

Master Professional Program

Project Guidelines

General Management



Overview

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

How to Organize and Present the General Management Project

The project should accurately portray your ability and expertise in General Management as validated by a 5-year strategic business plan including a thorough explanation of how you manage all aspects of the operation daily to achieve planned results.

Step 1:

Decide how you are going to approach and orient your job-related problem or opportunity.

Step 2:

Identify the subject, goals, and objectives of your Project by briefly describing the following:

- What you wanted, want, or would want, given the opportunity, to accomplish
- The context within which this accomplishment would or did have value, e.g., solve a problem, capitalize on an opportunity, improve a situation

Step 3:

Specify the data you will need or did need to support your Project, including where and how you will or did get it and how it was, will, or would be used.

Feedback and Evaluation Guidelines for the General Management Project

Step 1: **Research**

- How and where new learning is applied to professional practice is evident.
- Knowledge of the Golf Industry is referenced in a relevant context.
- Literature Review – list a minimum of ten (10) publications that have provided knowledge that has been applied to your management and governance model.

Literature Review Guidelines

1. Before writing your literature review, develop it by specifying a research topic that enhances your project and career. Then search for relevant information available in different sources on your selected topic. Use leading sources and search on the internet to collect data that will give current and relevant information about your topic. Sources can be books, journals, previous Master Professional Projects, newspapers, magazines and websites.
2. Whenever you find relevant information about your topic, keep complete reference of that 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.

Primary Review

Items used for literature review should support your project and presentation requirements.

Candidate should produce a Literature Review that explains what was read in each document and the impact it has on their overall understanding of their intended area of study. This must include individual write-ups on each document read. Candidate must also write about key takeaways, how it has influenced them both personally and professionally, and the impact the readings have had on job performance. Formatting must be consistent with Candidate's project.

Step 2: **Formatting Requirements for Project and Literature Review**

- The writing is succinct, grammatically correct, and clear.
- The format, including embedded visuals, contributes to good communication.
- Methods of Production
 1. Word Processing
 - a. The Project must be correct in spelling and punctuation and presented in a consistent, structured format.
 - b. A single, legible font must be used throughout the Project, the only exceptions being in tables, figures, graphs, appendices, and supplemental files.
 - c. The font size should be enough for the MPP Review & Evaluation Team to read the document without difficulty (12-pt is recommended).

- d. Accuracy and consistency in presentation and form assure “no distractions” from the value of your Project.
2. Margins
 - a. The Project must have minimum text margins of 1.25 inches.
 - b. These margins must be consistent throughout the Project, including pages in the appendix.
 - c. All page numbers must be placed at least one inch from the bottom center of the page.
 - d. Headers are not required in Projects.
 3. Spacing and Page Arrangement
 - a. The Project must be 1.5-spaced; however, single spacing may be used in the Table of Contents, List of Tables, footnotes, endnotes, charts, graphs, figures, tables, captions, glossary, appendices, bibliography, and index.
 - b. Paragraph indentions may be five to ten spaces.
 - c. Prose quotations over four lines long should be in block quote, double or single spaced, and indented on the left. Do not use quotation marks in the block quote except when indicating quotations within the block quote.
 - d. Each new chapter or major section (i.e., Chapter 1, Chapter 2, Appendix, Bibliography) must begin on a new page.
 4. Numbering of Pages
 - a. All pretext and text page numbers in the Project must be centered under the text in the same location on each page and located at least one inch from the bottom of the page.
 - b. Pretext: Beginning with the first page of the preface or acknowledgements, pages preceding the text of the Project must be numbered in lower-case Roman numerals (e.g., v, vi, vii) centered at least one inch from the bottom of the page.
 - c. Pretext page numbers are not printed on the copyright page, certification page, title page, or dedication page, although all these pages are included in the page counting.
 - d. Text: The first page of the Project text is always page-numbered with Arabic numeral “1.” All subsequent pages through the Project are numbered with consecutive Arabic numerals.
 5. Tables and Illustrations
 - a. Pages carrying illustrative material must be given page numbers appropriate to their place in the document. Illustrative material may not be inserted after the document has been numbered and given numbers such as “10a.”
 - b. All tables, figures, illustrations, and other types of examples included and referenced in the text of the Project should be numbered for identification. There should be no duplication of these numbers; i.e., no two tables should be assigned the same number.
 - c. Figures may be numbered in one of two ways:
 1. Consecutively throughout the document (Table 1, Table 2, Table 3, etc.), or
 2. Double-numbered so that illustrations’ numbers reflect their locations in the document (Figure 9.3 is the third figure in Chapter 9, or Figure A2 is the second figure in Appendix A.)
 - d. Captions and legends must be placed on the same page with the figure, graph, table or illustration they describe.

