for the ways in which to provide feedback to people on performance against targets 5.2 Communicate assessment of work against performance targets to people in a golf club	OP7 – Deal with workplace problems or disputes	OP8 - Change job roles and handle redundancy	YS5 – Manage your time
6. Be able to deal with poor performance of people in a business	6.1 Identify examples of poor performance amongst people in a golf club 6.2 Review ways of bringing examples of poor performance to the attention of people in a golf club 6.3 Specify follow-up actions to address areas of poor performance amongst people in a golf club	YS6 – Delegate work to others		

<b>Component: Leading and Managing People in a Golf Club</b>				
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
7. Be able to maintain awareness of the legal requirements on grievance, redundancy and dismissal procedures	7.1 Outline the legal requirements for grievance, redundancy and dismissal procedures in a business	7.2 Justify the use of sources of expert advice on the legal aspects relating to grievance, redundancy and dismissal procedures	7.3 Communicate the need to maintain confidentiality when dealing with grievance, redundancy and dismissal procedures	OP1 – Review the skills the business needs OP2 – Plan what people the business needs OP3 – Recruit people OP4 – Sub-contract work OP5 - Make sure people can do their work OP6- - Develop people’s skills OP7 – Deal with workplace problems or disputes OP8 - Change job roles and handle redundancy YS5 – Manage your time YS6 – Delegate work to others

Component: <b>Managing the Operations of a Golf Club</b>	Unit Ref: TBA	GLH 7 hrs	Level 5	Credit value: 9
		Total unit time 87hrs		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Understand the role of bodies and external stakeholders in managing a golf club business	1.1 Describe the role of the different bodies and associations at a national level governing the game of golf 1.2. Explain the ways in which different bodies, associations and industry stakeholders influence the development of golf as a sport 1.3. Explain the ways in which different bodies, associations and industry stakeholders influence golf clubs as a business			BD1 – Check the likely success of a business idea BD4 – Carry out a review of the business BD5 – Carry out your plans for the business BD6 – Make changes to improve the business
2. Understand how the internal stakeholders of a golf club impact on operations	2.1 Identify the ways in which different internal stakeholder groups can influence management and operations in a golf club 2.2 Assess the ways in which internal stakeholder group dynamics affect golf club management 2.3 Analyse the issues surrounding regular users in managing the clubhouse and the associated club staff			BS1 – Identify needs and suppliers BS2 – Monitor the quality and use of supplies and equipment
3. Understand the role of PGA professionals in providing services to support the strategic objectives of a golf club	3.1 Describe the coaching services which can aid the recruitment, retention and development of Participants 3.2 Explain how the management of daily golf operations can influence the recruitment, retention and development of participants 3.3 Explain how the provision of a retail outlet can support the recruitment, retention and development of participants 3.4 Critically evaluate how a PGA professional can support other activities of a golf club, in the recruitment, retention and development of participants			

<b>Component: Managing the Operations of a Golf club</b>				
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
4. Understand the need for a golf course policy document which supports the strategy of a golf club	4.1 Explain the benefits of a golf course policy document to the strategic direction in a golf club 4.2 Identify the components of a golf policy document 4.3 Critically evaluate the importance of equipment and asset management to operations of a golf club			BD1 – Check the likely success of a business idea BD4 – Carry out a review of the business BD5 – Carry out your plans for the business
5. Understand the role of golf course maintenance and its impact on the business	5.1 Describe the essential maintenance tasks carried out on a golf course 5.2 Explain the ways to support the green-keeping team in line with the golf course policy document of a golf club 5.3 Identify how objective measurement tools can be used to aid golf course management in a golf club 5.4 Explain the key factors required for basic grass plant health			BD6 – Make changes to improve the business BS1 – Identify needs and suppliers BS2 – Monitor the quality and use of supplies and equipment
6. Understand the operational issues connected with the management of the estate on which golf is played	6.1 Evaluate the impact of legislation relating to golf course and estate operations in a golf club 6.2 Develop preventative maintenance plans for physical assets of a golf club 6.3 Develop preventative maintenance plans for the mechanical systems of a golf club 6.4 Review the risk and liabilities related to the management of buildings and facilities in a golf club			

