

# SUPERVISING PROFESSIONAL'S GUIDE TO THE PGA OF AMERICA'S PGM 2.0 PROGRAM

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# Welcome

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Congratulations on the acceptance of your employee as an apprentice of the PGA's Professional Golf Management program. Your apprentice 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 January 4, 2010, The PGA of America formally launched its new apprentice education program, PGA Professional Golf Management Program (PGM2.0). This program requires that qualifying courses be passed to be eligible to register as an apprentice. An online learning management system, The PGA Knowledge Center, was created to allow 24 hour access to course materials. New seminars have been added to increase the number of hours of direct instructor led courses. Apprentices 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 apprentice during this journey. Utilize these tools and see the many benefits that the PGM program brings to the PGA, your apprentice, and to you and your facility.

As a supervising professional you have the privilege and opportunity to lead your apprentices 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 could be defined as how you work through others. How you work through your apprentice has a direct effect on their capabilities, performance, and value. You can help ensure your apprentice gets the most from the PGM program by actively encouraging their participation and mentoring them on a daily basis.

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

# Mission of the PGA

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## **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

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### **The PGA Professional Golf Management Program (PGM2.0)**

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

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## **What is the PGA Professional Golf Management Program (PGM2.0)?**

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. Apprentices attend a week long seminar session at the PGA Education Center for each level. After attending the seminars, apprentices are required to complete and submit a work experience portfolio. Upon approval of this portfolio, apprentices are eligible to schedule tests on that level at PSI Test Centers. When all tests of a level are passed, the apprentice can advance to the next level. When all levels are completed the apprentice may apply for PGA Membership.

## **How does an individual begin?**

Individuals register through PGALinks.com for access to the three qualifying level courses found on the PGA Knowledge Center. Upon completing those courses, passing a Qualifying Test, meeting the PAT requirement, completing the background check and being eligible employed, the individual registers as a PGA Apprentice and into Level 1 of the PGA Professional Golf Management Program (PGM 2.0).

## **When does an apprentice attend seminars?**

Upon reviewing all the courses online for a level, an apprentice may register for a seminar session. Each seminar session is five days in length. Information on the schedule and fees can be found on the Resources Tab of the PGA Knowledge Center. The registration fee for seminars includes the seminars, airfare, meals and lodging.

## **What is the evaluation process for the portfolio?**

The portfolio is submitted electronically to the faculty at the PGA Education Center for evaluation. Apprentices should allow up to 30 days for the review process. The apprentice may be asked to provide more substantial answers or documentation in the review process. Upon approval of the portfolio, the apprentice is notified via email.

# PGA PGM Program Requirements

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## **How does an apprentice schedule testing?**

After the work experience portfolio is approved, an email will be sent to the apprentice from PSI. That email will include a link to PSI's scheduling site and important password information. The apprentice will schedule an appointment for the package of tests for a particular level directly with PSI. If all tests are not passed at the initial appointment, the apprentice will then schedule individual appointments for any tests that still need to be passed.

## **What are the specific courses of the program?**

The program curriculum contains three core areas: The People, The Business and The Game. The **At-A-Glance Chart** on the following page lists the self-study and seminar courses in each level of the PGM 2.0 Program.

