

**BUAD 3169-C**  
**Professional Development Seminar**

**Goal:** To guide students through the completion of the Level 3 materials of the PGA of America's Educational Program and to provide information to help students become successful golf professionals.

**Topic to be covered:**

1. Human Resource Management and Supervising and Delegating
2. Player Development Programs and Teaching Business
3. Career Enhancement

**Learning Outcomes:**

**Human Resource Management and Supervising and Delegating**

1. Describe and organization's approach to human resources and the process of talent management
2. Recognize wage and hour and other employment laws that apply to the golf industry
3. Analyze staffing needs, recruit, and hire qualified staff
4. Describe employment agreements and contracts
5. Describe alternatives for employee compensation and benefits
6. Describe training needs and develop on-site training programs
7. Describe the Performance System for supervising and delegating
8. Motivate individual staff members to increase productivity
9. Assign motivating work to individual staff members
10. Describe how to manage employee performance problems
11. Use elements of the Performance System to delegate assignments
12. Use the four Interaction Strategies when delegating assignments to employees with varying capabilities and willingness
13. Establish performance standards, conduct periodic evaluations, and document employee performance
14. Evaluate staff productivity and manage staffing levels

**Player Development Programs and Teaching Business**

1. Understand how player development programs benefit a facility and a PGA Professional financially
2. Link player development programs to the facility's business goals and objectives
3. Develop a specific business plan for player development programs
4. Develop a comprehensive program of instructional services to promote practice, ongoing game improvement, the playing of the game through the creative utilization of facility-wide resources
5. Identify the distinctive needs, interests, desires, and concerns of a targeted population and match specific development programs to these populations
6. Describe how to develop plans to market, promote, implement and evaluate player development programs

7. Provide ongoing training and educational opportunities for all staff for the purpose of creating an effective environment
8. Communicate the benefits of player development programs to create owner and facility-wide awareness
9. Develop a specific business plan for a teaching business
10. Devise a comprehensive instructional program that provides services to promote the game
11. Market and promote the PGA Professional and instructional services through a variety of methods

#### Career Enhancement

1. Describe the golf industry job market and the knowledge and skills required to succeed
2. Access PGA employment services and resources, including personal financial planning
3. Self-evaluate current skills and qualifications resulting from the education, experience, and participation in the PGA PGM program
4. Describe the process for an initial job search and subsequent advancement as a PGA Professional
5. Utilize the PGA PGM Work Experience Portfolio to display relevant training and experience
6. Develop a professional resume and cover letter
7. Describe and discuss professional education and experience in an employment interview
8. Discuss strategies needed to negotiate a suitable salary and compensation package
9. Describe the major components of an employment agreement or contract
10. Refine team presentation skills in order to illustrate specific experience and expertise in a limited amount of time
11. Participate in the PGA professional development network to foster ongoing personal growth and success

<b>DATE</b>	<b>TOPIC</b>	<b>READING ASSIGNMENT</b>
August 23	Orientation	
August 30	HRM & S&D - Lesson 1: Human Resources and the Golf Business	pp. 1-15
September 6	HRM & S&D - Lesson 2: Staffing and Compensation	pp. 16-37
September 13	HRM & S&D - Lesson 3: Training Staff	pp. 39-48
September 20	HRM & S&D - Lesson 4: Supervising and Delegating	pp. 50-70
September 27	HRM & S&D - Lesson 5: Talent Management and Evaluation	pp. 74-86
October 4	HRM & S&D Review	
October 11	PDP and Teaching Business - Lesson 1: Player Development and the Golf Economy	pp. 1-21

October 18	PDP and Teaching Business - Lesson 2: Designing Successful Player Development Programs	pp. 22-49
October 25	PDP and Teaching Business - Lesson 3: Implementing Player Development Programs	pp. 51-64
November 1	PDP and Teaching Business - Lesson 4: Building a Teaching Business	pp. 65- 98
November 8	PDP and Teaching Business Review	
November 15	Career Enhancement – Lesson 1: Beginning a Career in Golf	pp. 1-16
November 22	<b>No Class, Thanksgiving Break</b>	
November 29	Career Enhancement - Lesson 2: Resumes, Cover Letters, and Interviewing	pp. 17-26

