

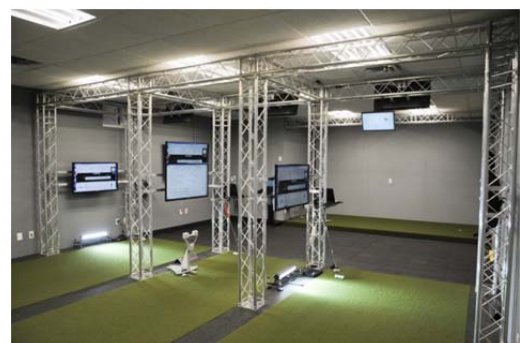


PGA™

SUPERVISING PROFESSIONAL'S GUIDE TO THE PGA OF AMERICA'S PGM 3.0 PROGRAM

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Congratulations on the acceptance of your employee as an associate of the PGA's Professional Golf Management program. Your associate has embarked on a journey that will prepare him or her to contribute to the game of golf, success of the golf profession, and success of your facility.

On July 9, 2018, The PGA of America formally launched its new associate education program, PGA Professional Golf Management Program (PGM3.0). This program requires that qualifying courses be passed to be eligible to register as an associate. An online learning management system, The PGA's Education Portal, allows 24 hour access to course materials. New seminars have been added to increase the number of hours of direct instructor led courses. Associates will attend 5 days of classes at the PGA Education Center for each of the program's three levels. The work experience activities will be completed online and testing will be held at PSI Test Centers throughout the country.

This guide contains information that covers everything from program requirements and learning outcomes to specific ways of mentoring your associate during this journey. Utilize these tools and see the many benefits that the PGM program brings to the PGA, your associate, and to you and your facility.

As a supervising professional you have the privilege and opportunity to lead your associates through their careers. You probably hope your employees will do the job according to your standards. You desire to transition your standards to others. In doing so you maximize performance, develop employees, and leave a lasting legacy. In this is found the essence of mentoring and leadership. Leadership is defined as the action of leading others or an organization. How you lead your associate has a direct effect on their capabilities, performance, and value. You can help ensure your associate gets the most from the PGM program by actively encouraging their participation and mentoring them on a daily basis.

Many associates lose track of program requirements and acceptable progress timelines and find themselves in suspended or terminated status. Through your efforts—the PGA Supervising Professional— associates can be provided with the support and guidance needed to successfully complete the PGM program and attain PGA membership.

Mission of the PGA

The Professional Golfers' Association of America

- The mission of the PGA is to promote the enjoyment and involvement in the game of golf and to contribute to its growth by providing services to golf professionals and the golf industry.
- The PGA will accomplish this mission by enhancing the skills of its professionals and the opportunities for amateurs, employers, manufacturers, employees, and the general public.
- In doing so, the PGA will elevate the standards of the professional golfer's vocation, enhance the economic well-being of the individual member, stimulate interest in the game of golf, and promote the overall vitality of the game.

Mission of the PGA PGM Program

The PGA Professional Golf Management Program (PGM3.0)

The PGA Professional Golf Management Program provides world-class training for aspiring golf professionals by offering skill-based training programs that provide state-of-the-art skills and knowledge. Graduates of this program will become outstanding golf professionals who will provide exceptional service to their customers, employers, fellow professionals and the game of golf.

PGA PGM Program Requirements

What is the PGA Professional Golf Management Program (PGM3.0)?

The PGA Professional Golf Management Program is a world-class training program for all aspiring PGA professionals. It consists of self-studies, seminars, work experience activities and testing components. A learning management system online provides 24 hour access to courses.

What are the program specifics?

The program consists of three levels with courses on The People, The Business and The Game. Course manuals (pdf files) are found online for each level. Associates attend a week long seminar session at the PGA Education Center for each level. Associates are required to complete and submit a work experience portfolio at each level. Upon approval of this portfolio, associates are eligible to schedule tests on that level at PSI Test Centers. When all tests of a level are passed, the associate can advance to the next level. When all levels are completed the associate may apply for PGA Membership.

How does an individual begin?

Individuals register through PGA.org for access to the five qualifying level courses found on the Education Portal on PGA.org. Upon completing those courses, passing a Qualifying Test, meeting the PAT requirement, completing the background check and being eligibly employed, the individual registers as a PGA Associate and into Level 1 of the PGA Professional Golf Management Program (PGM 3.0).

