

# Master Professional Program

## Project Guidelines

### Golf Operations



**OVERVIEW**

The process is like that which might be used in developing and managing a project at a golf facility – Planning, Implementation, and Results Reporting.

- The project should accurately portray your ability and expertise in Golf Operations as validated by a 3-year business plan for Golf Operations at your facility.
- The plan must be at least one year into implementation so that results relative to stated objectives can be discussed.
- An addendum must be attached to the plan that outlines the facility’s current policies regarding pace of play, tee-time intervals, reservation system, and related issues.
- The project must also include specific information regarding the incorporation of Rules, Tournament Operations, Retail, and Golf Car Fleet Management in the regular Golf Operations at your facility.

**GETTING STARTED**

1. Research and compile relevant sources of literature and references that support your understanding of your chosen career path.
2. Obtain the necessary facility data and information to support your project.
3. Describe the subject, goals, and objectives of the project by briefly describing:
  - What your project intends to accomplish
  - The context of value for the project and how it can benefit the facility or organization.
4. Summarize your conclusions and provide recommendations.
5. Contribute to best practices in Golf Operations.

**FORMATTING**

- The project format and citations should follow APA style standards.
- APA style formatting guidelines provide standards for margins, line spacing, page numbers, tables, figures, etc.
- Utilize the following resources to learn more about APA citation and reference formatting:

APA Paper Format	<a href="https://apastyle.apa.org/style-grammar-guidelines/paper-format/">https://apastyle.apa.org/style-grammar-guidelines/paper-format/</a>
Purdue OWL (Purdue University)	<a href="https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html">https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html</a>
Sample Professional Paper - APA	<a href="https://apastyle.apa.org/style-grammar-guidelines/paper-format/professional-paper.docx">https://apastyle.apa.org/style-grammar-guidelines/paper-format/professional-paper.docx</a>
Formatting Figures and Tables in APA from Purdue OWL (Purdue University)	<a href="https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/apa_tables_and_figures.html">https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/apa_tables_and_figures.html</a>

- The font size should be large enough for the MPP Review & Evaluation Team to read the document without difficulty (12-pt is recommended).
- The writing should be clear, succinct, and correct in spelling, grammar, and punctuation.

- The format, including embedded visuals, figures, and tables, contributes to good communication.
- Accuracy and consistency in presentation and form ensure the value of the Project.
- Best practices, sources, and proficiencies are referenced and required where relevant.

## LITERATURE REVIEW

### Conduct Literature Review based on Industry Research

- List a minimum of ten (10) publications that have provided knowledge that has been applied to the project's management and governance model.
- Describe how new learning is applied to professional practice.
- Ensure knowledge of the Golf Industry is referenced in a relevant context.

### Guidelines

Produce a Literature Review that explains what was read in each document and the impact it has had on your overall understanding of the intended area of study. This should include individual write-ups and citations for each document reviewed. Describe how the key takeaways have influenced you both personally and professionally, as well as how the readings have influenced your job performance and/or project topic. References and in-text citations should be formatted in APA and must be consistent with the project.

1. Before writing the literature review, specify a research topic that enhances one's project and career. Then search for relevant information available in different sources on the selected topic. Use leading sources and search on the internet to collect data that will give current and relevant information about the topic. Sources can be books, journals, previous Master Professional Projects, newspapers, magazines, websites, etc.
2. Whenever you find relevant information about your topic, keep a complete reference of the source. Record the sources from which the data has been gathered, then organize it chronologically, thematically, or methodologically.
3. Write the works of other authors in your literature review, but in your own words. Include the application of your new learning and how it has enhanced your chosen career path.