- 1) To fit both figure and caption on the same page, captions may be single-spaced, margins may be decreased to one inch, and figures may be reduced in size to fit.
 - 2) If the figures are reduced from their original size, then the page number must be added after the reduction so as not to alter its size.
 - 3) If there is no other way to manage the amount of material to be shown, the caption and figures should be side-by-side in continuous view.
 - 4) This method should only be used in the rare instance where all the pertinent material will not fit on the same page.
- Sources are referenced.
 - Incorporation of professional best practices and proficiencies are referenced where relevant.

Step 3: **Evaluation**

- Evaluations of Project results correlate with stated objectives.
- Collaborative actions taken were implemented when appropriate.

Required Elements of your Project submission include:

1. Introductory Information
2. Overview. Summarize the key points of the strategic business plan, including the type of facility and management structure, services provided and the projected bottom-line results of the plan.
3. Table of Contents. List all sections and page numbers to allow checkpoint faculty easy access to information for review and reference.
4. Description of Facility. Describe the facility type, size, location, ownership, length of season, Key Performance Indicators, average golf rounds per year and overall image. Include any other features deemed to be important.

Management Team. Describe the management team (with titles and a quick experience profile) and explain what functions and staff they supervise. Include a detailed organization chart. Also explain your management philosophy concerning the team. Organize and communicate to the team. Describe how major operational decisions are made regarding budget, staffing, capital expenditures, etc.

5. Description of Functional Areas. Describe the functional areas within the facility that you directly supervise, and all services offered (teaching, merchandising, golf range, tennis, pool, food and beverage operation, golf course maintenance, fitness, day care, equestrian, etc.). Included in this area should be a discussion of environmental awareness, community involvement and governmental knowledge of local, state and national issues pertaining to the facility. Identify any functional areas that are not under your supervision.

Procedures/Manuals. List the internal facility documentation you maintain to achieve quality facility operation. Include employee handbooks, HR procedures manual, position descriptions, maintenance procedures, safety and security procedures, risk management plan and merchandise buying plan.

Food and Beverage. Discuss the complete food and beverage operation and how it fits into the goals, objectives and philosophy of the facility. Include your SWOT analysis and a separate P& L for Food and Beverage.

Facility Maintenance. Discuss the facility maintenance operation and how it fits into goals, objectives and philosophy of the facility. Include your SWOT analysis for maintenance.

Human Resources. Include your HR philosophy and objectives covering HR department.

6. Vision, Mission and Values Statements. Present the facility's vision, mission and core values statements. Be prepared to explain your visioning process, how key staff was involved in the formation and how the message is kept alive within facility operations. If separate statements have been created for individual departments, include examples.
7. Current State of the Business. Evaluate facility operations (at the beginning of the plan period) and list specific strengths and weaknesses, opportunities and threats. The review should focus on customer service, food and beverage operations, course maintenance, pace of play, yield management, use of technology, staffing and all other aspects considered significant in the management of the facility. Results of the review should be presented in direct relationship to strategic goals outlined in the plan.
8. Market, Customers and Competitors. Summarize your analysis of the local market, the current and potential customer base and competition. Include how customers are recruited to the facility.

Technology/Social Media. Describe how you use technology to improve the efficiency and quality of the facility. List the major systems employed, including POS, tournament software, weather warning, irrigation, tee-time reservation, customer databases, on-course communication and surveillance system and e-mail and internet applications.

9. Long-Term Strategic Goals. Make a list of long-term goals for financial growth, facility expansion and quality improvements over the plan period. Make sure results are measurable and the year in which goals are to be achieved is stipulated.
10. Implementation Strategies. Show how long-term goals have been translated into specific operational action plans for different facility departments, incorporating a variety of operational and promotional strategies to achieve plan results.

Marketing and Promotion. List the primary promotional tools and media outlets used to promote facility services to customers in support of strategic goals. Examples should include a website, social media, newsletter, newspaper or magazine ads, flyers, and signage, yellow pages or public relations activities as part of your project.

11. Financial Documentation. In support of the plan, provide copies of the financial documentation listed below. In addition, discuss how financial results of the plan compare with the results prior to the plan. Describe how you track budget performance from facility departments. What key numbers are tracked and how often are numbers reported? How are variances tracked or explained? What steps are taken when results do not meet the plan?
 - A. Facility-level forecast for 5 years showing major cost categories, budget assumptions and estimates, revenues, expenses and profits

- B. Facility-level one- and two-year operating budget and cash-flow budget, showing realistic distribution of revenues and expenses throughout the year
- C. Supporting budget detail for all major departments within the facility
- D. Facility balance sheet, income and expense statement and cash-flow statement
- E. Supporting detail for capital budget for 5-year period
- F. Key Performance Indicators related to achieving financial objectives of the facility

Submit your completed project on PGA.org 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 project and include program administration and facility performance.
- 45-minute question and answer session
- Debrief with Faculty

PowerPoint best practices:

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