When does an associate attend seminars?

Upon reviewing all the courses online for a level, an associate may register for a seminar session. Each seminar session is five days in length. Information on the schedule and fees can be found under Resources on each associate's dashboard found on PGA.org. The registration fee for seminars includes the seminars, airfare, breakfast, lunch and lodging.

What is the evaluation process for the portfolio?

The portfolio is submitted through the Education Portal for evaluation by PGA Faculty. Associates should allow up to 30 days for the review process. The associate may be asked to provide more substantial answers or documentation in the review process. Upon approval of the portfolio, the associate is notified via email.

PGA PGM Program Requirements

How does an associate schedule testing?

After the work experience portfolio is approved, an email will be sent to the associate from PSI. That email will include a link to PSI's scheduling site and important password information. The associate will schedule an appointment for the test for a particular level directly with PSI. If the test is not passed at the initial appointment, the associate will then schedule a retake appointment 30 days later.

What are the specific courses of the program?

The program curriculum contains two core areas: Facility Management and Teaching & Coaching. The **At-A-Glance Chart** on the following page lists the seminar courses in each level of the PGM 3.0 Program.

PGA PGM 3.0 Program at a Glance: Golf Operations Career Path for PGA Associates

QUALIFYING LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	
Requirements	Principal Courses: All PGA Associates access course materials through the Education Portal on PGA.org			
<p>PGA Associates:</p> <p>Register for Qualifying Level</p> <p>Complete Qualifying Level Courses:</p> <ul style="list-style-type: none"> ○ Introduction to the PGA PGM ○ History of The PGA ○ The PGA Constitution ○ The Rules of Golf A ○ Career Enhancement A <p>Pass Qualifying Test</p> <p>Document qualifying Playing Ability Test score</p> <p>Document eligible employment</p> <p>Register and purchase Level 1 materials and online access</p>	<p>Teaching and Coaching 1:</p> <p>Core content on learning, teaching, elements of the game, club performance, and player development with emphasis on beginning players</p>	<p>Teaching and Coaching 2:</p> <p>Application of content linked to learning, teaching, elements of the game, club performance, with an emphasis on intermediate players</p>	<p>Teaching and Coaching 3:</p> <p>Integrated perspective of business aspects, learning, teaching, elements of the game, club fitting and physical performance with emphasis on advanced players</p>	
	<p>Facility Management 1:</p> <p>Core content about business, customer service, and key operations at golf facilities</p>	<p>Facility Management 2:</p> <p>Application of the PGA business and customer relations models in the context of multiple operations</p>	<p>Facility Management 3:</p> <p>Integration of critical business, customer relations, supervision, and operational functions from a management perspective</p>	
	<p>Pre-Seminar Activities: PGA Associates are encouraged to complete and document pre-seminar activities before attending the seminars. These activities are designed to facilitate discussions during seminar learning activities.</p>			
	<p>Seminars: Seminars are held at the PGA Education Center. The seminars listed below last two to three days each, for a total of five days, at the PGA Education Center.</p>			
	<p>Teaching and Coaching 1:</p> <p>Group discussions and instruction-related simulations and experiences</p>	<p>Teaching and Coaching 2:</p> <p>Application of instruction-related practices at golf facilities through group projects and simulations</p>	<p>Teaching and Coaching 3:</p> <p>Integration of teaching, player development, and business practices through group projects and simulations</p>	
	<p>Facility Management 1:</p> <p>Discussion and group projects centering on PGA models and core operations</p>	<p>Facility Management 2:</p> <p>Application of business, customer relations, and operations concepts through projects and simulations</p>	<p>Facility Management 3: A team focused management simulation consisting of integrating operations and management functions</p>	
	<p>Work Experience Portfolio: The work experience portfolio emphasizes activities linked to on-the-job application and performance. These activities include a combination of subject-specific tasks and integrated projects that PGA Associates complete at each level.</p>			
	<p>Knowledge Tests: PGA Associates must pass a knowledge test at each level before moving on to the next level. The test will be comprised of multiple-choice and true/false items linked to each of the content domains listed above. Test registration is available through a third-party test company.</p>			
	Advance to Level 2	Advance to Level 3	Complete PGA PGM Program	

PGA Membership Requirements

High School Diploma: Candidates for PGA Membership must have a high school diploma or be at least 18 years of age and have the equivalent of a high school education.

