

Golf Operations Level 3 Practice Questions



© 2019 The PGA of America
All Rights Reserved.
Copyright contents may not be
reproduced in any manner without the
prior written permission of
The PGA of America.
The PGA of America reserves the right
to modify the contents of this document
at any time.

Table of Contents

HOW TO USE THIS DOCUMENT	2
ACILITY MANAGEMENT 3	3
I. Supervising and Delegating	3
IA. The Performance System	3
IB. Motivating Work	5
IC. Delegating Assignments	8
ID. Managing Performance Problems	10
II. Food and Beverage Control	13
IIA. Introduction to Food and Beverage	13
IIB. Staffing and Customer Service	15
IIC. Coordinating Food and Beverage with Other Operations	16
ADVANCED TEACHING & COACHING	17
III. Learning	17
IIIA. Mental Practice and Motor Imagery	17
IIIB. Optimizing Transfer of Golf Skill: Learn to Play	18
IIIC. Learning to Make Swing Changes	19
IIID. The Mental Game	19
IV. Teaching	22
IVA. Long-Term Planning	22
IVB. Technology Application and Best Practices	23
IVC. Improving Teaching and Coaching	24
IVD. Developing a Teaching Business	25
V. Game	26
VA. Playing Skills	26
VB. Golf Club Performance	27

HOW TO USE THIS DOCUMENT

This document is provided to assist PGA Associates with preparation for the Golf Operations Level 3 test in the PGA Professional Golf Management Program.

Facility Management 3 Courses:

1. ***Supervising and***
2. ***Delegating Food and Beverage Control***

Teaching & Coaching 3 Courses:

1. ***Learning***
2. ***Teaching***
3. ***Game***

Answer the practice questions by using information from course manuals, supplemental documents and industry experience. Correct responses can be confirmed in the course manual for each subject in Level 3. Utilize this document to facilitate understanding of the courses and be able to answer any questions that may be on the Golf Operations Level 3 Test.

The Golf Operations Level 3 Test is comprised of multiple choice and true/false questions. A thorough review of the course manuals in addition to these practice questions is encouraged.

FACILITY MANAGEMENT 3

I. SUPERVISING AND DELEGATING

IA. THE PERFORMANCE SYSTEM

1. When should a manager address performance gaps if an issue arises regarding a performer's work?
2. How should the complexity of a task be handled if a performer is learning something new?
3. What expectations should a manager's performance standards reflect?
4. What element of the performance system describes the job task?
5. What is the recommended guideline a manager should use if an employee's actual performance differs from expected performance?
6. How should resources be allocated to avoid overwhelming a performer?
7. What types of resources are needed to carry out the facility's mission and financial goals?
8. The golf shop merchandise operation is underperforming to revenue projections and inventory management challenges are occurring. What type of resources could best resolve these problems?
9. Which element of the performance system is being utilized when managers communicate the information needed for a performer to complete a task?
10. Why would an audible thermometer need to be used to identify the appropriate temperature of food related to input?
11. A hydraulic leak is discovered when using a triplex mower on the greens. What type of input amplifier can be implemented to minimize the problem?
12. What is defined as the information, circumstances, or events that signal a performer to take the appropriate action?

13. When conducting a junior event, twenty juniors pre-registered and forty-five attended on the day of the event. This prompted the facility to increase the professional staff by two teachers to accommodate the volume of juniors. In this example, what type of input signaled appropriate action?
14. What should a manager do when a performer has difficulty recognizing when to take action on a specific task?
15. What type of consequence happens when a chef experiences gratification after presenting an elegant surf and turf dinner during a ladies' member-guest event?
16. An employee is repeatedly late for the morning shift. The supervisor reassigns this person to the afternoon shift. What is the problem with this scheduling adjustment?
17. A team member who set the hole locations accurately and efficiently is assigned to routinely complete this maintenance task. What is the potential result of this situation?
18. Cheryl, Maggie and Rosa are all assigned to work in the bag room a few days a week. Maggie and Rosa are assigned to weekday shifts and Cheryl works the weekend. Both Maggie and Rosa have cleaned up the messy bag room upon return to work on Mondays. They do not understand why Cheryl is allowed to leave work without cleaning the bag room. What performance element needs to be addressed to resolve this issue?
19. A member attempts to return a golf shirt and demands a cash refund. The assistant professional insists on following the established policy for exchange. The member complains to the head professional, who then reprimands the assistant. Which element of the performance system is misaligned in this situation?
20. An employee is struggling to develop relationships with club members. The PGA General Manager should schedule this employee to shadow a top performer during their shifts. What type of feedback is shown in this example?
21. Numerous members complain about the conditions and speed of the greens after weekend play. The PGA General Manager meets with the golf course Superintendent at Friday's staff meeting regarding this issue. What is the potential problem with this situation?