<b>Component: Managing the Operations of a Golf club</b>				
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
7. Be able to plan and prepare events hosted by a golf club	7.1 Explain the key aspects of event planning and management 7.2 Analyse the experience of different event formats amongst customers of a golf club 7.3 Review the effects of different event formats on a golf club 7.4 Assess the financial impact of different event formats on a golf club 7.5 Prepare contingency plans for the alteration, postponement and cancellation of events 7.6 Demonstrate how to manage handicapping and competition formats			BD1 – Check the likely success of a business idea  BD4 – Carry out a review of the business BD5 – Carry out your plans for the business BD6 – Make changes to improve the business BS1 – Identify needs and suppliers
8. Be able to plan the delivery of food and beverage service in a golf club	8.1 Compare the advantages and disadvantages of different approaches to food and beverage delivery in a golf club 8.2 Assess the financial implications of operating a food and beverage service in a golf club 8.3 Use a framework to review the performance of a food and beverage service in a golf club			BS2 – Monitor the quality and use of supplies and equipment

Component: <b>Managing the Finances of a Golf Club</b>	Unit Ref: TBA	GLH 7hrs	Level 5	Credit value: 5
		Total unit time 47hrs		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Understand the options to finance the development of a business	1.1 Assess the different sources of costs and income associated with running a golf club 1.2 Evaluate the advantages and disadvantages of different ways of funding a golf club 1.3 Assess the challenges and opportunities with financing the development of a golf club			MN1 – Decide on your financial needs MN2 – Set and monitor financial targets MN3 – Keep financial records
2. Understand the types of banking facilities available for a business	2.1 Explain the types of banking, types of accounts and financial products available to a business 2.2 Critically evaluate the financial services offered by banks and their associated costs for a golf club 2.3 Explain the documents and information required to meet legal requirements for opening and operating a business account			MN4 – Manage cash flow MN5 – Get customers to pay on time MN6 – Invest capital MN7 – Get finance
3. Be able to review the effectiveness of systems for managing finances in a business	3.1 Review the extent to which financial transactions are recorded in a golf club 3.2 Specify the extent to which financial systems in a golf club are producing invoicing and purchasing records 3.3 Identify the extent to which the financial records kept are in line with the legal requirements for a golf club 3.4 Review the effectiveness of systems used to pay staff in a golf club 3.5 Review the effectiveness of systems used to prepare tax returns in a golf club 3.6 Identify opportunities for improvements in the systems used to manage the finances of a golf club			MN8 – Monitor borrowing MN9 – Carry out banking MN10 – Prepare wages MN11 – VAT registrations and returns

<b>Component: Managing the Finances of a Golf Club</b>				
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
4. Be able to monitor income and expenditure against the objectives of a business	4.1 Prepare forecasts, estimates and projections for income and expenditure for a golf club 4.2 Set business and financial targets related to objectives to a golf club 4.3 Choose systems that will be used to keep financial records for a golf club			MN1 – Decide on your financial needs MN2 – Set and monitor financial targets MN3 – Keep financial records
5. Be able to monitor profit and loss for a business	5.1 Estimate profit margins for a golf club 5.2 Calculate projected profit margins for a golf club for a 12 month trading period 5.3 Communicate how profit and loss statements can assist in monitoring financial performance of a golf club			MN4 – Manage cash flow MN5 – Get customers to pay on time MN6 – Invest capital MN7 – Get finance MN8 – Monitor borrowing MN9 – Carry out banking MN10 – Prepare wages MN11 – VAT registrations and returns

Component: <b>Managing Change in a Golf Club</b>	Unit Ref: TBA	GLH 7hrs	Level 5	Credit value:5
		Total unit time 47hrs		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Understand the issues relating to change in a business	1.1 Examine the need for change in a golf club 1.2 Critically evaluate the factors that are driving the need for change in a golf club 1.3 Explain the issues which will facilitate and hinder the process of change in a golf club 1.4 Evaluate the stakeholders internally and externally who will influence the process of change in a golf club			BD3 – Plan where your business is going  BD5 – Carry out plans for the business  BD6 – Make changes to improve the business
2. Be able to present proposals to enable change in a business	2.1 Identify an area for change in a golf club 2.2 Develop a plan for implementing an area of change in a golf club 2.3 Plan the resource requirements for implementing an area of change in a golf club 2.4 Present a proposal for an area of change to key stakeholders in a golf club			
3. Be able to prepare for managing change in a business	3.1 Identify internal and external factors shaping resilience of a golf club to change 3.2 Develop measures to monitor the progress of change in a golf club 3.3 Create a business resilience plan for a golf club			



