



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

<p>A Strategic Business Planning Process</p>	<p>Golf courses are unable to achieve their full potential without a strong, yet flexible strategic plan. With a viable plan in place, the golf professional will be able to create a financial forecast for the facility and institute an appropriate budget necessary to realize the vision. Once the strategies, forecast models and budgets have been established, the operational performance must be tracked and analyzed. Regularly monitoring facility performance allows golf professionals to make the necessary adjustments to ensure success.</p>
<p>Accounting Equation and Financial Statements</p>	<p>This course is designed to help the learner understand the primary function of accounting, the variables in the accounting equation, and the importance for making sound management decisions regarding the golf operation. Golf facility owners and managers, regardless of the size of their facility, put their best efforts in generating enough assets to pay for business's liabilities and to build adequate equity. The basic accounting equation offers a simple way to understand how these three elements – assets, liabilities, and equity – relate to each other. Every economic activity, or transaction, at a facility affects two or more of these elements. It is therefore important to</p>

	understand how these elements, and the underlying transactions, appear in financial statements that provide a summary of a business's performance over a period of time.
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Financial Management Simulation

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.
Capital Budgeting and Decision Making	In this simulation a list of capital projects will be evaluated based on - capital required, ownership or leasing considerations, time to build, time to make money, expert opinion and selecting the project that will maximize value; helping both the PGA Professional and the facility achieve long term, sustainable financial results. Decision variables include project selection, equipment financing (purchase or lease), mix of full-time or part-time employees, can the project be handled internally, or does it make more sense to outsource. Topics covered include: Net Present Value (NPV), breakeven or payback period, return on investment and profitability index.
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.
Financial Dashboard and Revenue Scorecard Management	Given limited staff and financial resources available, the objective is to allocate facility resources while maintaining healthy scorecards across finance, operations, sales, HR, and marketing department. Make decisions about how to allocate employees while managing the budget and facility image - will the facility focus on number of rounds or quality of service? All of these decisions must balance while managing key departmental metrics. Adjustments can be made throughout the simulation by leveraging marketing, operations and the financial department.

Leadership Simulation

Develop, Mentor, and Coach Talent	The impact that talent has on golf facilities' revenues is obvious. Golf Professionals are able to positively influence revenues through talent development, which allows facilities to sustain customer-first golf experiences. This simulation allows the learner to enhance their ability to coach, mentor, and develop talent. There will be staff interactions at a public golf facility with choices provided in how to respond.
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Drive Membership Sales	As competition for the golfer's dollar increases, private golf facilities find it more challenging to attract and retain new members. The modern golfer is conscious of time and value and need the best playing experience, a respite away from the stresses and the sense of an oasis where they can relax and unwind. Private golf facilities are in a position to provide this, but what is the best way to do so? In this simulation, the learner will drive membership sales for retaining its existing members and bringing new members on board.
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Leadership

Developing a Positive Team Culture Using a Systems Approach	When team members work well together, customers will see a united front, promoting the values of the facility and the goals of player development programs. Developing a positive team culture is not something that should be left to chance. A systematic approach ensures that from the beginning, and through every stage of the team's development, team members are meeting or exceeding the expectations. In addition, team members must feel free to give their input and ideas on how to improve the facility and the team culture.
Leading Business Execution	This course discusses techniques to execute business strategy and ideas on how to create a culture of active business execution needed to keep pace with today's fast-changing world - exploring techniques that leverage planning, people, and practice as an integrated approach to business execution.
Leading Innovation	Leaders need to create a strong foundation that will support further individual development. This is done in two ways: by building one's reputation as a professional committed to excellence and by building a storehouse of good will among colleagues.
Leading with Emotional Intelligence	This course provides the learner with an understanding of why emotional intelligence abilities are important as a leader. It also provides practical, positive techniques for promoting and improving emotional intelligence as a leader at the facility. True leaders inspire others not only to follow the vision but to contribute energy and ideas to its creation. Leadership is the skill of working with and through other people to accomplish organizational goals.
Risk Management	In an ideal world, one wouldn't need to worry about lawsuits or the other potential damages that arise from doing business. In the world today, however, it is important to be aware that these risks are real and to minimize them. Strict adherence to safety standards and determining the appropriate amount and type of insurance is key. One must also be fully cognizant of the wage and hour laws that govern the scheduling and compensation of both the facility's employees and contractors to avoid any potential pitfalls in the operation and growth of the golf facility.

