

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 (MDPs) / BMIs (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 nine 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 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)

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

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

Throughout MDP you are repeatedly 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

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

Competency Area

1) Leadership & Management	60 questions
2) Interpersonal Skills	40 questions
3) Club Governance	40 questions
4) Accounting and Financial Management	40 questions
5) Human and Professional Resources	40 questions
6) Food and Beverage Management	40 questions
7) Membership & Marketing	40 questions
8) Golf, Sports and Recreation Management	40 questions
9) External and Governmental Influences	30 questions
10) Facilities Management	30 questions

Total 400

You are given 8 hours to complete this section. (30 min break after 4 hours)

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 – 400 questions need to be answered in 480 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.

Exam rules and conditions

Below is some information on the exam:

General Information

The examination is administered through CMAE/CMAA. The Examination Administrator is Sharon Reekie at CMAE and Jason Koenigsfeld at CMAA.

The examination 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 is eight hours, after that the access will be denied. Use of a pocket-type calculator is permitted.

30 minutes break for lunch, test will finish at 5.30 PM local time.