



# BMI

BUSINESS MANAGEMENT  
INSTITUTE

**PART TWO**

1-5 FEBRUARY 2027



## COURSE DATES

### BMI PART 2

1-5 February 2027

## VENUE

Inspira Liberdade Hotel  
Rua de Santa Marta, 48  
1150-297 Lisboa, Portugal



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](http://www.cmaeurope.org/education/mdp)



# OVERVIEW OF PART TWO

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This course will help Club Managers to improve their management and critical thinking skill levels including time management, negotiation, team building and conflict resolution. The course is applicable to all levels of Club Manager who wish to enhance their knowledge in areas including team performance, personal development and strategic planning. There will be particular focus on developing the strategic plan for your club, and ensuring that your team is adequately managed, supported and motivated to achieve the club's ambitions.

**A mandatory Work Based Assignment (WBA) is included as part of the curriculum and will be required to be submitted 30 days after completing the BMI 2 course.**

- **STRATEGIC/BUSINESS PLANNING**
- **SUCCESSFUL TEAM STRATEGIES**
- **STAFF PERFORMANCE MANAGEMENT/MOTIVATION SYSTEMS.**
- **BUILDING THE TEAM**
- **TIME AND STRESS MANAGEMENT**
- **MANAGING CONFLICT & MANAGING RELATIONSHIPS**
- **NEGOTIATION TECHNIQUES**
- **COMMUNICATING CLUB DECISIONS & BUSINESS WRITING**
- **LESSONS TO LEARN FROM A MANAGEMENT/LEADERSHIP CASE STUDY**
- **GUIDING THE POLITICS**
- **TECHNIQUES - FROM THOSE WHO KNOW**
- **USING TECHNOLOGY AT YOUR CLUB**
- **LUMINA SPARK: SELF AWARENESS TOOL**

# **PART TWO**

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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.

## **COMMUNICATION & 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.

# PART TWO

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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.

## **LUMINA SPARK**

Lumina Spark provides an accurate, personalised reading of an individual's strengths and developmental areas. Whether you're the General manager or new in the club team, it provides rich personal insights and practical benefits for everyone. The Lumina Spark methodology avoids the bias inherent in many other popular psychometrics.

## **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.

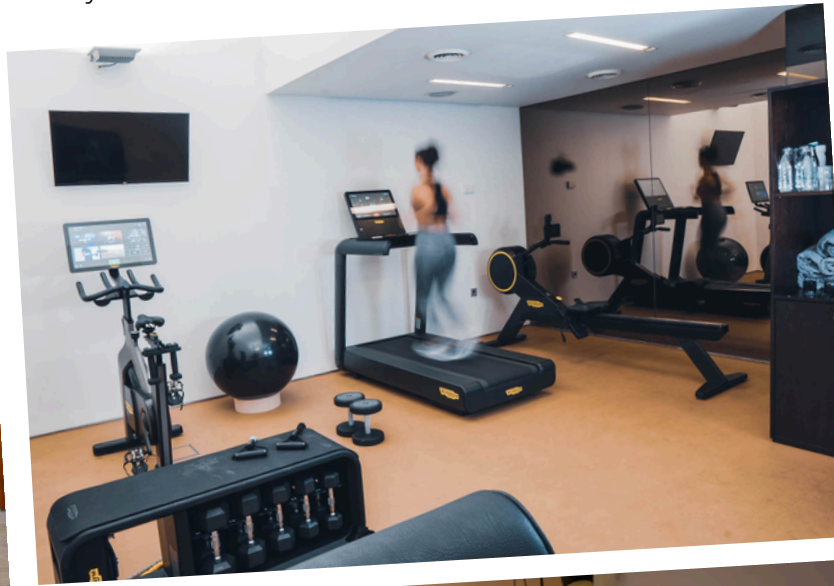
# INSPIRA LIBERDADE BOUTIQUE HOTEL

**Rua de Santa Marta, 48 , 1150-297 Lisboa, Portugal**

Peaceful, quiet and elegant. Inspira Liberdade is the first sustainable hotel in Lisbon. Near the city centre, but away from the hurly-burly of Lisbon nightlife and the city's turmoil. A charming place to recover your energies, regain your equilibrium and the starting point for many discoveries.

Beyond the elegant façades and hurly-burly of the city, alongside Avenida da Liberdade, there is an inspiring neighbourhood lined with local trade, small restaurants, mysterious alleys, antique shops, jewellers and much more.

Each Inspira Liberdade room provides the perfect atmosphere to have the perfect night's sleep: minimalistic decoration and allergy-friendly.



# TESTIMONIALS

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"My week on BMI 2 was a productive mix of both education and networking. The CMAE is without doubt at the cutting edge of club management and I have already enjoyed putting to use some of the fantastic training that I received from a top class roster of presenters. It truly is the essential programme for anyone wishing to forge a successful career in our industry" - **Adam Walsh CCM, General Manager, Sunningdale Golf Club**

"Despite its intensity, the supportive environment created by instructors and peers made the experience immensely rewarding. Real-world case studies and hands-on exercises added practical value, allowing me to apply what I learned directly to my role. I highly recommend the CMAE BMI 2 to anyone serious about excelling in this field. It's intense, but the rewards are unmatched.  
- **Kayleigh Reynolds, Highgate Golf Club**

"BMI 2 was an intensive and highly valuable week, led by outstanding lecturers. The collaborative group work strengthened both strategic thinking under pressure and professional connections. I would strongly recommend it to anyone looking to progress within club management". - **Mark Nicholas, Competitions Manager, The Wisley Golf Club**

"Great speakers, great delegates, BMI 2 takes your management and self management skills to next level" - **Salman Nasser Al Khanji, Qatar Golf Association**

The course has been nothing short of exceptional. While it draws from the golf industry, the leadership insights, operational strategies, and personal development tools are incredibly relevant to hospitality and beyond. BMI 2 was fun, challenging, and deeply rewarding. Huge thanks to the CMAE team — this journey has truly made an impact on my career development" - **Cameron Levy, Operations Manager - Topgolf**

# PRESENTERS

The BMI 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

Darshan Singh                      Business Consultant                      darshan@mtiworldwide.com

Jules Murray                      Educator, Coach & Speaker                      jules@spideronthewall.com

Torbjorn Johansson                      CMAE                      torbjorn.johansson@cmaeurope.org

Kevin Fish CCM                      Contemporary Club Leadership                      kevin@ccl.services

*Presenters subject to availability*

# PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 2	1-5 February 2027	£2950	£2450	£2700

*NB: The delegate will be liable for any shortfall arising from exchange rate fluctuations or international transfer charges*

## 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 0 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 BMI 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 BMI's. To take advantage of these significant savings we recommend you join your local association before booking.

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

## Preferred Education Partners

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

**UK Golf Federation**

**Golf Course Association of Europe**

**Hospitality Financial and Technology Professionals**

**Centenary Tennis Clubs Association**

# BOOKING FORM

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**NAME:** (block capitals please)

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**CLUB:** (block capitals please)

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**POSITION AT CLUB:**

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**PHONE NUMBER FOR WHATSAPP:**

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**E-MAIL:**

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**PLEASE SELECT ONE OF THE FOLLOWING OPTIONS**

**BUSINESS MANAGEMENT INSTITUTE - PART 2**

1-5 February 2027

**PLEASE SELECT RELEVANT PRICE OPTION:**

**FULL RATE £2950** *(FOR NON-MEMBERS)*

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

**CMAE RATE £2450** *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)*

Includes course, accommodation & all course materials

**PEP RATE £2700** *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*

Includes course, accommodation & all course materials

**SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £150**

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

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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.