

The Club Managers Association of Europe



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RECOMMENDED READING:

A list of reference books covering all ten core competence areas is attached as an appendix to this document, but of course there are many other reference works that could also be helpful.

If we could recommend one essential reading and reference book, it would be “Contemporary Club Management, Second Edition, Edited by Joe Perdue” – copies are available from Sharon Reekie at the CMAE Education Office (contact details above).

The Club Managers Association of America has a very good online bookstore at www.cmaa.org.

Exam Format and Procedure

Format

Your examination consists of two parts; the first is a multiple choice exam of two hundred (200) questions, covering the ten competency areas recognised by CMAE. Please note that ‘Inter Personal Skills’ competence has been added into the CCM exam.

There ten sections of this first part of the exam are not of equal weight therefore one sections has 30 questions while others have 20 or 15. Details are given in appendix 1.

The papers for the multiple choice exam will be placed on the table at the front of the room. You should take one section at a time, in any order, and work on that section until you have completed it. Then replace it on the table and take the next section. You should work through the nine sections systematically, keeping an eye on the clock, so that you can manage your time according to the sections that remain.

Once a section has been placed back on the front table, you cannot retrieve it and work on it again – it is deemed to be complete. The time allocation for this part of the exam is four hours.

The second part of the exam involves extended responses to questions posed around a case study. A club situation, where there are management problems and issues, will be described. The questions set will ask you to identify and describe some of the problems and issues, and provide an analysis of the situation. Ideally, your analysis uses a recognised analytical tool and / or you explain the situation, using a recognised piece of management theory. You should then present your recommendation for actions required to address the issues. Again, if this is supported by recognised management theory or terminology, this will be regarded as a professional approach.

It is recommended that you are able to distinguish and explain the differences between strategic and operational aims and objectives, and planning, within the recommendations you prepare. You will be

provided with a set of marking criteria, which will be used to ascertain your mark. These are provided here in appendix 2 but will also be provided on the day.

You will initially be given the paper for fifteen minutes reading time, and then have a time allowance of three hours to complete this section.

Procedure

During the examination, the use of calculators is allowed, but reference books may not be brought into the examination. Any candidate arriving more than 15 minutes after the start time will not be permitted to take the examination. There will be a proctor/invigilator present at all times during the examination. You may take a comfort break at any time between sections, but no candidate may leave the examination room more than 30 minutes before the official finishing time.

All exam papers will be retained by the invigilator, for return to the CMAE Examination Panel.

Use of computers and laptops in the CCM Case Study Examination

You must use a computer to type your answer to the CCM Case Study, you should bring your own laptop computer with you to the exam. If this is a problem for any candidate they should contact the exam centre without delay. Please remember to bring your power cable. Candidates using computers or laptops will be subject to the following strict conditions:

1. The candidate shall sit with their back to the Proctor, who shall therefore have a clear view, at all times, of the screen.
2. The candidate shall, at NO time, access any information stored on the laptop.
3. The candidate shall, at NO time, access the internet for any reason. The candidate must satisfy the Proctor that the laptop wireless internet access is disabled.
4. The candidate will be asked to write the answers to the case study questions on a plain Word document. Candidates must remember to regularly save their work and at the completion of the exam, the Proctor will extract the candidate's case study answer document, using a memory stick provided by the Proctor, and immediately arrange for this to be printed at the venue.
5. Two copies of a candidate's answer document shall be printed out, and both signed and dated by the candidate and the Proctor.
6. Both copies shall be retained by the Proctor, who will then ensure their safe delivery for marking.
7. All copies of the candidate's answer shall be permanently deleted from the laptop or computer. Candidates using their own laptop will need to satisfy the proctor that the exam answer has been deleted, including deletion from their computer/laptop recycling bin.

If a candidate breaches these conditions, their answer shall be marked as "failed" and details sent to the CMAE Board of Directors, as evidence of a breach of the Association's Code of Ethics, for possible action under Clause 5 b of the CMAE Constitution.

