

Certified Club Manager

A Certification Programme



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JUL09

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SECTION ONE

Introduction

Club Managers in Europe

The Club Managers Association of Europe (CMAE) is a non-profit making professional association with members involved in the management of sports clubs (*golf, tennis, sailing, rowing, rugby, football, cricket*), health and fitness clubs, leisure, city and dining clubs located throughout Europe. We are an independent organisation owned by our members and we have established strategic alliances with the Club Managers Association of America (CMAA) and other industry associations, sports governing bodies and governmental organisations.

In addition, the CMAE is the pan-European ‘umbrella’ organisation for a variety of national professional associations for club managers and club secretaries.

National associations can affiliate to the CMAE, thereby giving their membership access to the CMAE education programme and other CMAE and CMAA international activities and events.



Education for Club Managers across Europe

The CMAE is working with our affiliate partners in each country and our strategic partners to provide club managers with a range of educational opportunities at local, regional and national levels (and there is a wide variety of workshops, seminars and conferences already in place in many countries), in addition to which the CMAE organises educational events such as workshops, seminars and our annual conference – BMI International – open to club managers from all over the world.

In addition, we recognise that an increasing number of academic institutions (colleges and universities) are providing students with degree and diploma courses in hospitality and sports management for people who wish to enter the profession. Many of these are working with the CMAE and/or our affiliate partners to provide these courses to working club managers, in part-time, distance learning and online formats.

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The CMAE welcomes and encourages every opportunity for club managers to learn more about their profession and be able to fulfill their duties to the very best of their ability. Club managers and students who participate in these courses and activities will all earn 'Education Credits' (as described in Sections 3, 4, 5 and 6 below). The CMAE's Education Policy Board is the body that decides the relative merits of each educational event or activity and awards a number of credits as appropriate.



General Manager or Chief Executive?

The owners of clubs, whether they are a committee or board in a private members club, or an owner or corporation at a proprietary club, are demanding more of their club manager in today's increasingly competitive and challenging business environment.

In practice, many clubs are looking for their manager to move towards a role that would (in other industries) be a Chief Executive of a small to medium sized business. Even a club of modest size can be expected to enjoy turnover of two or more million Euros; to employ a team and is likely to be required to

be open for business for 14-15 hours a day, seven days a week, 364 days a year.

The CMAE and our affiliate partners believe that a comprehensive education programme incorporating robust and challenging certification

is required to equip club managers with the tools they need to fulfill this role. Together with our strategic and affiliate partners, we are confident we can fulfill this requirement for our members. ●



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SECTION TWO

The Role of a Modern Club Manager

Core Competencies of a Club Manager

The General Manager of a club has a wide range of responsibilities and the expectations of members and visitors are growing and changing constantly. Because of this, the CMAE believes the components of successful club management can be defined by the following core competencies of a club manager:

PRIVATE CLUB MANAGEMENT

- ◆ History of private clubs
- ◆ Types of private clubs
- ◆ Membership types
- ◆ Club rules and regulations
- ◆ Policy formation
- ◆ Committee roles and responsibilities
- ◆ The General Manager
- ◆ Career development

FOOD AND BEVERAGE OPERATIONS

- ◆ Service standards
- ◆ Menu development
- ◆ Functions and themed events
- ◆ Nutrition and food science
- ◆ Equipment
- ◆ Pricing concepts
- ◆ F&B personnel
- ◆ Ordering / receiving / controls / inventory
- ◆ Wine list development
- ◆ F&B trends

ACCOUNTING AND FINANCIAL MANAGEMENT

- ◆ Principles of club accounting
- ◆ Financing capital projects
- ◆ Audits
- ◆ Budgeting and financial analysis
- ◆ Tax for clubs
- ◆ Computing and software systems
- ◆ Cash flow forecasting
- ◆ Office administration
- ◆ Salaries and benefits administration
- ◆ Long-range financial planning

HUMAN AND PROFESSIONAL RESOURCES

- ◆ Employee relations
- ◆ Time management
- ◆ Management styles
- ◆ Stress management
- ◆ Organisational development
- ◆ Work-life balance
- ◆ Club job descriptions

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MANAGEMENT AND LEADERSHIP

- ◆ Professional image and dress
- ◆ Effective negotiation
- ◆ Member contact skills
- ◆ The manager as a leader