22. The cost of goods sold in the golf shop has increased significantly over the past fiscal year. As the PGA General Manager, you meet with your merchandise operations team to formulate a plan of action to rectify the issue. What is appropriate about this situation?
23. What interpersonal skill should a manager use when discussing agreed-upon expectations?
24. The head professional receives a complaint concerning the performance of an outside service attendant. She sets up a meeting with the assistant professional responsible for outside services. Which guideline for providing effective feedback should the head professional use to resolve this situation?
25. What is a guideline of giving effective feedback?

IB. MOTIVATING WORK

1. How does a poorly structured work situation affect a highly motivated performer?
2. What aspect of the work assignment is being managed when the General Manager considers what jobs are best suited to which performers?
3. How does discretionary enforcement of policies contribute to the motivation of performers in a working environment?
4. How is the motivation of staff members affected by managers who constantly provide instructions and suggestions regarding assignments?
5. Which principle of motivating work describes an employee who would benefit most from the challenge of learning new tasks?
6. Which principle of motivating work is the General Manager using when she asks the head chef to update the tournament banquet packages to align with tournament growth initiatives?
7. The new Assistant Food and Beverage Director is assigned to redesign the menu. What principle of motivating work is in use for this assignment?
8. Which principle of motivating work would be used for employees who need new learning challenges?
9. What principle of motivating work is being demonstrated when a manager builds ongoing relationships with customers into a performer's job?

10. Which principle of motivating work is best represented when a PGA General Manager decides to cross-train employees?
11. The Course Maintenance Mechanic is assigned to develop the procedures manual for managing vehicle and equipment repairs. What principle of motivating work is in use for this assignment?
12. The Player Assistant has been arriving late each day. The PGA General Manager also notices that pace-of-play has increased, and the players have been complaining about his lack of course visibility. What principle of motivating work should the General Manager apply in this situation?
13. The Superintendent is supervising the construction of a second golf course on property, and the Assistant Superintendent is assigned to oversee the existing course. Which principle of motivating work is being used in this scenario?
14. The PGA General Manager notices a lack of performance with a Starter and a Golf Car Attendant. Upon meeting with both individuals, they confess that they feel redundancy in their current positions. The PGA General Manager makes the decision to cross-train both employees. What principle of motivating work is in use for this assignment?
15. Which principle of motivating work is being applied when a PGA General Manager assigns the Outside Operations Supervisor to create the season's schedule for all outside departments?
16. The Food and Beverage Manager is frustrated when attempting to hire new staff. The PGA General Manager insists on having the final hiring decision. What principle of motivating work should the General Manager use to be more effective?
17. Which principle of motivating work is applied when the Merchandiser assigns the new intern the responsibility of counting the items included in the accessories classification of inventory?
18. Which principle of motivating work is being utilized when a PGA General Manager asks the Marketing Director to advertise growth of the game initiatives by increasing the club's social media engagement?
19. Which principle of motivating work is best represented when a PGA General Manager assigns practice range set-up to an Assistant Golf Professional?
20. Which principle of motivating work is demonstrated when employees share responsibilities in multiple areas of the maintenance crew?

21. The Assistant Professional has been given the responsibility to conduct the season's ladies' day events. What principle of motivating work is in use for this assignment?
22. What must be received in a clear, timely and unbiased manner to allow performers to strive for improvement?
23. Which principle of motivating work is involved when a manager delegates responsibility for completion of a task from beginning to end?
24. Which principle of motivating work emphasizes the importance of each employee to the operation?
25. How does autonomy increase performer motivation?
26. How should the PGA General Manager utilize the principle of significant work when directing the Merchandiser to conduct spot audits due to high shrinkage in golf club equipment?
27. During a site visit to repair golf cars out of rotation, the golf car vendor informs the General Manager that the golf car batteries and tire pressure are low. Which principle of motivating work should be used when assigning these responsibilities?
28. How should the principle of autonomy be utilized when the PGA General Manager delegates development of a season-long dinner series to the Head Chef?
29. What principle of motivating work is being used when the head professional gives the assistant professional the freedom to decide how to manage the entire member-guest tournament?
30. How do performers benefit from feedback that is received in a clear, timely and unbiased manner?
31. The PGA General Manager conducts the annual board meeting to review survey results, which include increased tournament satisfaction. How should the principle of feedback be utilized?
32. How can managers communicate that they want to work with the performer to ensure success in accomplishing the task?