<b><i>PGA/PGM Testing</i></b>
Human Resource Mgmt. and Supervising and Delegating- <b>October 6, 1:00 p.m. SHB #300</b>
Player Development Programs and Teaching Business - <b>November 10, 1:00 p.m. SHB #303</b>

### **Class Policies**

- Class meetings: Wednesday 8:30 – 10:20 a.m. SHB #306

### **Grading**

40 Points – Human Resource Management and Supervising and Delegating Test

30 Points – Player Development Programs and Teaching Business Test

40 Points – Four unannounced Pop Quizzes

15 Points - Updated Cover letter and resume submission

75 Points – Attendance

**200 Total Points**

Attendance is based on class attendance, PGMSA meetings and PGMSA golf tournaments.

0 absences =	75 points
1 absence =	71 points
2 absences =	68 points
3 absences =	60 points
4 absences =	53 points
5 absences =	45 points
6 absences or more =	38 points

### Course Grade

A = 180 points or above

B = 160-179 points

C = 140-159 points

D = 120-139 points

F = 119 points or below

**Please note:** A score of 28 out of 40 questions (70%) must be achieved on the Human Resource Management and Supervising and Delegating Test and scores of 21 out of 30 (70%) must be achieved on the Player Development Programs and Teaching Business to be able to pass the courses for the PGA of America Level 3 requirements. Students who do not pass the tests will be required to retake and pass the exam at an authorized PSI test center. Students failing to attempt required retakes every two weeks until the test is passed will be docked one letter grade (20 points) in the current PGA Golf Management class or next PGA Golf Management class taken.

**Playing Requirement:** In addition to PGMSA golf tournament attendance counting toward your grade, students will be required to compete in 4, 18-hole tournament rounds over the course of the semester. If a student does not compete in and finish 4 rounds then they will be placed on probation.

**Attendance at the 11/10 Rules Seminar is mandatory**

### Instructors

Rich Ballinger, PGA Master Professional

Director, PGA Golf Management and Golf Operations

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### **ACADEMIC DISHONESTY:**

All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials.

While many of the activities will involve you working and communicating with other PGA Golf Management University students and facility staff members, the work entered into the work experience portfolio must be yours and yours alone. As such, any submission related to your work experience activities must be entirely completed by you. Any attempt to submit work that was not completed entirely by you and/or intentionally misrepresenting someone else's work as your own may result in a failing grade, a requirement of a new submission, and/or result in disciplinary action as determined by the PGA Golf Management University and/or the PGA of America,

including, but not limited to, expulsion from the PGA PGM program and/or review by the PGA's Board of Control as a potential Code of Ethics violation.

### **STUDENT ABSENCES ON RELIGIOUS HOLY DAYS POLICY:**

Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Section 51.911 (a) (2) defines a religious holy day as: "a holy day observed by a religion whose places of worship are exempt from property taxation under Section 11.20...." A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed.

### **STUDENTS WITH DISABILITIES POLICY:**

It is the policy of Sam Houston State University that individuals otherwise qualified shall not be excluded, solely by reason of their disability, from participation in any academic program of the university. Further, they shall not be denied the benefits of these programs nor shall they be subjected to discrimination. Students with disabilities that might affect their academic performance should register with the Office of Services for Students with Disabilities located in the Lee Drain Annex (telephone 936-294-3512, TDD 936-294-3786, and e-mail [disability@shsu.edu](mailto:disability@shsu.edu)). They should then make arrangements with their individual instructors so that appropriate strategies can be considered and helpful procedures can be developed to ensure that participation and achievement opportunities are not impaired.

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the SHSU Services for Students with Disabilities and to talk with me about how I can best help you. All disclosures of disabilities will be kept strictly confidential. NOTE: No accommodation can be made until you register with the Services for Students with Disabilities. For a complete listing of the university policy, see:

<http://www.shsu.edu/dept/academic-affairs/documents/aps/students/811006.pdf>

### **VISITORS IN THE CLASSROOM:**

Only registered students may attend class. Exceptions can be made on a case-by-case basis by the professor. In all cases, visitors must not present a disruption to the class by their attendance. Students wishing to audit a class must apply to do so through the Registrar's Office.