



*The following are a list of required courses for this career path. In addition to the courses listed below, there is a library of 100 courses from which you choose 10 electives for each career path.*

## Business Management

Creating a Business Plan	This course explores how to create a business plan, how to profile customers, and how to monitor the facility's performance.
Understand Key Aspects That Contribute to both Top Line and Bottom Line Performance	Selecting, tracking, and selling the inventory is a complex business and requires familiarity with several merchandising terms and formulas to help achieve financial goals and bottom-line results.
Merchandising and Retail Management	This course explores the skills and strategies involved in buying, displaying, and promoting products that people want to purchase.
Monitoring Retail Performance	This course explores how to monitor the performance of the retail operation, comparing actual results with projected figures from the plan.
Strategies to Impact Your Bottom Line by Developing Tournament Business	Tournaments are an essential revenue sources for golf facilities, charities, and other organizations. In addition to their economic importance, tournaments create and maintain interest and enthusiasm among the golfing public and are a great way to introduce new players to the game. All departments at a facility will need to work together to create a successful tournament. This course explores how to develop the tournament business.
Yield Management & Pricing Strategies	How can one get the most out of a golf facility? Effective Yield Management. No matter how many services offered, an operation's resources can be limited and need to be managed properly to maximize profits. This can be done by distinguishing it from competitors. Make sure customers are aware of what makes the facility special. Also, employ strategies to prevent slow play on the golf course. This has the

	dual advantage of maximizing the enjoyment of the customer and the number of reservations that can be handled every day.
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## Leadership

Building a High Performance System for Long-term Operational Success.	This course will cover customer relations and interpersonal skills and maximizing department performance through effective communication. For a golf operation to be successful, communication is key. It is important to speak clearly and effectively with a team and listen carefully to the feedback they provide. Team members must communicate well with each other and customers. These communication skills will assist with the goal to appreciate and coordinate both internal and external operations at the facility.
Maximizing Employee Performance	Clear communication and a spirit of collaboration will eliminate the stress and lets team members know that management is interested in helping them grow in their positions and create a thriving golf operation. In fact, every member of a team has room to improve. Management needs to evaluate its own performance to maximize productivity and efficiency.
Team Building to Maximize Your Facility's Bottom Line	This course explores leadership and team-building skills and strategies including hiring and putting together the team, training them and developing their skills, providing incentives for top performance, and managing time effectively.
Leadership and Team Building	The general manager is responsible for both strategic and personal leadership within the golf facility. Hiring great people and establishing policies to help them achieve high levels of service and productivity is the goal. This in turn, will help a facility succeed.

## Financial Simulations

Business Planning and Strategy	The board is asking the learner to create a plan for a PGA facility in a region with a budget of \$100K per year. Read expert opinions and internal department opinions to determine the appropriate amenities for the customer-base, promotional, marketing and pricing strategies of offerings at the golf facility in order to maximize revenues and generate value.
Finance and Stakeholder Management	PGA Professionals are required to analyze a facility and identify the root cause of distress and make a decision to maximize revenue and/or mitigate loss. As these decisions are made, professionals will have to consider the following: Impact on facility revenues and expenses, profit and loss as well as cash flow statements.
Inventory Management	In this simulation the golf professional will make decisions in order to capitalize on working capital through ordering and managing inventory, coordinating accounts receivable and accounts payable and utilizing cash flow statements to maximize results in a retail environment.

## Leadership Simulations

Develop, Mentor, and Coach Talent	The impact that talent, or the lack of it, has on golf facilities' revenues is obvious. What is less obvious is the ability managers have to develop that talent. The application of this allows facilities to deliver customer-first, delightful, and sustainable golf experiences. This simulation is aimed at enhancing one's ability to coach, mentor, and develop talent. The learner will have different events involving staff at a public golf facility and will be given choices to respond. Can the facility grow revenue over the course of three seasons by developing talent?
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<p>Drive Membership Sales</p>	<p>As competition heats up for the golfer's dollar, private golf facilities find it more challenging to attract and retain new members. The modern golfer is conscious of time and value and needs to see that their dollars bring them the best playing experience, a respite away from the stresses and the sense of an oasis where they can relax and unwind. This is something that private golf facilities are in a position to provide. But what is the best way to deliver this experience? What is the key? In this simulation, the learner will drive membership sales for the Sandy Ridge facility by helping it to retain its existing members and to bring new members on board.</p>
<p>Connect with Her and Juniors</p>	<p>Women account for more than 52 percent of the population and 50 percent of the workforce, yet they are underserved and underrepresented in golf. Facilities today have a significant opportunity to engage a powerful consumer group that can produce sustainable growth in the golf industry. Juniors are the future of the golf industry; if they can be introduced to golf at a young age, this can create a pipeline of golfers to benefit facilities and more importantly, the sport as a whole. In this simulation, the learner will complete the growth puzzle for the Green Yard facility by helping the facility enroll more women and children, and see its revenues grow exponentially due to this initiative.</p>
<p>Improve Sales by Developing Loyal Customers</p>	<p>In the hunt for golf customers, facilities chase new customers that don't spend much money, but keep losing current customers, who spend a lot. In this simulation, the learner interacts with customers to build lasting relationships. As these relationships are built, customers feel valued, spend more time and money at the facility, and the facility benefits.</p>