Appendix 1

Competency Area

1) Leadership	30 questions
2) Interpersonal Skills	20 questions
3) Club Governance	20 questions
4) Accounting and Financial Management	20 questions
5) Human and Professional Resources	20 questions
6) Food and Beverage Management	20 questions
7) Membership & Marketing	20 questions
8) Golf, Sports and Recreation Management	20 questions
9) External and Governmental Influences	15 questions
10) Facilities Management	15 questions

Total 200

Appendix 2

Case Study – Assessment Criteria

Assessment Criterion	Evidenced by:	Marks available
A coherent piece of work	Clearly stated aims for the piece of work Statement of method Consideration and interpretation of evidence within written scenario Analysis and explanation of situation Options identified Suitable option selected and rationalised Conclusions presented	20
An accurate and insightful interpretation of the scenario	Identification and interpretation of the main issues and problems outlined within the scenario Supplementation of these with candidate's own experience and understanding of wider events Use of clearly identified and appropriate analytical tools	20
Focussed and relevant	Restricting discussion to those areas which can be demonstrated as having a close relevance to the scenario	20
Integrated across different competence areas	An integrated, holistic approach to the scenario, recognising that no element of the scenario, or of club management, exists in isolation	20
Well structured	Clear use of headings, sub-headings and paragraphs to enable clear 'sign-posting' and demonstrate clear progression of the thought process	10
Clear use of language; Unambiguous	Concise and clear language with clear conclusions and recommendations, demonstrating clarity of thought and decision-making	10

Certified Club Manager Exam

Part 1 – Sample Multiple Choice Questions Part 2 – Sample Case Study – Aberdeen North Golf Club

Prepared by
The CCM Certification Panel
On behalf of the
CMAE Education Policy Board

Part 1 – Sample Multiple Choice Questions

Food and Beverage Management

1. Children under the age of 16 should not be in a club bar unless they are:
 - a. In school uniform
 - b. Not members
 - c. Unaccompanied by an adult
 - d. Eating food
2. All carbonated wines are called:
 - a. champagne
 - b. method champenoise
 - c. malt wine
 - d. sparkling wine

Golf, Sports and Recreation Management

1. Which of the following types of tennis courts is the easiest to maintain?
 - a. Grass
 - b. Red clay
 - c. Synthetic clay
 - d. Hard surface
2. During the playing season, the lines on a grass football pitch should be marked out:
 - a. Once a season
 - b. Once a month
 - c. When they have all worn off.
 - d. Once a week

Leadership

1. Which of the following statements is not true of operational planning?
 - a. Operational planning requires short-term, practical thinking
 - b. Operational planning is the job of the Board
 - c. Operational planning is the implementation of the strategic plan
 - d. Operational planning produces specific actions and responsibilities
2. Positive body language for a Club Manager includes the following with the exception of:
 - a. Not making eye contact
 - b. Using an open, relaxed body posture
 - c. Demonstrate active listening
 - d. Give feedback through signals like smiles and head nods

Membership and Marketing

1. The marketing mix consists of which of the following:
 - a. Product, Price, Place, Promotion
 - b. Product, Profitability, Perishability, Place
 - c. Policy, Price, Profit, Promotion
 - d. Age, Gender, Income, Education
2. Which of the following is unimportant in the marketing process of a club?
 - a. Planning
 - b. Promotion
 - c. Pricing
 - d. They are all equally important

Facilities Management

1. The temperature for water to be used in public access areas should be set no higher than ____ at the source.
 - a. 100⁰F (37.8⁰C)
 - b. 120⁰F (48.9⁰C)
 - c. 160⁰F (71.1⁰C)
 - d. 180⁰F (82.2⁰C)
2. When shampooing a carpet, over wetting can cause:
 - a. seam separation
 - b. shading
 - c. spotting
 - d. fading