<b>PGM PROGRAM AT A GLANCE</b>			
<b>QUALIFYING LEVEL</b>	<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>
<b>Requirements</b>	<b>Course Manuals:</b> Accessed through the PGA Knowledge Center		
<ul style="list-style-type: none"> <li>• Register for Qualifying Level</li> <li>• Complete Qualifying Level Courses: <ul style="list-style-type: none"> <li>- Introduction to the PGA PGM</li> <li>- PGA History and Constitution</li> <li>- The Rules of Golf</li> </ul> </li> <li>• Pass Qualifying Test</li> <li>• Document qualifying PAT score</li> <li>• Document eligible employment or PGA Golf Management University enrollment</li> <li>• Register as a PGA Apprentice and purchase Level 1 materials and online access</li> </ul>	<b>Golf Car Fleet Management</b>	<b>Turfgrass Management</b>	<b>Food and Beverage Control</b>
	<b>Customer Relations</b>	<b>Golf Operations</b>	<b>Human Resources--Supervising &amp; Delegating</b>
	<b>Introduction to Teaching &amp; Golf Club Performance</b>	<b>Intermediate Teaching &amp; Golf Club Alteration</b>	<b>Advanced Teaching &amp; Golf Club Fitting</b>
	<b>Business Planning</b>	<b>Merchandising &amp; Inventory Management</b>	<b>Player Development Programs &amp; Teaching Business</b>
	<b>Tournament Operations</b>		<b>Career Enhancement--Final Exp.</b>
	<b>Pre-Seminar Activities:</b> PGA Apprentices and PGA Golf Management University students are required to complete and document pre-seminar activities prior to attending seminars. These activities are designed to facilitate discussions during seminar learning exercises.		
	<b>Seminars:</b> Held at the PGA Education Center for PGA Apprentices and on campus for PGA Golf Management University students		
	<b>Customer Relations</b>	<b>Golf Operations</b>	<b>Human Resources—Supervising &amp; Delegating</b>
	<b>Introduction to Teaching &amp; Golf Club Performance</b>	<b>Intermediate Teaching &amp; Golf Club Alteration</b>	<b>Advanced Teaching &amp; Golf Club Fitting</b>
	<b>Business Planning</b>	<b>Merchandising and Inventory Management</b>	<b>Player Development Programs &amp; Teaching Business</b>
<b>Tournament Operations</b>		<b>Final Experience</b>	
<b>Work Experience Portfolio:</b> The work experience portfolio emphasizes activities linked to on-the-job application and performance. There is a combination of subject specific tasks as well as integrated projects that the PGA Apprentice and the PGA Golf Management University student must accomplish.			
<b>Knowledge Tests:</b> PGM participants must pass Knowledge Tests at each level before moving on to the next level. The tests will be comprised of multiple-choice and true/false items linked to each of the content domains listed above. Test registration is available on the PGA Knowledge Center and tests are taken at one of many sites available through a national network of testing centers.			
Register and purchase Level 2 materials and online access	Register and purchase Level 3 materials and online access	Receive notification of PGM completion and PGA membership.	

# PGA Membership Requirements

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**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, apprentices 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:** Apprentices must earn 36 or more work experience credits as defined in the PGA Bylaws and Regulations. Apprentices 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 three seminars have been completed. Once the application is received and approved by the National and Section office, apprentices 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 apprentices complete the PGM2.0 Program. As leaders of the golf industry, you can and should help your apprentices. In fact, there are several ways to mentor and motivate your apprentices as they strive for PGA Membership:

- 1) Link progression or completion of the program into your apprentice'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 apprentice on a scheduled basis
- 7) Conduct an event to raise money for program fees
- 8) Advise your apprentice on sources of information for off-site activities
- 9) Attend section/chapter meetings and events with your apprentices

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

The PGA Education Department has a mentoring program supported by the PGA Members employed as faculty at the PGA Education Center.

These faculty members 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.

Apprentices 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 apprentice through the steps to PGA Membership. Mentors can be reached at 1- (866) 866-3382, option 6 or by sending an e-mail to [pgagmmmentor@pgahq.com](mailto:pgagmmmentor@pgahq.com).



# Work Experience Portfolio

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Work experience activities are required for each course and will be explained during the seminar session and are to be completed when the apprentice returns to your facility. The apprentice will gain internet access to the Work Experience Portfolio on Day 1 of the seminar session. The Work Experience Portfolio is located on the PGA Knowledge Center under the ***Program Requirements*** tab. The completed Work Experience Portfolio is submitted to the PGA Education 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 apprentice 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 ACTIVITIES CHECKLIST - Level 2**

### **GOLF OPERATIONS**

- Activity 1: Creating a Promotional Strategy Using Your Case Study
- Activity 2: Defining and Aligning the Golf Operation with the Business Plan
- Activity 3: Assessing a Promotional Strategy at Your Facility
- Activity 4: Coordination and Collaboration at Your Facility
- Activity 5: Evaluating Operational Practices Linked to Pace-of-Play
- Activity 6: Yield Management

### **MERCHANDISING AND INVENTORY MANAGEMENT**

- Activity 1: Phase 1: Define the Purpose of the Merchandise Operation
- Activity 2: Phase 1: Analyze Historical Performance Data and Information on Current Trends
- Activity 3: Phase 1: Develop a Comprehensive Buying Plan, Including an OTB Plan, a MAP and Vendor Selection
- Activity 4: Phase 2: Purchasing and Managing Inventory
- Activity 5: Phase 3: Floor Layout and Displays
- Activity 6: Phase 4: Promoting and Selling
- Activity 7: Phase 5: Monitoring Performance and Making Adjustments

