

# BACHELOR OF BUSINESS (GOLF MANAGEMENT)

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## Program Outline

<b>Major:</b>	BBGM
<b>Length:</b>	4 Years
<b>Delivery:</b>	8 Semesters, plus 3 work terms
<b>Credential:</b>	Degree
<b>Effective:</b>	2012-2013
<b>Location:</b>	Barrie
<b>Start:</b>	Fall (Barrie)

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### Description

This program provides students with a degree-level education in business management with an applied focus on the golf industry. Students will develop the knowledge and understanding of the key concepts, methodologies, current trends, theoretical approaches and assumptions to manage effectively in the golf industry. Graduates are prepared to think critically and innovatively, and to professionally apply business management skills.

Note: "This college has been granted a consent by the Minister of Training Colleges and Universities to offer this degree for seven-year term starting December 31, 2007. The college shall ensure that all students admitted to the above-named program during the period of consent will have the opportunity to complete the program within a reasonable time frame".

### Career Opportunities

This program prepares graduates with a sound basis in the theory and skills necessary to be effective in the workplace and to remain current in their field as they accept rising levels of responsibility and accountability. Specifically, graduates may find employment as General Managers, Assistant General Managers, Directors of golf/club operations, Head Golf Professionals, Associate Golf Professionals, Pro Shop Managers, Events

Managers, Golf store retail managers, Golf equipment manufacturers sales representatives, Golf finance / human resources / marketing specialists.

### **Program Learning Outcomes**

The graduate has reliably demonstrated the ability to:

- research and analyze historic, demographic, and global economic trends that will impact business decision making, planning and marketing;
- create and implement a customer service approach to quality service and customer satisfaction in accordance with accepted ethical practices within the golf industry;
- analyze business situation and industry specific problems from a multi-functional perspective and provide solutions based on the business decision making process and risk management for human, physical and financial resources;
- apply a systematic approach to evaluate the operational strengths and weaknesses of a golf business to implement strategies for improvement while demonstrating entrepreneurial initiative;
- integrate sophisticated academic research skills and methodologies from either the social sciences or arts and humanities to demonstrate a depth of knowledge and application of quantitative and qualitative methods outside of the business discipline;
- critically examine personal biases and paradigmatic approaches, revising attitudes as appropriate, in order to work in a diverse industry which includes a variety of people, cultures and classes;
- integrate the different domains of learning as it relates to the cognitive, affective, and kinesthetic aspects of the golf industry;
- model interpersonal, leadership, and team building skills in diverse settings with critical reflection upon one's own performance;
- provide ethical, accountable and effective professional practices to individuals and groups in the community from a variety of diverse backgrounds;
- evaluate and communicate information, both orally and in writing to a range of audiences.

### **Practical Experience:**

Co-operative Education is a mandatory component of all Co-op programs at Georgian College; it has been designed as a process by which students integrate their academic education with paid work experience related to their program of study. This integration affects much more than simply earning a salary, including the adjustment to the work environment and the development of professionalism. It also reinforces skills and theory learned during academic semesters, develops professional contacts, job knowledge and career path, improves human relations and communication skills and promotes personal maturity and financial independence.

Students are requested to register, attend and participate in their scheduled co-operative education classes. These classes are scheduled for all first year students and are expected

to be completed in order to proceed successfully to their first co-op work experience. To ensure students are eligible to proceed onto any co-op work experience students should refer to Promotional Status and Eligibility for Co-op as outlined in the College Calendar. Co-op policies and procedures can be located on our website:  
[www.georgianc.on.ca/careers/for-students/](http://www.georgianc.on.ca/careers/for-students/)

Georgian College follows the Co-operative Education guidelines set out by the Canadian Association for Co-operative Education (CAFCE) and Education at Work Ontario (EWO) by supporting the learning outcomes designed for the program specific graduate profile and curriculum as set out by the Ministry of Training, Colleges and Universities.

