MANAGEMENT DEVELOPMENT PROGRAMME

PARTS 1 & 2 2019/2020

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EDUCATION
INNOVATION
EXCELLENCE
EXPERIENCE
INTEGRITY

MANAGEMENT DEVELOPMENT PROGRAMME

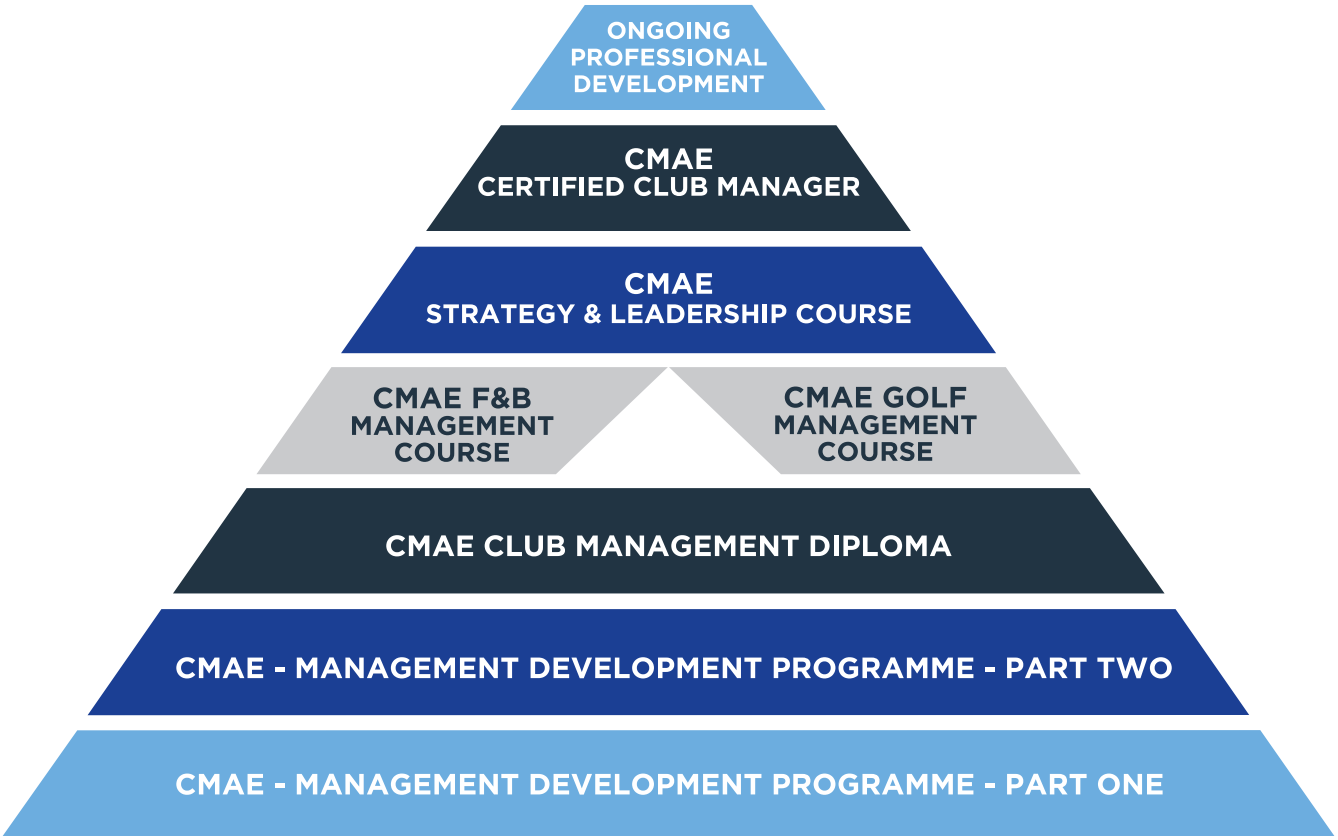
COURSE DATES

Part 1
4 - 8 NOVEMBER 2019

Part 2
24 - 28 FEBRUARY 2020

VENUE

Stirling Court Hotel
University of Stirling
Stirling, FK9 4LA
www.stirlingcourthotel.com



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:
www.cmaeurope.org/education/mdp

BIGGA SCOTTISH GOLF CLUB MANAGERS ASSOCIATION OF EUROPE CMAE PGA

Get to the top of your game...