Playing Ability Test: The Playing Ability Test (PAT) is one of the first steps to becoming a PGA Professional. Passing the 36-hole PAT is achieved by scoring equal to or less than the PAT target score. The target score is determined by multiplying the USGA course rating by two and then adding 15 strokes. The PAT is a 36 hole test conducted from the middle tees of the golf course with the flagsticks set on a generally flat area of the green. Although this sounds relatively simple, less than 20-percent of those taking the PAT achieve a passing score.

PGA Professional Golf Management Program Completion: According to the Acceptable Progress policy, associates must successfully complete all Level 1 requirements: seminars, portfolio and testing within two years of the Level 1 start date. Level 2 requirements must be successfully completed within two years of the Level 2 start date. Level 3 and election to PGA Membership must occur by 8 years of the Level 1 start date

Experience/Education Credit: Associates must earn 36 or more work experience credits as defined in the PGA Bylaws and Regulations. Associates will be awarded one (1) experience credit for each month while eligibly employed full time. Twelve credits are awarded for a four year college degree, and six credits are awarded for a two year college degree.

Membership Application: Applications for membership may be submitted after Level 3 seminars have been completed. Once the application is received and approved by the National and Section office, associates will be elected to membership the first election date following completion of all membership requirements.

On a daily basis, PGA Professionals have the opportunity to mentor and help associates complete the PGM3.0 Program. As leaders of the golf industry, you can and should help your associates. In fact, there are several ways to mentor and motivate your associates as they strive for PGA Membership:

- 1) Link progression or completion of the program into your associate's employment agreement
- 2) Utilize the course learning outcomes to match your facility's activities
- 3) Create a weekly plan in which a certain number of activities must be completed
- 4) Review each inventory checklist to parallel work experience activities with on the job responsibilities that will match specific learning situations at your facility
- 5) Conduct routine study sessions
- 6) Counsel and motivate your associate on a scheduled basis
- 7) Conduct an event to raise money for program fees
- 8) Advise your associate on sources of information for off-site activities
- 9) Attend section/chapter meetings and events with your associates

The possibilities are endless. Communication is the key. Communicate through your words and actions the importance of the associate's progress.

The PGA Professional Development Department has a mentoring program supported by the PGA Members employed as faculty and other support staff at the PGA Education Center.

These faculty members and staff deliver the seminars and serve as subject matter experts who collaborated to create the curriculum and participate in test writing workshops and passing score reviews.

Associates may contact a mentor with questions concerning the course content, work experience activities and the overall structure of the program. As a Supervising professional, you can take the opportunity to utilize the staff at the PGA Education Center to help you to better understand the program and to guide your associate through the steps to PGA Membership. Mentors can be reached at 1- (866) 866-3382, option 6 or by sending an e-mail to pgapgmmentor@pgahq.com.

Work Experience Portfolio

Work experience activities are required for each course and will be explained during the seminar session and are to be completed when the associate returns to your facility. The Work Experience Portfolio is located on the PGA Education Portal. The completed Work Experience Portfolio is submitted to the PGA Professional Development Department and will be evaluated by PGM faculty. Allow 30 days for evaluation of the Work Experience Portfolio. Once the Work Experience Portfolio is approved, your associate will be eligible to test.

WORK EXPERIENCE ACTIVITIES CHECKLIST - Level 1

- **BUSINESS PLANNING**
 - Activity 1: Phase 1: Define the Business
 - Activity 2: Phase 2: Assess the Current State of Business
 - Activity 3: Phase 3: Develop Objectives and Related Strategies
 - Activity 4: Phase 4: Develop a Financial Forecast and Budget
 - Activity 5: Phase 5: Monitoring Performance
- **CUSTOMER RELATIONS**
 - Activity 1: The Business Value of Effective Public Relations
 - Activity 2: Moments of Truth at My Facility
 - Activity 3: Strategies and Skills at My Facility
 - Activity 4: Improving Positive Engagement Routines
- **TOURNAMENT OPERATIONS**
 - Activity 1: Develop a Tournament Business Plan – Case Study Facility
 - Activity 2: Plan and Prepare for a Tournament Event – Employment Facility
 - Activity 3: Run the Tournament – Employment Facility
 - Activity 4: Review and Evaluate the Tournament – Employment Facility
- **GOLF CAR FLEET MANAGEMENT**
 - Activity 1: Create a Golf Car Fleet Business Plan
 - Activity 2: Analyze Fleet Policies and Procedures
 - Activity 3: Explore Maintenance and Storage Practices
 - Activity 4: Analyze Customer Satisfaction and Financial Performance
 - Activity 5: Prepare the Final Report
- **INTRODUCTION TO TEACHING AND GOLF CLUB PERFORMANCE**
 - Activity 1: Interview, Observations and Assessment
 - Activity 2: Lesson 1
 - Activity 3: Lesson 2
 - Activity 4: Lesson 3
 - Activity 5: Evidence for Learning

