



دبي سولف
DUBAI GOLF



MANAGEMENT DEVELOPMENT PROGRAMME

PARTS 2 & F&B



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COURSE DATES

Sunday 10 - Thursday 14 May 2020

VENUES

HOTEL

Park Hyatt Hotel

Dubai Creek Club Street

Dubai, United Arab Emirates

www.hyatt.com/en-US/hotel/united-arab-emirates/park-hyatt-dubai/

CONFERENCE

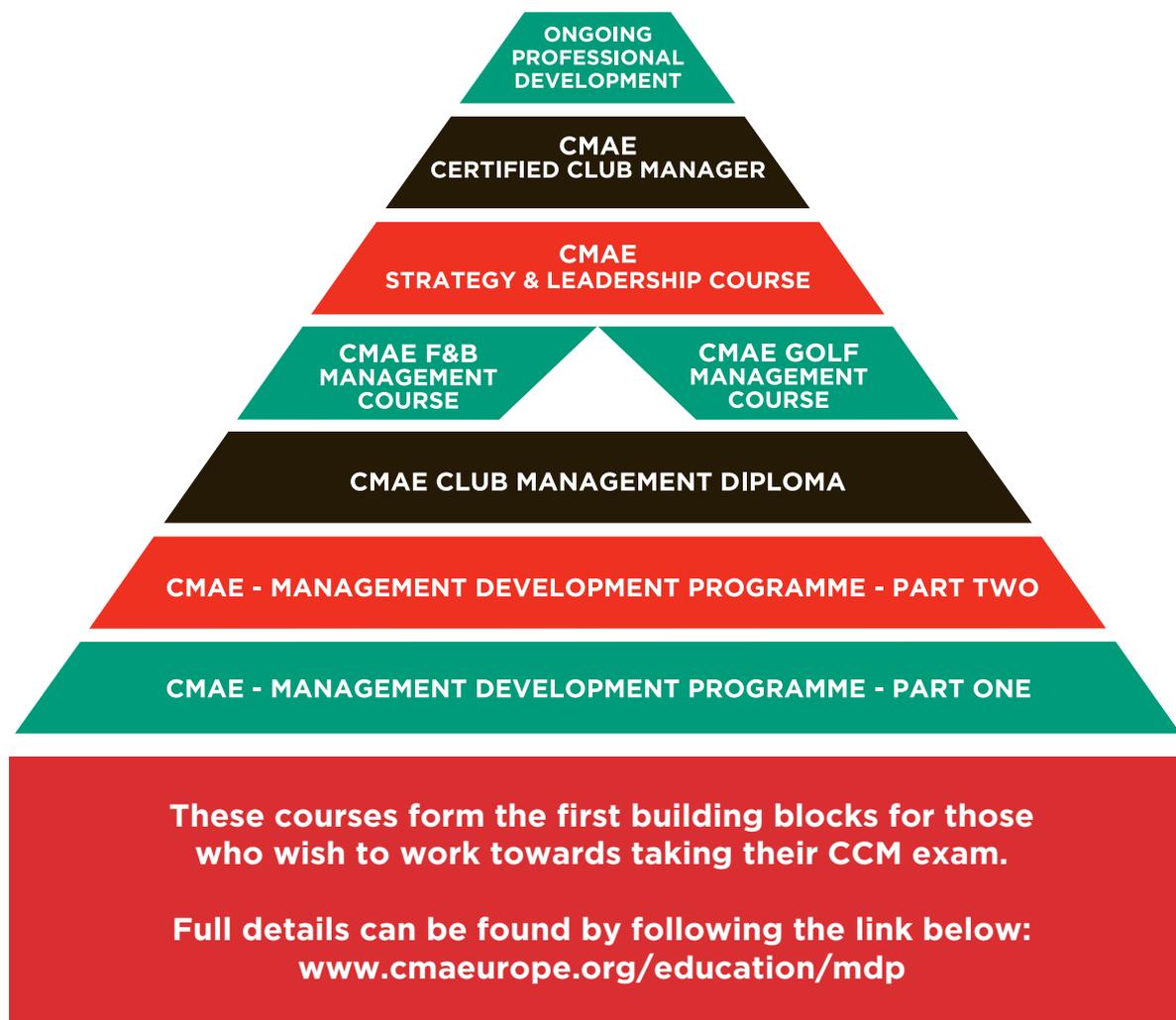
Dubai Creek Golf and Yacht Club

P.O. Box 6302

Dubai, UAE

www.dubaigolf.com

MANAGEMENT DEVELOPMENT PROGRAMME



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Get to the top of your game...