IC. D ELEGATING ASSIGNMENTS

1. What is the purpose of delegating?
2. What result is most likely when a manager provides minimal information regarding a newly assigned task that a motivated employee has never performed?
3. What might a PGA General Manager say when she has used the supporting strategy with a staff member?
4. What result is most likely when a manager explains exactly how to do a task that the employee has successfully carried out in the past?
5. A manager's approach in delegating an assignment will vary depending upon which two considerations?
6. What strategy should be used with a staff member who is enthusiastic but has little experience?
7. What two items must a manager keep in mind regarding his performer when choosing a delegation strategy?
8. The Directing Strategy is best used with what type of employee?
9. What guidelines apply when a manager chooses to use the supporting strategy to assign a job to an employee?
10. What delegation strategy should be chosen when the performer needs clear instructions and continuous feedback to stay focused on task completion?
11. What guidelines apply when a manager chooses to use the directing strategy to assign a job to an employee?
12. The Convincing Strategy is best utilized with what type of performer?
13. A PGA General Manager has a new Head Professional who is enthusiastic but inexperienced in Private club events. The Head Professional has expressed interest in running the upcoming Ladies Member-Guest event. How can the PGA General Manager effectively use the element of feedback once she has used the directing strategy to delegate this event?
14. Which delegation strategy is being used when a manager frequently checks on the performer's progress and provides feedback?

15. The new head professional has delegated to a veteran assistant the task of instituting a player development program. The assistant insists that the program had been previously tried by the former head professional and failed. What delegation strategy should the new head professional use to ensure the facility can implement a successful player development program?
16. What delegation strategy is being implemented when a manager makes the task easier to complete for a hesitant performer?
17. What type of performer benefits from the use of the convincing strategy?
18. What delegation strategy would be most appropriate to utilize with a staff member who is experienced but resistant to completing a task?
19. What guideline applies when a manager chooses to use the convincing strategy because an employee is resistant to a job being assigned?
20. What must be established to check progress when using the Directing Strategy?
21. The Head Professional is unfamiliar with merchandising operations. The PGA General Manager wants to assign the Head Professional the responsibility of managing merchandise inventory, but the Head Professional is resistant. How can the PGA General Manager use the Convincing Strategy to delegate this task to the Head Professional?
22. What strategy is being used when a head golf professional only offers solutions when requested by his assistant?
23. How much experience should staff members have with an assigned task when utilizing the Involving Strategy?
24. The PGA General Manager receives resistance from the classically trained chef when he speaks to her about converting the formal dining room into a sports bar environment. Which guidelines are appropriate and best utilize the Convincing Strategy in this situation?
25. The PGA General Manager has asked his team to increase member tournament participation. He offers his assistance if needed and believes his team can develop a strong tournament program. Which delegation strategy was used?
26. What strategy would be utilized with staff members who are experienced but unwilling to complete a task?

27. What could be utilized to overcome resistance when using the Convincing Strategy?
28. What guideline should a manager use when implementing the Involving strategy?
29. What is the manager's role when utilizing the Supporting Strategy?
30. What strategy would a head professional use to delegate the task of remodeling the golf shop to a newly hired assistant who left a 20-year career as a carpenter because he needed a change?
31. The Supporting Strategy is best used with what type of performer?

ID. MANAGING PERFORMANCE PROBLEMS

1. What is a manager doing if he ignores a problem and hopes it goes away?
2. What happens when a manager makes false assumptions?
3. A staff member continues to struggle with customer service levels. The General Manager communicates a solution to the staff member. Which of the six actions for correcting performance problems has been omitted?
4. How can a manager increase the chances of finding a quick and mutually satisfying resolution to a performance problem without having to go through the multiple stages of the problem-solving process?
5. What action increases the chances of finding a solution that satisfies all parties?
6. How can a manager identify if a performance problem continues to exist after an agreed upon course of action?
7. During a joint problem-solving discussion, what is the manager's role when identifying potential resolutions to a performance problem?
8. Why is the manager's involvement in the follow-up process during joint problem-solving important?
9. During the joint problem-solving process, why is it important that the manager state the concern in relation to the expectations for the job or task?
10. During a joint problem-solving discussion, what must a manager and employee mutually agree upon?