Human and Professional Resources

1. A (an)_____interview is probably the most common type used for employee selection purposes.
 - a. semi-structured
 - b. unstructured
 - c. written
 - d. structured
2. Which of these factors is not an important element of an employee orientation session:
 - a. The manager spends time describing club standards and job standards
 - b. The manager explains acceptable norms of employee conduct
 - c. The manager emphasizes the importance of “paperwork”
 - d. The manager discusses technical aspects of the job

Governance

1. Who normally has a casting vote at committee meetings?
 - a. The co-opted member
 - b. The club owner
 - c. The general manager
 - d. The chairman
2. Nominations for potential club members are typically assessed by the_____committee.
 - a. nominating
 - b. social
 - c. finance
 - d. membership

3. Who of the following is not normally a member of the general committee?
 - a. The treasurer
 - b. The secretary
 - c. The club steward
 - d. The club chairman

Accounting and Financial Management

1. Inadequate purchasing practices at a club results in estimated waste of €400 per week. If the profit level of the operation is 8% of revenues, how much must the club generate in additional revenues each week to pay for the wasted €400?
 - a. €400
 - b. €1,250
 - c. €5,000
 - d. Cannot be determined with information provided

2. The efficiency variance used to analyse a variable labour variance focuses on:
 - a. the difference between the work to be done and the work originally budgeted to be done
 - b. the difference in the actual cost of labour versus budgeted labour cost
 - c. the difference in time taken to perform the work compared with time budgeted for the work
 - d. variables established by the specific club

Part 2 – Sample Case Study - Aberdeen North Golf Club

The Brief

Eric Hewitt is the General Manager (GM) of Aberdeen North Golf Club, having taken up the post only four months ago. The owner, local entrepreneur Alex McLean, has given Eric the task of building the business at Aberdeen North, as he believes there is a lot of further potential. The owner has indicated his willingness to consider capital investment projects as long as this can be justified by a medium to long term increase in profitability. Since starting the job Eric has been taking stock of the situation at Aberdeen North, in terms of the nature of the club, the golf course itself, and the current staff.

Eric has been studying Club Management at college, part time, and now feels equipped with the appropriate analytical tools and communication skills to prepare a report for Mr McLean. This report will use these tools to provide an analysis of the current situation, and to make recommendations as to how the business can be developed. It will need to discuss issues relating to course and clubhouse usage, the local market for golf, the customer care culture and the level of service within the club, and the staffing and training requirements needed to make any required improvements that might have been identified.

The People

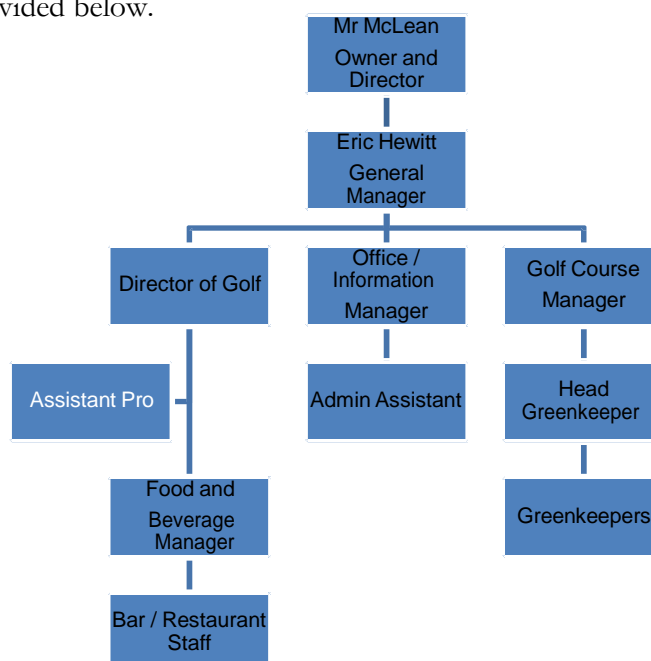
Eric's staff management philosophy is to maximise the benefits of team working and to ensure that key roles are undertaken. He considers himself to be highly motivated and takes pride in meeting deadlines. However, Eric's early observations have identified a number of staffing issues.

The following are brief descriptions of more senior staff Eric has available.