TESTIMONIALS

"I attended MDP 1 and then MDP 2, gaining the Club Managers Diploma in the process. What I found most beneficial from these 5 day courses was the chance to spend quality, uninterrupted time with fellow industry Professionals who each have their own individual challenges at their own Clubs. Each willing to share their opinions and experiences. It is rare to get such an opportunity and the amount of 'free' information I gathered during these sessions was invaluable. In my opinion, any industry manager looking for ways to gain additional knowledge and develop themselves would be wise to look into how the MDP Programme can help them with their career aspirations."

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

"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."

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

"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"

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

"What an amazing week! A 5 Star experience and lots of hands-on learning. every Club Manager should make this a priority in their further education pathway"

"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."

PRICES

10 - 14 MAY 2020	CMAE MEMBER	CMAE NON-MEMBER*
RESIDENTIAL - 4 nights	AED 6995 + 5% VAT	AED 7300* + 5% VAT
NON-RESIDENTIAL	AED 5995 + 5% VAT	AED 6300* + 5% VAT

* Includes membership to your respective region until year end.



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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 ONE OF THE FOLLOWING OPTIONS:

PART 2 - MANAGEMENT DEVELOPMENT PROGRAMME
10 - 14 MAY 2020

FOOD & BEVERAGE - MANAGEMENT DEVELOPMENT PROGRAMME
10 - 14 MAY 2020

PLEASE SELECT RELEVANT PRICE OPTION:

RESIDENTIAL RATE

INCLUDES 4 NIGHTS ACCOMMODATION

MEMBER, AED 7344.75 (INCL 5% VAT)

NON-MEMBER, AED 7665 (INCLUDES 5% VAT & CMAE MEMBERSHIP)

SATURDAY NIGHT ACCOMMODATION SUPPLEMENT, AED 595

PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

NON-RESIDENTIAL RATE

MEMBER, AED 6294.75 (INCL 5% VAT)

NON-MEMBER, AED 6615 (INCLUDES 5% VAT & CMAE MEMBERSHIP)

PAYMENT METHOD:

CHEQUE

BACS

INVOICE TO CLUB

TO REGISTER & MAKE PAYMENT:

To register please contact Debbie Goddard Debbie.goddard@cmaeurope.org

Bookings are not guaranteed until payment is received in full.

FOR FURTHER INFORMATION:

For more info contact Torbjorn Johansson torbjorn.johansson@cmaeurope.org

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.

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 20 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.



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SERVICE STANDARDS

Managers will discover the importance of a solid customer focused culture at their club and learn 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. Delegates will also find out how to use this programme to train staff in service standards to achieve consistency throughout the club.

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.

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.

OPTIONAL DIPLOMA EXAMINATION

Having attended Part 1 and Part 2, managers who wish to secure the new CMAE Diploma in Club Management may sit this optional examination. Having delivered their part of a group presentation of 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. A third final objective is to show that the theory learned during Part 1 & 2 has been successfully applied in the workplace by completing a work based assignment of the candidates' choosing. This can be any current and relevant challenge facing the manager at their workplace, stating the current scenario, tools used, evidence collected and research carried out to consider the possible solutions and selected outcome. Delegates must submit this final element of the examination within 90 days of completing the course.

OVERVIEW

MDP FOOD & BEVERAGE

This exciting next step on the MDP Pathway aims to develop the delegates Food & Beverage knowledge to improve the hospitality experience at their Club. The tools will be provided to manage and raise standards in front of house operations, controlling costs, driving sales and to be able to work closer to their team to achieve better results. This program is applicable to Clubs with all levels of turnover and those working with contract caterers.

How the Food & Beverage experience plays a vital role and key to success in a Club environment.

The costings breakdown, margin and how to turn your bar/catering into a profitable operation in conjunction with your team or contract caterer.

Stocktaking and its role in ensuring that your margin is protected.

Key elements of Menu Engineering & Design focusing on local produce & provenance to increase your sales and get the feel good factor.

How Health & Nutrition plays an important part in today's modern lifestyle and how to communicate this to your Members through your menus.

Effective plate presentation and standards with tools and experience.