OVERVIEW OF PARTS 1 & 2

In these challenging economic times Club Managers are under greater pressure than ever from their committees, owners and members to create and implement business strategies that guarantee the continued success of their clubs.

Club Secretaries/Managers invariably come into the industry with some strong skills sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competency areas of the modern club manager:

- **CLUB GOVERNANCE**
- **ACCOUNTING & FINANCIAL MANAGEMENT**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS AND RECREATION MANAGEMENT**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**

PART 1
The first week-long residential course provides best practice in each of these core areas of the club, and is designed to enhance a managers knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of club business, and will have established a valuable network of support for their career in this industry.

PART 2
The Part 2 course is also a week long and builds on the foundations of Part 1 to focus on strategic and business planning, performance and service standards, and the professional and communicative skills to develop every aspect of both the individual's performance and that of their club. At the end of Part 2 there is an optional examination to attain the CMAE Diploma in Club Management.

PART 1
COURSE CONTENT

The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the Certified Club Manager (CCM) qualification.

PRIVATE CLUB GOVERNANCE
The structure, the process and the politics. You will explore best practice in this area and discover the common traits of the most effective volunteer committees.

MARKETING IN PRIVATE CLUBS
Gone are the days when a club could afford to ignore the opportunities presented by effective marketing campaigns. Whether your club is aiming to recruit members or attract visitors, this course will give you the basics of that plan, considering current trends, modern social media and the use of demographic tools.

STATUTORY COMPLIANCE & RISK MANAGEMENT
To help you sleep peacefully at night you need to know that you have all the basics covered with regard to Health & Safety, Employment Law and many other legal hurdles facing your club. Experts, familiar with private clubs in each of these areas of law, will be on hand to give you the knowledge that will help keep you and your Club out of court.

THE FOOD & BEVERAGE BASICS
Whether your operation is in house or outsourced, there is far more focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food at bargain prices.

INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING
Financial Management is the most common competency area to trip up a Club Manager. This session will begin to build your knowledge, credibility and most importantly confidence so that you are better prepared to handle financial statements such as the profit & loss, balance sheet and budgets.

THE IMPORTANCE OF SERVICE IN PRIVATE CLUBS
In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly in those million opportunities they have to impress a customer this year, and remind members why they should renew their subscription this winter.

MANAGEMENT & DELEGATION
There is only one of you, so how can you create a supportive environment to help manage change in your club? You will learn what are the do's and don'ts of effective delegation in a club.

GOLF OPERATIONS FOR CLUB MANAGERS

Balancing the golfing demands of members and visitors whilst taking care of the bottom line is a skill often learned on the job, but you will have access to world authority figures from the R&A, PGA and Scottish Golf who will give you the best help available.

GOLF COURSE MAINTENANCE FOR CLUB MANAGERS

You may never cut a green or stripe a fairway, but as the Club Manager you will learn what you need to know to lead a more effective team and deliver the golf course that your members want. Industry experts from BIGGA and a serving Course Manager will be on hand to deliver a Club Managers appreciation of the Course Managers work.

EFFECTIVE STAFF MANAGEMENT WITHIN A CLUB

Managing staff in a club environment is especially challenging but is the key to high performance & member satisfaction. You will learn sound HR principles and management skills to support you in this goal.

THE BASICS OF STRATEGIC PLANNING

Without a plan your club can spend many hours and many pounds heading in the wrong direction. This course will help you start the process of plotting the best way forward for your club so that your management team and committee are pulling in the same direction.

FACILITY MAINTENANCE

Often overlooked until it is too late, your facilities need to reflect the short and long term aspirations of your club, taking into account customer demand, safety, legal requirements, financial restraints and many other factors. Learn to plan for the future through a combination of maintenance and capital investment programmes.