INTER-PERSONAL SKILLS

- ◆ Communication skills
- ◆ The dynamics of teams
- ◆ Responding to conflict
- ◆ Evaluating and accepting responsibilities
- ◆ Working harmoniously with others

MARKETING

- ◆ In-house publications
- ◆ Media relations
- ◆ Marketing strategies for clubs
- ◆ Marketing planning

GOLF / SPORTS MANAGEMENT

- ◆ Golf operations
- ◆ Golf course management
- ◆ Tennis / health and fitness
- ◆ Locker room management

BUILDINGS AND FACILITIES MANAGEMENT

- ◆ Preventative maintenance
- ◆ Housekeeping
- ◆ Insurance and risk management
- ◆ Security
- ◆ Business continuity
- ◆ Project management
- ◆ Managing contractors
- ◆ Energy and resource management

EXTERNAL AND GOVERNMENT INFLUENCES

- ◆ Legislation
- ◆ Data protection
- ◆ Regulatory agencies
- ◆ Club law
- ◆ Economic theory
- ◆ Alcohol regulations

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SECTION THREE

Education at Local and National Levels



and contains at least six of the 10 core competency areas listed in Section 2 above

- ✓ The EPB is provided with full written details of the course, with details of the qualifications and experience of the tutors, lecturers and presenters of the various course modules
- ✓ The academic institution seeking the endorsement agrees to provide such courses to CMAE members in line with the CMAE marketing and pricing policy (available on request)

CMAE Education - Definition

While education can take many forms, for CCM purposes, CMAE education is defined as a structured experience that enables the purposeful growth of the individual in the club management field in a manner that can be assessed by the CMAE. 'Education Credits' are given for CMAE-endorsed educational programmes and for CMAE-approved equivalents.

As long as the education programme covers one of the ten core competency areas described in Section 2 (above), the CMAE will

give and record Education Credits in respect of any manager participating in such a programme, as long as the manager is a member of the CMAE or a member of one of our Affiliated Organisations.

CMAE Endorsed Programmes

The CMAE's Education Policy Board (EPB) will consider endorsing education courses provided by any academic institution in Europe, provided that:

- ✓ The EPB is satisfied that the course content is relevant and appropriate to club managers,

CMAE members and members of Affiliated Organisations are encouraged to participate in endorsed education courses through CMAE e-newsletters, the CMAE website and at CMAE member meetings.

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CMAE Regional Education

The CMAE Regions are geographical groups of CMAE members, who have organised themselves so that they can provide educational opportunities for CMAE members in their regions. These mainly take the form of one-day workshops and seminars, covering many of the core competency areas described in Section 2 above.

In addition, CMAE Regions work in partnership with educational institutions, sports and industry partners and other organisations to identify appropriate educational opportunities to club managers and communicate these to CMAE members. All of these regional educational opportunities carry Education Credits or Association Credits as described in Sections 5 and 6 below.

CMAE Affiliate Education

Throughout Europe, CMAE Affiliated Organisations organise educational events for their members and the CMAE recognises all such educational events by awarding each activity with Education Credits or Association Credits as appropriate, as described in Sections 5 and 6 below.

Academic Programmes

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

Courses for students include: full-time residential and non-residential diploma, certificate, degree and MBA programmes; part-time, distance learning and online programmes. Courses for club managers include: part-time, distance learning and online programmes.

Subjects that the CMAE consider as being 'hospitality' subjects for the purposes of awarding the higher level of Education Credits as described in Section 5 below are:

- **Courses tailored specifically for the hospitality industry**
- **Golf / sports management courses (as long as they include a food and beverage management module)**
- **Hotel management courses**
- **Other similar subjects will be considered upon application ●**

SECTION FOUR

Becoming a Certified Club Manager (CCM)

The CCM Designation

In many professions, a successful career is marked by an appropriate degree of professional development, verified by a credible certification programme and recognised by both the public and one's peers.

The Certified Club Manager (CCM) designation has been the hallmark of professionalism in club management in the USA since 1965 and is the cornerstone of CMAE's member recognition programme. It is a valuable and widely respected mark of a manager's commitment to professional development and the club industry.

The European CCM programme is managed by the CMAE's Education Policy Board (EPB), with oversight by the Association's Board of Directors. It is the Education Policy Board's responsibility to consider suggestions from the membership and to ensure that CCM remains current in adapting to the ever-changing club management environment.