11. What is one of the manager's goals during a joint-problem solving discussion?
12. Which stage of the Four-Stage Problem Solving Sequence gives the performer the opportunity to take ownership of the solution to the problem?
13. What is the relationship between the timetable for reinforced problem-solving and joint problem-solving?
14. How will the manager's demeanor change during reinforced problem-solving?
15. What is the first action step used during reinforced problem-solving?
16. During a reinforced problem-solving meeting, what would be expected to happen after addressing performance concerns and reviewing previous agreements?
17. The Head Golf Professional has already held a joint problem-solving meeting and the staff member continues to arrive late for work. Why is there a need for reinforced problem-solving?
18. A staff member continues to struggle with tardiness to work. The Head Golf Professional has already held a joint problem-solving meeting to resolve the performance issue. Why is there a need for reinforced problem-solving?
19. What distinguishes a difference between joint problem-solving and reinforced problem-solving?
20. What is a likely result of requiring an immediate response during final decision-making?
21. Why is it important to give the performer time to reflect during final decision-making?
22. Which interaction strategy would a manager use during the final decision-making stage?
23. During final decision-making, what is an appropriate time period that should be given to the performer to reflect and commit to solving the performance problem?
24. What action step is different between final decision-making and reinforced problem-solving?
25. What manager behavior is most appropriate during the termination stage?

26. During the termination stage, what prevents the employee from debating the merits of the decision in order to main employment?
27. During what stage of correcting performance problems is it important to determine if the performer was unwilling or unable to meet agreed upon performance expectations?
28. During a termination meeting, the performer begins to criticize the manager's decision. What is the action step the manager should take?
29. What action step is taken after explaining the rationale for terminating employment?
30. An employee was given a written statement of conditions for continued employment after failing to meet previously agreed upon improvements to her attitude. If the employee declines to meet these conditions, what is the next stage?

II. FOOD AND BEVERAGE CONTROL

IIA. INTRODUCTION TO FOOD AND BEVERAGE

1. What would be the financial goal for the budget at a semi-private golf facility?
2. What is the primary consequential benefit of having a well-run and successful food and beverage operation?
3. According to the course manual, what can often distinguish a profitable facility?
4. What department can often provide substantial revenue?
5. What can often distinguish a facility as a complete destination?
6. For which type of private facility is profitability the primary operational goal?
7. At which type of private golf facility is the profitability of the food and beverage operation important?
8. For which type of private facility is service the primary operational goal?
9. Which type of golf facility might only offer counter and carryout service to maximize profitability?
10. What is the easiest food and beverage service to offer at a facility?
11. What is the least expensive type of food and beverage service that a facility can offer?
12. Describe the type of service offered by on-course concessions.
13. What must be identified before the facility's level of food and beverage service can be determined?
14. The staffing levels required to meet customer's expectations are highest in which type of service?
15. Two local restaurants get exactly the same food item from the purveyor but produce two different entrees featuring this item. What term describes this distinction?
16. What is the primary way in which the skills and experiences associated with overseeing the food and beverage operation enhance the golf professional's career?

17. Which of the following contributions from the golf professional would most benefit the food and beverage operations?
18. The Food and Beverage Manager uses internal control to keep the operation functioning smoothly with safeguards. What are its characteristics?
19. What are the characteristics of internal control that the Food and Beverage Manager uses to keep the operation functioning smoothly?
20. What is the definition of food cost control?
21. What two items are used to determine the standard cost of one portion produced from a standard recipe?
22. What is the meaning of "food cost control"?
23. Where is the food and beverage service most vulnerable to losing profits due to excessive costs?
24. Where is the food and beverage service most vulnerable to losing profits due to excessive costs?
25. What is the most important guideline governing the selection and price of a facility's menu?
26. If the cost of ingredients for a buffet entrée that yields fifty portions is \$225.00, and the food cost percentage is 30%, what would be the per-portion selling price of the entrée?
27. The Early Riser breakfast at the local municipal course snack bar consists of 2 eggs, ¼ lb. ham slice, ¼ lb. of home fries, and two slices of toast. What is the standard portion cost of this breakfast given the following food costs from the local purveyor: 5 lbs. ham @ \$10.00; 1 dozen eggs @ \$1.20; 1 loaf bread (30 slices) @ \$1.50; and 5 lbs. potatoes @ \$2.60?
28. The sausage gravy recipe in the Pine Valley CC kitchen calls for one cup of flour that weighs four ounces. The club purchases the flour in twenty-pound bags at a cost of \$6.40 each. What is the cost of flour used in a standard portion of gravy?
29. Placing incoming items behind older items is an example of which food storage method?
30. What is an example of gathering market information?
31. What are the operational goals of different types of facilities' food and beverage operations?

32. What does the preparation of an operating budget for an established food and beverage operation normally begin with?
33. How should a facility begin their research to determine the most relevant type and level of food and beverage service they could provide?
34. What is the predominant reason a public facility is likely to offer inexpensive food and beverage products?