CREATING A MEMBER EVENT AT YOUR CLUB THAT WON'T HAVE TO BE CANCELLED

"We put on these great events, and nobody comes!" You will be told the ten key ingredients to a successful event at your club.

CAREER DEVELOPMENT AND PROFESSIONALISM

We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.

PART 2
COURSE CONTENT

The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the CCM qualification.

A BUSINESS PLAN FOR YOUR CLUB
Few clubs have carried out a comprehensive analysis of their businesses to enable them to create a business plan. This course will provide you with the tools to do so, and a simple action plan for taking strategic thinking and business planning into your club.

SUCCESSFUL COMMITTEE STRATEGIES
Having clear direction and measurable goals for your club to pursue are key outcomes of this course. The other essential component for success in your career is to ensure that you have the support of your club committee and members. Learn the 18 lessons that have served successful managers well at successful clubs.

COMMUNICATION AND INFLUENCE
Communicating a vision for the club and implementing a strategic plan will require enhanced communication and influencing skills. This course will provide a strategy for building relationships in your club at every level to secure the sustainable success of the organization under your leadership.

LUMINA SPARK
“Lumina Learning” maintains a global network of practitioners who specialise in helping individuals to identify areas of underlying strengths, and make personal development plans to improve their performance and relationships in and out of the workplace. Club Managers across the globe have evaluated the Lumina Portrait as one of the most illuminating sessions within the MDP curriculum.

MANAGING PERFORMANCE
This session will allow you to evaluate the benefits of performance review at your club and provide you with a structured template system and action plan for immediate implementation. For clubs with a system in place, this session will enhance and re-energise your current practice and thereby improve employee engagement.

CONDUCT OR CAPABILITY? INVESTIGATING UNDER PERFORMANCE
Your staff handbook can guide you through the disciplinary or grievance procedures at your club which negatively affect your business. However this session will teach you to address issues before they reach a crisis by showing you how to conduct the essential unbiased investigation aimed at positively supporting staff who may be currently under performing.

SERVICE STANDARDS

Managers will discover how to identify and set measurable front of house customer service standards. Delegates will ascertain how to use customer feedback to help set and maintain those values and how to implement an assessment programme to monitor the staff adherence.

MANAGING CONFLICT

This session will raise the managers' understanding of the background to conflict and the behaviours they can personally display to prevent escalation of those issues which ultimately devour precious time and focus. Managers will learn to recognise their own physical and emotional signals, to help them maintain composure no matter what the source of conflict at the club while choosing to adopt a variety of positive protocols and processes.

TIME MANAGEMENT

As the manager is expected to be the "Jack of All Trades" in their club, this course will help improve personal effectiveness through better management of personal resources. Delegates will identify barriers to their effectiveness caused by themselves and others and employ practical techniques to improve productivity and performance.

PRESENTATION SKILLS

The modern club manager will have many opportunities to influence the direction of the club, including committee meetings, presentations to partners and the club's AGM. This course will provide you with the skills required to communicate your message, and provide you with the opportunity to reflect on your delivery style in a safe environment.

CASE STUDY

Throughout the week of the course delegates will explore a typical club scenario in small workgroups and be invited to share their evolving views on the challenges facing this fictitious club, based on the personal learning outcomes of each education session.

REPORT WRITING

Effective committee meetings are reliant on good preparation, including well written reports from the Club Manager. This course will teach those skills, help you select your preferred writing style, and introduce you to decision making tools to help support your recommendations.

OPTIONAL DIPLOMA EXAMINATION

Having attended both Parts 1 & 2 of this programme, managers who wish to secure the CMAE Diploma in Club Management may sit this optional examination. Having presented on the case study, candidates sit a one hour multiple choice examination which is based on the learning outcomes from both courses and some typical experiences facing a modern club manager. The final objective is to show that the theory learned during these two courses have been successfully applied in the workplace by completing a work based assignment of the candidates' choosing which is a current and relevant challenge facing the manager at their workplace.