### In-Text Citations and References in APA

- APA style formatting guidelines provide standards for in-text citations and references.
- Utilize the following resources to learn more about APA citation and reference formatting:

Purdue OWL (Purdue University) - In-Text Citation Basics	<a href="https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/in_text_citations_the_basics.html">https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/in_text_citations_the_basics.html</a>
APA In-text citations	<a href="https://apastyle.apa.org/style-grammar-guidelines/citations">https://apastyle.apa.org/style-grammar-guidelines/citations</a>
References Author/Authors - Purdue OWL (Purdue University)	<a href="https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/reference_list_author_authors.html">https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/reference_list_author_authors.html</a>

APA Reference Examples	<a href="https://apastyle.apa.org/style-grammar-guidelines/references/examples">https://apastyle.apa.org/style-grammar-guidelines/references/examples</a>
Citation generators	<a href="https://www.scribbr.com/apa-citation-generator/">https://www.scribbr.com/apa-citation-generator/</a> (Scribbr) <a href="https://www.citationmachine.net/apa">https://www.citationmachine.net/apa</a> (Citation Machine)
Adding citations in a Word Document	<a href="https://support.microsoft.com/en-us/office/add-citations-in-a-word-document-ab9322bb-a8d3-47f4-80c8-63c06779f127">https://support.microsoft.com/en-us/office/add-citations-in-a-word-document-ab9322bb-a8d3-47f4-80c8-63c06779f127</a>

## APA Reference and Citation Examples

These examples cover only the most frequently used citation and reference rules regarding APA style, but it is not exhaustive. For more information, please visit <http://www.apastyle.org>.

References	APA Formatting Example
Journal Articles	Kimes, S. E. (2000). Revenue management on the links: applying yield management to the golf-course industry. <i>Cornell Hotel and Restaurant Administration Quarterly</i> , 41(1), 120-127.
Books	Breitbarth, T., Kaiser-Jovy, S., & Dickson, G. (Eds.). (2017). <i>Golf business and management: a global introduction</i> . Routledge.
Magazine Articles	Gordon, J. (1996). Making the General Manager Jump. <i>PGA Magazine</i> 77 (9), 24-31.
Websites	DeLozier, H. (2012, August 10). The Art of Strategy. <a href="https://www.golfcourseindustry.com/article/gci0812-strategic-planning/">https://www.golfcourseindustry.com/article/gci0812-strategic-planning/</a>
Organization as Author	PGA of America. (2018). <i>Golf Operations</i> (Level 2 Course Manual).
Online Course - Organization as Author	PGA of America. (n.d). <i>Creating a Business Plan</i> [Online Course]. Retrieved from <a href="https://pga.org">https://pga.org</a> Note - (n.d) refers to a publication date that is not available.
In-Text Citations	APA Citation Examples
One Author	Parathetical Citation - (Jones, 1998) Narrative Citation - Jones (1998), noted the importance of...
Short Quotations	According to Jones (1998), "students often had difficulty using APA style, especially when it was their first time" (p. 199).
Organization as Author	According to the PGA of America (2018),....
Two Authors	Parathetical Citation - (Jones & Smith, 2003) Narrative Citation - Research by Jones and Smith (2003) supports...

## PHASE 1: FACILITY OVERVIEW AND OPERATIONS

**PROJECT ELEMENTS** – The following outlines the required elements (parts I-IV) of the project that, upon completion of PHASE 1, are to be submitted via the Education Portal.

### Part I. FACILITY INFORMATION

1. **Description of Facility.** Describe the facility type, size, location, length of season, and key performance indicators. Include any other features that are relevant to golf operations.
2. **Description of Golf Operations.** Describe in detail the functional areas you directly supervise (teaching, merchandising, golf range, golf car fleet, bag storage, etc.), the number of staff and services offered, and the ownership arrangement of the golf operations. Include an organization chart for golf operations. Also include your role and HR philosophy in interviewing, hiring, and training employees and the internal cash control for golf operations.
3. **Facility and Golf Operations Mission Statements.** State both the facility's mission and the mission for golf operations and indicate how the latter supports the former.
4. **Operational Decisions.** Describe how major operational decisions regarding golf operations are made concerning financial, staffing, equipment, and capital expenditures.
5. **Playing Policies.** The ability to successfully meet business plan objectives depends in part, on the number of rounds played, which, in turn, depends on how well play is facilitated to provide a quality golfing experience for your customers. Outline the playing policies, discussing the following:
  - Reservation and starting system: whether advanced reservations are possible and if the system is manual or automated.
  - Tee-time interval and standard pace rating.
  - Golfer pace of play programs and incentives: golfer awareness of and appreciation for pace of play issues.
  - Yield Management Philosophy