- A director of golf (DG) reports to the general manager. The DG has a background in Sales and Marketing and has an affable/gregarious manner. He has considerable experience of dealing with tour operators and various trade representatives including all merchandise and golf equipment. His experience in sales and marketing has enabled him to compile a large network of contacts in golf and golf related industries. At present he is not using these skills appropriately, as he is unable to get out of the pro-shop where he is essentially operating as a retail assistant and starter. The DG is an employee of the club, but he also gives a few lessons on a self-employed basis.
- The DG has an assistant professional to help him in the shop, who does 20 hours a week in the shop (as cover for the DG) as a part-time employee of the club. The assistant supplements this income with self-employed income from lessons at the club.
- The office and information manager runs the office in a very organised and controlled way. She has been responsible for producing workable/practical solutions to issues the club has faced previously. She is very strong on IT, information management including databases, and producing factual reports on financial information.
- There is a young, inexperienced administrative assistant working for her who, in a short time with the organisation, has shown real potential. The administrative assistant has impressed a number of her colleagues with her willingness to learn new skills and her attention to detail in handling information and producing correspondence.
- Additional staff include a Golf Course Manager and team of greenkeepers, and a food and beverage manager with a small team of mainly part-time employees.

Although all staff are enthusiastic and work well within their areas of responsibility, there is no formal system of training either internal or external, other than for the greenkeepers who all attend college part time. As a consequence new and seasonal staff can have problems in understanding what is expected of them in terms of quality standards and customer care procedures. For example, there is no written guidance for dealing with complaints.

A structure diagram is provided below.



The Club

Aberdeen North Golf Links is located 15 miles north of Aberdeen in the North East of Scotland. It is located adjacent to an affluent suburb of the city, with a larger community of over 10,000 people from the B, B1, B2 and C socio-economic groups within 5 miles of the club. The Club is a commercial club operating essentially as a members club but with a strong emphasis on the up-market 'pay and play' market, with a summer green fee currently at €100.

The Club has a membership of approximately 500 golfers, 350 of which are full male (80%) and female (20%) members, with the balance being 5 day, junior and a few social members. The full members each pay €1,100 per year and there is a one-off joining fee of €1,000. Membership brings preferential tee times and the ability to introduce guests at a discounted rate.

The clubhouse is very comfortable, with all amenities, and a small pro shop with a limited range of merchandise. This is accessible by a separate entrance and consequently does not get the traffic of golfers it might otherwise do. In terms of catering, the clubhouse has a fully equipped kitchen with professional chef, and can comfortably accommodate 120 for an a la carte meal. The F & B team are all employed by the club, and the department does well to break even each year. The catering and bar spends by visitors are quite healthy, but member spends are lower than the owner would like. There are only a limited number of member social events and club functions and those that are organised are poorly supported by the membership.

The pro shop operates as a part of the business, but only generates a small profit contribution to the club. Other golf in the local area is dominated by traditional members' clubs operating primarily with their members in mind. They have excellent courses but do not cater for the corporate day / event market. In addition there are a number of good quality inland courses within an hour or so of Aberdeen, some of which could be regarded as direct competitors having a good reputation for clubhouse service and quality.

Aberdeen North has been open for 12 years and would be categorised as a '4-star' facility. The number of rounds generated by members and guests is about 12,000, with a further 10,000 visitor rounds. These consist mainly of individuals and small groups from informal golfing societies; Aberdeen North has not yet built its business from the potential of the corporate golf market in Aberdeen.

The Golf Course

Aberdeen North Links is a links course, located in dunes on the sandy coastline north of the city. The course was designed by Alister Ross, an architect acknowledged as having a great understanding and sympathy with the features of traditional links golf courses. Many of these have been incorporated into the design of Aberdeen North, and it is recognised as providing a traditional links-type golfing experience. The course is not long, at 5900 yards, but has tricky conditions near to and on the greens, providing a great deal of enjoyment without stressing the golfers, the course is arranged in two loops of nine holes, has a par of 70 and a standard scratch score of 71, and has a reputation of being playable in 3 ½ to 4 hours.