Work Experience Portfolio

WORK EXPERIENCE ACTIVITIES CHECKLIST - Level 2 TBD

GOLF OPERATIONS

MERCHANDISING AND INVENTORY MANAGEMENT

TURFGRASS MANAGEMENT

INTERMEDIATE TEACHING AND GOLF CLUB ALTERATION

Work Experience Portfolio

WORK EXPERIENCE ACTIVITIES CHECKLIST Level 3 TBD

FOOD AND BEVERAGE CONTROL

HUMAN RESOURCES MANAGEMENT AND SUPERVISING AND DELEGATING

ADVANCED TEACHING AND GOLF CLUB FITTING

Acceptable Progress

Acceptable Progress is a policy defined by successful completion of each level. Level 1 must be completed within two years from the Level 1 start date; Level 2 must be completed within two years from the Level 2 start date. Associates have eight years from the Level 1 start date to complete Level 3 and be elected to PGA Membership.

Course Learning Outcomes

Course Learning Outcomes state what the associate will learn or be able to do as a skill after successfully completing the specific course. All test items are required to map back to learning outcomes.

Course Manuals

PDF files of course manuals can be found on PGA.org by clicking the Education Portal icon. These courses must be reviewed prior to attending a week long seminar session at the PGA Education Center.

Knowledge Test

An objective test that corresponds to the skills and information learned in a specific course. Knowledge tests consist of multiple choice and true/false questions. These questions are linked directly to the course learning outcomes. Knowledge tests are administered at PSI Test Centers. The Knowledge test must be passed before advancing to the next level.

Knowledge Test Blueprints

Blueprints are a set of test construction guidelines that represent a measurable expression of the learning outcomes to be covered in the knowledge test for a subject. Blueprints are available to associates during the seminars of each level.

PGA Education Portal

The PGA Education Portal is the online education portal for PGA Professional Development and the PGA PGM 3.0 Program. This site is where participants can register, download course materials, monitor progress and find schedule and costs information.

PSI Test Centers

Locations where PGA PGM program tests are administered. PSI has over 500 centers located within the United States.

Qualifying Level

The Qualifying Level consists of the five courses found on the PGA Education Portal. The courses are Introduction to the PGA PGM Program, PGA History and Constitution, the Rules of Golf and Career Enhancement.

Qualifying Test

A single objective test covering the four courses presented in the PGA PGM Qualifying Level.

Seminars

Interactive seminar courses that are delivered on 5 consecutive days at the PGA Education Center for each of the three levels of the program. These seminars are led by full time faculty at the PGA Education Center and by PGA PGM adjunct faculty.

Suspension

Suspended associates shall lose all rights of membership and the privilege to play in National, Sectional, or Chapter golf tournaments in accordance with tournament administration procedures established by PGA of America and the PGA Sections. In addition, associates will not earn experience credits during any suspension. The liability insurance will remain in effect.

Termination

Terminated individuals are completely dropped from the associate rolls. Terminated associates will lose access to PGA.org and will have no liability insurance coverage. Associates will have access to the PGA Education Portal to progress in the PGM 3.0 program. Associates then must re-register upon completing necessary PGM Program coursework and testing.

Work Experience Activities

Work Experience activities are on-the-job learning activities related to courses that must be completed and recorded in the work experience portfolio.

Work Experience Portfolio

The portfolio is the compilation of all required work experience activities that will be evaluated by the PGA PGM faculty at each level of the program.

Acceptable Progress Requirements

Acceptable Progress in the PGA PGM Program is defined by successful completion of each Level and matriculation into the subsequent Level.