### Part II. TOURNAMENT OPERATIONS

Illustrate the expertise required for the complex management and technical requirements of a major tournament. Analyze the tournament's strengths or weaknesses to improve the next one.

1. **Overview.** Describe the tournament history and your involvement. Include the objectives, the participants and the sponsoring agency, the setting, and the duration of the event.
2. **Timeline.** Describe the event development timeline. Indicate the origin of the event and identify critical benchmarks and their completion dates. This can be done with a single table or chart and does not require a detailed written presentation.

3. **The Team.** Provide an organization chart that outlines the key individuals, the major functional teams, and the team responsibilities for planning and conducting the tournament.
4. **Your Role.** Describe your role in planning and conducting the tournament. Describe your major responsibilities from the business development phase through tournament review.
5. **Key Activities.** Chronicle each phase of the tournament. Identify key activities and processes used to ensure appropriate communication between individuals and teams and the benchmarks employed to ensure that the event went as planned. Procedures and the actual tournament checklists must be included. Include pictures of the scoreboard.
6. **Budget.** Include the tournament budget and explain
  - The major categories of income and expense
  - Whether the tournament achieved its financial objectives
7. **Evaluation of Tournament Success.** Conduct and present a review of the tournament by answering at least the following questions:
  - What were the objectives of the tournament?
  - To what degree were these objectives achieved?
  - What information was used to determine that the tournament objectives were met?
  - In terms of the objectives and the related outcomes, what were the strengths and weaknesses of the event?
  - What specific changes would you suggest improving the tournament or a similar event in the future?
8. **Facility Tournament Operations.** Describe the annual tournament operations at your facility including outings, tournaments, leagues, and special events. Describe the golf calendar and how it is organized and controlled.
9. **Specific Significant Event Details.** All phases of a complex tournament must be documented in detail as follows:
  - A multi-round, multi-day event, with at least 36 holes played
  - At least 100 players each day
  - Associated hospitality events involving food and beverage service, i.e. awards banquet and/or entertainment for spouses or families
  - Media coverage, such as local or national papers, radio, or television
  - A host of paid and volunteer staff associated with several committees
10. **Rules.** Prepare a Rules Sheet utilizing your complex tournament requirement for critique by PGA of America Rules Committee members

### Part III. GOLF CAR FLEET MANAGEMENT

Present the facility's fleet business plan including the facility's existing golf car fleet program

1. **Review the facility's mission statement.** Answers to the following questions should be included in the facility's golf car fleet business plan.
  - Does the fleet program support the mission?
  - Describe the strengths of the program?
  - Describe any golf car fleet weaknesses?
  - Is there a separate mission statement for golf car management?
  
2. **Develop a Fleet Business Plan.** Based on the evaluation of the current fleet, develop a new or revised business plan covering the next 3 to 5 years. The plan must be financially sound, ensure a level of service consistent with the facility's mission and be suitable for submission to an employer or facility owner. Describe how the current plan meets the financial and service objectives and if it requires improvement. In addition, present the following fleet information in a written format:
  - **Staff Organization Chart.** Provide a fleet organization chart that identifies staff positions and their responsibilities for operating the fleet.
  - **Safety, Liability, and Environmental Issues.** Identify any issues related to safety, liability, or the environment and the measures being implemented to address these issues.
  - **Safety, Rental, and Operating Policies and Guidelines.** Summarize key aspects of these guidelines and state whether you have written guidelines such as an operational manual. If so, provide the content pages and explain how they are distributed and updated.
  - **Maintenance and Storage.** Describe how cars are maintained and stored. Include a floor plan of the storage facility and the fleet rotational procedure.
  - **Record-Keeping Systems.** Describe the record-keeping systems for golf car maintenance.
  - **Include Supporting Fleet Management Documentation:**
    1. Financial data, including income and operating expenses
    2. Fleet profile, including make, model, age, and number of cars
    3. Acquisition method (lease or purchase) and why
    4. Ownership/management structure and staffing arrangements
    5. Customer service experience required
    6. Rental and safety policies
    7. Promotional programs
    8. Storage and maintenance procedures
    9. Record-keeping systems
    10. The current state of the golf car fleet
    11. Financial analysis for the next 3-5 years

