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# **Develop The Monograph Proposal: An Early Step In The Master Club Manager (MCM) Monograph**

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# What is the MCM Monograph Proposal?

- A document that provides an overview of an MCM candidate's plan for the MCM monograph.
- It is developed after:
  - The Master Club Manager Profile (MCMP) has been approved
  - Members of the MCM Monograph Support Group are determined



# Just To Review

- The approved MCMP contains the proposed monograph topic and a brief defense of its contribution to the private club industry.
- The MCM monograph proposal is a bridge between a general idea (in the MCMP) and the MCM monograph.



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# Proposal Development “Case Study”

Background: My MCMP has been approved, and my proposal topic was accepted:

Computerized Purchasing of Food/Beverage  
Products in Private Clubs



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# My MCM Monograph Support Group Is Important

- Before developing my monograph proposal, I must select members of my monograph support group:

Requirements: Three or four persons from at least two of the following groups:

- Master Club Manager
- College/University professor with research background applicable to the topic
- Expert in field of study



# My Support Group

<ul style="list-style-type: none"><li>• <b>An MCM</b></li></ul>	He/she knows the club industry and can provide club perspectives on the project.
<ul style="list-style-type: none"><li>• <b>An Academic</b></li></ul>	He/she may know topic details but can certainly help with research and writing methods.
<ul style="list-style-type: none"><li>• <b>An e-procurement expert</b></li></ul>	He/she knows how to design and implement a system.
<ul style="list-style-type: none"><li>• <b>A management (not salesperson) representative of a large supplier/distribution organization</b></li></ul>	He/she knows the supplier side of the topic.



# The Support Group Will Help Me

- I selected persons who could really assist because they are experts not because I know them.
- Support group members can help me with the proposal and with the project.



# Sample Outline for MCM Monograph Proposal

- 1.0 Statement of Problem
- 2.0 Brief Review of Applicable Information
- 3.0 Proposed Research Method(s)
- 4.0 Results, Discussion, and Implications





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# Proposal Development

## ***Step 1: Statement of Problem***

The monograph will address computerized purchasing of food and beverage products in private clubs.



# Importance of Topic (Benefits)

- Significant costs are incurred for product purchases.
- Labor costs related to management of the procurement process can be reduced.
- Operating problems (examples: stock outs, cash flow, inventory turnover rates, etc.) can be better managed.
- Savings can be used for member added-value benefits.
- And others.



# How Do I Determine Benefits of Study?

- I know some potential benefits.
- My support group members may know other potential benefits.
- I may discover additional benefits when I review applicable information.



# My Monograph Goals

My monograph's goals relate to aspects of food and beverage purchasing in private clubs and are four-fold:

- To learn the extent to which computerized procedures are currently used.
- To review perceived benefits and challenges of computerized purchasing.
- To describe exemplary procedures for implementing a computerized system.
- To explain how the process should be evaluated.



# Proposal Development

## *Step 2: Brief Review of Applicable Information*

This is important for two reasons:

- I want to assure that what I want to do hasn't already been done.
- I will learn things that will help my study.



# One Suggestion

- Use the proposal to report some of what you have learned during your information review.
- Do the information review at one time—not before and after the proposal.



# How I Will Learn About Existing Information

## Source #1 – The Internet

### ***Search for:***

- Computerized purchasing in private clubs.
- Food service procurement software.
- E-procurement (Note: 5,000,000 entries!).
- Automated purchasing systems.
- And other phrases.



# How I Will Learn About Existing Information (continued)

## Source #2 – Hospitality-Related Trade Magazines

*To find list: Search “restaurant and food service management trade magazines”*

*Examples:*

- Restaurants & Institutions Magazine
- Restaurant Business
- Food Management Magazine





# How I Will Learn Existing Information (Still More Sources!)

## Source #3 – General Management/Business Research-Based Journals

*To find list: Search “procurement research journals” and [www.online.sagepub.com](http://www.online.sagepub.com)*

*Examples:*

- Journal of Operations Management
- International Journal of Electronic Commerce
- Journal of Supply Chain Management



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# How I Will Learn Existing Information (The Possibilities Continue!)

Source #4 – Search Hospitality-Specific Research Journals

*Two indexes: Just insert key word such as “computerized purchasing” in private clubs and in hospitality industry.*

- [www.google.com](http://www.google.com)
- Purdue University Hospitality and Tourism Index\*

*\* Ask the academic on your support group about this.*



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## Examples of Hospitality-Specific Research Journals

- Cornell Hotel & Restaurant Administration Quarterly.
- Journal of Hospitality & Tourism Research.
- Tourism and Hospitality Research Journal.



# A Final Source of Existing Information

## Source #5 – Ask My Support Group Members

### ***General Rule of Thumb: Search Until:***

- You think you've made an honest effort to find everything
- You aren't finding anything new



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# A Reminder: Select A Topic You Enjoy

- The information review should be fun—not work.
- You should enjoy learning about the topic.



# Proposal Development

## *Step 3: Proposed Research Methods*

Tell MCM Academic Council members how I will conduct my study in the best way to achieve its goal.

- To achieve goal #1 (Extent of current use) – Web-based survey of CMAA members.
- To achieve goal #2 (Benefits and challenges) – Web-based survey of CMAA members who use aspects of computerized purchasing.



# Proposal Development (*continued*)

- To achieve goal #3 – Exemplary implementation procedures.
  - Personal conversations with experts nominated by support group members and by CMAA member respondents who use a computerized system.
- To achieve goal #4 – Exemplary evaluation procedures.
  - Personal conversations with experts nominated by support group members and by CMAA member respondents who use a computerized system.



# Research Methods: Other Information

- I will involve support group members in developing the CMAA member surveys and determining open-ended questions to ask industry experts.
- I will work through internet and other software tutorials from suppliers thinking about my club with an emphasis on special challenges. These will be addressed in the results section of the monograph.





# Proposal Development

## ***Step 4: Results, Discussion, and Implications***

- This section is the “so what” of the monograph.
- I will organize this section into two major sections.

### **Part I – What I found out:**

- What the members said about goal #1 and #2 topics
- What the experts said about goal #3 and #4 topics

### **Part II – What private club managers should know (checklist format to be used):**

- How to select a software vendor
- How to implement a system
- How to evaluate the system



# What's Next?

- My proposal draft will be reviewed by support group members; their suggestions will be incorporated into the proposal.
- I will submit the proposal to the MCM Academic Council.
- I will not begin work on the monograph until I review members' input.



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# Questions? Questions?

- About the proposal process
- About the overall MCM process