The greenkeeping team of 6 permanent plus 4 seasonal staff is not large, meaning that while the course is always maintained adequately there is rarely the labour available to finish all the small 'attention to detail' jobs that the Course Manager would like to do. Aberdeen North could accommodate up to 30000 rounds per year without damaging the quality of the course.

The links nature of the course allows for year-round play, and has a good reputation for being open for play when others nearby may be closed for play due to poor weather.

The Club's Finances

Here is a typical year's P & L from Aberdeen North Golf Club:

(Figures in Euros)

Income

Annual Membership Subscriptions	455,000	
Joining Fees	12,000	
Visitor Green Fees	550,000	
Bar Net Contribution	3,000	
Catering Net Contribution	1,000	
Pro Shop Net Contribution	9,000	
Other Income	10,000	
Sub Total		1,041,000

Operating Expenditure

Course maintenance	355,000	
Clubhouse operations	220,000	
Administration and general	203,000	
Sub Total		772,000

Earnings Before Interest, Tax and Depreciation

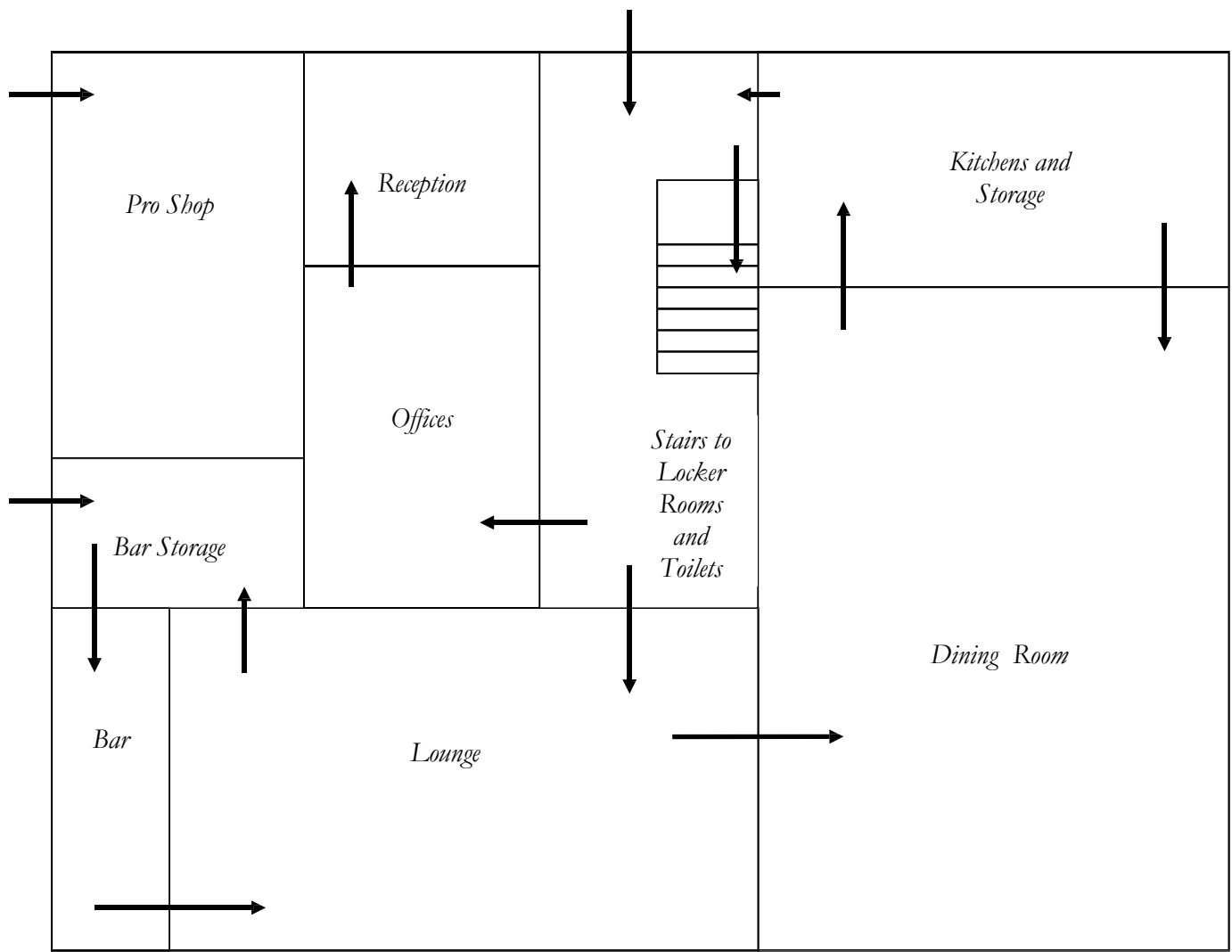
269,000

Your Task

1. Eric has to analyse the current situation of Aberdeen North Golf Club. Describe a minimum of two analytical tools that he could use for this, explaining their features and how they can be used. Apply these tools to Aberdeen North using the information you have been given.
2. Thinking about the staffing and team skills at Aberdeen North, along with the analyses you have made earlier, make recommendations for the development of the practices at Aberdeen North in relation to marketing and customer care (this could include the development of customer care standards and marketing materials).
3. Suggest how the team could be developed and or added to in order to implement these practices. You can amend the structure diagram given above in line with your recommendations.
4. What potential new business opportunities can you identify from the information provided, in order to realise the potential that the owner sees in Aberdeen North Golf Club? Your answer must detail realistic new revenue streams and also show where achievable growth can be realised in existing revenue streams. You can also change the floor plan of the clubhouse in order to make it more suitable for use.