## Part IV. MERCHANDISING AND INVENTORY MANAGEMENT

Summarize the key points of the merchandising business plan. Describe the facility type, size, location, length of season, key performance indicators, and overall image. Include a financial spreadsheet showing a complete profit/loss statement. Provide details on other relevant features of the Retail operation. A video showcasing your shop must be included in the project. Display examples may be included in the oral presentation.

1. **Description of Retail Operation.** Describe the size of the shop, number of staff, and range of merchandise and services offered. Include the ownership arrangement of the merchandising operation.
2. **Operational Decisions.** Describe how major operational decisions are made such as financials, capital, staffing, and purchasing. Include the open-to-buy plan and merchandise assortment plan.
3. **Facility and Golf Shop Vision and Mission Statement.** State both the facility's vision and mission and the golf shop's vision and mission. Indicate how the latter supports the former.
4. **Current State of Merchandising Business.** Evaluate the current merchandising business (at the beginning of the plan period)
  - a. List specific strengths and weaknesses, opportunities, and threats.
  - b. Focus on financial performance, customer service, staffing, inventory planning, or other aspects of shop operations.
  - c. Results of the review should be presented directly related to future objectives outlined in the plan.
  - d. Included in the plan should be your pricing philosophy, selling technique, and product knowledge plan.

**Submit Phase 1 of the Project on the Education Portal for review and approval by the Review & Evaluation Team before submitting Phase 2.**

## PHASE 2: BUSINESS PLANNING & BEST PRACTICES

**Part V. CURRENT STATE OF THE GOLF OPERATIONS BUSINESS.** The plan should be financially sound and should provide a level of service and financial return consistent with the facility's mission. The plan must cover at least 3 years and include financial forecasts, an analysis of current business and the local market, specific business objectives, and operational and promotional strategies for reaching the objectives.

The plan must be at least one year into implementation so that results relative to the stated objectives can be discussed. An addendum must be attached to the plan that outlines the facility's current playing policies regarding the pace of play, tee-time intervals, reservation system, and related issues



1. **Facility, Market, Customers, and Competitors.** Summarize Analysis of the local market, the current and potential customers, and competition.
2. **Specific Objectives.** Detail Specific business objectives for quality improvements or growth in the golf operations business over the plan period. Ensure objectives are measurable and have a timeline for implementation and completion.
3. **Implementation Strategies.** Describe the key operational and promotional strategies utilized to achieve the business objectives.
4. **Financial Analysis and connections to the Business Plan**
  - a. Prepare a financial forecast for the plan period (at least 3 years; 1 past and 2 future) that identifies major cost categories, states budget assumptions, and estimates revenues, expenses, and profits.
  - b. As part of this analysis, discuss how the financial results of the plan compare with the results prior to the plan.
  - c. In addition, include one year's operating budget, showing the distribution of revenues and expenses throughout the year.
  - d. Utilization of Key Performance Indicators should be included. Also include cash flow budgets and capital budgets.
  - e. Attachments to the Business Plan - supplement the plan with examples of existing facility:
    - Promotional material
    - Operations manuals
    - Business planning tools

## Part VI. BUSINESS DEVELOPMENT

1. **Growth of the Game.** Detail activities used to promote Growth of the Game initiatives at the facility.
2. **Communication.** Describe the day-to-day communication strategy with customers and members. Include communication efforts with facility ownership, management teams, and the staff.
3. **Best Practices.** Identify 3-5 Best Practices in the Golf Operations Track that might be beneficial to other PGA members.