IIB. STAFFING AND CUSTOMER SERVICE

1. What should be different with employees among different restaurant types?
2. What should be the relationship between labor costs and customer expectations in a food and beverage operation?
3. Why is recruiting and interviewing prospective employees done on an ongoing basis regardless of whether or not there is an opening?
4. What formula will disclose the percent of food and beverage income spent on payroll?
5. What is the most important consideration a manager must make when forecasting the number of staff to hire and schedule?
6. During which step of the hiring process should the employee receive an explanation of pay periods and benefits?
7. What is the predictable result of continuous staff training and re-training?
8. When should a facility be recruiting?
9. What is associated with a need for higher levels of service staff?
10. What type of advertising is the most powerful advertising for food service?
11. What best defines good service in a dining context?
12. How would a Food and Beverage manager determine that good quality food service is occurring?
13. What factors would the Food and Beverage Manager use to determine that good quality food service is occurring?

14. A four-ball has just completed a round of golf and decides to stay for lunch. One player inquires about the seafood special. What would be an appropriate response from the server?
15. A golfer in the grill room is asking about the new seasonal dessert menu. How would a server respond utilizing the interpersonal skill of “encouraging open expression?”

IIC. COORDINATING FOOD AND BEVERAGE WITH OTHER OPERATIONS

1. How can the food and beverage operation impact a facility financially?
2. What is the definition of an external intersection?
3. What is the definition of an internal intersection?
4. The food and beverage operation has been consistently understaffed given the amount of players on the tee sheet. In response to increased customer complaints, what would be the best recommendation for the Food and Beverage Manager?
5. How can a snack bar selling inexpensive hotdogs affect the experience at a course?
6. Which area of the Golf Operation most often interacts with the Food and Beverage operation?
7. Why must the event coordinator be familiar with the food and beverage offerings?
8. Besides delivering the PGA Experience, what other characteristic makes the Food and Beverage services an important part of tournament operations?
9. What benefit makes the Food and Beverage services an important part of tournament operations?
10. What important aspect of a facility is tied to the marketing and promotion efforts of the food and beverage operation that are significantly different from its competitors?
11. What is an example of a food and beverage external intersection?
12. What is a key difference between retail operations and food and beverage operations?

ADVANCED TEACHING & COACHING

III. LEARNING

IIIA. MENTAL PRACTICE AND MOTOR IMAGERY

1. A teacher determines that a student better relates to internal motor imagery. What technique would be most successful for this student?
2. What is the cognitive rehearsal of a physical activity in the absence of any observable muscular movement?
3. What is a conscious experience in which a player uses all her senses to create or recreate the execution of a motor skill in the player's mind?
4. A student relates primarily to which type of imagery if she is unable to learn from a face-on video of her swing?
5. A student relates primarily to which type of imagery if she is able to learn from a face-on video of her swing?
6. Does cognitively rehearsing procedural skills at a faster rate before physically performing them interfere with the benefits of mental practice?
7. What is the definition of modeling when used for teaching and coaching?
8. When is mental practice and motor imagery most effective?
9. What is the best way for beginners to improve shot performance?
10. What makes "cognitive hypothesis" an effective learning tool?
11. Which condition enhances the benefits of mental practice?
12. Based on research, at what speed should a skill be mentally rehearsed prior to actual performance?
13. What is an effective means of helping a beginner to use motor imagery to improve performance?
14. What situation justifies substituting mental practice for physical practice?
15. According to research, what will optimize performance when combining mental and physical practice?

16. What is an example of “Form Focus of Attention”?

IIIB. OPTIMIZING TRANSFER OF GOLF SKILL LEARN TO PLAY

1. What is an example of retroactive transfer?
2. What is the influence of a previous skill on the current skill to be learned regardless of whether the influence is positive or negative?
3. Addison has acquired a new student who previously played ice hockey. During the opening interview, Addison asks questions to find out ways he can take advantage of previous learning, what skills to teach, and what order to teach them. This is an example of what learning transfer concept?
4. What determines the transfer of golf skill learning?
5. What conditions lead to greater learning transfer?
6. What term is used to describe transferring a learned skill of a 20-foot chip onto a practice green to a 50-foot chip on the same practice green?
7. What type of transfer likely occurs when applying the skill of a 20-foot chip learned in practice to a situation calling for a 20-foot chip in a club championship tournament?
8. What term is used to describe learning the skill of putting on a practice green and effectively transferring to various greens on the golf course?
9. How is the “transfer effect” most likely to influence a situation where a player with an over-the-top down swing is being taught to drop the club below the shaft plane?
10. A student and his coach have been practicing high pitch shots from tight lies that he expects to find on the golf course for an upcoming tournament. What best describes the learning transfer concept involved in this situation?
11. A relatively new golfer has taken a series of golf lessons beginning with putting, then chipping, then pitching, and most recently the full swing with his irons. He has been able to transfer the relationship of impact from previous lessons to his full swing. Why has this student succeeded in his golf learning?
12. What approach is recommended to optimize learning transfer of a golf skill?