### **The Program Progression:**

Fall Intake - Barrie

Sem 1	Sem 2	Work Term 1	Sem 3	Sem 4	Work Term 2	Sem 5
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Fall 2012	Winter 2013	Summer 2013	Fall 2013	Winter 2014	Summer 2014	Fall 2014
Sem 6	Work Term 3	Sem 7	Sem 8			
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Winter 2015	Summer 2015	Fall 2015	Winter 2016			

### **Admission Requirements:**

Applicants must meet ONE of the following requirements to be eligible for admission to this program:

- OSS Curriculum: OSSD or equivalent with minimum overall average of 65 per cent with six Grade 12 U or M level courses, Grade 12 English (U) (ENG4U), and any Grade 12 U level Mathematics

Students presenting equivalent qualifications will also be considered for admission. A second grade 12 university or university/college Mathematics course is highly recommended.

Mature applicants may also be considered for admission to this program providing their previous school performance and/or recent work record suggests a strong possibility of academic success. In order to qualify, applicants must be 21 years of age by December 31 of the year of admission and must have been away from formal education for at least one year immediately prior to beginning studies. Mature applicants must meet subject prerequisites prior to registration.

Applicants should be aware that first-year enrolment is limited and that satisfying the minimum entrance requirements does not guarantee admission.

**Selection Process:**

Selection is based on academic grades and subject prerequisites; applicants must meet minimum averages to receive final acceptance.

**Additional Information:**

Liberal Arts and Science Electives:

Liberal Arts and Science courses ensure students receive a breadth of educational experience beyond their discipline. Courses are offered in the streams of Humanities, Social Sciences, Natural Sciences, and Interdisciplinary Studies.

Students are required to take one course in each of Humanities, Social Science, and Natural Sciences. A course in Interdisciplinary Studies qualifies as EITHER a Humanities OR a Social Science.

In addition, students are required to take AT LEAST TWO Liberal Arts and Science courses at the upper level (Year 3 and/or Year 4).

**Graduation Requirements:**

- 41 Mandatory Courses
- 7 Liberal Arts Electives
- 3 Co-op Work Terms

**Graduation Eligibility:**

To graduate from this program, a student must attain a minimum of 60% or a letter grade of P (Pass) or S (Satisfactory) in each course in each semester, and have an overall average of 65% in the program.

**Mandatory Courses**

- ACTG1000 Introduction to Accounting
- ACTG2000 Accounting Applications
- BSNS1000 Customer Relations and Consumer Behaviour
- BSNS2000 Introduction to Business Research
- BSNS2001 Ethics for Business
- BSNS3000 Entrepreneurship and the Small Business Plan
- BSNS3001 Organizational Design and Effectiveness
- BSNS3002 Services and Product Innovation

BSNS4001 Service Excellence  
 BSNS4002 Business Policy Capstone  
 BSNS4003 Risk Management  
 BSNS4004 Principles of Networking  
 COSC1000 Computer Studies for Managers in Golf  
 ECNM1000 Microeconomics  
 ECNM1001 Macroeconomics  
 FINC3001 Financial Measurement and Analysis  
 GLFD1000 Golf Etiquette and Game Improvement  
 GLFD1001 Rules and History of Golf  
 GLFD2000 Golf Etiquette and Game Improvement 2  
 GLFD2001 Sustainable Environmental Management for the Golf Industry  
 GLFD2003 Sales Concepts and Applications for the Golf Industry  
 GLFD2005 Fleet and Equipment Management  
 GLFD3001 Agronomy for the Golf Industry  
 GLFD3002 Pro Shop Retail Management  
 GLFD4001 Golf Course Design and Construction  
 GLFD4002 Golf Club Administration and Governance  
 HRMG4000 Human Resource Management  
 HSPM3000 Food Service Operations Management  
 HSPM3001 Event Management  
 HSPM4000 Food Service Control Systems  
 JURI1000 Legal Aspects in Golf Management  
 MNGM1000 Leadership  
 MNGM2000 Managing E-Business  
 MNGM2001 Project Management  
 MNGM3000 Ancillary Facilities Management  
 MNGM4001 Inspiring People for / to Exceptional Performance  
 MRKT1000 Introduction to Marketing  
 MRKT1002 Marketing  
 MRKT3001 Marketing Analysis  
 PSYC1000 Introduction to Psychology 1  
 PSYC3000 Applied Sport Psychology

#### Liberal Arts Electives

To be selected from College list

#### Co-op Work Terms

COOP1024 Golf Degree Work Term 1  
 COOP2019 Golf Degree Work Term 2  
 COOP3011 Golf Degree Work Term 3

**Course Descriptions:****ACTG1000 Introduction to Accounting 42.0 Hours**

This course introduces students to Generally Accepted Accounting Principles as well as the ethical considerations in recording financial information. The process of recording, summarizing and reporting financial information is covered in detail. As well, emphasis will be placed on interpreting and using financial information for decision making.