**Submit Phase 2 of the Project on the Education Portal for review and approval by the Review & Evaluation Team.**

**Upon approval of your project please contact PGA Education to schedule a checkpoint. You will also need to provide three bound copies of your project a month in advance of attending a checkpoint. Checkpoint presentation guidelines are provided below;**

### **PRESENTATION GUIDELINES**

- 1-hour presentation – Must align with the project and include program administration and facility performance because of your Golf Operation.
- 45-minute question and answer session
- Debrief with Faculty

### **POWERPOINT BEST PRACTICES**

- 3 – 5 points per slide
- Professional background
- Consistent font
- Clear Images



# MP Program - Project Review Checklist

## Golf Operations

<b>OVERVIEW</b>	<b>YES</b>	<b>NO</b>	<b>UNCLEAR</b>
Project is organized in an understandable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project is free of spelling, typographical, and grammatical errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Table of Contents - List all sections and page numbers			
Facility plan covers at least 3 years ( <b>one year must be completed</b> ) and includes:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Financial forecasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· An analysis of current business and the local market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Specific business objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Operational/Promotional strategies for reaching objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>LITERATURE REVIEW</b>	<b>YES</b>	<b>NO</b>	<b>UNCLEAR</b>
· Ten publications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Executive Summary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Proper Citations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## PHASE 1: GOLF OPERATIONS

<b>1. FACILITY INFORMATION</b>	<b>YES</b>	<b>NO</b>	<b>UNCLEAR</b>
<b>Type and Description</b>			
· Describe the facility type, size, location, length of season, and key performance indicators.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Description of Golf Operations</b>			
· Describe in detail the functional areas you directly supervise (teaching, merchandising, golf range, golf car fleet, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Number of staff and services offered discussed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Ownership arrangement of the golf operation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Organizational chart for golf operation included.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Describe the role in the HR process – interviewing, hiring, training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
· Describe the role in internal cash control for operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Facility and Golf Operations Mission Statement</b>			
· Facility mission statement included.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Golf Operation mission statement included.
- Description of how the latter supports the former.

**Operational Decisions**

- Describe how major operational decisions regarding golf operations are made concerning financials, staffing, equipment, and capital expenditures.

**Playing Policies**

- Briefly outlines playing policies, touching on:   
  - Reservation & starting system: whether advanced reservations are possible and if the system is manual or automated.
  - Tee-time interval and standard pace rating for the course.
  - Golfer pace-of-play programs and incentives (attach any printed handouts).
  - Yield Management philosophy.

**2. TOURNAMENT OPERATIONS**

**YES NO UNCLEAR**

**Project documents a complex event, defined as:**

- A multi-round, multi-day event, with at least 36 holes played.
- At least 100 players
- Associated hospitality events involving food and beverage service (i.e. an awards banquet or entertainment for family)
- Media coverage, which might include local or national newspapers, radio, or television
- A host of paid and volunteer staff associated with several communities

**Overview**

- Describe the tournament history, objectives, and personal involvement. Include the participants, sponsors, setting, and duration of the event.

**Timeline**

- Describe the event development timeline, indicating the origin of the event and identifying critical benchmarks and their completion dates. (This can be done with a single table or chart).

**The Team**

- Provide an organizational chart that outlines key individuals, major functional teams, and responsibilities for planning and conducting the tournament.

**Candidate Role**

- Describe the role you played in planning and conducting the tournament. Also included are areas of major responsibilities from the business development phase through tournament review.