### **TURFGRASS MANAGEMENT**

- Activity 1: Turfgrass at a Case Study Facility
- Activity 2: Interview the Course Superintendent
- Activity 3: Communications and Course Conditions
- Activity 4: Scheduled Maintenance at Your Facility
- Activity 5: Sustainable Practices at Your Facility
- Activity 6: Functional Course Design

### **INTERMEDIATE TEACHING AND GOLF CLUB ALTERATION**

- Activity 1: Develop and Conduct a Group Instructional Program
- Activity 2: Physical Fitness Evaluation and Summary
- Activity 3: Measure and Alter a Set of Golf Clubs

## Work Experience Portfolio

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### **WORK EXPERIENCE ACTIVITIES CHECKLIST Level 3**

#### **FOOD AND BEVERAGE CONTROL**

- Activity 1: Benefits of the Food and Beverage Operation
- Activity 2: Coordination of Food and Beverage Operations with the Golf Operation
- Activity 3: Customer Service and the Food and Beverage Operation
- Activity 4: Estimating Food Costs
- Activity 5: Developing a Labor Pro Forma
- Activity 6: Receiving and Storage

#### **HUMAN RESOURCES MANAGEMENT AND SUPERVISING AND DELEGATING**

- Activity 1: Job Descriptions and Interviews
- Activity 2: Hiring Staff at Your Facility
- Activity 3: Training to Create a Welcoming Environment
- Activity 4: Diagnosing a Performance Problem
- Activity 5: Conducting a Joint Problem Solving Discussion
- Activity 6: Designing a Motivating Assignment
- Activity 7: Delegating an Assignment
- Activity 8: Performance Standards and Evaluations

#### **PLAYER DEVELOPMENT PROGRAMS AND TEACHING BUSINESS**

- Activity 1: Design and Implement a Player Development Program

#### **CAREER ENHANCEMENT**

- Activity 1: Identifying a Position for Career Enhancement
- Activity 2: Creating a Resume and Cover Letter
- Activity 3: Conducting an Informational Interview
- Activity 4: Identifying the Next Steps for Professional Development

#### **ADVANCED TEACHING AND GOLF CLUB FITTING**

- Activity 1: Plan and Conduct a Five Lesson Series with an Advanced Golfer
- Activity 2: Conduct a Fitness Evaluation and Recommend Fitness Training
- Activity 3: Conduct a Club Fitting

## Terminology

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### **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. Apprentices 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 apprentice 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 seminar and self-study courses can be found on the PGA Knowledge Center. These courses must be reviewed prior to attending a week long seminar session at the PGA Education Center.

### **Final Experience**

The culminating Level 3 seminar is called the Final Experience, which consists of a team project and presentation based on a Golf 2.0 Strategy. The Final Experience takes place during the final days of the Level 3 seminar session.

### **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. All tests 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 apprentices during the seminars of each level and found in the How to Prepare document found on the PGA Knowledge Center.

## Terminology

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### **PGA Knowledge Center**

The PGA Knowledge Center is the online education portal for PGA Education and the PGA PGM 2.0 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 three courses found on the PGA Knowledge Center. The courses are Introduction to the PGA PGM Program, PGA History and Constitution and the Rules of Golf.

### **Qualifying Test**

A single objective test covering the three 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 PGA Members employed as faculty at the PGA Education Center and by PGA PGM adjunct faculty.

### **Suspension**

Suspended apprentices 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, apprentices will not earn experience credits during any suspension. The liability insurance will remain in effect.

## **Termination**

Terminated individuals are completely dropped from the apprentice rolls. Terminated apprentices will lose access to PGALinks.com and will have no liability insurance coverage. Apprentices will have access to the PGA Knowledge center to progress in the PGM 2.0 program. Apprentices 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

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**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 apprentice 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 apprentice is terminated. After termination, if the Level 1 Testing is completed within six years of the Level 1 Start Date, the former apprentice may re-register and continue in the PGA PGM Program. If not completed within six years, the former apprentice 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 apprentice 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 apprentice is terminated. After termination, if the Level 2 Testing is completed within eight years of the Level 1 Start Date, the former apprentice 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 apprentice 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 apprentice does not become elected in within eight years of the Level 1 Start Date, the Apprentice 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 Apprentice program.

