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|------------------|------------------|--------------------|--------------------|---------------------|
| LSC Use Only No: | LSC Action-Date: | UWUCC USE Only No: | UWUCC Action-Date: | Senate Action Date: |
|                  |                  | 09-20              | AP-9/22/09         | App-10/6/09         |

**Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee**

|   |                                   |
|---|-----------------------------------|
| Contact Person<br>Tom VanDyke                       | Email Address<br>tvandyke@iup.edu |
| Proposing Department/Unit<br>Hospitality Management | Phone<br>724-357-3280             |

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

|   |   |                 |
|---|---|-----------------|
| <b>1. Course Proposals (check all that apply)</b><br><input checked="" type="checkbox"/> New Course <input type="checkbox"/> Course Prefix Change <input type="checkbox"/> Course Deletion<br><input type="checkbox"/> Course Revision <input type="checkbox"/> Course Number and/or Title Change <input type="checkbox"/> Catalog Description Change |   |                 |
| HRIM 212 Club Operations Management   |   |                 |
| <u>Current</u> Course prefix, number and full title   | <u>Proposed</u> course prefix, number and full title, if changing |                 |
| <b>2. Additional Course Designations: check if appropriate</b><br><input type="checkbox"/> This course is also proposed as a Liberal Studies Course. <input type="checkbox"/> Other: (e.g., Women's Studies, Pan-African)<br><input type="checkbox"/> This course is also proposed as an Honors College Course.                                       |   |                 |
| <b>3. Program Proposals</b><br><input type="checkbox"/> New Degree Program <input type="checkbox"/> Program Title Change <input type="checkbox"/> Other<br><input type="checkbox"/> New Minor Program <input type="checkbox"/> New Track <input type="checkbox"/> Catalog Description Change <input type="checkbox"/> Program Revision                |   |                 |
| <u>Current</u> program name   | <u>Proposed</u> program name, if changing                         |                 |
| <b>4. Approvals</b>   |   |                 |
| Department Curriculum Committee Chair(s)  | <i>Jeffrey Miller</i>   | Date<br>2-11-09 |
| Department Chair(s)   | <i>Jeffrey Miller</i>   | 2-11-09         |
| College Curriculum Committee Chair  | <i>Jeffrey Miller</i>   | 4-16-09         |
| College Dean  | <i>Paulette P. Zonis</i>  | 4-25-09         |
| Director of Liberal Studies *   |   |                 |
| Director of Honors College *  |   |                 |
| Provost *   |   |                 |
| Additional signatures as appropriate:<br>(include title)  |   |                 |
| UWUCC Co-Chairs   | <i>Gail Sedquist</i>  | 9-23-09         |

\* where applicable

Received  
SEP 23 2009  
Liberal Studies

Received  
APR 29 2009  
Liberal Studies

## Syllabus of Record

### I Catalog Description

HRIM 212 Club Operations Management

3 class hours  
0 lab hours  
3 credits  
(3c-01-3cr)

Provides an in depth understanding of the unique aspects of private club management. The differences as compared to public golf courses, public restaurants, hotel operations, equity (member owned) and non-equity (corporate owned) club settings are explored.

### II. Course Outcomes:

Students will be able to:

1. Describe the nature and appeal of a private club
2. Explain the governance of private clubs including the role of a Board of Directors, Board of Governors and club committees.
3. Identify ways to increase membership enrollment and marketing approaches in equity and non-equity clubs.
4. Understand the role of service in private clubs.
5. Appraise the role of strategic planning, budgeting, and forecasting performance in private clubs.
6. Recognize the importance of handling legal issues for private clubs.
7. Develop an understanding of the unique aspects of the financial management issues in private clubs.
8. Identify types of recreation facilities typically found in clubs.
9. Describe human resource management in private clubs.