Successful Completion of Level 1 - Two years (24 months) from Level 1 Start Date

Level 1 Testing must be successfully completed within two years of the Level 1 Start Date. If the Level 1 Testing is not successfully completed within two years of the Level 1 Start Date, the associate is put on suspension until the Level 1 Testing is completed. If the Level 1 Testing is not completed within four years of the Level 1 Start Date, the associate is terminated. After termination, if the Level 1 Testing is completed within six years of the Level 1 Start Date, the former associate may re-register and continue in the PGA PGM Program. If not completed within six years, the former associate may request early termination of Acceptable Progress or must wait until eight years past the Level 1 Start date to re-register and must complete the PGA PGM Program in its entirety.

Successful Completion of Level 2 – within Two years (24 months) from Level 2 Start Date

Level 2 Testing must be successfully completed within two years of the Level 2 Start Date. If the Level 2 Testing is not successfully completed within two years of the Level 2 Start date, the associate is put on suspension until the Level 2 Testing is completed. If the Level 2 Testing is not completed within four years of the Level 2 Start date, the associate is terminated. After termination, if the Level 2 Testing is completed within eight years of the Level 1 Start Date, the former associate may re-register and continue in the PGA PGM Program, however, Level 3 Testing and election to Membership must occur within eight years of the Level 1 Start date. If not, the former associate must wait until eight years past the Level 1 Start date to re-register and must complete the PGA PGM Program in its entirety.

Successful Completion of Level 3 and Election to PGA Membership – within Eight years (96 months) from the Level 1 Start Date

Level 3 Testing and election to PGA Membership must be successfully accomplished within eight years of the Level 1 Start Date. If the associate does not become elected in within eight years of the Level 1 Start Date, the Associate is terminated from the program and must complete the PGA PGM Program again in its entirety, including passing the PAT.

Note: Individuals who have not successfully completed their Testing requirement at the end of their 2-year suspension period will be terminated from the Associate program.

Learning Outcomes – Qualifying Level

Introduction to the PGA Professional Golf Management Program

After completing the course, associates will be able to:

- Knows the career opportunities, challenges, and benefits of PGA membership
- Can distinguish significant differences between Teaching and Player Development and the Facility Operations Management pathways to PGA membership
- Understands the structure and requirements of the PGM Program
- Knows how to maintain acceptable progress
- Knows the courses at each level of the PGM Program
- Knows how to access resources that facilitate progress through the PGM Program

Career Enhancement A

After completing the course, associates will be able to:

- Prepare a professional resume and cover letter for an employment interview

PGA Constitution

After completing the course, associates will be able to:

- State the mission of The PGA of America and the structure of The PGA Constitution, Bylaws and Regulations
- Describe how The PGA of America is organized, including its Officers, Board of Directors, Sections, and Districts
- Describe the role of Sections and Districts, the PGA Officers and Board of Directors, The Chief Executive Officer and headquarters staff
- Recognize the requirements for PGA Recognized Golf Facilities and employment definitions
- Describe the importance of The PGA of America's dedication to professionalism and ethical practices, what constitutes a Code of Ethics violation, and the procedures for processing Code of Ethics violations
- Identify eligibility requirements for apprentices and members, the rights of membership, the different membership classifications, how to maintain active status, and the process for appealing to the Board of Control on membership issues

Learning Outcomes – Qualifying Level

PGA History

After completing the course, associates will be able to:

- Discuss how The PGA of America began and evolved and be familiar with key milestones in PGA history

Rules of Golf A

After completing the course, associates will be able to:

- Review the organization of The Rules of Golf
- Understand proper etiquette of the game of golf
- Review the history and development of the Rules
- Understand how the Rules are maintained and changed

Learning Outcomes – Level 1

Golf Car Fleet Management

After completing the course, associates will be able to:

- Understand the importance of the golf car to the customer, the golf professional and the facility
- Utilize policies and procedures necessary for the operation of a safe and efficient golf car program
- Know the characteristics of a well-managed golf car fleet
- Evaluate the components and potential benefits of an effective maintenance program and a proper storage facility
- Determine golf car needs in order to acquire a fleet that supports the facility's mission, customers, and physical characteristics
- Project fleet revenue, costs, and profit, and identify how budgeting changes will impact the bottom line
- Evaluate the advantages and disadvantages of lease-purchase options
- Determine optimal rental fees