## Learning Outcomes - Qualifying Level

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### **Introduction to the PGA Professional Golf Management Program**

This course describes the career opportunities, challenges, and benefits of a career as a PGA Professional. The course also presents the structure of the PGA PGM Program and related program completion requirements. (Self-study)

After completing this course, students will be able to:

- Investigate the career opportunities, challenges, and potential benefits of PGA membership
- Distinguish between the two pathways to PGA membership
- Describe the structure and requirements of the PGA PGM Program, and how to maintain acceptable progress
- Recognize the content covered in each level of the PGA PGM Program
- Describe how progress is measured at each level of the PGA PGM Program
- Estimate the number of hours it will take to complete the PGA PGM Program and understand strategies for managing time and progress
- Access resources to facilitate progress through the PGA PGM Program

### **PGA History and Constitution**

This course introduces *The PGA Constitution, Bylaws, and Regulations*, an important document in the life of a PGA member. Topics covered in the course include the evolution of The PGA during the past century; The PGA's organizational structure; the rights, responsibilities, and classifications of PGA membership; requirements for professional development; and procedures for dealing with membership issues, such as violations of the PGA Code of Ethics. (Self-study)

After completing the course, students will be able to:

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

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### Rules of Golf

This initial Rules course presents the structure and relevance of *The Rules of Golf*, published by the USGA and used throughout the industry. The course also highlights several common Rules and offers a procedure and helpful tips on how to address on-course Rules questions as a PGA Professional. Finally, the history, evolution, and importance of *The Rules of Golf* are featured, among other methods, as a way to promote respect and adherence to the Rules. (Self-study)

After completing the course, students will be able to:

- Describe the organization of *The Rules of Golf*
- Apply proper etiquette to the game of golf
- Identify ways to promote the Rules and etiquette to the golfing public
- Define key terms used in *The Rules of Golf*
- Locate and apply Rules for frequently encountered situations
- Describe the history and development of the Rules
- Explain how the Rules are maintained and changed

## Learning Outcomes – Level 1

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### **Golf Car Fleet Management**

This course covers planning, operating, and maintaining a golf car fleet at a facility. The course focuses on operational topics, such as rental policies and procedures, as well as preventative maintenance routines and proper car storage. The course also features planning and business aspects, such as how to determine the number and type of cars for the fleet, whether to purchase or lease them, and how much to charge for a rental (self-study)

After completing the course, students will be able to:

- Describe the importance of the golf car to the golfer, the golf facility, and the golf professional
- Identify the characteristics of a well-managed, profitable golf car fleet
- Describe the responsibilities of the fleet manager
- Identify essential policies and procedures that are the foundation of a safe and efficient golf car rental program
- Describe the staffing requirements at a typical golf facility
- Identify the benefits and components of an effective maintenance program and a proper storage facility
- Examine golf car needs in light of the facility's mission, customers, and physical characteristics
- Describe how to acquire a fleet
- Estimate fleet revenue, costs, and profit and identify how budgeting changes will impact a facility's bottom line
- Perform a lease-versus-purchase analysis and identify the benefits of each
- Determine rental fees and promote ridership

### **Customer Relations**

This course introduces the PGA Customer Relations Model, which includes customer greeting routines, seven interpersonal skills, and four strategies for effectively guiding interactions with customers, supervisors, employees, vendors, and others. (Seminar)

After completing the course, students will be able to:

- Discuss the business value of effective customer relations
- Identify and define moments of truth
- Describe the essential components of the PGA Customer Relations Model
- Recognize the four interaction strategies and how to apply them in a variety of routine and challenging customer situations
- Identify the seven interpersonal skills and how to apply them in a variety of routine and challenging customer situations
- Initiate the PGA Experience using systematic greeting and engagement process

## Learning Outcomes - Level 1

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### **Introduction to Teaching and Golf Club Performance**

This course introduces three major content areas: human learning, teaching process and procedures, and elements of the game. It includes topics related to laws, principles, preferences, biomechanics, and teaching technologies. The course also addresses club performance variables and how they can affect the swing, body movement, and ball flight. The course provides guidance on how to measure and observe these club performance variables to establish the effect on a player's performance. (Seminar)

After completing the course, students will be able to:

