



MDP

MANAGEMENT DEVELOPMENT
PROGRAMME

PART ONE

19-23 MAY 2025



دبي الجولف
DUBAI GOLF



CLUB MANAGEMENT
ASSOCIATION
OF EUROPE
MIDDLE EAST | NORTH AFRICA

COURSE DATES

PART ONE

19-23 May 2025

VENUE

HOTEL

Park Hyatt Hotel
Dubai Creek Club Street
Dubai, United Arab Emirates

CONFERENCE

Dubai Creek Golf and
Yacht Club
P.O. Box 6302
Dubai, UAE



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:
www.cmaeurope.org/education/mdp



OVERVIEW OF PART ONE

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, FINANCE AND DATA ANALYTICS**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS, RECREATION AND WELLNESS**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**
- **INFORMATION TECHNOLOGY**

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.

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 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.

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 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.

PART ONE

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 IN 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.

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 & 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.

**PARK HYATT HOTEL /
DUBAI CREEK GOLF &
YACHT CLUB**

<https://www.hyatt.com/en-US/hotel/united-arab-emirates/park-hyatt-dubai>

Located in Dubai Creek Resort on the banks of the majestic Dubai Creek, Park Hyatt Dubai provides an idyllic setting for a luxury getaway. From an inspired assortment of award-winning restaurants to a luxury destination spa, every moment at Park Hyatt Dubai is meticulously curated to ensure a sophisticated, enriching, and uncommon experience.

The meeting rooms within the Dubai Creek Golf and Yacht Club provide 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.



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TESTIMONIALS

"MDP Part 1 is set out in a way in which delegates can interact with one and other sharing ideas and experiences which are usually applicable to your specific club. The speakers CMAE use are fantastic with vast amounts of knowledge in their specific sector. Over the course of the week I learned many great take home points and made friends for life, whom I will be continuing my development pathway with in the future. I cannot recommend this highly enough." - **Dale Corrin, Club Manager, Stanton on the Wolds Golf Club**

"I didn't really know what to expect when embarking on MDP1, but what I can say is that it blew my mind. The content was fantastic, the speakers and educators where the best in their field and provided me with a real desire to go back to my club and make a difference. Sharing experiences with other managers was the best part. To share real life experiences and build a network of like-minded people was really uplifting and it has started to change the way that I approach my own job, for the better. A week I'll never forget, can't wait for MDP 2! - **Aaron Bullock, Operations Manager, Remedy Oak Golf Club**

"A great week to present a solid foundation of different aspects in club management, especially in areas that although we as managers may not specialize in, need to know to negotiate our way around a full club operation" - **Kieren Blackshaw, Golf Experience Manager, Jumeirah Golf Estates**

"Overall, MDP 1 not only enhanced my knowledge of technical abilities but also fostered my personal growth. I developed strong relationships with my fellow participants, got an amazing networking opportunity and learned to communicate effectively, and gained confidence in my abilities. I am grateful for this transformative experience and look forward to continuing my journey in MDP 2" - **Majd Najada, General Manager, Amman Golf Club**

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.

Bill Sanderson	Business Consultant	bill@thebusinessperformancecoach.com
Jules Murray	Educator, Coach & Speaker	jules@spideronthewall.com
Darshan Singh	MTI Consulting	Darshan@mtiworldwide.com
Michael McCormack	CMAE	michael.mccormack@cmaeurope.org

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 1	19-23 May 2025	£2800	£2300	£2550

CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE	REFUND APPLICABLE
60 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 30 and 59 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 14 and 29 calendar days (inclusive)	No refund will be given
Failure to attend	Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.

CMAE ALLIANCE PARTNERS

You can save £500 on your MDP delegate fee if you are a member of one of our alliance partners.

Membership of any of our Alliance Partners grants you automatic membership of the CMAE and the member rate on all of our MDP's. To take advantage of these significant savings we recommend you join your local association before booking.

Country	Alliance Partner	Join
England	CMAE England	Website
Finland	Finnish Golf Managers Association	Website
France	Association des Directeurs de Golf de France	Website
Germany	Golf Management Verband Deutschland	Website
Hungary	Hungarian Club Managers Association	Email
Ireland	Club Management Association of Ireland	Website
Italy	Associazione Italia Tecnici di Golf	Website
Norway	GAF Norway	Website
Portugal	Associação dos Gestores de Golf de Portugal	Website
Scotland	CMAE Scotland	Website
Spain	CMAE Spain	Website
Sweden	GAF Sweden	Website
Switzerland	Association of Swiss Golf Managers	Website
MENA	CMAE MENA	Website

Preferred Education Partners

Membership of our Preferred Education Partners will grant you the PEP rate, saving £250 on your MDP fee.

UK Golf Federation

Golf Course Association of Europe

Hospitality Financial and Technology Professionals

BOOKING FORM



NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

MDP PART ONE

19-23 May 2025

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE £2800 *(FOR NON-MEMBERS)*

Includes course, accommodation, CMAE membership, VAT & all course materials

CMAE RATE £2300 *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS OR REGIONS)*

Includes course, accommodation & all course materials

PEP RATE £2550 *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*

Includes course, accommodation & all course materials

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £200

Please tick this if you require accommodation on the Sunday night

PLEASE SELECT PAYMENT METHOD:

BANK TRANSFER

CREDIT / DEBIT CARD

Please read the information on cancellations and amendments on previous page.

PLEASE RETURN BOOKING FORMS TO:

office@cmaeurope.org

RULES OF ATTENDANCE

When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

Expected circumstances

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

Unexpected circumstances

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

Leaving early / Arriving late

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

Consequences of not attending

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.