

Welcome to the CMAE Certified Club Manager (CCM)



The CCM exam might be the most important professional exam you sit and it may have been some time since you last sat a formal examination.

The CCM exam is designed to test your extensive knowledge as a Club Manager. It is not easy and not everyone passes!

However we believe with the right preparation you should be able to approach the exam with confidence and then if you perform well on the day you will pass.

Exam eligibility criteria

Complete 4 out of the 6 Management Development Programmes (With Parts 1, 2 and Strategy and Leadership being compulsory).

Attend the CMAA World Conference on Club Management.

Have amassed over 300 education and association credits.

Held a management position within the club industry for over 6 years.

From reviewing the eligibility criteria, you can see that the experience required to sit the exam is far reaching and it is the knowledge you have gained from these various experiences that you will be tested on. As an example, there is no textbook for the 6 years plus you have served as a manager in the club industry! You learn and pick things up as you go working 'at the coal face', some of the questions in the exam and some of your solutions you will put into the case study will come from the knowledge you have gained by just doing the job.

Top ten tips for preparing for the CCM exam –

1. Develop a study time line, giving equal balance to the 11 core competencies

It's important that you plan out your study, there is no point in cramming your study into the final few weeks. We recommend that you map your study out over at least a three-month period taking into consideration the tips below when making your plan. The first month should be dedicated to doing a practice case study (to give time for it to be marked) and then try the multiple-choice example questions. Both these exercises should help you identify your knowledge gaps where you can then identify where you need to focus more attention.

2. Do the sample case study

Doing the sample case study in this pack and getting in officially marked is a great way to give you confidence that you are on the right lines with your case study writing methodology. You can test your timings and gain an understanding from the feedback that you will receive that you have the right balance of strategic analysis tools and practical advice for solving such complex club issues. You can get the sample case study marked by the St Andrews Management Centre (STAMC), who will give you full feedback. **The fee for this is £75.** Contact STAMC - Karen Dawson

karen.dawson@stamc.co.uk and this is “CCM Exam Case Study Practice”. Deadline to send your answer for marking to STAMC is **45 days** before the Exam. You will be sent an answer that was marked – so you can see a pass and also be inspired. Advice: Write your case study answer first and send for marking to STAMC, then you get the other marked case study answer sent to you. (will be sent on request – and/or 40 days before the exam)

3. Do the sample multi choice questions

Run through the sample multiple choice questions provided in this document. It gives you great practice in reading the questions carefully and being able to identify the right answer. The questions are written in a style where you may think there is more than one right answer, but there is not! One is definitely the most definitive. Practice these against the clock, in the CCM exam you get 180 minutes to answer 200 questions, so 54 seconds a question. Therefore the 70 questions below should take 1 hour and 3 minutes. (7 questions per Core Competence)

4. Review your MDP and CMAA world conference notes

You will have attended at least 4 MDPs and the CMAA World Conference, the notes and handouts you will have collected over this period are a great source of valuable information, so a thorough review of the notes is very valuable for your preparations.

5. Agree regular consultation with your mentor

Put into your study plan regular dates to discuss your study with your CCM exam mentor, discussing your study progress and any queries you may have every 3 weeks or so this will help your confidence and preparations.

6. Contact other CCMs you know who have recently sat the exam to get their perspective

In your network you will have other club managers who have sat the CCM exam. A list is on the CMAE web site <https://www.cmaeurope.org/certified-club-managers> call some up and ask them for their perspective of the exam, you will definitely get a couple of really good tips that will help you with your preparations.

7. Refresh yourself on business analysis tools, these are welcome in the case study solution

One key component of the case study is the appropriate use of strategic analysis tools, so it is advisable to brush up on these prior to the exam – SWOT, PESTEL analysis and how to use the information derived from them. WWW, EBI, Highlights and Low lights etc. all of these tools are very valuable to the case study analysis.

8. Update yourself on your respective legislation with respect to employment laws and your local club legislations

A topic of the exam that is covered with general principles in MDP but cannot cover specific country by country nuances with respect to club legislation and employment law. A bit of online research in these two topics will be very worthwhile.

9. Read the Contemporary Club Management book by the late Joe Perdue

Contrary to popular belief all the answers to the CCM exam are not in the Contemporary Club Management book, however it is an excellent book that covers the wide spectrum of the 11 core competencies and an essential read for anyone wanting a long and distinguished career in club management.

10. Touch base with an MDP presenter who covers a core competency that you may have concerns with.

Throughout MDP you are repeatably told that the presenters are now part of your network. So, use these connections to help you prepare for your exam. If there is a subject matter you have concerns with a quick chat over the phone with one of the subject matter experts will help clarify some matters and put your mind at ease.

The Exam

The exam is split into two parts –

Part 1_– 200 multiple choice questions on 10 Core competencies *(11th will soon come, not part of the test yet – Information Technology)*

Part 2_– A case study where you use the skills you have learned on MDPs, and at your job during your years in the industry. See further down on case study tips as well as a case study example that you can do and get scored.

Part 1 - Competency Area

1) Leadership & Management	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

You are given 3 hours to complete this section.

You can tackle the areas in any order you wish. More details are below on the general line of questioning in each competency and example questions are also provided within this study guide.

Key points to remember are to have a time plan – 200 questions need to be answered in 180 minutes.

Also, double check that you answer each question, often you might leave one till later on to think about it more and then forget to go back to it.

Case study writing advice

What you need to do is be sure you apply good time management and presentation. I don't mean that necessarily you need to write more, it is a case of quality not quantity.

The examiner will be looking for logical thought expressed clearly in a structured manner. Your answer must have a beginning middle and end. The foundation of the structure is the conclusion. Bear in mind that there is not a specific answer to a case study. Any reasonable conclusion is acceptable provided the main body of your answer expressed clear logical reasons for arriving at that conclusion. I recommend that you write the conclusion first or at least make a skeleton outline of it. Then as you are writing the body of your answer your thinking will be focused on justifying the points in your conclusion.

Make sure you stop writing the main body in good time to write the conclusion. If, after the conclusion is complete, you have run out of time to finish the main body then just add a paragraph in note form indicating the points you would have developed more fully.

That way the examiner sees that you can write a structured report and hopefully your logical thinking will gain good marks.

Exam rules and conditions

Below is some information on the exam:

General Information

The examination is administered through SRUC, Elmwood Campus, Education Office (Carslogie Road, Cupar, Fife, Scotland, KY15 4JB). The Examination Administrator is Sharon Reekie. St Andrews Management Centre owns and runs the online platform for the exam.

The examination is in two parts. The first is a closed book exam consisting of ten sections and will start exactly at 9:00 am local time on the date above – that is when it is possible to access the exam online. The maximum time allowed for this part of the exam is three hours, after that the access will be denied. Use of a pocket-type calculator is permitted.

After a break for lunch, the second part of the examination is held. This part is a case study, and it will start 01.00 PM local time and candidates have 4 hours and 15 minutes available of which the first 15 minutes is for a candidate to read the case study and its documents. Before the time finishes, the answers are to be uploaded to the platform.