- Explain how students learn golf knowledge and skills and identify implications for teaching
- Explain how students process information when learning golf skills
- Identify and explain the principles of effective practice
- Explain how juniors learn golf knowledge and skills and identify implications for teaching
- Structure an effective golf lesson
- Deliver effective explanations and demonstrations during a golf lesson
- Analyze students' instructional needs and set clear, purposeful learning and practice goals
- Engage in self-assessment of teaching skills and competencies
- Recognize and apply the appropriate clubhead path and clubface position information to improve a golfer's performance
- Conduct appropriate assessments to determine the skill level of the golfer
- 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 and describe their effect on ball flight and player performance
- Define what information is required to properly assess a player's golf equipment
- Observe a player's swinging motion, ball flight, and equipment to evaluate the effectiveness of their equipment

## Learning Outcomes – Level 1

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### **Business Planning**

Taking a case-study approach, this course features several business techniques and principles necessary for planning and budgeting. Some of the tasks covered include creating a business plan, developing a budget for a golf facility, and performing forecasts of rounds, revenues, expenses, and profit. ( Seminar)

After completing the course, students will be able to:

- Describe the strategic business planning process and the PGA Strategic Business Planning Model
- Differentiate between long-term and short-term planning requirements
- Use case studies to simulate planning scenarios
- Define “the business” at the facility level in terms of vision, core values, facility characteristics, and mission
- Assess the current state of the business
- Identify internal and external factors bearing on business success and conduct a SWOT analysis
- Develop appropriate business goals and objectives based on a facility profile and SWOT analysis
- Develop strategies to achieve long-term business goals and short-term business objectives
- Analyze financial history and create financial forecasts
- Prepare an operating budget
- Monitor performance and modify the plan or operations, if required, at regular intervals

### **Tournament Operations**

This course covers the skills and knowledge required to successfully plan and run golf tournaments at the facility level. The course covers all aspects of a golf tournament—planning, organizing, running, and reviewing an event. It also includes Rules-related topics such as forming a Committee, marking the course, and facilitating rulings.(Seminar)

After completing the course, students will be able to:

- Analyze the role of tournament business at a golf facility
- Identify tournament business objectives and the strategies used to achieve them
- Define a tournament's purpose and develop an event that meets that purpose for the customer
- Plan, organize, and promote events
- Organize staff to meet tournament implementation schedules and budget requirements
- Prepare the course and facility for an event
- Prepare for and communicate with players, staff, and officials during an event
- Describe all critical tasks required for tournament execution
- Manage Rules situations and make rulings during events
- Review a tournament and suggest improvements for future events

## Learning Outcomes – Level 2

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### **Turfgrass Management**

This course highlights the roles and responsibilities of the golf course superintendent and common maintenance operations, such as aeration, watering, mowing, etc. The course also includes elements of golf course design and renovation. It also presents the roles of the superintendent and the PGA Professional and how they can work together to provide outstanding golf experiences for customers. (Self-study)

After completing this course, students will be able to:

- Describe the responsibilities of the golf course superintendent and maintenance staff
- Discuss strategies for improving communication and cooperation among the PGA Professional, the superintendent, and the maintenance staff
- Describe turfgrass concepts, such as types of grass, soil and nutrient needs, and the impact of climate, traffic, and other types of stress
- Describe common practices for maintaining healthy turfgrass, such as mowing, watering, fertilizing, aerating, pest control, and disease management
- Describe practices that protect the environment and improve the golf course
- Answer customers' and members' questions about course maintenance issues that affect play and the golf experience
- Describe the process involved in designing a new golf course or renovating an existing one, as well as the team members typically involved in that process
- Identify function-related golf course design factors, such as drainage, traffic control, and safety, as well as course-playability, aesthetic, and environmental considerations

### **Merchandising and Inventory Management**

An extension of *Business Planning*, this course covers planning and management requirements for a successful golf-retailing business. The course outlines methods to acquire and move inventory as well as how to track inventory and financial performance. Other topics include merchandise display and marketing techniques. (Seminar)

After completing the course, students will be able to:

- Define a merchandising operation that is consistent with a facility's mission, business plan, and customer demographics
- Describe how golf shop and facility design influence the merchandising operation and help sell products
- Create and maintain open-to-buy plans and merchandise assortment plans
- Establish vendor relationships that contribute to the growth and success of the merchandising operation
- Use a variety of industry-proven pricing strategies to meet business objectives
- Implement selling strategies that build on strengths of the facility, golf shop, staff expertise, and customer service approaches
- Implement a variety of promotional campaigns and events to move merchandise in a manner consistent with planning efforts

## Learning Outcomes – Level 2

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### **Merchandising and Inventory Management - continued**

- Control the flow of inventory including, ordering, receiving, stocking, tracking, selling, re-stocking, and valuing
- Monitor key sales and inventory performance metrics and adjust merchandising plans and sales strategies as required

### **Intermediate Teaching and Golf Club Alteration**

This course builds on the content presented in Level 1 and introduces how learning variables, such as feedback and practice, affect performance. The course covers a variety of teaching methods, and how to plan for and work with different golfer populations. The club alteration component emphasizes how to make changes to a club to improve performance for a player. The course introduces methods to alter clubs in terms of grip, shaft, and angles to meet the specific needs of individual golfers. (Seminar)

After completing the course, students will be able to:

- Define the major variables that influence learning and explain how they operate with implications for practice, learning, and teaching
- Explain how various types of feedback function to influence learning
- Explain how the form, precision, timing, frequency and regulation of augmented feedback influence learning with implications for teaching and practice conditions
- Explain how the key practice factors influence learning with implications for designing practice conditions
- Plan long-term development programs for beginning and intermediate players
- Provide effective instructional feedback after student' practice and performance
- Use relevant technology to promote student learning
- Establish relationships that promote greater student learning and enjoyment
- Assess the skill level of beginning and intermediate golfers using a variety of teaching methods and tools
- Demonstrate appropriate teaching philosophy and methodology to benefit the golfer
- Assess the physical capabilities of the golfer and describe implications for performance
- Describe how to use tools and technologies for measuring and altering club performance
- Measure golf club specifications, perform gap analyses, and alter performance variables
- Demonstrate appropriate bench skills for basic golf club alterations and alter ball flight and player performance by changing equipment specifications

## Learning Outcomes – Level 2

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### **Golf Operations**

This course focuses on the overall management of the golf operation and delivering a top-quality experience for golfers and customers. The course emphasizes golf operations as the core unit overseeing individual business units, such as the golf shop, play on the course, the golf car fleet, the practice range, caddie programs, and more. Topics include the value of organizational structure and talent management, job descriptions, policies and procedures, and other critical tools and technologies. (16 Hour Seminar)

After completing the course, students will be able to:

- Align operational policies and procedures with long-term goals and short-term business objectives for all core business functions
- Develop marketing and promotion strategies to help achieve business goals and objectives
- Define a facility's organizational structure, key departments, reporting relationships, and specific position descriptions to foster staff communication and cooperation
- Facilitate play by implementing clear policies, reservation systems, pace of play programs, and daily monitoring procedures
- Manage core operational functions such as instruction, merchandising, tournaments, the golf car fleet, range, club rental, bag storage, locker rooms, and caddie programs
- Distinguish between the operational requirements of stand-alone golf ranges and learning centers from those connected to regulation golf facilities
- Manage the operations team through organization, consistent communication, training, performance measures, and time management
- Provide the highest level of service and sales by creating a customer-focused environment
- Implement essential operational tools and technologies
- Employ ongoing yield management techniques to enhance the performance of the golf operation in relation to a facility's goals and objectives
- Identify operations-related facility design factors that must be taken into account when building or renovating a facility

## Learning Outcomes - Level 3

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### **Food and Beverage Control**

This course develops the knowledge and skills a PGA Professional needs to manage a successful food and beverage operation. The course covers critical elements of food costing, purchasing, inventory control, menu planning, and staffing, as well as coordinating food and beverage services with other golf facility operations. A major objective is to show how a food and beverage service contributes to the overall success of a facility. (Seminar)

After completing this course, students will be able to:

- Discuss 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 the stages of menu development and costing
- Describe the process of staffing a food and beverage operation
- Describe the procedures used to purchase, receive, and store food and beverage supplies
- Recognize critical legal issues affecting food and beverage operations
- Describe procedures used to ensure customer satisfaction and the relationship to overall customer relations at a facility
- Recognize similarities between management and control of inventory in the food and beverage operation and the golf shop such as purchasing, pricing, and promotions
- Identify similarities in supervising golf operations staff and food and beverage staff
- Identify areas where food services and golf operations should coordinate efforts