To First Tee

Entrances / doorways





CMAE Recommended Reading List – For Continuous Professional Development



Book Name	ISBN Numbers	Club Governance	Facilities Management	Accounting and Finance	Human Resources	Strategy and Leadership	Inter-personal Skills	Membership and Marketing	Golf and Sports Management	Food and Beverage Management	Statutory Compliance
The Business of Sport Management Beech and Chadwick (2004)	978-0273682684	✓		✓	✓			✓		✓	✓
Sports Management and Administration Watt (2003)	978-0415274579	✓	✓		✓	✓	✓	✓			✓
Contemporary Club Management Perdue (2007)	978-0866122863	✓	✓	✓	✓	✓		✓	✓	✓	
Recreational Sport Management 3rd edition McInaney and Atrill (2002)		✓	✓	✓	✓	✓	✓	✓		✓	
Contemporary Sport Management 3rd edition Pedersen, Parks, Quarterman and Thibault (2007)	978-0736063654		✓	✓		✓	✓	✓		✓	✓
Leisure and Recreation Management Torkildsen (2005)	978-0415309967		✓		✓	✓		✓	✓		✓
Sport and Leisure Operational Management McMahon, Beattie and Yeaoman (2004)	978-1844800636		✓	✓	✓			✓	✓	✓	✓
A Handbook on Management Techniques Armstrong (2006)	978-0749449605			✓	✓			✓			
Human Resource Management in Sport and Recreation Chelladurai (1999)					✓	✓	✓				
The Marketing of Sport Beech and Chadwick (2007)	978-0273688266							✓			
A Handbook on HR Management Practice Armstrong (2009)	978-0749452421				✓						
Ashton and Reid on Club Law Ashton and Reid (2005)	978-0853088493										✓
Strategic Management: Theory and Applications Haberberg and Rieple (2008)	978-0199216468			✓		✓				✓	
Business Accounting Hussey and Hussey (1999)	978-0333730812			✓							
The Golf Marketing Bible Andrew Wood (2011)	978-0956530004							✓			
Club Membership Drives & Marketing CMAA (1996)	1-889524-02-6							✓			
Aspire to Inspire Alan Cutler (2011)	978-0-9565300-0-4				✓	✓	✓				

✓ Denotes inclusion of competency relevant information



Club Managers Association of Europe

Eligibility Requirements to take the CCM Exam

To apply to all applications to sit the CCM exam after 1st January 2014.