## Revenue Management

<p>Introduction to Golf Course Revenue Management</p>	<p>This course introduces Golf Course Revenue Management and covers 3 fundamental strategic levers for revenue management. And finally, the course will discuss three key performance metrics.</p>
<p>Forecasting and Booking Patterns</p>	<p>This course will focus on the strategic lever of rounds. The important thing to note about forecasting is trying to predict customer behavior. One of the ways golf professionals can begin to anticipate future behavior is to start by looking at past results. Demand is really the potential future customer or golfer and their willingness to come and play the course given current prices. Once there is an accurate forecast, prices can be adjusted accordingly. As demand rises and falls decisions can be made about price as well as customers to seek with marketing efforts.</p>
<p>Differential Pricing and Segmentation</p>	<p>This course will cover two primary questions around rates:  1. How many rates should be set? and,  2. When should rates be raised or lowered?  It will also cover how to decide when rate pricing practices are fair or perhaps perceived as unfair by the customer.</p>
<p>Distribution Channel Management</p>	<p>This course addresses the 3rd R, Reach in the three R's of revenue management. We're going to discuss channels, their management and our choices. We're going to start by taking a closer look at what distribution is and take a closer look at electronic channels – some of our most promising but also some of our most challenging channels of distribution.</p>
<p>Strategic Management and Competitive Analysis</p>	<p>The goal is profit maximization, to produce the right golf experience at the right price, at the right time, through the right channels. There are three levers that can be used to think about revenue management – rounds, rates and reach.</p>

## Sales & Marketing

<p>Proven Sales Techniques to Improve Your Bottom Line and Create Greater Results</p>	<p>This course explores the six-step sales process that provides the PGA professional with the skills and strategies to develop a sales culture to increase revenue within all functional operations. Personal selling with a relationship-building focus occurs when the professional builds a mutually beneficial relationship that evolves a customer into a client, and ultimately into a partner on a regular basis over an extended time. By understanding relationship selling, golf professionals will be able to build a sales culture that supports a framework for listening to customers, understanding and caring about their problems, paying attention to details and following through after the sale. The six-step sales process includes: Prospecting and Qualifying, Opening the Sale, The Presentation, Negotiating and Handling Objections, Closing the Sale and Following Through after the Sale.</p>
<p>Competitive Marketing Strategies: Analyzing Your Organization</p>	<p>When developing competitive marketing strategies, one of the most important steps is carrying out effective research and analysis. One needs to assess organizational capabilities as well as marketing activities. This course describes how to conduct an internal analysis as part of the process of developing competitive marketing strategies. It explains the types of questions that need to be asked about organizational resources and capabilities. And it describes areas to consider when doing a marketing audit and looking at innovation activities.</p>
<p>Developing a Marketing Plan</p>	<p>The purpose of this course is to provide the PGA professional with skills and strategies to create a marketing plan, implement an effective promotional campaign, and use social media to improve marketing efforts. By understanding marketing, the learner will be able to stand out from competitors, appeal to customers, and establish the place in the market.</p>
<p>Implement and Evaluate the Marketing Plan</p>	<p>Once research has been completed and strategies developed, it is time to put plans into action. Implementing the plan requires to allocate funds to pay for the promotions and to make sure the selected promotions address specific objectives and goals for the facility. One must evaluate whether the strategies are achieving the objectives. Additionally, today's golf facilities should realize the powerful impact they can have on their customer base by properly utilizing social media. Incorporating this technology into promotional strategies greatly enhances the brand and outreach efforts.</p>
<p>Brand Management and Product Positioning</p>	<p>To remain competitive in the market, one must have a clearly defined strategy that utilizes the latest marketing techniques. Golf Professionals need to identify and promote what makes the facility special to attract new golfers and retain loyal customers. Before one can do that, one should understand what marketing is and how it can help achieve business objectives. Once golf professionals appreciate what marketing and promotions can do, they can develop a strong brand to separate the facility from the crowd and appeal to target demographics. Understanding both the competition and customer will be critical for success.</p>
<p>Developing Customer Focused Sales Approach</p>	<p>Customer-focused selling is an approach to doing business in which the organization keeps the interest of the customer as its main priority when seeking to sell its products. Being customer-focused can benefit the facility by increasing sales and profits, increasing customer loyalty, enabling the facility to compete on value instead of just price, increasing communication and collaboration with customers, and creating barriers to entry for the competition.</p>

<p>Developing your Promotional Strategy</p>	<p>One must understand the market before one can effectively promote the facility. There are many factors to be determined: who is the competition and what are their strategies? What are customers looking for in a golf course? How much money should be allocated for marketing? When one has a firm grasp of marketing strategies, one can determine which promotional and player development programs make sense at the facility. There are many programs available, targeting junior golfers, new golfers, and former golfers. Incorporating some of these programs into the overall promotional strategy may position the facility favorably in the competitive market.</p>
<p>Profitable Customer Engagement Strategies</p>	<p>PGA Professionals tend to be skilled golfers and may be gifted instructors. However, they may not know that teaching can be an effective method for building a stronger and more financially rewarding facility. This course will acquaint PGA Professionals with the core concepts they need to help them treat teaching as a business. They will learn what constitutes a good business plan, how to create an effective team, strengthen customer relations, and develop or select a player development program to meet the needs of their facility.</p>