### **Career Enhancement**

This course is designed to encourage apprentices and university students to refine their career aspirations and pursue their interests in the golf industry. It delineates essential career development strategies and presents examples of career-enhancing actions. Participants will construct a professional resume and fulfill the pre-seminar requirements of The Final Experience. (Seminar)

After completing this course, students will be able to:

- Describe the golf industry job market and the knowledge and skills required to succeed
- Self-evaluate current skills and qualifications resulting from education, experience, and participation in the PGA PGM Program
- Describe the process for an initial job search and subsequent advancement as a PGA Professional
- Utilize the PGA PGM Work Experience Portfolio to display relevant training and experience
- Develop a professional resume and cover letter
- Describe and discuss professional education and experience in an employment interview
- Refine small-group presentation skills in order to illustrate specific experience and expertise in a limited amount of time
- Discuss strategies needed to negotiate a suitable salary and compensation package
- Describe the major components of an employment agreement or contract



## Learning Outcomes - Level 3

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### **Human Resources and Supervising & Delegating**

The course covers a wide range of topics related to recruiting and managing employees—including hiring, training, compensation, staff performance, evaluation, dismissal, job discrimination laws, and other legal issues faced by PGA Professionals. The Supervising and Delegating portion builds on the Level 1 *Customer Relations* course and introduces a performance system for supervising employees and delegating work responsibilities. The course also presents core principles associated with motivating and managing individuals and teams. (Seminar) After completing this course, students will be able to:

- Describe an organization's approach to human resources and the process of talent management
- Analyze staffing needs, recruit, and hire qualified staff
- Describe employment agreements and contracts
- Describe alternatives for employee compensation and benefits
- Determine training needs and develop onsite training programs
- Establish performance standards, conduct periodic evaluations, and document employee performance
- Evaluate staff productivity and manage staffing levels
- Recognize wage and hour and other employment laws that apply to the golf industry
- Describe the Performance System for supervising and delegating
- Use elements of the Performance System to delegate assignments
- Motivate individual staff members to increase productivity
- Assign motivating work to individual staff members
- Use the four interaction strategies when delegating assignments to employees with varying capabilities and willingness
- Describe how to manage employee performance problems

### **Player Development Programs and Teaching Business**

This business and marketing course views teaching and player-development programs as part of an overall strategy for increasing facility business and growing the game of golf. The course includes strategies and tactics for meeting the needs of numerous golfer populations and facility business goals by developing a program of instructional services. (Seminar) After completing this course, students will be able to:

- State how player development programs benefit a facility and the golf professional
- Link player development programs to the facility's business goals and objectives
- Develop a specific business plan for teaching and player development programs
- Devise a comprehensive program of instructional services to promote practice and ongoing improvement
- Identify the distinctive needs, interests, and concerns of several golfing populations and match specific develop programs to these populations
- Describe how to develop, market, promote, implement, and evaluate a variety of player development programs
- Market and promote player development and instructional services using a variety of methods
- Provide ongoing training and educational opportunities for instructional staff

