



دبي الجولف
DUBAI GOLF

MANAGEMENT DEVELOPMENT PROGRAMME

PARTS 1 & 2



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COURSE DATES

Part One

Sunday 29th May - Thursday 2nd June 2016

Part Two

To be announced

VENUE

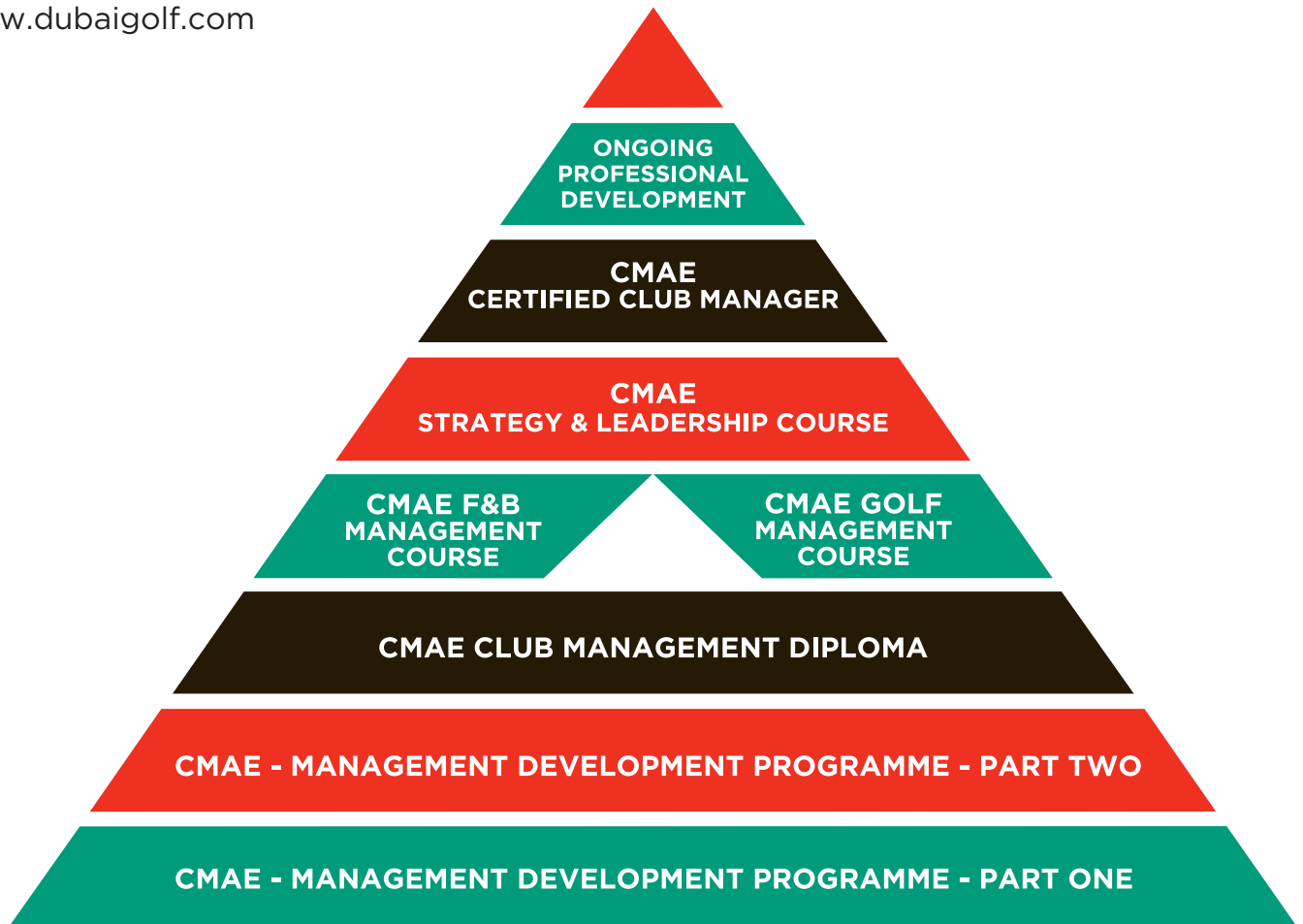
Dubai Creek Golf and Yacht Club

P.O. Box 6302

Dubai, UAE

www.dubaigolf.com

MANAGEMENT DEVELOPMENT PROGRAMME



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

Full details can be found by following the link below;
<http://www.cmaeurope.org/default.aspx?page=274>



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Get to the top of your game...