AS APPROVED BY THE CMAE BOARD OF DIRECTORS – 17 February 2014

Individuals who wish to take the CMAE's Certified Club Manager (CCM) exam, must, at the time of taking the exam, fulfill the following four eligibility requirements:

- 1) They must have earned a minimum of 300 Credits, of which:
 - a. 200 must be Education Credits (see Section One below);
 - b. 50 must be Association Credits (see Section One below);
 - c. The remaining 50 credits can be either Education or Association Credits
- 2) They must have attendance at least one CMAA World Conference (See Section Two below)
- 3) A minimum of six years' experience in a management position at a club, plus:
 - a. Six years CMAE membership, or
 - b. One year CMAE membership and five years membership of one of the CMAE's Affiliate Partners, or
 - c. One year CMAE membership and five years employment in a management position at a club independently verified and confirmed by the employer (see Section Three below).
- 4) Successful completion of the CMAE Management Development Programme (MDP) (see Section Four below)

SECTION ONE: EDUCATION, ASSOCIATION AND EXPERIENCE CREDITS

EDUCATION CREDITS

General

The general rule is that one Education credit is awarded for each full hour of instruction. In order to qualify for Education Credits at the rate of one EC per hour of instruction, the organisers of the event

(CMAE Regions and affiliated organisations) must be able to provide the following information on request:

- Title, date and venue of event
- Speaker / Presenter biography and outline of programme that was delivered
- Hours of instruction
- A short test at the end of the event to ensure comprehension

When computing the hours of instruction, time for breaks, meals and other non-instructional activities is excluded. If the above details cannot be provided, then ECs can only be awarded at the rate of 0.5 EC's per taught hour.

Workshops

To satisfy the workshop requirements for certification purposes, a workshop or seminar must consist of at least six hours of instruction (excluding meals and breaks) covering at least one club-specific topic. Then a short test at the conclusion, to test comprehension.

CMAE Regional and Affiliate Education Programmes

The CMAE EPB will award ECs to all Education Programmes operated by the CMAE Regions and all organisations affiliated with the CMAE

CMAE Endorsed Education Programmes

The CMAE endorses the following University Degree programmes:

- o University of Bournemouth, UK: 4 year BSc Sports Management (Golf) Degree - 105 Education Credits
- o University of Lucca, Tuscany, Italy: 3 year Campus Golf & Tourism Course - 105 Education Credits
- o Others under consideration

The CMAE currently endorses an e-learning programme, by HotelSchool TheHague managed for the CMAE , and those managers who successfully complete this program will be awarded the following ECs:

- o Membership, Marketing and F & B for Clubs: 30 Education Credits

Academic Programmes

The CMAE recognizes that throughout Europe, there are many colleges, universities and professional Institutions, providing a wide variety of educational opportunities for both students (those seeking to enter the profession) and club managers (those in the profession).

Courses that will earn Education Credits include: full-time residential and non-residential Diploma, Certificate, Degree and MBA programmes; part-time, distance learning and online programmes. Courses organized by club managers associations, that will earn Education Credits, include: seminars, workshops, part-time, distance learning and online programmes.

The CMAE will award ECs to club managers for all courses delivered by universities, colleges and other academic institutions, but will award a higher level of ECs for those courses that cover subjects that are included in the core competencies of club management.

	University		College or other Academic Institution	
	Yes	No	Yes	No
Course Subject is one of the CMAE ten core competencies				
Education Credits per Year	35	20	30	18
Maximum number of Education Credits	105	60	90	54

Other Certification Programmes (e.g.: Professional Bodies)

CMAE recognizes the value of certifications and credentials awarded by other professional organisations

in the core competencies. The EPB will consider applications from managers for consideration of such courses for awarding of Education Credits. A maximum of 20 ECs per course/qualification can be awarded.