Component: <b>Marketing of a Golf Club</b>	Unit Ref: TBA	GLH 7hrs	Level 5	Credit value:6
		Total unit time 63hrs		
Learning outcomes Learners will:	Assessment criteria Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Understand the impact of the business environment when developing a marketing strategy for a business	1.1 Explain the environmental factors which influence marketing decisions in a business 1.2 Assess how buyer behaviours affect the dynamics of a market 1.3 Evaluate how to position products and services of a business in changing market conditions			WB1 Check what your customers need from the business WB2 – Plan how to let your customers know about your products and services WB3 – Plan how you will sell your products or services
2. Be able to research a market to identify the customers for the business	2.1 Use different methods to analyse which segments of the market need the services and products of a golf club 2.2 Compare different methods of collecting information from customers about what they need from a golf club 2.3 Select methods of collecting and communicating the information to customers of a golf club			WB4 - Advertise your products and services WB5 – Sell your products or services WB7 – Sell products or services using the Internet WB8 – Develop a website for your business WB10 – Make presentations about your business
3. Be able to analyse markets and customer needs	3.1 Analyse markets for the services and products of a golf club 3.2 Analyse customer needs for the services and products of a golf club 3.3 Justify where additional information is required to analyse markets and customer needs			WB11 – Decide how you will treat your customers WB12 – Deliver a good service to customers
4. Be able to align customer needs to business targets	4.1 Identify ways of maintaining a focus on customer needs in decision making in a golf club 4.2 Communicate how customer needs can influence the future of a golf club 4.3 Review the analysis of customer needs to assist in shaping decisions about targets for a golf club			BD2 – Define your product or service BD9 – Evaluate an existing business opportunity

<b>Component: Marketing of a Golf Club</b>				
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
5. Be able to produce a plan for marketing the services and products of a business	5.1 Research marketing and promotional methods which could be used to market the services and products of a golf club 5.2 Justify how goals set for marketing and promotion of the services and products match business targets for a golf club 5.3 Develop forecasts for marketing and promotional activity for a golf club 5.4 Create a budget for marketing activities for a golf club 5.5 Develop an outline for a marketing plan for the services and products for a golf club 5.6 Use performance indicators for monitoring success in reaching agreed marketing targets in a golf club 5.7 Use the outcomes from reviewing success in reaching marketing targets in evaluating the performance of a golf club			

Component: <b>Keeping up to date with Legislation of a Golf Club</b>	Unit Ref: TBA	GLH 7	Level 5	Credit value: 4
		Total unit time 31hrs		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Be able to review current legal and regulatory requirements which impact on running a business	1.1 Identify current legislation and regulations that shape the business environment of a golf club 1.2 Review who has the power to inspect the activities of a golf club 1.3 Assess who has the power to enforce laws and regulations related to the services and products of a golf club 1.4 Develop a plan to outline the ways in which to comply with current laws and regulations in a golf club			LG1 – Choose a legal format that suits your business  LG2 – Keep up to date with current legislation  LG3 – Develop procedures to control risks to health and safety  LG4 – Conduct an assessment of risks in the workplace
2. Be able to develop plans to work through implications of legislation and regulation on running a business	2.1 Identify ways of monitoring the impact of changes in legislation and regulation on managing a golf club 2.2 Specify the indicators which can be used to assess the opportunities and challenges with changes in legislation and regulation on managing a golf club 2.3 Develop a plan for managing the impact of changes in legislation and regulation in managing a golf club 2.4 Identify an appropriate person to work through the implications of legislation and regulation in managing a golf club			BS1 – Identify needs and suppliers  BS2 – Monitor the quality and use of supplies and equipment
3. Be able to set terms and conditions in business agreements and contracts that meet legal requirements	3.1 Assess how to protect the trading name and activities of a golf club 3.2 Identify ways of negotiating terms and conditions in business agreements and contracts with external stakeholders of a golf club 3.3 Plan how to review whether business agreements and contracts are adding value to the objectives of a golf club			