## Learning Outcomes - Level 3

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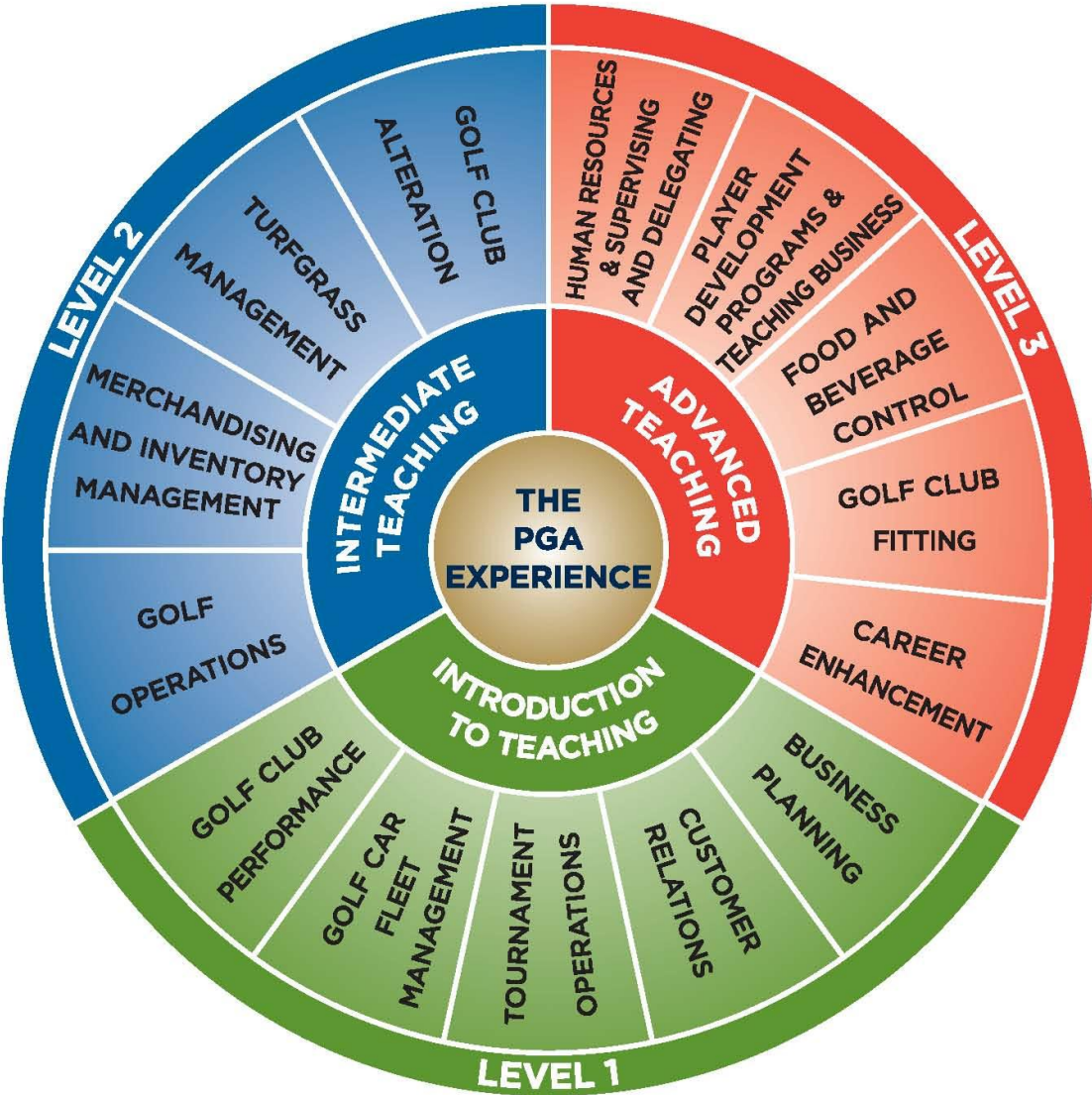
### **Advanced Teaching and Golf Club Fitting**

This course builds on Level 1 and Level 2 courses and emphasizes the seamless integration of learning, teaching, and game elements. It addresses the quality and flow of teaching in order to maximize positive student behavior change and skill transfer to the course. The course also covers elements of the mental game and more advanced shot-making. The club fitting component centers on effective processes and procedures for club fitting(Seminar)

After completing this course, students will be able to:

- Explain how learning occurs when students try to make swing changes in a well-learned swing
- Explain the learning and practice guidelines for helping students make major swing changes
- Explain the role of mental practice and imagery in learning with implications for their use in teaching and practice
- Explain the theories and factors that influence the transfer of learning
- Explain how to test and measure the transfer of learning
- Measure the current performance level of beginning to expert golfers
- Focus a lesson and maintain a consistent lesson pace to maximize student learning
- Self-evaluate development of teaching expertise and leverage experience and education to improve teaching skill
- Use on-course practice techniques and course management to improve the performance of students during play
- Use a variety of teaching methodologies to meet the specific needs of the golfer
- Conduct a physical evaluation of a golfer and develop a corrective exercise program
- Conduct an effective club and ball flight performance evaluation and make recommendations to improve performance
- Demonstrate how to fit clubs to a golfer
- Explain the rationale for equipment changes, how they will affect the golfer, and the expected results
- Distinguish between the need to alter the golf club or to provide swing instruction in order to optimize performance

# PGA PROFESSIONAL GOLF MANAGEMENT PROGRAM 2.0



KNOWLEDGE - APPLICATION - INTEGRATION



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