Allied Association Education Credits

Successful participation in programs with specified allied associations earns ECs for CMAE members. For

an up-to-date list of all Allied Associations, please see the CMAE website www.cmaeurope.org

ASSOCIATION CREDITS

General

These are awarded for a member's support of, and participation in CMAE and Affiliated Association activity.

	Activity	Association Credits
1	CMAE Membership	2 ACs per year
2	Membership of Affiliated Organisation	1 AC per year
3	CMAE Directors and Officers *:	
	A President	15 ACs per year
	B Main Board Director	10 ACs per year
	C Chairman, Educational Policy Board	12 ACs per year
	D Member, Educational Policy Board	4 ACs per year
	E Membership of other Committees	2 ACs per year
4	CMAE Regional Officers *:	
	A Regional President	8 ACs per year
	B Regional Board member	4 per year
5	Officers of Affiliated Organisations *:	
	A President / Chairman	8 ACs per year
	B Board / Committee member	4 ACs per year
6	Meetings:	
	A Board / Committee / Business meetings	1 AC per meeting
	B CMAE AGM	3 ACs per meeting
	C Regional / Affiliate Organisation AGM	2 ACs per meeting
7	CMAA World Conference Registration **	8 ACs per conference registration
8	Published Articles (min 750 words)	2 ACs per article
9	Featured Speaker or Workshop / Seminar presentation	2 ACs per speech

* If more than one office is held, the higher credit value for one position will be given.

** These events also include Education Credits.

*** Must be speeches on Club management, at least 30 minutes long.

EXPERIENCE CREDITS

General

The CMAE Education Policy Board will allow members to submit applications for consideration of their club management experience and prior learning up to 31st December 2012, after which date no further applications for experience credits will be considered. Applications will be considered by the EPB on a case-by-case basis and up to 50 Experience Credits can be earned. Experience Credits can be used towards an individual's Education Credit or Association Credit requirement.

SECTION TWO - CMAA WORLD CONFERENCE

The World Conference on Club Management is organised each year by the Club Managers Association of

America (CMAA), usually in February. For details of dates and venues, please visit www.cmaa.org.

This

residential conference, over several days, offers hundreds of 90 minute education sessions covering all of the ten core competencies of club management, enabling a delegate to choose which sessions they would like to attend to suit themselves.

Over 2,000 club managers from all over the world attend the conference, and there are many opportunities to network with colleagues from other countries, establish relationships and share best practice in our industry. A CMAE member will earn 8 Association Credits when they register

SECTION THREE - EXPERIENCE IN CLUB MANAGEMENT

For the purposes of this requirement, an applicant must have worked in a management capacity at a club for at least six years. This can be in a supervisory or management role, including a department head, assistant manager or deputy or trainee management role.

SECTION FOUR - CMAE MANAGEMENT DEVELOPMENT PROGRAMME (MDP)
 (This new section replaces the previous requirement, which was to have attended BMI International).

The CMAE Management Development Programme, (MDP) is a learning programme of educational events that fulfil the same requirements as the BMI programme in the USA. In total, the MDP will require a club manager to participate in a minimum of 120 hours of classroom-based, face-to-face learning.

There will be five MDP courses, as follows:

1. CMAE Club Management - MDP Level One
2. CMAE Club Management – MDP Level Two
3. CMAE Golf Management - MDP Golf
4. CMAE Food & Beverage Management – MDP F & B
5. CMAE Strategy and Leadership – MDP Level Three

Each of these five day courses will earn the participant 30 Education Credits.

Phased Introduction

As the process of application, assessment and approval may take some time, the CMAE MDP programmes will be phased in over a period of time.

For all those taking the CCM exam after 1 st January 2013	For all those taking the CCM exam after 1 st April 2015
Either: CMAE Club Management Level One; and CMAE Club Management Level Two; or One of these two courses above and BMI International 2003 - 2011.	CMAE Club Management Level One; and CMAE Club Management Level Two; and CMAE Strategy and Leadership; and one of either: CMAE Golf Management; or CMAE Food & Beverage Management