

# Master Professional Program

## Project Guidelines

### Golf Operations



## 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 Golf Operations Project

The project should accurately portray your ability and expertise in Golf Operations as validated by a 3-year business plan for Golf Operations at your facility.

- The plan must be at least one year into implementation so that you can discuss plan results relative to stated objectives.
- An addendum must be attached to the plan that outlines your current playing policies regarding pace of play, tee-time intervals, reservation system, and related issues.
- The project must also include specific information regarding the incorporation of Rules, Tournament Operations, Retail and Golf Car Fleet Management in the regular Golf Operations at your facility.

### 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 Golf Operation 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 which has been applied to your Golf Operations and business planning 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 & 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, and Bibliography) must begin on a new page.
4. Numbering of Pages
    - a. All preface 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. Preface: 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. Preface page numbers are not printed on the copyright page, certification page, title page, or dedication page, although all of 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 (i.e. Table 1, Table 2, Table 3, etc.), or
      2. Double-numbered so that illustrations' numbers reflect their locations in the document (i.e. 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 of 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.

## ELEMENTS

submit on PGA.org

Per recommended schedule of Phases

### Phase 1: Golf Operations

#### Part I. Facility Information

1. Type and Description

Describe the facility type, size, location, length of season and key performance indicators. Include any other features that you think are relevant to golf operations.

2. Description of Golf Operations

Describe in detail the functional areas you directly supervise (teaching, merchandising, golf range, golf car fleet, bag storage, etc.), the number of staff and services offered, and the ownership arrangement of the golf operations. Include an organization chart for golf operations. Also include your role and HR philosophy in interviewing, hiring and training employees and the internal cash control for golf operations.

3. Facility and Golf Operations Mission Statements

State both the facility's mission and the mission for golf operations and indicate how the latter supports the former.

4. Operational Decisions

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

5. Playing Policies

The ability to successfully meet business plan objectives depends in part, on the number of rounds played, which, in turn, depends on how well play is facilitated to provide a quality golfing experience for your customers. Outline your playing policies, touching on the following issues:

- Reservation and starting system: whether advance reservations are possible and if the system is manual or automated.
- Tee-time interval and standard pace rating.
- Golfer pace of play programs and incentives: golfer awareness of and appreciation for pace of play issues.
- Yield Management Philosophy

#### Part II. Tournament Operations

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

1. Overview. Describe the tournament history and your involvement. Include the objectives, the participants and the sponsoring agency, the setting and the duration of the event.

2. Timeline. Describe the event development timeline. Indicate the origin of the event and identify critical benchmarks and their completion dates. This can be done with a single table or chart and does not require a detailed written presentation.

3. **The Team.** Provide an organization chart that outlines the key individuals, the major functional teams and the team responsibilities for planning and conducting the tournament.
4. **Your Role.** Describe your role in planning and conducting the tournament. Describe your major responsibilities from the business development phase through tournament review.
5. **Key Activities.** Chronicle each phase of the tournament. Identify key activities and processes used to ensure appropriate communication between individuals and teams and the benchmarks employed to ensure that things moved forward as planned. Procedures and the actual tournament checklists must be included. Include pictures of the scoreboard.
6. **Budget.** Include the tournament budget and explain 1) the major categories of income and expense and 2) whether the tournament achieved its financial objectives.
7. **Evaluation of Tournament Success.** Conduct and present a review of the tournament by answering at least the following questions:  
 What were the objectives of the tournament?
  - To what degree were these objectives achieved?
  - What information was used to determine that the tournament objectives were met?
  - In terms of the objectives and the related outcomes, what were the strengths and weaknesses of the event?
  - What specific changes would you suggest improving the tournament or a similar event in the future?
8. **Facility Tournament Operations.** Describe the annual tournament operations at your facility including outings, tournaments, leagues and special events. Describe the golf calendar and how it is organized and controlled.
9. All phases of a complex tournament must be documented in detail as follows:
  - A multi-round, multi-day event, with at least 36 holes played on 2 or more days
  - At least 100 players each day
  - Associated hospitality events involving food and beverage service, for example, an awards banquet or some form of entertainment for spouses or families
  - Media coverage, which might include local or national papers, radio, or television
  - A host of paid and volunteer staff associated with several committees
10. **Rules**
  - Prepare a Rules Sheet utilizing your complex tournament requirement for critique by PGA of America Rules Committee members

### **Part III. Golf Car Fleet Management**

Present your fleet business plan to include the facility's existing golf car fleet program

1. Review the facility's mission statement - answers to the following questions should be included in your fleet business plan.
  - Does the fleet program support the mission?
  - Are there strengths?
  - Are there weaknesses?
  - Do you have a separate mission statement for golf car management?

## 2. Develop a Fleet Business Plan

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

## Part IV. Merchandising and Inventory Management

Summarize the key points of the merchandising business plan, touching on the type of facility, size of Retail shop and include a financial spreadsheet showing a complete profit/loss statement. Describe the facility type, size, location, length of season, key performance indicators and overall image. Include any other features you think are relevant to the Retail operation.

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

### 1. Description of Retail Operation

- a. Describe the size of the shop, number of staff and range of merchandise and services offered.

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

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



## Phase 2: Business Planning & Best Practices

### Part V. Current State of the Golf Operations Business

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

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

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

### Part VI. Business Development

1. Growth of the Game

Describe in detail activities used to promote Growth of the Game.
2. Communication

Describe in detail the day-to-day communication strategy with customers and members.

- a. Include how you communicate with facility ownership, management teams and your staff.
3. Best Practices  
Identify 3-5 Best Practices in your Golf Operations that might be beneficial to other PGA members.

**Submit Phase 2 of the 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 because of your Golf Operation.
- 45-minute question and answer session
- Debrief with Faculty

### **PowerPoint best practices:**

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