Component: Understand Personal and Enterprising Behaviours and Skills	Unit Ref: TBA	GLH 7hrs	Level 4	Credit value: 3
		Total unit time 31hrs		
Learning outcomes Learners will:	Assessment criteria Learners can:	Details of the relationship between the unit and SFEDI national occupational standards		
1. Understand what is meant by enterprising skills and behaviours	1.1 Explain the skills associated with being enterprising 1.2 Critically evaluate the behaviours associated with being enterprising 1.3 Explain the personal qualities that might help the development of enterprising skills and behaviours 1.4 Analyse the strengths and areas for development in own enterprising skills	YS1 – Explore your own motives  YS2 – Check your ability to run the business  YS3 – Improve your skills  YS4 – Seek advice and help for your business		
2. Understand how enterprising skills and behaviours might be useful in different settings	2.1 Critically evaluate the importance of enterprising skills in running and managing a business 2.2 Assess the ways in which a golf club is enterprising	YS5 – Manage your time  YS7 – Balance your business and personal life		
3. Understand how enterprising skills contribute to the performance of a business	3.1 Explain how enterprising people manage uncertainty and ambiguity to contribute to business success 3.2 Explain how enterprising people manage risk to contribute to business success 3.3 Critically evaluate how own enterprising skills contribute to success of a golf club 3.4 Identify actions required to address areas for development in own enterprising skills			
4. Understand ways of balancing business and private life priorities	4.1 Explain the priorities that are important in a golf club and own personal life 4.2 Critically evaluate short-term and long-term challenges in achieving a balance between a golf club and own private life 4.3 Specify responses to address short-term and long-term challenges in achieving a balance between a golf club and own private life			

<b>Component: Developing and Managing a Socially Responsible Golf Club</b>	<b>Unit Ref: TBA</b>	<b>GLH 7</b>	<b>Level 5</b>	<b>Credit value: 5</b>
		<b>TQT 47</b>		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Understand the principles of socially responsible business	1.1 Describe the characteristics of a socially responsible business 1.2 Describe the different types of socially responsible business 1.3 Explain the motivations for being socially responsible in developing and managing a business			BD3 – Plan where your business is going BD4 – Carry out a review of the business BD5 – Carry out your plans for the business
2. Understand the relationship between socially responsible behaviour and sustainability of a business	2.1 Explain the ways in which socially responsible behaviour adds value to sustainability of a golf club 2.2 Evaluate indicators which can be used to review socially responsible behaviour in a golf club 2.3 Explain the concept of triple line accounting in reviewing the economic, social and environmental performance and sustainability in a golf club			BD6 – Make changes to improve the business BD11 – Monitor the social performance of a social enterprise LG5 – Assess the environmental impact of your business
3. Be able to develop a socially responsible strategy for a business	3.1 Identify socially responsible business behaviour in a golf club 3.2 Research opportunities for socially responsible behaviour in a golf club 3.3 Develop a plan of activities required to address opportunities for socially responsible behaviour in a golf club 3.4 Communicate the plan of activities to key stakeholders in a golf club			WB11 – Decide how you will treat your customers
4. Be able to review the impact of socially responsible behaviour in a business	4.1 Develop a method by which to review the impact of socially responsible behaviour in a golf club 4.2 Identify an appropriate person within a golf club to undertake a review of the impact of socially responsible behaviour			

<b>Component: Managing Innovation and Growth in a Golf Club</b>	<b>Unit Ref: TBA</b>	<b>GLH 7hrs</b>	<b>Level 5</b>	<b>Credit value: 6</b>
		<b>Total unit time 55</b>		
<b>Learning outcomes</b> Learners will:	<b>Assessment criteria</b> Learners can:			Details of the relationship between the unit and SFEDI national occupational standards
1. Understand what is meant by innovation in a business	1.1 Describe what is meant by being innovative at an individual level 1.2 Describe what is meant by being innovative at a business level 1.3 Identify different forms of innovation in business models 1.4 Explain the relationship between innovation and growth in a business 1.5 Evaluate the extent to which a business is innovative			BD1 – Check the likely success of a business idea  BD4 – Carry out a review of the business BD5 – Carry out your plans for the business BD10 – Get support for a creative idea
2. Be able to support the innovation process in a business	2.1 Identify the sources of innovation in a golf club 2.2 Explain the process of innovation in a golf club 2.3 Assess how to promote innovation in a golf club 2.4 Develop methods to embed an innovative culture in a golf club 2.5 Promote innovative approaches to business activities in a golf club			EE1 – Achieve your goals for the business EE2 – Win and keep customers EE3 – Make deals to take your business forward EE4 – Find innovative ways to improve your business
3. Be able to review innovative activity in a business	3.1 Select a framework to review the progress of putting ideas into practice in a golf club 3.2 Use a framework to review the progress of putting ideas into practice in a golf club 3.3 Communicate to others in a golf club the actions required to address areas for development in putting ideas into practice			EE5 – Build relationships to build the business