IIIC. EARNING TO MAKE SWING CHANGES

1. What is an example of a pre-swing adjustment?
2. Are some pre-swing changes that influence swing execution are more challenging to learn and implement than others?
3. What adjustments are recommended prior to making in-swing adjustments?
4. What types of changes are easiest to learn and often result in rapid improvement in performance?
5. What is lacking when newly introduced swing changes are lost between lessons?
6. A student has been coming over the top on the downswing and is trying to change his movement in the opposite direction by dropping the club to the inside on the downswing. What will most likely occur?
7. How can a student overcome negative effect or interference in competitive pressure situations?
8. What is an example of movement?
9. What is expected when old neural networks positively transfer to the new swing movements?
10. What is an example of interference or negative transfer?
11. An instructor at Ray Ranch GC, has been approached by a long-time student of hers about making a major swing change. When is it appropriate to tell her student that the swing change could adversely affect his playing performance?
12. What are the two major ways to structure swing change movements through rehearsal?
13. What should a teacher or coach do when a student becomes frustrated when trying to make a challenging swing change?

IIID. THE MENTAL GAME

1. Why is it important to avoid placing pronounced importance on the 18-hole score?
2. What step in the pre-shot routine is helpful to a player who wants to trust their swing?

3. What is a critical on-course variable of the mental game?
4. What is the most important shot in golf?
5. What is one way that players can achieve realistic goals?
6. A player sees water on the left side of the hole and then begins to visualize a fade for the tee shot. What is the player focusing on?
7. How can a player play smart?
8. What is a mental game problem associated with confident play?
9. The director of golf and his two managers are on a golf outing in which the managers are scoring better. What is the mental game danger posed by this situation?
10. What is the reason that players should accept poor shot outcomes with the good ones?
11. What should a player do after he selects an intermediate target, addresses the ball and reminds himself not to pick up the club on the backswing?
12. What does positive self-talk accomplish?
13. Cheryl is ahead at the final hole of her club's stroke play championship. She takes extra time surveying the green, but three putts and loses the event by one stroke. What most likely happened?
14. What are the benefits of an effective pre-shot routine?
15. What do effective pre-shot routines help players to focus their attention on?
16. What is one purpose of a practice swing taken during a pre-shot routine?
17. What can golfers do to get out of their own way?
18. Should emotion management strategies be part of both pre- and post-shot routines?
19. What should be included in the post-shot routine following a good shot?

20. What is the recommended immediate post-shot means for controlling one's emotions following a poor shot?
21. What do pre- and post-shot routines provide?
22. What pre-shot routine problem could cause a poor shot outcome?
23. What must one learn in order to gain the benefits of the progressive muscle relaxation technique?
24. How should players use the post-shot routine to achieve complete focus on the process of playing the game?

IV. TEACHING

IVA. LONG -TERM PLANNING

1. Why is it important to have students with similar skill and fitness levels, motivation and experience for group instruction?
2. What type of player is best served by individual lessons?
3. What is a group lesson advantage?
4. What is the recommended practice regarding writing out a complete lesson plan before beginning golf instruction?
5. What is the correct planning assumption behind a skill development sequence for individual lessons?
6. How should teachers respond to lessons that are getting off track?
7. Why should one have contingency plans?
8. What should be included in long-term player development planning?
9. What is the purpose of golf instruction from the standpoint of long-term lesson planning?
10. What is the difference between a lesson plan and a long-term developmental plan?
11. How does the PGA define the elite player for purposes of developing a long-term player development plan?
12. What are the two guidelines that define both the purpose and the activities of a junior golf development program?
13. What is one misconception regarding who is best qualified to teach people with a disability or injury to play golf?
14. What is often challenged when teaching a player with a disability or injury?
15. What is the best course of action if a teacher is unsure of what to say to a player who has a disability or injury?

16. What is an example of a phrase that would be most appropriate when speaking with students who have a disability or injury?
17. What should an instructor do when teaching someone who has lost a limb?
18. When teaching a player with a disability, which topics should be avoided during an opening interview?
19. What should a teacher do when teaching a player who has a disability?

