



University of Nevada, Las Vegas
William F. Harrah College of Hotel Administration
PGA Golf Management University Program

Course Name

PGM 202 (PGA PGM Level 2)
3 credits

Office hours: Wednesday, 1:00pm-3:00pm; Thursday, 1:00pm-3:00pm

Course Description

Provides PGM students with knowledge, theory and application of fundamental concepts in golf management specific to: golf operations and merchandising and inventory management.
Prerequisite: PGM 201.

Learning Outcomes

Golf Operations

This segment focuses on the overall management of the golf operation and delivering a top-quality experience for golfers and customers. The segment 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.

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

Merchandising and Inventory Management

An extension of *Business Planning*, this segment 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.

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
- 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

Required Text:

PGA PGM manuals located on the PGA of America Knowledge Center are to be printed and bound for use in class lectures. It is your responsibility to produce these bound copies.

1. Golf Operations
2. Merchandising and Inventory Management

Rubric:

1. Class participation.....	10%	
2. Industry service.....	10%	
3. PGM student association meeting requirement.....		10%
4. Unannounced quizzes.....	15%	

5. Announced quizzes.....	40%
6. Work experience activities.....	15%
Total.....	100%

Grading Scale:

A =	100.00 – 92.50
A- =	92.49 – 89.50
B+=	89.49 – 86.50
B =	86.49 – 82.50
B- =	82.49 – 79.50
C+=	79.49 – 76.50
C =	76.49 – 72.50
C- =	72.49 – 69.50
D+=	69.49 – 66.50
D =	66.49 – 62.50
D- =	62.49 – 59.50
F =	59.49 & below

Class participation: involvement in class discussion is strongly encouraged. Prepared questions for upcoming lectures and guest speakers are requested of all students. Attendance is required, one unexcused absence is permitted. During class you will not be permitted to wear a hat or use your cell phone. Laptop or tablet computers are permitted upon approval of the instructor, but individual and/or class computer privileges may be revoked at any time.

Industry service: Each student will be required to participate in 10 hours of industry service. A list of approved industry service opportunities are provided throughout the semester. A five (5) point extra credit assignment is available as part of the industry service requirement. Those interested in participating in the extra credit assignment are to follow these guidelines set by the instructor:

- The assignment has five parts: 1) introduction; 2) research on the industry/facility you served; 3) your impact to the industry/facility through your service; 4) the strengths, weaknesses, opportunities, and threats for the industry/facility you served; and 5) conclusion
- The minimum length of this assignment is 5 pages, double spaced, no more than 1 inch margins, and no more than 12 font size. Title or cover pages do not count toward the 5 page minimum.

PGM student association meetings: As part of your class requirement, you are to attend monthly PGM student association meetings. Attire for each meeting is coat and tie, similar professional dress for women. For meetings that involve a guest speaker you are requested to prepare two questions on the presentation topic.

Quizzes: At the conclusion of each segment quizzes will be given to test your knowledge of the subject matter. Quiz material will be taken from both lecture and text. Unannounced quizzes will be given throughout the semester based on your assigned readings.

Work Experience Activities: Work experience activities are required for level 1, 2, and 3 of the PGA PGM Curriculum. Before a student is able to progress to the next level of PGA PGM curriculum, PGA exams, seminars, and work experience activities are to be completed. The work experience activities required for this class pertain to Golf Operations within the level 2 curriculum.

Golf Operations:

Activity 1: Creating a Promotional Strategy Using Your

Case Study completed in PGM 202

Activity 2: Defining and Aligning the Golf Operation with the

Business Plan..... completed on PGM 262

Activity 3: Evaluating Operational Practices Linked to

Pace-Of-Play..... completed on PGM 262

Activity 4: Assessing a Promotional Strategy at Your Facility..... completed on PGM 262

Activity 5: Coordination and Collaboration at Your Facility..... completed on PGM 262

Activity 6: Yield Management completed on PGM 262

Merchandising and Inventory Management:

Activity 1: Develop a Comprehensive Merchandising Plan for

Headwear at Your Facility completed on PGM 262

Course Outline: (subject to change by instructor approval only)

<u>Date</u>	<u>Topic</u>	<u>Speaker</u>
<u>Week 1</u>	Introduction to course and Golf Operations	Kyle Helms