Your First Step: Becoming a Full or Corporate CMAE Member

- 1 You can apply for Full membership of the CMAE if you are working in a managerial capacity at a recognised club providing hospitality, leisure or sports facilities.
- 2 You can apply for Corporate membership if you represent a club providing hospitality, leisure or sports facilities and you wish to provide your managerial staff with membership of the CMAE as a part of their professional development programme.
- 3 Affiliate members can upgrade to Full or Corporate membership provided they meet the criteria above.
- 4 Associate, Retired and Student members are not eligible to apply to take the CCM exam.

Requirements for Eligibility to Take the CCM Exam

- 200 Education Credits (ECs);
- 50 Association Credits (ACs); and
- 50 Additional Credits (either Education or Association Credits)

TOTAL 300 CREDITS

In addition, all candidates must satisfy the following criteria prior to being able to sit the CCM Exam:

- Attendance at one CMAA World Conference with attendance at a minimum of four education sessions;
- Attendance at one BMI International (the CMAE's annual conference) with attendance at a minimum of three education sessions;
- Active membership status in CMAE or an Affiliated Organisation for a minimum of six years, one of which must be as a full member of the CMAE.

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Experience Credits

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 requirement. Successful

applications for Education and/or Association Credits based on a member's past Experience Credits can count towards the 300 total credit requirements for certification.

Time Limit

Academic and professional qualifications earned at any stage of your career will earn Education Credits, however seminars, conferences and workshops attended only in the five years prior to registration will be considered for Education Credits. ●

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SECTION FIVE

Education Credits

Education Credits

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 have the event approved by the EPB in advance, and provide the following information:

- *Title, date and venue of event*
- *Speaker / presenter biography and outline of programme to be delivered*
- *Hours of instruction*
- *Method of assessment to be used at the end of the event*

Note: When computing the hours of instruction, time for breaks, meals and other non-instructional activities is excluded.

CMAE Endorsed Education Programmes

The CMAE currently endorses three educational programmes, and those managers who successfully complete these programmes will be awarded the following ECs:

- *CMAE Diploma in Club Management: 60 ECs*
- *CMAE Advanced Diploma in Club Management: 120 ECs*
- *CMAE Certificate in Business in Club Management: 120 ECs*

CMAE Regional Education Programmes

The CMAE EPB will award ECs to all Education Programmes operated by the CMAE Regions, as long as details of such programmes are submitted to the EPB for approval in advance. Any programmes not approved in advance will not receive more than three ECs per full day.

CMAE Affiliate Education Programmes

The CMAE EPB will award ECs to all education programmes operated by organisations affiliated to the CMAE, as long as details of such programmes are submitted to the EPB for approval in advance.

Any programmes not approved in advance will not receive more than three ECs per full day.

Workshops and Seminars

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 one club-specific topic, and must include a written examination or other assessment of learning at the conclusion of the programme. Workshops or seminars that do not have this assessment at the conclusion will be subject to a maximum award of three ECs per full day.

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Allied Association Education Credits

Successful participation in programmes 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

Other Education Credits (Accredited College or University)

- *For full-time attendance in a non-hospitality programme, participants are awarded 20 credits per academic year.*
- *For full-time attendance in a hospitality programme, participants are awarded 35 credits per academic year.*
- *Degree recipients are awarded 10 credits per degree.*
- *Credits for part-time enrollment or for individual college courses are awarded on the basis of one EC for every three college credit hours earned based on the semester system.*



Successful CCM graduates proudly show off their certificates

- *Credits for graduate-level college coursework are awarded as follows: 30 credits per academic year in a non-hospitality programme and 45 credits per academic year in a hospitality programme.*
- *A maximum of two years in a Master's programme and three years in a Doctoral programme will be accepted.*

Other Certification Programmes

CMAE recognises the value of hospitality-related certifications and credentials. The EPB will consider applications from managers of such courses for awarding of Education Credits.

A maximum of 10 ECs per course/qualification can be awarded. ●

SECTION SIX

Association Credits

Association Credits

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

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, Education Policy Board	12 ACs per year
d Member, Education 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 President	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 CMAE EUROPEAN CONFERENCE/ BMI INTERNATIONAL**	4 ACs per conference registration
9 PUBLISHED ARTICLES (MIN 750 WORDS)	2 ACs per article
10 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.