## Section 3: Approved Centre delivery

### 3.1 Learning Programme

The qualification is designed to be delivered via a blended learning approach including a mix of face-to-face tutor led unit workshops, complemented by structured distance learning and personal practice and assessment

The ASQ Level 5 Diploma in Golf Club Management has a credit maximum value of 48. This suggests that to complete the qualification it would take an 'average' learner 471 hours Total Qualification Time to acquire the necessary knowledge and understanding and demonstrate the associated skills. Each component includes a small amount of 'guided learning hours' or GLH; this is the estimated tutor contact time *i.e.* the face-to-face guided activities of which will be under observation. Not all learners will take the same amount of time to complete the qualification as there will be variation in learner's requirements. For the entire qualification, the GLH is no more than 63 hours. The learning programme for this qualification should include the following key aspects:

- **Initial assessment** – of the learner, to recognise any experience relevant to the qualification; and, to identify any additional support required by the learner in relation to disability or specific learning needs.
- **Induction** – to ensure learners understand the requirements of the qualification, how the qualification will be managed by the centre and what the expectations and aspirations are of them
- **Practice opportunities** – where learners are able to put into practice aspects of the training either in a simulated / peer environment or where feasible within a 'real' life work situation.
- **Learner development opportunities** – support and guidance from centres to assist learners in their development of the appropriate knowledge and understanding for the qualification
- **Assessment opportunities** – formal opportunities for learners to evidence the requirements of the qualification submitted electronically (unless reasonable adjustment applies).

There is no set approach to delivery of the qualification; ASQ does not insist that Approved centres deliver qualifications in a certain way however it can offer guidance on good practice (see below). ASQ approved centres are able to design learning programmes to meet the needs of learners balanced with the requirements of the qualification.

Approved Delivery Centres must ensure that the chosen mode of delivery does not unlawfully or unfairly discriminate, and that equality of opportunity is promoted. Approved Delivery Centres will monitor barriers to learning that may arise and where reasonable to do so will take steps to address these. Please ensure contents of your delivery plan are approved by ASQ prior to registration of learners.

Guidance on learning programme design can be provided by ASQ: please contact the ASQ offices for details.

#### **Approved centre additional remit of Responsibility**

ASQ approved centres must use the full qualification title when advertising or making reference to the qualifications.

Approved Centres must ensure that candidates understand that the Level 5 qualification provides them with knowledge and skills to be able to develop competencies of a Golf Club Manager. Learners should be supported by Approved centres to understand the requirements of the qualification, and ensure that those learners admitted have sufficient capability at the right level to undertake the learning and assessment.

ASQ Approved Centres are to have mechanisms in place to demonstrate learners are recruited with integrity onto appropriate qualifications that will:

Meet their needs, enable and facilitate learning, and enable progression whilst documenting/recording the learner's journey and results.

### 3.2 Support for learners

Some learners may require additional support from a tutor/assessor or other person (e.g. a mentor or learning support practitioner) in order to achieve the requirements of the qualification. In such circumstances, (for example where candidates have additional learning needs), Centres can make reasonable adjustments to the learning programme for that individual (including adjustment to assessment but not assessment criteria). Centres must have an appropriate and agreed policy (**ASQ policy F2**) for reasonable adjustments to assessments.

A variety of organisations provide continuing support for learners as they develop their golf management skills. The PGA, GCMA and BIGGA, provide workshops, education and resource material that can assist in the development of relevant knowledge.

### 3.3 Facilities / resources to support delivery

This guidance supports and augments the generic criteria for facilities / resources found in the ASQ approved Centre Approval Application Pack. All sites used for the training and / or assessment of the qualification must meet the requirements of health and safety regulations and accepted safe practice in the occupational area.

ASQ Approved Centres must be able to provide a suitable environment conducive to learning for the effective delivery and assessment of the qualification *i.e.* facilities that are well ventilated, well lit, of adequate size and can accommodate any access to eLearning required on the day. The table below provides an overview of the facilities / resources which may be required to support the delivery and assessment of both the theory and practical elements of the Level 5 qualification.