<u>Week 2</u>	Defining the Golf Operation	Kyle Helms
<u>Week 3</u>	Marketing and Promoting the Golf Operation	Kyle Helms
<u>Week 4</u>	Managing Play	Kyle Helms
<u>Week 5</u>	Coordination Within and Beyond the Golf Operation	Kyle Helms
<u>Week 6</u>	Monitoring Operational Performance	Kyle Helms
<u>Week 7</u>	Work Experience Activity 1 In-Class Assignment: Creating a Promotional Strategy Using Case Study Review for Quiz	Kyle Helms
<u>Week 8</u>	Quiz (Tuesday) and PGA Exam (Thursday)/retakes and study sessions	Kyle Helms
<u>Week 9</u>	The PGA Business Planning Model in the Retail Environment	Kyle Helms
<u>Week 10</u>	Retail Planning and Creating an Open-To-Buy Plan (reference Model Golf Shop case study)	Kyle Helms
<u>Week 11</u>	Merchandise Assortment Plan, Price Point, and Vendor Selection (reference Model Golf Shop case study)	Kyle Helms
<u>Week 12</u>	Purchasing and Managing Inventory/Pricing Strategies (reference Model Golf Shop case study)	Kyle Helms
<u>Week 13</u>	Floor Layout and Displays (reference Model Golf Shop case study)	Kyle Helms
<u>Week 14</u>	Promoting and Selling/Monitoring Performance & Making Adjustments (reference Model Golf Shop case study)	Kyle Helms
<u>Week 15</u>	Quiz (Tuesday) and PGA Exam (Thursday)/retakes and study sessions	Kyle Helms

Note: There is no final exam scheduled for this course.

Academic Advising:

Academic advising is available through the PGM program.

Bob Boughner Career Services Center

Need help with your resume? Would you like to jump-start your job search process? The dedicated staff at the Bob Boughner Career Services Center is here to guide you with any

career-related issues. Stop by the Center located on the first floor of Beam Hall (BEH 126) to receive hospitality-specific career counseling and information on upcoming recruitment events.

UNLV POLICIES AND RESOURCES

Academic Misconduct – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at:
<https://www.unlv.edu/studentconduct/student-conduct>.

Copyright – The University requires all members of the University Community to familiarize themselves **with** and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at:
<http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC) – The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you.

If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy – Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes, **January 29, 2016**, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit:
<http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Incomplete Grades - The grade of I – Incomplete – can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the

instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the grade.

Tutoring – The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex (SSC). Students may learn more about tutoring services by calling 702-895-3177 or visiting the tutoring web site at: <http://academicsuccess.unlv.edu/tutoring/>.

UNLV Writing Center – One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>

Library Resources – Students may consult with a librarian on research needs. For this class, the subject librarian is Lateka Grays (<http://guides.library.unlv.edu/hospitality>). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

Rebelmail – By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. Emailing within WebCampus is acceptable.

Final Examinations – The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

University Property and Security: If caught misappropriating State property, the student will be dropped from the College. The University may also wish to press formal charges. If you purchase items used in operation, you will be reimbursed for this purchase (if you have a proper receipt). Once you have been reimbursed, those items purchased become property of the University of Nevada, Las Vegas. No reimbursement will be made without proper receipt of purchase and strict adherence to UNLV policy.

Students should not bring valuables, personal items unrelated to course activities, or book bags into the building. The University of Nevada, Las Vegas staff and/or faculty will not be held responsible for the loss of personal items or valuables.

All books, papers, notebooks, and class-related items should be kept secured during the class. If you have valuables that must be locked please let your instructors know so that you can place your items in a secured office during class hours.

Alcohol and Drug Use: Students who consume any type of alcoholic beverages, use illegal drugs during class time, or attend class intoxicated will be immediately dropped from the course and sent to the university disciplinary board with recommendation for expulsion. Please do not come to class under the influence.

Insurance: The University of Nevada System does NOT carry insurance for students working in laboratories. This includes the Hotel College kitchens, dining rooms, and lounge/bar. Each student will have to provide his/her own coverage. If you are not covered by a family policy, you should purchase student insurance from the University. Information is available from the registrar's office. Although our safety record has been good, there is always a chance that an injury could occur that results in a trip to the hospital. Should an incident such as this occur, the University will not pay for the expenses incurred; it will be the responsibility of the student.