### III. Course Outline

- |   |           |
|---|-----------|
| A. Course/Overview of Clubs Operations                            | (3 hour)  |
| 1. Type of Clubs  |           |
| 2. Club Membership  |           |
| 3. Club Organizational Structure                                  |           |
| B. Board of Directors and the General Manager/Chief of Operations | (2 hours) |
| 1. Boards of Directors  |           |
| 2. General Manager  |           |
| C. Leading Clubs Effectively                                      | (3 hours) |

1. Conducting Service Analysis
  2. Conducting Club Survey
  3. Construct for Effective Leadership
- D. Leading the Strategic Planning Process (4 hours)
1. Organizational Strategic Planning
  2. Strategic Implementation Analysis
- E. Club Marketing (3 hours)
1. Role of Marketing
  2. Understanding Buyer Behavior
  3. Marketing Mix
  4. Marketing Research and Marketing Information Systems
- F. Exam (1 Hour)
- G. Membership Marketing (2 hours)
1. Four P of Marketing
  2. Membership Marketing Plan
  3. Attracting New Club Members
- H. Managing Human Resources in Clubs (2 hours)
1. Workplace Antidiscrimination Laws
  2. Recruitment
  3. Orientation
  4. Discipline
- I. Training and Professional Development (3 hours)
1. Achieving Quality Service
  2. Training as an Investment
  3. Assessing Training
- J. Quality Service (3 hours)
1. Defining the Term
  2. Members at the Center of Service
  3. Service Leadership and Vision
- K. Managing Entertainment (2 hours)
1. Determining the Need of Club Members
  2. Purchasing Entertainment
  3. Contract Negotiations
- L. Financial Management (3 hours)
1. Financial Statements
  2. Analyzing Financial Statements

|  |           |
|--|-----------|
| M. Exam  | (1 hour)  |
| N. Golf Operations                               | (3 hours) |
| 1. Facilities                                    |           |
| 2. Programs and Services                         |           |
| 3. Staff   |           |
| O. Golf Course Maintenance                       | (3 hours) |
| 1. Greens and Grounds Department                 |           |
| 2. Budget  |           |
| 3. Equipment                                     |           |
| 4. Turfgrass Management and Maintenance          |           |
| P. Fitness, Spa, Aquatics, and Tennis Operations | (4 hours) |
| 1. Fitness Operations                            |           |
| 2. Spa Operations                                |           |
| 3. Aquatics Operations                           |           |
| 4. Tennis Operations                             |           |
| Q. Final Exam                                    | (2 hours) |

#### IV. Evaluation Methods

The final grade will be determined as follows:

- 50% Three tests consisting of multiple choice and essay questions.
- 30% Homework Students are required to complete homework assignments. Homework will be collected randomly throughout the semester. No late homework accepted.
- 20% Class Participation. Attendance and active participation will be recorded.

#### V. Grading Scale

|               |     |
|---------------|-----|
| 90-100%       | =A  |
| 80-89%        | =B  |
| 70-79%        | =C  |
| 60- 69%       | =D  |
| 59% and below | = F |

#### VI. Attendance Policy

As student learning is enhanced by class attendance and participation in discussions, the instructor encourages regular class room attendance. The

attendance policy of this instructor recognizes students' needs to miss class because of illness or personal emergency.

**VII. Required Textbooks, Supplemental Books and Readings**

Contemporary Club Management Edited by: Joe Purdue Publisher The Club Managers Association of America and The Educational Institute of the American Hotel and Motel Association. 2007

**VIII. Special Resource Requirements:**

None

**IV. Bibliography**

Books

Cannon D. & Gustafson C. (2002) Training and Development for the Hospitality Industry. Educational Institute of the American Hotel & Lodging Association Lansing MI

Club Managers Association of America (2003) Clubs Standards of Operating and Performance. Alexandria VA

Dedman R. (2008 ) King of Clubs. Taylor Publishing Co., Dallas TX

Educational Institute of the American Hotel & Lodging Association (2003) Uniform Systems of Financial Reporting for Clubs. Lansing MI

Meyer D. (2006) Setting The Table. Harper Collins Publisher New York NY

Mitchell J. (2003) Hug Your Customers: Proven Way to Personalize Sales and Achieve Astounding Results. Hypersion New York NY

Robbins S. (2003) The Truth About Managing People Prentice Hall Upper Saddle NJ

Witteveen G. & Bavier M. (2005) Practical Golf Course Maintance: The Magic of Greenkeeping. Wiley & Sons Hoboken NJ

**Magazines**

**Club Management Publication of The Club Managers Association of America  
Bimonthly**

**The Private Club Advisor Club Advisory Communication Corp. Monthly**

## Course Analysis Questionnaire

### Section A: Details of the Course

- A1 How does this course fit into the programs of the department? For what students is the course designed? (majors, students in other majors, liberal studies). Explain why this content cannot be incorporated into an existing course.