Customer Relations

After completing the course, associates will be able to:

- Understand the business value of customer relations
- Describe the components of the PGA Customer Relations Model
- Define and identify Moments of Truth in the context of Staffing, Systems and Resources
- Utilize the four Interaction Strategies in a variety of routine and challenging customer situations
- Utilize the seven Interpersonal Skills in a variety of routine and challenging customer situations
- Initiate the PGA Experience using a systematic engagement routine

Learning Outcomes – Level 1

Introduction to Teaching and Golf Club Performance

After completing the course, associates will be able to:

Knowledge of Learning (3)

- Know how students learn and process golf knowledge and skills, and identify the implications for teaching
- Identify the principles of effective practice
- Understand how juniors learn golf knowledge and skills, and identify the implications for teaching

Knowledge of Teaching (4)

- Know the format of an effective golf lesson
- Analyze students instructional needs and set clear, purposeful learning and practice goals
- Deliver effective explanations and demonstrations during a golf lesson
- Engage in self-assessment of teaching skills and competencies

Knowledge of the Game (3)

- Demonstrate basic knowledge of anatomy and physiology and conduct a physical observation to identify movement capabilities and limitations that may affect a golfer's performance
- Define club performance terms and specifications, including clubhead path and clubface position, and describe their effect on ball flight and player performance
- Define what information is required to properly assess a player's golf equipment

Player Development

After completing the course, associates will be able to:

- Understand how player development programs benefit PGA Professionals and support the facility's goals and objectives
- Identify the components of a comprehensive player development program through the utilization of facility-wide resources
- Understand the needs, interests, desires, and concerns of diverse populations and customize development programs
- Describe how to develop plans to market, promote, implement and evaluate player development programs
- Provide ongoing staff training and educational opportunities to develop an effective teaching business
- Communicate the facility-wide benefits of teaching programs to owner(s)
- Develop a business plan specifically for a teaching business
- Devise a comprehensive instructional program that promotes the game
- Market and promote the value of the PGA Professional and instructional program offerings

Learning Outcomes – Level 1

Business Planning

After completing the course, associates will be able to:

- Understand the PGA Business Planning Model
- Use case studies to apply business planning concepts
- Define the business at the facility level in terms of vision, core values, facility characteristics and mission
- Assess the current state of the business by conducting a SWOT analysis
- Develop appropriate business goals and objectives
- Develop strategies to achieve goals and objectives
- Analyze financial history to create a financial forecast and operating budget
- Monitor performance and make necessary modifications to the plan

Tournament Operations

After completing the course, associates will be able to:

- Identify the purpose of golf tournaments at a facility
- Identify and define a tournament's purpose to develop an event that meets the needs of the customer and the facility
- Plan, organize, and promote events
- Define staff requirements for tournament operations
- Know how golf courses and facilities prepare for an event
- Understand and communicate tasks required for tournament execution
- Manage situations and make rulings during events
- Review tournaments and suggest improvements for future events

The Rules of Golf B

After completing the course, associates will be able to:

- Define key terms used in *The Rules of Golf*
- Locate and apply Rules to frequently encountered situations
- Encourage the use of the Rules and etiquette at your facility

Career Enhancement B

After completing the course, associates will be able to:

- Prepare a professional resume and cover letter for an employment interview
- Utilize the PGA PGM Work Experience Portfolio to display relevant training and experience
- Access PGA employment resources and participate in professional growth and development
- Understand the major components of an employment agreement or contract
- Utilize negotiation strategies for a compensation package
- Describe the golf industry job market and the knowledge and skills required to succeed

Learning Outcomes – Level 2

Turfgrass Management

After completing the course, associates will be able to:

- Understand types of grasses and soils, nutrient needs and the impact of climate and traffic stress
- Know common practices for maintaining healthy turfgrass including mowing, watering, fertilizing, aerating, pest control, and disease management
- Identify the responsibilities of the golf course superintendent and maintenance staff
- Know strategies for improving communication and cooperation among the PGA Professional, the superintendent, and the maintenance staff
- Answer questions about course maintenance issues that affect play and the golf experience
- Be aware of functional design considerations such as drainage, traffic control, safety, course playability, aesthetics, and environmental considerations
- Describe practices that improve the golf course and protect the environment
- Describe the process involved in designing a new golf course or renovating an existing one