A practical experience of cooking a meal from start to finish within a large kitchen and understanding the pressures of the kitchen environment.

HACCP Legislation for the Club Manager and how to run a compliant kitchen.

Important steps and planning to ensure that you have a successful event at your Club.

Getting the most from the Wine List, educating your team to upsell from House Wine!

Achieve more sales and margin from selling a quality coffee and tea product to your members.

How to get buy in from your team to deliver a higher standard at your Club and to change old habits.

Marketing and communicating to your membership your enhanced food & beverage offering.

Manage and analyze feedback fairly to constantly drive forward your product and get results.

Delegates will be working on creating an action plan based on their learning and networking during the course of the week with the goal to be able to return to their Club and have the tools to implement short, medium and long term improvements.



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VENUE

Park Hyatt Hotel

We look forward to welcoming you to these residential training courses at the spectacular Dubai Golf Creek and Yacht Club.

The meeting rooms within the Dubai Creek Golf and Yacht Club provide a superb environment for the delivery of a modern business education course, with full flexibility for the varied styles of tuition and team-working. The Club has free Wi-Fi Internet access throughout. Accommodation is at the beautiful Park Hyatt which sits on the bank of the Dubai Creek and adjacent to the golf club.

The cost of each course includes four nights' accommodation (if chosen) and full breakfast at the hotel, and a 2 course buffet lunch and regular refreshments during the course. By prior arrangement directly with the hotel it is possible to book on the Saturday night immediately before the course, at the delegate's own expense, to ensure a prompt and stress-free start on the Sunday morning.

Opposite the course venue Dubai Golf & Yacht Club.
Daily Shuttle available.

Dubai Creek Golf & Yacht Club



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 for MDP Part 2 & F&B in Dubai will include:

Michael Braidwood, CCM

Michael Braidwood is General Manager of Education City Golf Club in Qatar and the former Director of Education of CMAE. A Certified Club Manager and Advanced Fellow of the PGA, Michael is a very experienced Golf Industry Professional. Michael has a solid educational background and qualified to be an assessor for the PGA's Director of Golf Program in 2012.

Michael's previous experiences have seen him hold the following positions: Operations Director for Braemar Golf Developments (2010 - 2014), Prior to that, Michael was the CEO of Bahrain International Golf Course Company (2008 - 2010) overseeing four business units and representing their interests in the Riffa Views development project. Before being promoted to CEO, Michael was General Manager of the Riffa Golf Club, Bahrain (1998 - 2008). Before moving to Bahrain, Michael was a Golf Professional at The Gleneagles Hotel, Scotland.

Contact: michael.braidwood@cmaeurope.eu

Darshan Singh - Business Consultant

Darshan is a high energy, results orientated human resources and people development professional with over 25 years of international experience in the UK, Europe, South-East Asia and Middle East, across a broad-range of sectors. A conscientious and energetic personality with well developed HR, leadership and communication skills enables him to deliver high quality training to build sustainable individual, team and organization capability. Darshan has a wealth of Consulting expertise in HRM, Strategic Planning, Business Development, Facilitating Change, Recruitment & Selection, Performance Management, Talent Management and Succession Planning, Graduate Development Programs, Coaching & Mentoring, Management & Leadership training design, and delivery. His passion lies in developing people to reach their true potential.

Contact: darshan@mtiworldwide.com

Bill Sanderson, www.thebusinessperformancecoach.com

Bill has been in constant demand as a business coach, to all types and sizes of business, for over thirty years. Bill guides, motivates and inspires in equal measure but always through the delivery of exceptional performance.

Bill has built a unique reputation for delivering performance, through business and management coaching, with a specific application to the golf industry. Bill works with The PGA, PGAsE, CMAE, EGCOA and many PGAs of Europe. He works across Europe and Asia Pacific with national golfing bodies, commercial groups, manufacturers, Golf Clubs plus Golf Professionals and Club Managers. As a regular facilitator and presenter, at all levels, of the highly successful MDP programme Bill is now a well-established member of the CMAE design and delivery team.

Contact: bill@thebusinessperformancecoach.co.uk

Steven Brown FBItp

Steven is Supreme Commander of Inn-Formation, a company established in 1987 and dedicated to providing his clients with tried and tested solutions on all issues relating to FOOD and BEVERAGE operations in the world of golf.