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SECTION SEVEN

Continual Professional Development

Continual Professional Development

All new CCM designations are awarded for a period of five years. Except for those in Retired membership status, CCMs are required to earn at least 120 Education and/or Association Credits during the five-year period following their CCM date to maintain their CCM designations. At least half of these must be Education Credits.

CCMs meeting these requirements will have maintained the designation for another five-year period. ●



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SECTION EIGHT

The CCM Review Course and CCM Exam



How Much Does It Cost?

A non-refundable €75 registration fee is required to be submitted at the time of registration. If eligible to sit for the exam, the following fees will apply:

- **CCM Exam Course (2 days) €350.**
- **For members who have to take the exam more than once, there will be a charge of €95 for each re-sit.**

The Registration Process

1. A member can request the Registration for CCM form from CMAE HQ.
2. The Registration for CCM form will ask the member to provide details of how they have earned the required minimum number of ECs and ACs, and once complete, this form should be returned to CMAE HQ together with the non-refundable registration fee. This form should be submitted six months prior to the exam date.
3. Members need not have completed all of the minimum eligibility requirements before submitting the registration, but they should be reasonably close to completing all of the requirements before submitting the form.
4. The registration is then reviewed by a member of the CMAE Education Policy Board to ensure the minimum eligibility requirements have been met.
5. The applicant will be notified by mail (within two months of the receipt of the registration) of approval or disapproval of the registration. If approved, the member is notified of the date, time and location of the CCM Exam. For forthcoming dates of CCM exams in Europe, please visit our website: www.cmaeurope.org.

Please Note: These fees are set by the CMAE Board of Directors and may be subject to change from time to time. Members will be notified of the fees that will apply to them when eligibility to take the CCM Exam is confirmed.



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The CCM Review Course

The CCM Examination will come at the end of a review programme at which theory and practices of management will be reviewed in the context of the candidates' knowledge and experiences. The content of the review course will reflect the European business, legal, financial and governance structures of clubs.

The CCM Exam Assessment

The format of the CCM Exam in Europe is a combination of a partial multiple-choice format for the assessment of facts and hard knowledge, combined with a case study which a candidate is required to complete in a limited time during the exam course. Giving a candidate a limited time to complete a case study puts them under some 'real life' pressure such that the CCM is accepted as a rigorous and worthwhile recognition of professional competence.

Re-sitting the Exam

Should the candidate fail to pass the CCM Exam at the first attempt, he/she is permitted to re-take it no more than twice in any 12 month period on one of the regularly scheduled dates. If a manager fails the exam at the second attempt, he/she will have to wait 12 months before re-sitting again.

Proctoring Policy

The CCM exam can be proctored by and at an approved university/college. A candidate can submit the details of his/her preferred university or college to the EPB for consideration. ●

The Programme for the CCM Exam

	MORNING 09:00 - 10:30	MORNING 11:00 - 12:30	AFTERNOON 13:30 - 17:30
DAY ONE			<i>Afternoon only - Review of competencies to be covered by the Case Study</i>
DAY TWO	<i>Exam/Assessment - Multiple Choice*</i>	<i>Exam/Assessment - Multiple Choice*</i>	<i>Exam/Assessment - Case Study**</i>

* Multiple choice exam in two parts consisting of 200 questions undertaken using a proctored environment.

** Case study is prepared by an appropriate educational institute in partnership with the CMAE EPB, in order to ensure accurate context. Candidate responses will be elicited through a series of questions requiring extended written response answers. Candidates will be expected to identify a series of management issues within the case study, explain an appropriate piece of theory to the issue, and to

suggest courses of action through which the issues can be addressed. These recommendations should explain how the management theory is being applied. A set of marking criteria will be produced such that assessors have a template against which the work can be marked.

- **A minimum of 50% pass mark in each area of competency and an overall pass mark of 70% is required to secure CCM status.**

The CMAE Education Policy Board would like to extend our grateful thanks to all CMAE Corporate Partners and Official Suppliers, without whose generous support this programme would not be possible.

The CMAE would also like to thank and recognise the invaluable contributions made by our Affiliate Partners. Thanks to these visionary organisations, club managers from all over our continent are now able to benefit from participating in the CCM certification programme.

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