VENUE

STIRLING COURT HOTEL, SCOTLAND
FORMERLY: THE STIRLING MANAGEMENT CENTRE
Phone: 01786 466000
www.stirlingcourthotel.com

We look forward to welcoming you to these residential training courses, which run from Monday to Friday, approximately 9am to 5.30pm, with some evening work required. To accommodate those travelling to Stirling on the Monday, the registration desk will be open from 9.00 am, and the course will commence with introductions at 9.30am. Please note that classes do not finish until at least 4.30pm on the final day, so transport must be factored in to this timescale.

Stirling Court Hotel is one of only two venues in Scotland awarded the highly coveted Conference Centre of Excellence Award. The hotel, which lies in the shadow of the Wallace Monument, offers a range of excellent facilities including quality classrooms, acclaimed restaurant, relaxing bar, deluxe accommodation and top class sport and recreational options.

MANAGEMENT DEVELOPMENT PROGRAMME

TESTIMONIALS

"Thank you, I have developed an informal peer support network that I am sure will be valuable to me in the coming years."

"I got a brilliant response back at my club to what I have learned. It was intense, hard work at times but a lot of fun and very entertaining. I learned so much, gained new friends and contacts that I know will help me for years to come. Thank you."

"Invaluable insight, fun, professional, for life network – priceless."

"Lit my fire and left me with a burning desire to go ahead and continue to develop as a manager and enable me to drive my club forward."

"Excellent platform for developing effective professional management at golf clubs in Scotland and ultimately ensuring a successful future for golf in Scotland. Thank you."

"A one-stop shop that covers all areas of golf club management"

"Educational & Entertaining. A must for Club Managers of any age!"

"A great insight in to the breadth of skills required to be a club manager of the future."

"Anybody not undertaking the course is at a clear disadvantage in the industry."

"Fully recommend it, amazing, loads of information to think about and you can digest, think about it and put it into action"

"I learned more in one week than in 5 years of college"

"What a great week of information overload!"

"Of benefit to people about to start as well an aid to people already in post"

"The future and possibly saviour of golf clubs in the UK and Ireland"

"To meet so many likeminded people who have the same desires and issues, with whom we can
discuss and find the best way forward – superb!"

"Education is the key to success. If you want to have a successful club and career, this is the best place to start."

"What a week, the amount of information was just phenomenal! My head feels like it's going to explode, so I'll take the weekend to relax. Next week I'll start looking at the information I've been given. I'm sure it will last for years and years to come and help me in my career."

"The week provided me with the confidence and knowledge to take back a bit more control at the golf club."

"This week has proven to me yet again that the learning journey is never over."

"Thought provoking - if you are not doing this course, what are you doing?"

PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers

PRESENTERS COVERING BOTH COURSES IN SCOTLAND:

Rick Bond – St Andrews Mgt Centre	Claire Middleton – Kilmarnock Barassie GC
Steve Brown – Inn Formation	Duncan Ritchie – Chartered Accountant
Jim Croxton & Archie Dunn – BIGGA	Bill Sanderson – The Business Coach
Kevin Fish CCM – Contemporary Club Leadership	Joe Kelly - PGA
Stuart Fotheringham – Xact Advice	

Presenters subject to availability

PRICES

Course	Dates	Full Rate	CMAE Rate*
Part 1	4 - 8 November 2019	£1550	£1400*
Part 2	24 - 28 February 2020	£1550	£1400*

Prices include all course materials, all accommodation, breakfast and all day time meals/drinks.
VAT is not applicable to the CMAE management development programmes

The full rate is applicable to all non CMAE members and includes membership to 2019 & an education seminar.

* Discounted rate for CMAE Members.

CANCELLATIONS & AMENDMENTS TO YOUR BOOKING

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE	REFUND APPLICABLE
29 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 15 and 28 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 1 and 14 calendar days (inclusive)	No refund will be given
Failure to attend	Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.