Revenue Management

Introduction to Golf Course Revenue Management	This course provides an introduction to Golf Course Revenue Management and will cover 3 fundamental strategic levers for revenue management. And finally, the course will discuss three key performance metrics.
Forecasting and Booking Patterns	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 to begin anticipating 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 a course given its current prices. Once there is an accurate forecast, prices can be adjusted accordingly. As demand rises and falls decisions about price can be made, as well as customers to seek with marketing efforts.
Differential Pricing and Segmentation	This course will cover two primary questions around rates: 1. How many rates should you set? and, 2. When should you raise or lower rates? It also covers how to decide when rate pricing practices are fair or perhaps perceived as unfair by the customer.
Distribution Channel Management	This course addresses the 3rd R, Reach in the three R's of revenue management. There is discussion about channels, their management and facility leaders' choices. It starts by taking a closer look at what distribution is and a closer look at electronic channels – some of the most promising but also some of the most challenging channels of distribution.
Strategic Management and Competitive Analysis	The goal is profit maximization. Facilities want 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.

Sales and Marketing

Determine Your Marketing Strategy	Marketing strategies will be explained here as consisting of two different forms: internal focus and external focus. Internal marketing strategies are foundational to a facility's ability to market itself externally - that is, a golf club can only properly promote its services to the public if its own house is in order in relation to quality of the golf experience, the level of customer service, and positive word-of-mouth. If these factors, which will be explained in the "Internal focus" section momentarily, are solidly in place, it paves the way for marketing strategies with an "External Focus." Several strategies for external marketing will be explained later in this course.
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Develop Your Promotional Strategies	One must understand the market before effectively promoting 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? Once Marketing Strategies are determined, one can determine which promotional and player development programs make sense at a 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.
Implementing the Marketing Plan	Once research has been conducted, and strategies have been developed, it is time to put plans into action. Implementing the plan requires allocation of funds to pay for the promotions and to ensure that the selected promotions address facility goals and 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 brand and outreach efforts.
Internal Brand Development	This course covers how to implement an IBDP to maximize brand success. The course explores the four stages an organization must undertake to structure an IBDP. How the implementation of an IBDP can maximize brand success will be introduced. Then review, in detail, each stage of the program.
Marketing Essentials: Product, Price	The marketing mix is a collection of elements used to satisfy customers' needs and meet business objectives. Sometimes called the 4Ps - product, price, place, and promotion. This course will focus on two of the Ps – product and price. The first two topics discuss what a product is, and how it goes through its life cycle as well as decisions that marketers make to shape how products enter the market and how consumers perceive value. Next, price, and the decisions that are made to determine how a product is correctly priced for sale is discussed. The course concludes with discussion of common discounts used to expedite sales.
Strategic Sales Planning	With increasing competition in a global economy, it is essential to have a good sales strategy. Strategic sales planning helps to understand the needs of customers, which leads to increased revenue and improved loyalty. It also helps to shorten the sales cycle and allows golf courses to take advantage of the best opportunities. The topics in this course take the learner through the 4 steps of developing a sales strategy, and the final topic allows one to demonstrate knowledge of all the steps.

Strategic Management

Asset and Risk Management	What are a facility's resources? What are potential Liabilities? As a manager of an operation, these questions must be at the forefront. When risks are clearly identified, the golf professional will be better able to eliminate or at least minimize those weaknesses. This knowledge will provide insight as to the level of insurance coverage the facility requires and provide a clear picture of how the facility compares to competitors.
Change Governance Structure to Meet Today's Demands	This course explores the process of governance and how to change governance structures designed to incorporate three crucial factors: knowledge, trust, and nimbleness. By understanding these factors one can create a knowledge-based governance structure and a process for thinking strategically as a model for good decision making.
Develop Organization Leadership and a Facility-wide Culture	This course discusses 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.
Evaluating Current and Future Business Models Using Applied Research	A PGA professional thinking of becoming an owner of a golf facility faces many obstacles, including a weak economy, competing facilities, and procuring a loan. By understanding ownership and leasing, PGA Professionals will be able to make strategic, informed decisions on market research, scout an ideal location and property, request a loan or loans, manage a team, and ultimately, oversee a profitable operation.
Golf Operations	This course explores what is required to run a golf operation that can provide the best golfing experience to customers.
Turf Management	This course discusses turf grass best-practices that can provide the best playing surfaces for golfers.