Steven has been working with F & B outlets since 1971 and has a wealth of practical experience to share with the golfing community which he achieves through training/development programmes, presentations at national golfing forums and via his one to one consultancies at golf clubs throughout the UK and Europe.

His unique and engaging style of delivery and communication lead him to being acknowledged as the foremost advisor on all matters food and beverage in the world of golf, and his ability to provide practical solutions to clients concerns means that he is well placed to work alongside those many well established golfing organisations that exist throughout the UK and Europe that support the golfing community.

Contact: herrin@aol.com



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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.



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EXPECTED CONDUCT FOR CMAE EVENTS & PROGRAMMES POLICY

CMAE has established minimum expectations of behaviour for participants at all CMAE programmes, events, and conferences, including but not limited to the CMAE European Conference on Club Management, Think Tanks, Seminars, Management Development Programmes (MDP) and all other CMAE continuing education and professional development programs, summits, and conferences (each, an “Event” and, collectively, “CMAE Events”). This policy applies to all individuals on premises at CMAE Events. It is intended to supplement any other applicable CMAE policies.

Expected Conduct

CMAE is dedicated to providing a safe, hospitable, inclusive, and productive environment for all participants at CMAE Events.

Participants are expected to conduct themselves in a professional manner, to communicate with respect and consideration for others, and to refrain from conduct that is (or may be perceived to be) harmful to other participants, themselves, CMAE staff, and/or third parties.

Types of conduct that CMAE considers inappropriate includes, but is not limited to:

- Harassment, which is defined for purposes of this policy to include unwelcome or offensive verbal, visual, or physical contact directed at any employee, member, contractor, or other individual, including conduct, comments or images that a person would reasonably find offensive;
- Deliberate intimidation, threatening, stalking, or following;
- Photography or recording without permission;
- Sustained disruption of talks or other events.

Disruptive, discriminatory, or harassing behaviour of any kind will not be tolerated. Note that conduct acceptable to one person may be offensive to another. Some examples of unacceptable behaviour are:

- Verbal comments such as epithets, derogatory comments, slurs or unwanted sexual comments, advances, or invitations;
- Visual conduct such as derogatory posters, photography, cartoons, drawings, or gestures;
- Physical conduct such as assault, unwanted touching, or blocking normal movement patterns;
- Interfering with the work of another because of his or her race, sex, age, ability, religion, national origin, or any other protected characteristic;
- Threats of physical harm or demands for sexual favours.



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Consequences of Participant Engagement in Inappropriate Conduct

Event participants asked to stop engaging in inappropriate conduct are expected to comply immediately.

CMAE, in its sole discretion, will determine the nature of the participant conduct that warrants corrective action as well as the corrective action to be taken. Corrective action may take any of the following forms: verbal warning; expulsion from the Event; expulsion from the Event with no refund of conference fees; bar from future CMAE Events; and/or notifying appropriate authorities. Any or all of these actions can be omitted as CMAE deems appropriate, in its discretion.

Retaliation for reported violations will not be tolerated and will trigger additional sanctions.

Reporting Violations

If you believe you are being subjected to inappropriate conduct, believe someone else is being subjected to inappropriate conduct, or have any other concerns, please do not hesitate to contact CMAE staff who can work with CMAE leadership to resolve the situation. CMAE staff will assist those experiencing inappropriate conduct to enable them to feel safe for the duration of the Event. If you or someone else is in immediate danger, please contact hotel security or local law enforcement. Violations of this Code are taken seriously and should be promptly reported to any CMAE staff present at the Event or to CMAE's President.



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PLEASE NOTE: RAMADAN

Please note that our programmes will be running during the Holy month of Ramadan.

During this time we need to respect the customs and culture with regard to Ramadan, this will include:

- Not eating and drinking in public (Eating and drinking will be permissible in the meeting room and dining room)
 - There will be no live music in the bars / restaurants in Dubai during this period
- Thank you for respecting this important cultural period.

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.

Annual conferences

CMAE organises an annual conference for its European members to compliment the annual CMAA World Conference.

The Global network of club managers

Membership of the 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 and many other regions of the world. These relationships can not only be personally beneficial, but also for members of the club where you work. You can help them perhaps visit and experience some of the great clubs of the world, and this will help you, as their club manager, clearly 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 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.

Career opportunities service

With the help of our partners DPSM Consultants, Timberlake Golf and Colt Mackenzie McNair, the CMAE provides CMAE 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...