OVERVIEW OF PARTS 1 & 2

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

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

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

PART 1

Part 1 is a week long course targeted in particular towards those managers who are either new to a post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of club business, and will have established a valuable network of support for their career in this industry.

PART 2

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



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PART 1

COURSE CONTENT

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

PRIVATE CLUB GOVERNANCE

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

MARKETING IN PRIVATE CLUBS

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

STATUTORY COMPLIANCE & RISK MANAGEMENT

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

THE FOOD & BEVERAGE BASICS

Whether your operation is in house or outsourced, there is far more Member focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food and beverage with achievable financial results.

INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING

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

THE IMPORTANCE OF SERVICE IN PRIVATE CLUBS

In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly to the many opportunities they have to impress a customer each year, and to remind members why they should renew their subscription for the following year.

MANAGEMENT & DELEGATION

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

EFFECTIVE STAFF MANAGEMENT WITHIN A CLUB

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

THE BASICS OF STRATEGIC PLANNING

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

FACILITY MAINTENANCE

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

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

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

EFFECTIVE MEMBER COMMUNICATIONS

Members demand up to date, well written and appropriate communication, which will consume much of the club managers daily life. You will be given techniques to best manage this part of your job in the context of a modern club utilising modern technology.

CAREER DEVELOPMENT AND PROFESSIONALISM

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



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PART 2

COURSE CONTENT

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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.

TEAM BUILDING

The strength of a team far outweighs that of a group. This course will provide managers with a thorough understanding of a well balanced team and how each member of the team can make a contribution in a club or department. Using the latest Team Role theories, delegates will learn how to build a high performing team and how team dynamics can affect your club. Each manager will complete a pre-course questionnaire and the subsequent report will be used as the vehicle for this session and will give managers a template to take back and use at their club.

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.



VENUE

Park Hyatt Hotel

Dubai Creek

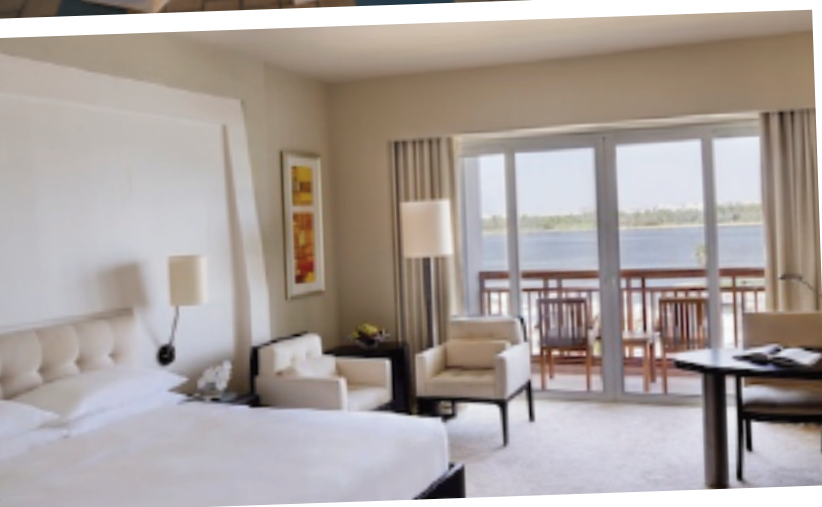
We look forward to welcoming you to this residential training courses at the spectacular Dubai Creek and Yacht Club, which will run from Sunday 29th May to Thursday 2nd June, approximately 9am to 5pm.

The meeting rooms within the Dubai Creek and Yacht provides 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 the course includes four nights' accommodation and full breakfast at the hotel, and a 2 course buffet lunch and regular refreshments during the course. There will also be a wine education session on Sunday evening of the Part 1 course, hosted by Dubai Golf. On the other evenings delegates are free to make their own arrangements.

