

# The Club Managers Association of Europe

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## CCM EXAM GUIDANCE FOR CANDIDATES

The Certified Club Manager (CCM) designation is the pinnacle of club management qualifications hence the strict criteria to be eligible to sit the exam. The exam is challenging with 3 hours being allocated for the 200 multiple choice questions on the 10 core competencies of modern club management and 4 hours being allocated for the executive case study. The knowledge required to sit the exam should come from an accumulation of your experiences at the Management development programmes you have attended, the CMAA world conference, your time as an active club manager and your own personal development. This guide gives further insight into preparing for the examination.

### 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, Third Edition, Edited by Joe Perdue” – copies are available from CMAE Director of Education, [Torbjorn.johansson@cmaeurope.org](mailto:Torbjorn.johansson@cmaeurope.org)

The Club Managers Association of America also has a very good online bookstore at [www.cmaa.org](http://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.

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 ten 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. 100<sup>0</sup>F (37.8<sup>0</sup>C)
  - b. 120<sup>0</sup>F (48.9<sup>0</sup>C)
  - c. 160<sup>0</sup>F (71.1<sup>0</sup>C)
  - d. 180<sup>0</sup>F (82.2<sup>0</sup>C)
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**

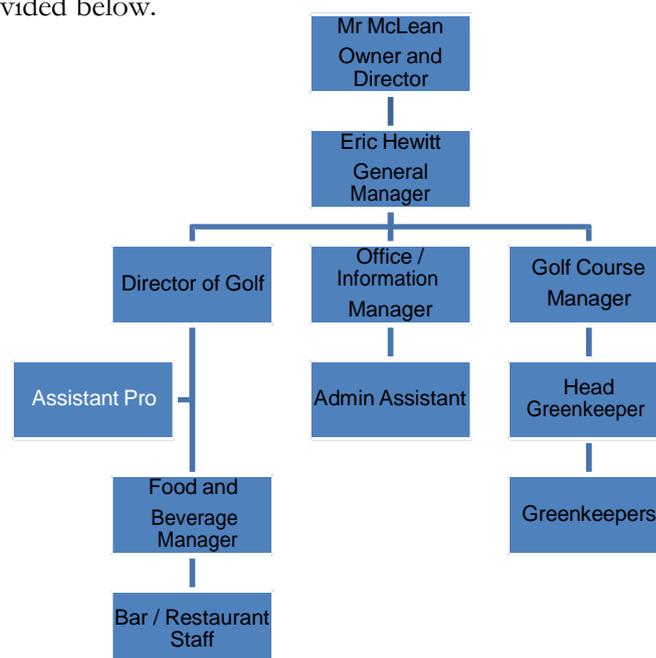
Eric's staff management philosophy is to maximise the benefits of team working and to ensure that key roles are undertaken. He considers himself to be highly motivated and takes pride in meeting deadlines. However, Eric's early observations have identified a number of staffing issues.

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	
<b>Sub Total</b>		<b>1,041,000</b>

### Operating Expenditure

Course maintenance	355,000	
Clubhouse operations	220,000	
Administration and general	203,000	
<b>Sub Total</b>		<b>772,000</b>

### Earnings Before Interest, Tax and Depreciation

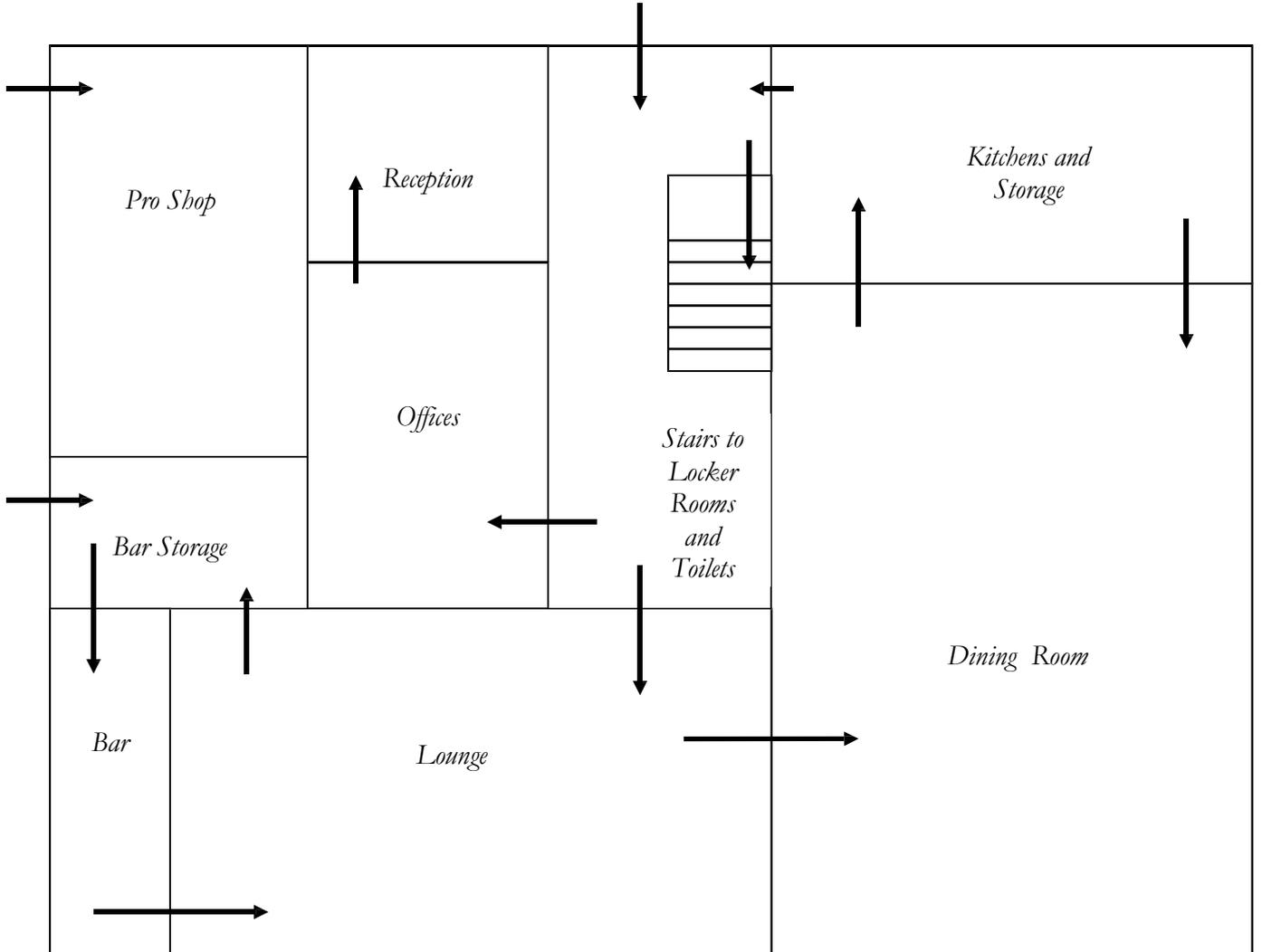
**269,000**

## 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



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