IVB. TECHNOLOGY APPLICATION AND BEST PRACTICES

1. What role should technology play compared to ball flight when teaching a lesson?
2. What does technology help the instructor to identify?
3. How does a LPGA Tour player's angle of descent compare to that of the average PGA Tour player?
4. Should technology be used to help develop one model swing for all players?
5. What should be established before introducing technology into the learning environment with a beginning golfer?
6. What type of feedback does technology provide during practice?
7. How can a teacher use technology to help a golfer identify the root cause of losing clubhead lag too soon?
8. What is the typical result of using a camera that films with a slower frame rate?
9. When recording golf swings from a down the line perspective using 2D video, what will the club appear to do from a camera angle that is lower and more behind the player?
10. When putting, from what distance will a one-degree direction change hit the edge of the hole instead of the center of the hole?
11. When recording golf swings from down-the-line using 2D, what will the club appear to do from a camera angle that is above and more in front of the player?
12. According to the course manual, what data describes the launch of the ball?

13. According to the Course Manual, what data point describes the golf club at impact?

IVC. IMPROVING TEACHING AND COACHING

1. What is occurring when instructors mentally review and question their instruction?
2. What type of teachers experiment with new ideas and practices?
3. How often should professionals engage in reflection of their own teaching skills?
4. When a teaching professional analyzes her own skills and asks herself, "Is what I am doing, working," what technique for improvement is she using?
5. What do reflective teacher examine in addition to instructional content and activities?
6. How should teachers reflect on their own teaching?
7. What has the most impact on developing teaching skills?
8. What is a major disadvantage of directed observation and its use in evaluating teaching performance?
9. What reflective teaching technique allows an instructor to review and analyze why he made specific decisions?
10. What is the least reliable way to ascertain an instructor's teaching skills?
11. In addition to being subjective, what is another disadvantage of using directed observation?
12. Which analytic technique pays the biggest dividend in improving teaching?
13. What has to happen before teaching skills needing improvement can be identified?
14. What practice can teachers develop to reduce the amount of required thought in a lesson so that the focus is on the student's learning needs?
15. What do instructional routines allow the teacher to focus on during a lesson?
16. What provides the ultimate feedback on instructional success?

17. What is a benefit of a professional association membership?
18. An instructor uses a new teaching technique during a lesson that is unsuccessful. What course of action should the teacher take?

IVD. DEVELOPING A TEACHING BUSINESS

1. The landscape of golf's core customer base is shifting from targeting existing golfers to what customer demographic?
2. What core business area of a facility is often undervalued by key decision makers?
3. What is one of the primary reasons customers take lessons?
4. What reason best describes why customers avoid participating in tournaments?
5. According to the course manual, what is often overlooked by outstanding teaching professionals when building a teaching business?
6. A teacher at a Private Club receives a 5% commission on initiation fees for any of his students who join the club. Ten (10) of his students will become members on January 1st where initiation fees are \$20,000 and annual dues are \$6,000. What is the teacher's impact to the facility in the upcoming year?
7. According to the course manual, effective teaching programs are similar to which other development model?
8. What would most likely improve relationships between teaching professionals and facility decision makers?
9. What is an example of a teaching professional having a positive impact on the facility's financial performance?
10. Why it is important to know the difference between how a family with small children experiences golf compared to an "Electronic User"?
11. According to the Course Manual, what did a majority of players report after a club fitting session?
12. What should teaching professionals communicate that their students can expect as a result of a club fitting sessions?

V. GAME

VA.P LAYING SKILLS

1. According to the course manual, what do the majority of teachers prefer to do before delivering on-course instruction?
2. What percentage of teachers believe that video is a valuable tool?
3. What would be most beneficial in helping a teacher determine the starting point for on-course instruction with one of her experienced students?
4. According to the course manual, when working with a less experienced player on the course, what lesson content would be most appropriate?
5. What is used to determine the most appropriate starting point for on-course lessons?
6. What would be the most common reason people play golf?
7. According to the course manual, when working with an advanced player on the course, what lesson content would be most appropriate?
8. According to the course manual, what is the most common reason to use video for on-course lessons?
9. Where should a player play the ball when approaching a shot from an uphill lie?
10. What is the likely effect on impact when the ball lies above the feet?
11. What is a common occurrence with a shot on an uphill lie?
12. What is a common occurrence with a shot on a downhill lie?
13. Where should the ball be positioned when playing from a downhill lie?
14. How can an expert golfer curve a ball around an obstacle?
15. What is the effect of intentionally curving the ball against the direction of a sidewind?
16. What might be anticipated as a consequence of hitting a ball from an uphill lie?