BOOKING FORM

MANAGEMENT DEVELOPMENT PROGRAMME

NAME: (BLOCK CAPITALS PLEASE)

CLUB: (BLOCK CAPITALS PLEASE)

POSITION AT CLUB:

CONTACT TEL:

E-MAIL:

CMAE MEMBERSHIP No:

PLEASE SELECT RELEVANT PRICE OPTION:

PART 1 - MANAGEMENT DEVELOPMENT PROGRAMME 4 - 8 NOVEMBER 2019

- ☐ **FULL RATE - £1550** INCLUDES COURSE, CMAE MEMBERSHIP, ACCOMMODATION
- ☐ **CMAE RATE - £1400** INCLUDES COURSE, ACCOMMODATION

PART 2 - MANAGEMENT DEVELOPMENT PROGRAMME 24 - 28 FEBRUARY 2020

- ☐ **FULL RATE - £1550** INCLUDES COURSE, CMAE MEMBERSHIP, ACCOMMODATION
- ☐ **CMAE RATE - £1400** INCLUDES COURSE, ACCOMMODATION

☐ **SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £62**
PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

PAYMENT METHOD: ☐ **CHEQUE** ☐ **BACS** ☐ **INVOICE TO CLUB**

Bookings are not guaranteed until payment is received in full.
Please read the information on cancellations and amendments on page 10.

TO BOOK, PLEASE RETURN BOOKING FORMS TO:

Debbie Goddard
Association Manager - CMAE
1b Bagshaw Close
Ryton on Dunsmore
Warwickshire, CV8 3EX
Tel: +44 (0) 2476 692359
Email: debbie.goddard@cmaeurope.org

RULES OF ATTENDING AN MDP FOR CMAE

When attending a Manager Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

Expected circumstances

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

Unexpected circumstances

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

Leaving early / Arriving late

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see "Expected circumstances". Travel problems – see "Unexpected circumstances".

Consequences of not attending

If for any reason not communicated before or see "unexpected circumstances" the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.

BENEFITS OF CMAE MEMBERSHIP

Eligibility to gain the Club Management Diploma and coveted Certified Club Manager (CCM) designation
Only CMAE members can apply to sit the Club Management Diploma and CCM exams, and in doing so, join the elite group of club managers from all over the world that have demonstrated a detailed and in-depth knowledge of their chosen profession.

Access to education opportunities
The CMAE, together with our regions and affiliate partners across Europe regularly stage one and two-day educational events, from workshops and seminars to conferences. CMAE members will enjoy being welcomed at any of these events, giving access to an unrivalled network of educational opportunities.

Biannual conferences
CMAE organises a biannual conference for its European members to compliment the annual CMAA World Conference. In 2016 our Annual Conference will be held in London in conjunction with CMAA's BMI International event. In addition, CMAE members who are MDP delegates gain complimentary registration to the CMAA World Conference which represents a saving of $950!

The Global network of club managers
Membership of CMAE gives you the chance to meet and build relationships with colleagues doing the same jobs at clubs all over Europe, and also in the USA, Canada, South Africa, Australia, China and other regions of the world. These relationships can be, not only personally beneficial, but also for members of your club. You can help them perhaps visit and experience some of the great clubs of the world, and this will assist you, as their club manager, to establish yourself as the professional club manager and the source of expertise and knowledge in your field.

Members' zone on CMAE website
Our members' zone on our website allows members to track their education credits as well as using it as an educational resource to access a host of 'best practice' articles, white papers and benchmarking articles on club operational procedures.industry matters.

Online Business Networking and Support
We invite all CMAE members to participate in our business networking group in LinkedIn – exclusively for CMAE members. This group will enable you to share thoughts and ideas with other CMAE members, ask for help and support or start discussions and debates on issues of the day.

CMAE e-newsletter
All CMAE members receive ClubNetworker, our monthly e-newsletter which is packed full of information and news about the activities of the CMAE, regions and affiliate partners, industry news and jobs, events diary and much more.

Clubhouse Europe Magazine
CMAE members receive a free hard copy of our quarterly magazine, Clubhouse Europe which has the latest industry updates and advice.

Career opportunities service
With the help of our partners CMAE provides members with access to job opportunities, careers advice and most recently, the ability to advertise for staff free of charge on the web.

Access to other clubs
Perhaps one of the most under-valued benefit is that, as a CMAE member, you will be welcomed at the vast majority of clubs around the world.

Get to the top of your game…