**Key Activities**

- Chronicle each phase of the tournament. This includes key activities and processes used to ensure appropriate communication between individuals and teams and the benchmarks employed to ensure that things moved forward as planned. Items to be included in support of this information: key procedures, checklist, and pictures of the scoreboard. □ □ □

**Budget**

- Include the tournament budget and explains 1) the major categories of income and expense and 2) whether or not the tournament achieved financial objectives. □ □ □

**Evaluation of Tournament Success**

- Conduct a review of the tournament by answering the following questions: □ □ □
  1. What were the objectives of the tournament? □ □ □
  2. To what degree did you achieve these objectives? □ □ □
  3. What information did you use to determine that the tournament objectives were met? □ □ □
  4. In terms of the objectives and the related outcomes, what were the strengths and weaknesses of the event? □ □ □
  5. What specific changes would be suggested in order to improve the tournament or a similar event in the future? □ □ □

**Facility Tournament Operations**

- Describe the annual tournament operations at the facility including outings, tournaments, leagues, and special events. □ □ □
- Candidate describes the golf calendar and how it is organized and controlled. □ □ □

**Rules**

- Prepare a Rules Sheet utilizing your complex tournament requirement for critique by PGA of America Rules Committee members. □ □ □

**3. GOLF CAR FLEET MANAGEMENT**

**YES                      NO                      UNCLEAR**

**Fleet Business Plan**

- Review the facility's mission statement and answer the following questions - Does the fleet program support the mission? Are there strengths and weaknesses? Do you have a separate golf car fleet mission statement? □ □ □
- Develop a fleet business plan covering 3-5 years that is financially sound, promotes a level of service consistent with the facility's mission, establishes measurable objectives, promotes evaluation, and is suitable for professional submission to an employer/owner. □ □ □

**Staff Organizational Chart**

- Include a fleet organization chart that identifies staff positions and their responsibilities for operating the fleet. □ □ □

**Safety, Liability, and Environmental Issues**

- Identify issues related to safety, liability, and/or the environment and the measures being implemented to address issues. □ □ □

**Safety, Rental, and Operating Policies and Guidelines**

- Summarize policies and guidelines in place with regard to safety, rental and operation of the golf car fleet. Included are the content pages and an explanation of how information is distributed and updated.

**Maintenance and Storage**

- Describe how cars are maintained and stored. Candidate includes a storage facility floor plan and fleet rotational procedures.

**Record-Keeping Systems**

- Describe the record-keeping systems for golf car maintenance.

**Provide additional support documentation to address the following items:**

- Financial data, including income and operating expenses
- Fleet profile, including make, model, age and number of cars
- Acquisition method (lease or purchase) and why
- Ownership/management structure and staffing arrangements
- Customer service experience required
- Rental and safety policies
- Promotional programs
- Storage and maintenance procedures
- Record-keeping systems
- Current state of the golf car fleet
- Financial analysis for the next 3-5 years
- Develop a fleet business plan covering 3-5 years that is financially sound, promotes a level of service consistent with the facility’s mission, and is suitable for professional submission to an employer/owner.

**4. MERCHANDISING AND INVENTORY MANAGEMENT**

**YES NO UNCLEAR**

- Summarize the key points of the merchandising business plan, touching on the type of facility, size or Retail shop and include a financial spreadsheet showing a complete profit/loss statement. Include any other features that are relevant to the Retail operation.

- A video showcasing your shop must be included in the project. Large display material such as posters, etc. may be used at your oral presentation.

**Description of Retail Operation**

- Describe the size of the shop, number of staff and range of merchandise and services offered
- Describe the ownership arrangement of the merchandising operations
- Include your OTB Plan and Merchandise Assortment Plan.

**Operational Decisions**

- Describe how major operational decisions are made such as financials, capital, staffing and purchasing.

**Facility and Golf Shop Vision and Mission Statement**

- State both the facility's vision and mission and the golf shop's vision and mission.

- Indicate how the latter supports the former.

**Current State of Merchandising Business**

- Evaluate the current merchandising business (at the beginning of the plan period).
- List the specific strengths and weaknesses, opportunities and threats.
- Focus on financial performance, customer service, staffing, inventory planning, or other aspects of shop operations.
- Results of the review should be presented directly related to future objectives outlined in the plan.
- Included in the plan should be your pricing philosophy, selling technique and product knowledge plan.