**ACTG2000 Accounting Applications 42.0 Hours**

This course builds on financial concepts and issues, focusing on management accounting as it applies to managerial decision-making. Emphasis is placed on how accounting and finance affect profit planning, budgeting, forecasting financial projections, and measuring organizational health.

P- ACTG1000 Introduction to Accounting

**BSNS1000 Customer Relations and Consumer Behaviour 42.0 Hours**

This course explores the purchasing trends of consumers and the importance of understanding psychological, socio-cultural, environmental, and behavioural dimensions influencing consumption decisions. The goal is to understand consumer behaviour for the purposes of enhancing the customer-provider relationship.

**BSNS2000 Introduction to Business Research 42.0 Hours**

This course develops the student's ability to systematically collect and critically assess information in major research areas applicable to business organizations. Students learn to make comprehensive business decisions utilizing the research process. Students will participate in a major project which will include a data collection instrument, such as a survey or questionnaire.

**BSNS2001 Ethics for Business 42.0 Hours**

In this course, students further develop their critical thinking skills through the study of various moral, philosophical, and psychological theories related to the students' industry of choice. Emphasis is placed upon identifying, analyzing, and applying ethical principles to customer-corporation, and employer-employee relationships evident in a service oriented business.

**BSNS3000 Entrepreneurship and the Small Business Plan 42.0 Hours**

Building on previous courses offered in marketing, finance and law, students will learn how to establish and operate a small business. This course will combine a theoretical analysis of the small business market and the business idea, with the practical exercise of creating a professional business plan. Included will be self-assessment exercises to determine the student's entrepreneurial profile.

**BSNS3001 Organizational Design and Effectiveness 42.0 Hours**

Students will study the structure and dynamics of organizational open systems. There will be a focus on the external environment, technology, structure (and their interrelationship), organizational culture and change management. This course will also address the actions that managers must take to ensure that behaviour within the organization aids rather than impedes achievement of overall organizational goals.

**BSNS3002 Services and Product Innovation 42.0 Hours**

This course examines the importance of new product and service development to the achievement of an organization's objectives and how the process of innovation can be managed. Students will study the connection between competitive intelligence, consumer needs, value creation, technology and the new product/service development process. This course will make extensive use of the case study method of analysis as a basis for class discussion of innovation management issues.

P- MRKT1000 Introduction to Marketing

**BSNS4001 Service Excellence 42.0 Hours**

Service excellence develops a sustainable competitive advantage. By learning and applying superior customer service techniques, students learn how to strengthen their own customer relationships with the objective of long-term loyalty to the organization.

**BSNS4002 Business Policy Capstone 42.0 Hours**

This course, offered to Golf Management degree program students in their final semester, combines a theoretical analysis of the principles and strategies of management with aspects from other discipline areas, such as human resource management, marketing, and finance. Working directly with industry managers, students will apply their theoretical knowledge in a practical club environment.

**BSNS4003 Risk Management 42.0 Hours**

This course helps students to develop a critical awareness of the types of risk and their potential impacts on the overall organization, which may be as much about identifying opportunities as it is about avoiding losses. Students will learn to apply a systems approach to assessing and managing risk and the benefits that can be expected from good risk management.

**BSNS4004 Principles of Networking 42.0 Hours**

This course is designed specifically to help students understand the critical importance of building and nurturing a professional network in the golf industry. Participants will be introduced to industry specialists as well as a self-evaluative diagnostic mechanism with the goal of developing one's professional golf industry network. The importance of mentorship and career preparedness strategies will also be examined.

**COOP1024 Golf Degree Work Term 1 760.0 Hours**

Co-operative education is a mandatory component of the Golf Management Degree. Students will secure a paid, 4 month work term from May to September in the golf

industry. Students are required to attend and participate in the scheduled co-op planning class in order to receive the necessary resources for a successful first co-op experience. A debriefing session is held upon return to school from this work term. This session is designed to help the students organize and submit all supporting documentation for the first work term credit. The first work experience will focus on Turf Operations.