17. What ball flight tendency can be expected from hitting a ball lying below the feet?
18. For which lie are players well advised to keep the suspension point constant?
19. What is a major problem for the average golfer when playing a shot from a sidehill lie?
20. What ball-flight tendency can be expected from a shot taken with the ball above the feet?
21. As a rule, where should the player tee the ball on the tee in sidewind conditions?
22. What type of sole should a sand wedge have to hit an effective shot from a hardpan lie?
23. How might a player minimize the amount of grass trapped between the clubface and the ball when hitting from the rough?
24. Why should a student choose a hybrid instead of a long iron when playing from the fairway in cold and wet conditions?
25. What adjustments should a player make when hitting a shot from a flier lie?
26. What wind condition magnifies errors in ball flight?
27. Which playing condition would hide a student's ball flight errors?
28. A student is considering whether to hit a long iron or hybrid from the fairway in cold, wet conditions. What should the student choose?
29. What should be expected from a flier lie?

VB. GOLF CLUB PERFORMANCE

1. How is a 1/64" undersized grip created?
2. What is an acceptable practice when a shaft has re-useable old buildup tape already on it?
3. Does a double-sided tape count as a layer of build-up tape?
4. What is the standard size of a men's grip?

5. How is the shaft butt size determined?
6. What grip material can be used to create an undersized grip?
7. What is the most common means of removing old build-up tape from the shaft?
8. How is the core size of a replacement grip determined?
9. What is the benefit of properly matched shafts?
10. What will be the result of replacing a grip with one that is heavier than the original?
11. What will be the result of replacing a grip with one that is lighter than the original?
12. How does the total weight of a golf club affect a player?
13. What type of shafts require butt trimming?
14. What are the two operative considerations when replacing a shaft?
15. What is the first step in selecting a proper replacement shaft?
16. What is the best way to prepare a graphite replacement shaft for insertion into a hosel?
17. When is long-cure epoxy considered cured enough for ball striking?
18. What will cutting one inch from the finished length of the club do to the swing weight?
19. What will be the effect of adding four grams to the club head?
20. What is the upper limit for adding length to a graphite shafted club when using a shaft extender?
21. What is most affected when the total weight of an iron is altered by replacing a 60-gram graphite shaft with a 110-gram steel shaft?
22. How is the playing loft of a driver club calculated?
23. What angle has the most effect on ball flight distance?

24. How will the bounce angle of the club be affected when the loft is increased by 2°?
25. What condition indicates a faulty clubhead angle?
26. What is the first thing to consider when preparing to bend the lie angle of an iron?
27. What is the purpose of club fitting?
28. What is the best way to compensate for a poor lie angle?
29. What will exaggerate the effects on a ball flight caused by an improper lie angle?
30. How does too little driver loft affect a golf swing?
31. What type of wedges will the club fitting specialist fit for their less skilled players?
32. Fitting drivers requires matching the club specifications to the player to achieve what results?
33. What is the anticipated result of an effective golf club fitting?
34. What will improve the putter's performance for most less-skilled players?
35. What is often a trade-off during the club fitting process?
36. What are the effects on swing motion and feedback resulting from an effective club fitting?
37. What is the predictable outcome of an optimal club fitting?
38. What is the primary influence a club's lie angle has on ball flight?
39. What type of club would be most affected by an ill-fitted lie angle?
40. How does centrifugal force contribute to a club's lie angle flattening at impact?
41. If the center of a lie angle impact mark is ½" from the centerline of the face, how many degrees must the lie angle be changed to move the sole impact mark to the centerline of the face?

42. If the center of a lie angle impact mark is $\frac{1}{4}$ " from the centerline of the face, how many degrees must the lie angle be changed to move the sole impact mark to the centerline of the face?
43. How does club length affect distance?
44. Keeping static lie angles constant, which club will play more upright as a result of changing from a shorter club to a longer club during a fitting?
45. What is the result of a shaft having a lower deflection point?
46. How does too little driver loft affect the player during the swing?
47. What can be assumed if a player best fits into an offset iron head design?
48. How will a more offset head design affect club performance?
49. How will a more offset head affect ball flight?
50. How will the proper grip size affect player performance?
51. Club set make-up should be based on which pair of considerations?
52. Which ball flight law has the most influence on golfers' ability to control the distance of their putts?
53. What will most affect the direction of a putt?
54. What factor most influences putter loft fitting?
55. What is the first step of the PGA Club Fitting Model?
56. What loft adjustment would need to be made to a player's existing putter if the instructor has recommended a decrease in forward press at impact?
57. How long after a club fitting is it recommended to perform a follow-up evaluation?
58. What is the effect of shortening a driver by 1.5 inches?
59. What is the most likely result if an instructor is teaching a player who is using ill-fitted equipment?