<b>Theory sessions</b>	<b>Practical sessions</b>
Conference room for Induction day	online user and password
Additional rooms as required for syndicate work	Resource to access web based application e.g. PC, laptop etc.
Flip Chart, Pens, Post-its	Learner briefing notes and requirements for access to webinars
Projector and screen	Tutor session notes and aide memoire
Wi-fi access for online resources	



## Section 4: Assessment Strategy

### 4.1 Overview

This Level 5 qualification is a vocationally-related qualification. Certification of the ASQ Level 5 Diploma in Golf Club Management requires learners to complete registration, on line learning with some on job/job simulation practice and a commitment to attend a 1 day introduction. In addition, learners must provide sufficient evidence to satisfy all the assessment criteria conducted as below and all evidence submitted by learners should be valid and authentic. Additional blended learning and workshops are available should learners feel they need any additional support.

### 4.2 Qualification content – on line resource.

Learning programme and assessment content has been designed for a blended learning approach. An online assessment and quality assurance tool is utilised throughout the lifetime of the qualification to complete learning and assessment activities either within the approved centres or remotely. Upon registration, and upon completion of the induction day, learners will be issued with their own user id and password to access the browser based system. All work completed and submitted online can be confidentially stored, tracked and audited for Quality assurance purposes.

### 4.3 Assessment methods.

Approved Centres and their assessment sites will be responsible for coordinating the above assessments for the requirements of the qualification. Other methods that may be designed and used by Approved Centres to achieve the above assessment criteria include (but not limited to the following):

- Written questioning/on line assessment
- Case studies
- Reports
- Oral questioning
- Professional discussion
- Observation of performance/applied practice both simulation and workplace environment
- Examination/assessment of work book.

Other methods may be used by Approved Centres in agreement with ASQ. Approved Centres wishing to use other methods and resources to assess their learners must contact ASQ in advance to gain approval. In some instances regulatory approval may also be sought.

The assessment of performance, where feasible should be taken or produced in both simulated and 'real life' context where feasible in order to be able to offer feedback to learners on their performance

Tutors and assessors should be aware that on completion of the final assessment feedback to students they should encourage and assist their identification of continuous professional development, or, if necessary, preparation for re-assessment

#### 4.4 Reassessment Procedures

Candidates who are unsuccessful within 20% or less of assessment **outcome** will be required to submit the appropriate portion of their assessment free of charge on one occasion only and at a cost of 60.00 per unit for each reassessment thereafter. Candidates who are unsuccessful in 21% or more of assessment **outcome** will be required to resubmit the appropriate portion of the assessment with the applicable approved centre resit charge within their three-year period of registration on all occasions. Candidates are eligible for unlimited paid re-assessment attempts for each element of assessment within their three year registration. Each element of re-assessment (i.e. the assessed workbook and/or the online assessment) is to be assessed against all of the required element of the assessment criteria not yet achieved and **should only be 'assessed' on this previously failed criteria.**

It is the responsibility of the Approved Centre to arrange and staff re-assessment opportunities at a candidate cost to be set by that approved centre. ASQ will not make additional charges to the approved Centre for processing re-assessments.

NB. If after following approved centre procedure, a candidate fails to disclose a particular learning need prior to undertaking the assessment modules of the qualification that subsequently is shown to have directly contributed to their failure to achieve required competencies, the candidate will be eligible for a further assessment attempt to achieve the required competency at the standard reassessment cost. Further Reasonable adjustments required may be permissible as per ASQ reasonable adjustment policy dependant on individual circumstances.

#### **Guidance on recording assessments.**

Assessor observations and findings should be recorded on the appropriate Assessment Forms and saved to each individual candidate file electronically. Approved centres may use their own template forms if preferred upon liaison with ASQ to ensure all assessment criteria is met.

## Guidance for candidates with particular needs – reasonable adjustments

ASQ endeavours to ensure that the assessment requirements and methods used within its qualifications are sufficiently flexible to enable the widest range of learners to fairly and reliably achieve the qualification. Learners who have a specific learning need, who have the ability to discharge qualification duties competently on qualifying, should be referred to the Guidance for Candidates with Particular Assessment Needs (reasonable adjustment policy).

ASQ ensures that any specific arrangements made by approved *Centres* to accommodate learners' needs are valid and reliable and fair to other learners, and, meet the assessment requirements of the qualification. Approved Centres need to ensure that learners are not given an unfair advantage or that other learners are disadvantaged by any adjustment to assessments to accommodate learners' specific needs.

Approved Centres should refer to the '*ASQ Approved Centre Handbook*', which contains the following sections that centres should refer to as appropriate:

Section 10	Equal opportunities in relation to access to, and fairness in assessment
Section 11	Reasonable adjustments policy and procedures
Section 12	Special considerations policy and procedures.

