BMI

BUSINESS MANAGEMENT INSTITUTE

PART TWO

17-21 MAY 2027

دبي للجولف
DUBAI GOLF

COURSE DATES

BMI PART 2
17-21 May 2027

VENUE

W Abu Dhabi – Yas Island
YAS ISLAND,
ABU DHABI
UNITED ARAB EMIRATES
131808

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 TWO

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

COURSE CONTENT

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

COURSE CONTENT

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.

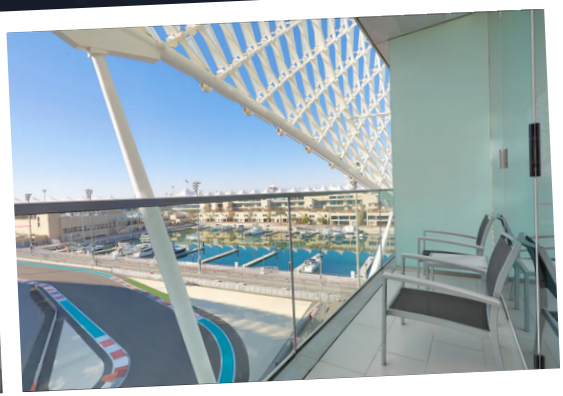
VENUE

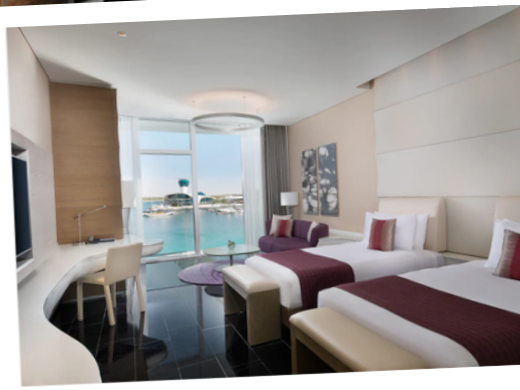
W ABU DHABI – YAS ISLAND

Yas Island, Abu Dhabi, United Arab Emirates, 131808

From sunrise treats to sunset rituals, W Abu Dhabi – Yas Island is your go-to for all things local. Rev up at our 5-star hotel for an exhilarating island getaway. Our luxury hotel is the one and only hotel on top of the racetrack offering 499 guest rooms and suites with direct access to the track for guests to enjoy the roaring sounds of the racecars or the tranquility of marina vistas. Inspirational architecture unravels in the form of a welcome area & bespoke welcome desks. Welcoming features include Whatever/Whenever canoe desks, referencing the Abu Dhabi waterways and the mode of travel to the city.

W Abu Dhabi – Yas Island is the ultimate dining and nightlife destination with 7 unique restaurants and bars. Fuel up at FIT, our spa, or experience the modern kids' zone. Our hotel offers a total of 3,520 square meters of event space, including the Great Room, 7 studios, and 4 strategy and outdoor terraces for meetings and social gatherings.





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TESTIMONIALS

"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**

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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	17-21 May 2027	£3100	£2600	£2850

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	Website
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	Associazone 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	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 BMI fee.

UK Golf Federation
Golf Course Association of Europe
Hospitality Financial and Technology Professionals
Centenary Tennis Clubs Association

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

☐ **BUSINESS MANAGEMENT INSTITUTE - PART 2**
17-21 May 2027

PLEASE SELECT RELEVANT PRICE OPTION:

☐ **FULL RATE £3100** *(FOR NON-MEMBERS)*
Includes course, accommodation, CMAE membership, VAT & all course materials

☐ **CMAE RATE £2600** *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)*
Includes course, accommodation & all course materials

☐ **PEP RATE £2850** *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*
Includes course, accommodation & all course materials

☐ **SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £185**
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.

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