By prior arrangement it is possible to book into the hotel 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.



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 1 & 2 in Dubai will include:

Michael Braidwood, CCM - Club Managers Association of Europe

Michael Braidwood is the Director of Education for the Club Managers Association of Europe, CMAE, and is responsible for the on-going roll out and delivery of the CMAE's Management Development Programmes. 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: darshan2005@hotmail.com

Jason Koenigsfeld, CCM - Club Managers Association of America

Jason P. Koenigsfeld, Ph.D., CHE, is the Senior Vice President of Professional Development for the Club Managers Association of America (CMAA). Jason graduated from the UNLV in 2003. Jason went on to receive his Master of Science degree in 2005 (while working full time) and his Doctor of Philosophy degree in 2007 from Auburn University. His doctorate dissertation helps establish the basis for club management professional development and certification programs in the United States as well as globally.

Jason has conducted numerous education sessions on a plethora of topics including leadership, delegation, organizational behavior and change, and strategic planning for the Club Managers Association of Southern Africa, the Club Managers Association of Europe, the China Chapter of CMAA, the Canadian Society of Club Managers, The Private Club Alliance of Russia, Golf Managers of New Zealand, The Colombian Club Managers Association as well as CMAA. Jason has published several articles in both academic peer reviewed journals as well as trade magazines.

Contact: jason.koenigsfeld@cmaa.org

Duncan Ritchie

Having qualified as a Chartered Accountant with KPMG, Duncan worked in the Software Industry in various finance positions, ranging from Financial Accountant to Vice President Finance & Admin. Most of the work was with USA Software Companies expanding into the International arena.

Having been acquired by Oracle Corporation, Duncan has acted as a Financial consultant and business adviser. One of his tasks was to create a training programme for non financial people, and he now focuses on four areas: Corporate; Families; Schools and Sports managers.

Duncan is currently a governor of Wellington College, Eagle House prep school and is also Treasurer of the Berkshire Golf Club.

Contact: ds_ritchie@hotmail.com

Other presenters will be announced nearer the date.



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TESTIMONIALS

"I attended MDP 1 in 2012 and then MDP 2 in 2014, 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 an aid to people already in post"

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

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

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

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

PRICES

Dates	RESIDENTIAL	NON-RESIDENTIAL
29TH MAY - 2ND JUNE 2016	AED 7495	AED 5995



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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 * - MANAGEMENT DEVELOPMENT PROGRAMME

29 MAY - 2 JUNE 2016

PLEASE SELECT RELEVANT PRICE OPTION:

RESIDENTIAL, AED 7495

INCLUDES 4 NIGHTS ACCOMMODATION

NON-RESIDENTIAL, AED 5995

PAYMENT METHOD:

CHEQUE

BACS

INVOICE TO CLUB

TO REGISTER:

To register please contact Michael Braidwood, Director of Education CMAE

michael.braidwood@cmaeurope.eu

TO MAKE PAYMENT:

To make a payment please contact Fiona Ward at Dubai Golf, email: fward@dubaigolf.com

Bookings are not guaranteed until payment is received in full.

FOR FURTHER INFORMATION:

Contact Michael Braidwood, Director of Education CMAE

Email: michael.braidwood@cmaeurope.eu



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BENEFITS OF CMAE MEMBERSHIP

Eligibility to gain the Club Management Diploma and coveted Certified Club Manager (CCM) designation

Only CMAE members can apply to sit the Club management diploma and CCM exams, and in doing so, join the elite group of club managers from all over the world that have demonstrated a detailed and in-depth knowledge of their chosen profession.

Access to education opportunities

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

Biannual conferences

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

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.

Clubhouse Europe Magazine

CMAE members receive a free hard copy of our quarterly magazine, Clubhouse Europe

Other online publications – Every month, the CMAE provides its members with copies of various other online industry publications, including the CMAA's Club Management magazine; Leisure Management magazine; Sports Management magazine; Health Club Management magazine; Leisure Opportunities magazine and Golf Inc.

Career opportunities service

With the help of our partners 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...