#### COOP2019 Golf Degree Work Term 2 760.0 Hours

Students are required to secure a paid 4 month co-op work term from May to September focused in golf operations where duties include back-shop supervision, range or practice facility maintenance, pro-shop duties and tournament facilitation. Students are also required to attend a scheduled debriefing session upon return from the second work term. This session is intended to allow students to organize and submit all supporting documentation for the second work term credit.

#### COOP3011 Golf Degree Work Term 3 760.0 Hours

Students are required to secure a paid 4 month co-op work term from May to September focused in club house operations. This may include food & beverage, membership marketing, finance, boards and committees and governance. Students are also required to attend a scheduled debriefing session upon return from the second work term. This session is intended to allow students to organize and submit all supporting documentation for the second work term credit.

#### COSC1000 Computer Studies for Managers in Golf 42.0 Hours

In this course students learn to complete tasks utilizing computer applications for word processing, creating spreadsheets, database management, and multimedia presentations. Emphasis is placed upon using these applications for a variety of golf management operations, such as memberships, tournaments, reservations, financial accounting, retail management, and handicapping. Students also learn to manage files and to research pertinent information using the Internet.

#### ECNM1000 Microeconomics 42.0 Hours

This course examines the theory, principles and methods of economic analysis and its application to economic decision-making in the firm. Topics include market structure and efficiency, the firm behaviour and the organization of industry.

#### ECNM1001 Macroeconomics 42.0 Hours

Successful completion of Microeconomics, or equivalent, is recommended prior to taking this course. While microeconomics concentrated on economic principles applied to the market structure, this course continues with a critical examination of economic principles applied to the overall economy. Understanding economic indicators, the impact of legislation and government policy, and international trade on the economy will be the focus of this course.



#### FINC3001 Financial Measurement and Analysis 42.0 Hours

This course concentrates on the concepts and measurements involved in financial statements as it relates to the golf facility's efficiency, productivity, and profitability, and focuses on developing the managerial skills needed to analyze and make decisions using these financial statements. Students apply accounting and mathematical operations and principles to investigate and solve a range of business problems typically encountered in a golf business, including capital budgeting decisions, management of funds, and the financial implications of various kinds of business decisions.

P- ACTG2000 Accounting Applications

#### GLFD1000 Golf Etiquette and Game Improvement 42.0 Hours

This course provides basic human anatomical and physiological information necessary for understanding the structure and function of the body as it relates to the golf swing. Students will assess personal golf skills given accepted measurement criteria and establish realistic goals for improvement. Regardless of the students' playing ability upon entry to the program, there is an expectation of game improvement as students are provided with substantial direction and tools for their own benchmarking and analysis. Integral to this improvement is the application of professional golf etiquette.

#### GLFD1001 Rules and History of Golf 42.0 Hours

This course examines and analyzes important dates, traditions and people that have shaped the game of golf in Canada and around the world. Students learn the official rules of golf as rendered and administered by the various international governing bodies. The roles and functions of officials, such as starters, course marshals and rules officials are also explored.

#### GLFD2000 Golf Etiquette and Game Improvement 2 42.0 Hours

This course builds on information provided and skills developed in Game Improvement 1 with a continued emphasis on player development achieved through required practice and playing opportunities. Benchmarking and self analysis will remain a key focus with the additional emphasis on student mastery of full-swing analysis and putting performance software and teaching tools. Students will understand and articulate the positive effects that proficient club making, club fitting and course management strategies can have on player development and improvement.

P- GLFD1000 Golf Etiquette and Game Improvement

#### GLFD2001 Sustainable Environmental Management for the Golf Industry 42.0 Hours

This course examines environmental regulations and guidelines affecting the golf industry. Students acquire a working knowledge of the development approval process, water management strategies, and environmental monitoring programs and apply these to real golf course construction projects.