## Certification

When learners have achieved all the elements of the qualification and all evidence has been checked and quality assured, Approved *Centres* can contact ASQ for certification.

ASQ will validate the claim for certification from receipt of all learners successfully completing the ASQ L5 Diploma in Golf Club Management qualification from the approved centre.

Upon receipt of these claims ASQ will confirm valid claims within specified agreed timescales (currently 2 weeks.)

ASQ will supply approved centres with a list of confirmed candidates passed along with accompanying certificates to follow either directly from ASQ or its chosen outsourced certificate provider.

Certificates will only be issued for competent candidates that have achieved the assessment criteria for the qualification as a whole. No individual unit certificates will be issued.

## Section 5: Delivery workforce criteria

Approved centres must ensure they have the appropriate personnel involved in the delivery, assessment and quality assurance of ASQ qualifications. The following criteria are the minimum criteria that need to be met by those involved in the delivery, assessment and quality assurance of the qualification.

### Criteria for Tutors

Tutors of the ASQ Level 5 Diploma in Golf Club Management should:

#### Essential

- Be able to demonstrate current relevant knowledge and competence in relation to Golf Club Management
- Have excellent interpersonal skills and be able to communicate effectively with learners using a variety of mediums
- Have attended the relevant ASQ Level 5 Diploma in Golf Club Management learning orientation programme
- Have experience of delivering training programmes to a range of individuals or groups and providing support, guidance and mentoring to candidates.

#### Desirable:

- Be an active and appropriately qualified manager
- Have a relevant tutoring qualification e.g. prepare to teach in the Lifelong Learning Sector (PTLLS) or equivalent

### Criteria for Assessors

Assessors of the ASQ Level 5 Diploma in Golf Club Management should:

#### Essential

- Be able to demonstrate current relevant knowledge (and where possible competence) in relation to Golf Club Management
- Have a relevant assessor qualification e.g. Certificate in Introduction to Assessment Practice in Sport, or current/recognised equivalent eg former A1/V/D awards in conjunction with CPD based on current Learning and Development unit 9.
- Have attended the relevant ASQ Level 5 Diploma in Golf Club Management learning orientation programme
- Have experience of assessment and awarding procedures
- Be familiar with the requirements in relation to conducting assessment, recording assessment decisions and maintaining candidate's records.

#### Desirable

- Hold an equivalent management qualification or experience

**Note:** It is acknowledged that, for the ASQ Level 5 Diploma in Golf Club Management, the same person or two different people may fulfil the roles of tutor and assessor. Whichever option is chosen, the centre's Associated Sports Qualifications appointed External Verifier will wish to ensure that all persons providing training or assessment for the qualification meet the qualification specific criteria detailed above.

### Continuing Professional Development

It is an expectation that the workforce involved in the delivery and assessment of qualifications within Approved Centres remains current and continually delivers best practice relevant to the roles. This commitment to continued good practice in the delivery of qualifications can include regulated or legislative requirements and / or standardisation events as well as dedicated opportunities to develop technical skills and knowledge relevant to the roles.

## Section 6: Quality assurance

The quality assurance of qualifications is of paramount importance to ensuring the quality and standard of ASQ's qualifications is maintained across all Approved *Centres* and its assessment sites. High quality learning environments, assessments and quality assurance practices within approved *Centres* is a key driver of the success of ASQ's qualifications. Good quality assurance procedures can lead to:

- improved learner experience
- increases in learner achievement
- improved retention / completion rates
- Cost-effective programmes for providers / organisations.

Approved centres should plan for the quality assurance of programmes from the earliest stage of development and implementation. Good quality assurance procedures will ensure *Approved centres* meet ASQ's requirements and where appropriate can satisfy external organisation's requirements for quality vocational education and training. Quality assurance of qualifications applies to the:

- recruitment process
- induction of learners into qualifications
- initial assessment of learners
- design of learning programmes
- delivery (teaching / tutoring) of the learning programme
- support of learners
- assessment strategy
- record keeping and monitoring of progress
- achievement and certification of learners
- review and development of programmes / procedures.

### Internal quality assurance

ASQ Approved Centres must have effective quality assurance policies and procedures in place to deliver ASQ qualifications. ASQ Approved Centres are responsible for the internal quality assurance of ASQ's qualifications. ASQ will provide external quality assurance.