**PHASE 2: BUSINESS PLANNING & BEST PRACTICES**

**5. CURRENT STATE OF GOLF OP BUSINESS**

**YES NO UNCLEAR**

- The plan should be financially sound and provide a level of service and financial return consistent with the facility’s mission. The plan must cover at least 3 years and include financial forecasts, and analysis of current business and the local market, specific business objectives, and operational and promotional strategies for reaching the objectives.

- The plan must be at least one year into implementation so that you can discuss plan results relative to stated objectives. An addendum must be attached to the plan that outlines your current playing policies regarding pace of play, tee-time intervals, reservation system, and related issues

- Addendum attached that outlines THE current playing policies regarding pace of play, tee-time intervals, reservation system, and related issues

**Facility, Market, Customer, and Competitors**

- Summarize your analysis of the local market, the current and potential customer base, and competition.

**Specific Objectives**

- Candidate lists specific business objectives for quality improvements or growth in the golf operation business over the plan period. **(Objectives MUST be measurable and have a timeline for implementation and completion).**

**Implementation Strategies**

- Describe the key operational and promotional strategies to achieve business objectives.







**PGA Master Professional Program Candidate: \_\_\_\_\_**

**Presentation/O&A Session**

**Golf Operations**

Directions: PGA Master Professional Program Faculty will rate the candidate’s performance on a scale of 1 to 4 as follows:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Unacceptable</b>	<b>Substandard</b>	<b>Standard</b>	<b>Superior</b>

(For a detailed explanation of each rating, refer to information listed on the back of this form.)

**Presentation**

**Communication Skills** 1    2    3    4  
 Building relationships with customers, management, and staff and coordinating team functions, using verbal and written skills and appropriate technology.

**Financial and Business Planning** 1    2    3    4  
 Understanding how to carry out strategic business planning supported by financial forecasting and tracking, using appropriate technology.

**Management Skills** 1    2    3    4  
 Organizing staff, monitoring staff performance, and assessing the success of the operation in meeting business goals.

**Operational Tools and Procedures/Technical Expertise** 1    2    3    4  
 Establishing reservation systems, tee-time intervals, pace of play policies, course setup, golfer education programs, and retail operations that contribute to the quality and pace of play and support business objectives.

**How Presentation Supports Project** 1    2    3    4

**Question and Answer Session**

**Communication Skills** 1    2    3    4  
 Building relationships with customers, management, and staff and coordinating team functions, using verbal and written skills and appropriate technology.

<b>Financial and Business Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Understanding how to carry out strategic business planning supported by financial forecasting and tracking, using appropriate technology.				
<b>Management Skills</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Organizing staff, monitoring staff performance, and assessing the success of the operation in meeting business goals.				
<b>Operational Tools and Procedures/Technical Expertise</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Establishing reservation systems, tee-time intervals, pace of play policies, course setup, and golfer education programs that contribute to the quality and pace of play and support business objectives.				

Reviewer: \_\_\_\_\_

(1 - 4) Overall Rating:

**4: Superior Performance**

The candidate demonstrates exceptional skill and mastery of the many aspects of the specific career path. The candidate has demonstrated a high level of expertise with regard to the subject matter and has presented relevant information in an equally expert fashion.

**3: Standard Performance**

The candidate conveys an understanding of the required skills and knowledge and has presented information to substantiate an expert level with regard to the subject matter. The candidate demonstrates comprehension of presented materials and has applied skills and practices in operational situations.

**2: Substandard Performance**

The project work and responses to questions reflect that the candidate understands specific career path requirements, but the presentation of materials and responses to questions does not show a level of expertise and does not show the successful application of critical skills in operational situations.

**1: Unacceptable Performance**

The candidate’s performance during the presentation and questions and answers clearly fails to meet basic requirements. The candidate does not show prerequisite skills and provides no indication that key areas are emphasized and delivered in operational situations.