#### GLFD2003 Sales Concepts and Applications for the Golf Industry 42.0 Hours

This course examines the steps in the strategic sales process including prospecting, presenting, negotiating, closing, and servicing the sale. Students learn what influences and affects buying behaviour by examining, categorizing, and explaining consumer psychological factors, such as motivation and personality types. Students will explore the role of professionalism, communication, personal interaction, and problem-solving in the selling process especially as it relates to the golf business. Selling to the Internet-informed consumer will also be discussed.

#### GLFD2005 Fleet and Equipment Management 42.0 Hours

Superintendents and grounds managers are continuously faced with demands to improve operational efficiencies and reduce costs, all while keeping the grounds looking good and integrating sustainable practices. In this course students learn about the various equipment for grounds keeping, maintenance of records and implementation of approaches to managing fleet and equipment.

#### GLFD3001 Agronomy for the Golf Industry 42.0 Hours

This course will present various aspects of turf and course management and will include turf grass identification, selection, and maintenance, soil chemistry and biology, soil nutrients, drainage, hydraulics and irrigation systems design and maintenance, water management, pest and insect management, and other aspects of grounds maintenance.

#### GLFD3002 Pro Shop Retail Management 42.0 Hours

This course concentrates on strategic and tactical application of retail and financial accounting concepts as they relate to the analysis, development and operation of the Canadian golf-related enterprise, particularly as they relate to retail structures, markets, and customers. Students will complete several investigative and analytical projects that include forecasting, prospecting, management reporting, and economic benefit analysis.

#### GLFD4001 Golf Course Design and Construction 42.0 Hours

This course focuses on the construction and /or redevelopment of golf courses from an architectural perspective. Students will learn the principles and core concepts of golf course design and renovation and will understand the processes involved in planning, budgeting, building and maintaining courses and how these relate to the design selected.

#### GLFD4002 Golf Club Administration and Governance 42.0 Hours

This course provides students with key concepts and skills of golf facility administration and the role of the professional club manager. Topics of study include governance, boards and committee relationships and roles, public versus private club administration, finance, by-laws, memberships, human resources, and the charter. Emphasis is also placed on effective meeting management, leadership, human relations, and communication.

#### HRMG4000 Human Resource Management 42.0 Hours

This course provides an introduction to the various functions of human resource management, including compensation and benefits, staffing, recruitment and selection, research, labour relations, training and development, health and safety, planning, mediation and arbitration, the influence of government legislation on industry, and human rights legislation and employment equity.

**HSPM3000 Food Service Operations Management 42.0 Hours**

Students study the management of the purchasing function as it applies to food, beverages, supplies, equipment, furnishings and services. There will be a focus on developing appropriate policies and procedures for a food and beverage operation, understanding of food cost and the process of managing the supply channel.

**HSPM3001 Event Management 42.0 Hours**

This course presents all aspects of running successful events (such as tournaments, retreats, social and corporate events) from planning through execution. Graduates will learn how to organize and coordinate events including the liaising of various departments both within the organization and with external parties.

**HSPM4000 Food Service Control Systems 42.0 Hours**

This course builds on the theory and concepts developed in Food Service Operations Management and includes food cost control, budgeting, cash flow management, inventory control, payroll and bar and liquor management. Student learning is focused on improving efficiency and productivity of the Food and Beverage operation using statistical analysis, operations analysis, project management principles and food industry software.

**HUMA4000 One World 42.0 Hours**

What is social identity? Are we "citizens of the world"? This course addresses the moral and socio-political philosophical idea that all human ethnic groups belong to a single community based on a shared morality, a shared economic relationship, and/or a political structure that embraces world government. In this course, students learn about origins of world citizenship and its current trials and tribulations.

**HUMA9100 Humanities Elective, Year 1 42.0 Hours**

This code is used for Year 1 Humanities Elective Exemptions as approved by the academic area.

**HUMA9200 Humanities Elective, Year 2 42.0 Hours**

This code is used for Year 2 Humanities Elective Exemptions as approved by the academic area.

**HUMA9300 Humanities Elective, Year 3 42.0 Hours**

This code is used for Year 3 Humanities Elective Exemptions as approved by the academic area.

**HUMA9400 Humanities Elective, Year 4 42.0 Hours**

This code is used for Year 4 Humanities Elective Exemptions as approved by the academic area.