Merchandising and Inventory Management

After completing the course, associates will be able to:

- Know the characteristics of a merchandising operation that align with a facility's business plan
- Know what is involved in creating and maintaining a buying plan
- Create and maintain a merchandise assortment plan (MAP)
- Establish vendor relationships that contribute to the growth and success of the merchandising operation
- Control the flow of inventory, including ordering, receiving, stocking, tracking, selling, restocking, and valuing
- Utilize industry-proven pricing strategies to meet business objectives
- Know how golf shop design affects merchandise sales
- Implement promotional campaigns and events to sell through merchandise
- Implement selling techniques that support the facility's business objectives
- Monitor key sales and inventory performance metrics to make appropriate adjustments to merchandising plans and sales techniques

Learning Outcomes – Level 2

Intermediate Teaching and Golf Club Alteration

After completing the course, associates will be able to:

Knowledge of Learning

- Explain how the various types of feedback function to influence the effectiveness of teaching and learning of golf skills
- Explain how the various types, conditions, timing and frequency of augmented feedback influence the effectiveness of teaching and learning of golf skills
- Explain how the variables presented influence the effectiveness of practice in learning golf skills

Knowledge of Teaching

- Establish student/teacher relationships that promote greater student learning and enjoyment
- Plan long-term developmental programs for beginning and intermediate players
- Develop a communication style that fits the instructor and increases instructional effectiveness
- Effectively determine and design an appropriate practice routine, including drills and drills with an aid, to the benefit of the golfer and their swing shape
- Use relevant technology to promote student learning

Knowledge of the Game

- Effectively demonstrate and apply the appropriate specialty shot information to the benefit of the golfer
- Assess the physical capabilities of the golfer and describe implications for performance
- Demonstrate appropriate skills including the use of tools and technologies for measuring golf club specifications, performing gap analyses and altering performance variables

Learning Outcomes – Level 2

Golf Operations

After completing the course, associates will be able to:

- Identify core business areas that support a customer-focused environment
- Identify the operations team through organizational systems, consistent communication, training, performance measures, and time management
- Identify and utilize policies for reservation systems, pace of play programs, and monitoring procedures
- Identify operations-related course design and maintenance factors that affect play
- Know how marketing and promotional strategies help achieve business goals and objectives
- Describe the organizational structure, key departments, reporting relationships and job descriptions of a facility
- Align and implement operational policies, procedures and technology systems to support the business plan
- Monitor operational effectiveness and employ quantitative yield management techniques

Learning Outcomes – Level 3

Food and Beverage Control

After completing the course, associates will be able to:

- Know the features and benefits of a successful food and beverage operation
- Describe the major types and levels of service provided by different food and beverage operations
- Identify food and beverage services that are appropriate for a specific facility
- Describe staffing and supervision of a food and beverage operation, and how to ensure customer satisfaction
- Identify areas where food services and golf operations should coordinate efforts

Human Resources and Supervising & Delegating

After completing the course, associates will be able to:

- Describe the Performance System for supervising and delegating
- Motivate individual staff members to increase productivity
- Assign motivating work to individual staff members
- Use elements of the Performance System to delegate assignments
- Use the four Interaction Strategies when delegating assignments to employees with varying capabilities and willingness
- Describe how performance problems are managed appropriately
-

Learning Outcomes – Level 3

Advanced Teaching and Golf Club Fitting

After completing the course, associates will be able to:

Knowledge of Learning

- Explain the role of mental practice and imagery in the teaching, learning, and playing performance of golf skills as well as teach students an effective mental game process
- Explain the theories and factors that influence the transfer of learning and playing performance of golf skills
- Explain how learning occurs when students try to make swing changes in a well-learned swing with implications for teaching and playing performance

Knowledge of Teaching

- Utilize various techniques to measure the current performance level of golfers (Activity)
- Focus and maintain a consistent lesson pace to maximize student learning
- Analyze current teaching and develop effective instructional routines, knowledge, and skills

Knowledge of the Game

- Conduct a physical evaluation of a golfer and develop a corrective exercise program
- Conduct an effective club and ball flight performance evaluation
- Conduct a clubfitting to improve performance
- Distinguish and explain the rationale between the need to alter the golf club or to provide swing instruction in order to optimize performance