HRIM 212 Club Operations and Management will complement the Department of Hospitality Management curriculum as a sophomore-level course. This course is not for inclusion in the Liberal Studies Program. This course will be offered as a department elective.

- A2 Does this course require changes in the content of existing courses or requirements for a program? If catalog descriptions of other courses or department programs must be changed as a result of the adoption of this course, please submit as separate proposals all other changes in courses and/or program requirements.

This course does not require changes in the content of any other existing courses.

- A3 Has this course ever been offered at IUP on a trial basis (e.g. as a special topic) If so, explain the details of the offering (semester/year and number of students).

Yes, Fall 2007/38 students Fall 2008/37 students

- A4 Is this course to be a dual-level course? If so, please note that the graduate approval occurs after the undergraduate.

No, this course is not a dual-level course.

- A5 If this course may be taken for variable credit, what criteria will be used to relate the credits to the learning experience of each student? Who will make this determination and by what procedures?

This course will not be taken for variable credit.

- A6 Do other higher education institutions currently offer this course? If so, please list examples (institution, course title).

Currently 34 universities and colleges have a student chapter and offer at least one club management class. Georgia State University, Michigan State University, Pennsylvania State University, Cornell University, Virginia Tech University, Widener University

### Section B: Interdisciplinary Implications

- B1 Will this course be taught by instructors from more than one department? If so, explain the teaching plan, its rationale, and how the team will adhere to the syllabus of record.

No

- B2 What is the relationship between the content of this course and the content of courses offered by other departments? Summarize your discussions (with other departments) concerning the proposed changes and indicate how any conflicts have been resolved.

Please attach relevant memoranda from these departments that clarify their attitudes toward the proposed change(s).

IUP does not offer another course similar to Club Operations and Management.

- B3 Will this course be cross-listed with other departments? If so, please summarize the department representatives' discussions concerning the course and indicate how consistency will be maintained across departments.

No

### **Section C: Implementation**

- C1 Are faculty resources adequate? If you are not requesting or have not been authorized to hire additional faculty, demonstrate how this course will fit into the schedule(s) of current faculty. What will be taught less frequently or in fewer sections to make this possible? Please specify how preparation and equated workload will be assigned for this course.

Faculty resources in the Department of Hospitality Management are adequate.

- C2 What other resources will be needed to teach this course and how adequate are the current resources? If not adequate, what plans exist for achieving adequacy? Reply in terms of the following:

- \*Space
- \*Equipment
- \*Laboratory Supplies and other Consumable Goods
- \*Library Materials
- \*Travel Funds

The Department of Hospitality Management currently has adequate resources available to teach this course.

- C3 Are any of the resources for this course funded by a grant? If so, what provisions have been made to continue support for this course once the grant has expired? (Attach letters of support from Dean, Provost, etc.)

No grants funds are associated with this course.

- C4 How frequently do you expect this course to be offered? Is this course particularly designed for or restricted to certain seasonal semesters?

One section of this course will be offered each year.

- C5 How many sections of this course do you anticipate offering in any single semester?

One section will be taught per offering.

- C6 How many students do you plan to accommodate in a section of this course? What is the justification for this planned number of students?

This course can accommodate forty students.



- C7 Does any professional society recommend enrollment limits or parameters for a course of this nature? If they do, please quote from the appropriate documents.

No professional society limits either the enrollment or parameters for this course.

- C8 If this course is a distance education course, see the Implementation of Distance Education Agreement and the Undergraduate Distance Education Review Form in Appendix D and respond to the questions listed.

This course is not distance education.

**Section D: Miscellaneous**

Include any additional information valuable to those reviewing this new course proposal.

We have a student chapter of Club Managers Association of America. The liaison club for our chapter is Oakmont Country Club. The students are invited to the monthly meeting of the Pittsburgh Club Managers Association. The chapter has been very generous paying for the student dinners at the monthly meeting which usually cost \$50 per person. I usually take 11 students to each meeting. Clubs in the Pittsburgh areas offer students tours of their operations. In the past we have toured Indiana Country Club, Oakmont Country Club, Sunnehanna Country Club, Laurel Valley Golf Club and Duquesne Club. Clubs offer our students' internship and our graduates management opportunities.