**JURI1000 Legal Aspects in Golf Management 42.0 Hours**

This course presents the fundamentals of business law theory, concentrating on legislation that applies to the golf industry. Students examine employment law, statute law, torts and contracts.

**MNGM1000 Leadership 42.0 Hours**

This course examines the various perspectives on leadership, including a study of different leadership styles, the distinction between leadership and management, decision-making and ethical professional behaviour in a leadership role as applied to a variety of situations. This course includes leadership self-assessment and leadership strategies to fit different temperaments, cultures, learning styles, preferences and values.

**MNGM2000 Managing E-Business 42.0 Hours**

This course critically examines and evaluates the evolution of Internet usage in business and industry. This course requires on-line learning through Internet communication and describes the use of the Internet in business and industry. This course includes the creation and critiquing of web pages. The use of case studies assists in examining the effectiveness of a website for business.

**MNGM2001 Project Management 42.0 Hours**

This course provides students with an overview of project management and the essential tools needed to deliver successful projects on time and on budget. Students will examine recurring processes within a project life cycle, then develop and present a project implementation plan.

**MNGM3000 Ancillary Facilities Management 42.0 Hours**

In this course, students will become knowledgeable in efficient and effective application of space utilization principles from both a design and management perspective. This course will introduce the financial considerations along with elements of efficient systems management for fitness, aquatics, racquet sports, curling and other ancillary facilities. Staff qualifications, duties, equipment, risk and energy management, preventative maintenance, life-cycle costing and safety and security will also be addressed.

**MNGM4001 Inspiring People for / to Exceptional Performance 42.0 Hours**

In today's dynamic work environment exceptional performance exists at the intersection of a convergence of a number of factors. There is not a linear relationship between "doing something" and getting exceptional performance results. This capstone

course addresses key elements that support this premise by exploring: organizational culture, motivation, human potential, performance management systems, coaching, systems thinking and emotional intelligence. This course will also include a module on how to create a culture of leadership and performance by inculcating the tactical elements of coaching.

#### MRKT1000 Introduction to Marketing 42.0 Hours

This course is an introduction to the basic principles of marketing, including the four components of product/service, price, distribution and promotion. Students develop an understanding of the role of marketing in modern organizations.

#### MRKT1002 Marketing 42.0 Hours

This course builds on the basics of marketing theory learned in the Introduction to Marketing course and applies it specifically to the golf industry. Marketing includes advertising techniques and strategies specific to the golf industry, including pertinent legislation, the relationship between advertising and marketing, and the role of research. Students work in small groups to critically evaluate the marketing strategies for a golf industry operation.

P- MRKT1000 Introduction to Marketing

#### MRKT3001 Marketing Analysis 42.0 Hours

In this course students will learn to discern meaningful and statistically significant trends in an organization's data providing the information that managers need in order to make more effective business decisions. Participants will study the correlations of golf revenues with weather patterns, member profiles, golf rounds played and other key markers which will in turn, drive the marketing and promotional plan as well as the budget.

#### PSYC1000 Introduction to Psychology 1 42.0 Hours

This course is a survey of various specialty areas within contemporary psychology. Theories and research related to content areas such as Historical Perspectives, Research Methods, the Brain and Behaviour, Lifespan Development, Sensation and Perception, States of Consciousness and Learning are examined. Further, students integrate concepts of empiricism and scientific inquiry across these content areas. This course in combination with Introduction to Psychology II provides students with the requisite knowledge to study psychology at senior levels.

#### PSYC3000 Applied Sport Psychology 42.0 Hours

This course presents the human factors and psychological dynamics of sports performance as it relates to a number of sports including golf. Students will learn methods and techniques for developing psychological skills to enhance game performance and personal growth, and will focus on learning strategies to increase the ability to influence others' behaviour so that they will improve their game performance.

P- PSYC1000 Introduction to Psychology 1 or P- PSYC1001 Introduction To Psychology 2

**Course Description Legend**

P = Prerequisite; C = Concurrent prerequisite; CO= Corequisite

*Information contained in College documents respecting programs is correct at the time of publication. Academic content of programs and courses is revised on an ongoing basis to ensure relevance to changing educational objectives and employment market needs. The college reserves the right to add or delete programs, options, courses, timetables or campus locations subject to sufficient enrolment, and the availability of courses.*