Approved Centres must provide a plan ('when') for the quality assurance of the qualification and also detail the strategy to be used *i.e.* what sampling will be conducted and using what methods (observed practice and / or paper or desk-based). The plan should outline when the various quality assurance methods will be conducted, what standardisation activities are conducted and who will be involved in the internal quality assurance process. Sampling should include that of learners, range of assessors (if appropriate), methods of assessment, evidence and also the records of assessments conducted within the approved centre/assessment site.

Whoever (e.g. IV or Lead IV) is responsible for the internal quality assurance within an approved Centre will need to ensure that all factors related to quality assurance are covered. This should include:

- ensuring all quality assurance policies and procedures are 'fit for purpose'
- the plan and strategy for quality assurance is implemented and revised where appropriate
- clear communication of the quality assurance procedures is known within the *Centre*; and effective communication is implemented with the appointed External Verifier / ASQ
- all personnel involved in the assessment of the qualification are appropriately qualified and conduct their practice in accordance with the appropriate National Occupational Standards
- Assessors being supported and regularly observed to maintain standards.

## The quality assurance workforce

Internal Verifiers are an important part of the workforce within an Approved Centre and should work integral to the delivery workforce. The role of the IV is extremely important with an Approved *Centre* and they should provide guidance and support to assessors as well as ensure the quality of assessment is maintained. Where Approved *Centres* have more than one IV, it is advised that one IV adopts a 'Lead' role to provide the contact point with ASQ, and the appointed External Verifier.

## Criteria for Internal Verifiers

Internal Verifiers (or IVs) of the ASQ Level 5 Diploma in Golf Club management should:

- Have current experience of conducting quality assurance in an education and training environment,
- Hold a recognised quality assurance qualification such as the Level 3/4 Award in the Internal Quality Assurance of Assessment Processes and Practice or equivalent qualifications, for example, the V1 qualification or preceding D34 qualification.
- Be familiar with the requirements in relation to conducting assessment, recording assessment decisions and maintaining candidate's records.
- Evidence of operating within a broad range of assessing contexts within a similar subject area maintaining CPD based on current L+D unit 11

**Note:** Internal Verifiers cannot quality assure assessments that they have conducted.

## Continuing Professional Development of IVs

As is outlined for the delivery workforce, it is an expectation that the workforce involved in the quality assurance of qualifications within Approved *Centres* remains current and continually delivers best practice relevant to the role. This commitment to continued good practice in the quality assurance of qualifications can include regulated or legislative requirements and / or standardisation events as well as dedicated opportunities to develop technical skills and knowledge relevant to the quality assurance role(s).

## External Quality Assurance

External quality assurance for the qualification will be provided by ASQ; a nominated External Verifier (or EV) will be appointed by ASQ when a *Centre* is approved to deliver the qualification. External quality assurance will include:

- approval and ongoing monitoring of the *Centre*
- guidance and support to Approved *Centres* in the delivery and assessment of the qualification
- monitoring of assessment practice
- monitoring of the internal quality assurance procedures.

ASQ conducts external quality assurance to ensure its qualifications are delivered, assessed and quality assured to the highest of standards. And specifically, to ensure that assessment practice within Approved *Centres* is valid and reliable.

## **Quality Assurance of Training Provision.**

The ASQ Level 5 Diploma in Golf Management has been developed in collaboration with PGA, GCMA and BIGGA.

Organisations that are not currently approved centres and wishing to deliver these regulated RQF qualifications via ASQ must firstly seek to becoming ASQ approved centre and satisfy the ASQ approvals process. This consists of: (i) Centre approval and (ii) Qualification approval.

Centre approval ensures you have the right systems, practices, process and people in place. Qualification approval ensures you have the right skills, knowledge, experience, qualifications and understanding to deliver the qualification to learners.

Where Approved Centres/training providers select to develop their own learning programmes, learning resources and workforce training programmes, they too must seek formal approval for each of these elements from ASQ and the qualification design bodies; GCMA,PGA,BIGGA.

Training provider's e.g. educational establishments wishing to offer the qualification may do so without becoming an ASQ Approved Centre however this option will only be made available via a license agreement with the qualification development bodies; GCMA, PGA and BIGGA. This can be purchased for the qualification content as a whole or separately for the following elements.

- Learning Programme (developed learning materials)
- Tutor and assessor orientation learning programme
- Learning resources

All enquiries in the first instance should be made to ASQ direct.