

# **Developing the Proposal: An Early Step in the Master Club Manager Monograph**

## **OVERVIEW**

CMAA’s Master Club Manager (MCM) award is a certification and recognition program for a special group of professionals who have made extraordinary and long-lasting contributions to the club industry. Applicants must submit a Master Club Manager Profile (MCMP) that presents professional, educational, and personal achievements. After its approval by the MCM Academic Council, the candidate must complete an MCM monograph: a writing requirement that yields a documented study of some specific and well-defined aspect of the club industry. Upon its acceptance and an applicable presentation at a CMAA World Conference, the candidate is awarded the MCM designation

The MCM monograph proposal is a document that provides an overview of an MCM candidate’s plan for developing the MCM monograph. It should be developed after the MCMP has been approved and after members of the candidate’s MCM monograph support group have been identified and agreed to assist the candidate. The proposal serves as a bridge between a general idea about a project suggested in the MCMP and the beginning of the process to actually develop the MCM monograph.

## **MCM PROPOSAL DEVELOPMENT “CASE STUDY”**

Terry Smith has received the good news about the MCMP being approved including the project topic that was suggested within it. The next step is to develop the project proposal that will be submitted to the MCM Academic Council.

Terry’s self-selected monograph topic will address “Computerized Purchasing of Food and Beverage Products in Private Clubs.” Terry realizes that the support group should consist of persons who can help (bring knowledge to) monograph topic. Terry also knows that the support group must be comprised of 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 the field of study.

Terry identifies and selects four support group members to assist with the project. Figure 1 indicates Terry’s support group members.

**Figure 1: Terry’s MCM Monograph Support Group**

<ul style="list-style-type: none"><li>• An MCM</li></ul>	He/she thoroughly understand the club industry and can provide club perspectives about the project.
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<ul style="list-style-type: none"> <li>• An Academic</li> </ul>	He/she may know topic details but will certainly be able to assist in the design of the project’s study and writing methods.
<ul style="list-style-type: none"> <li>• An e-procurement expert</li> </ul>	He/she knows how to plan and implement computerized purchasing systems.
<ul style="list-style-type: none"> <li>• A manager (not salesperson) representative of a large supplier/distribution organization</li> </ul>	He/she knows the supplier side of the topic.

Terry does not “go through the motion” of selecting support group members who live nearby or others with whom Terry has come in contact over the years.. Instead, persons are selected who can really assist because they are experts on the project topic, and they can provide significant assistance with the monograph development process.

Terry follows CMAA’s sample outline for the MCM monograph proposal as it is developed: <sup>(1)</sup>

- 1.0 – Statement of problem
- 2.0 – Brief review of applicable information
- 3.0 – Proposed research methods
- 4.0 – Results, discussion, and implications

The following is Terry’s approach to each of these four monograph proposal components.

**1.0 – Statement of Problem**

Terry indicates that the monograph will address computerized purchasing of food and beverage products in private clubs. To defend the importance of the topic (its benefits) Terry suggests the following in the proposal:

- 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.

Terry has developed the list of benefits because some are personally known, the support group members have suggested others, and Terry knows that additional benefits might be discovered when applicable information is reviewed. If so, these benefits will be included in the final monograph.

Terry also uses the first section of the monograph to list the monograph’s goals which are four-fold:

- To learn the extent to which computerized purchasing procedures are currently used in clubs.

- To review perceived benefits and challenges of computerized purchasing in clubs.
- To describe exemplary procedures for implementing a computerized purchasing system in a club.
- To explain how club managers should evaluate computerized purchasing systems.

## 2.0 – Brief Review of Applicable Information

Terry knows that a thorough review of information about the topic is important before the monograph development process begins for two reasons: to assure that the project will not replicate something that has already been done and to find information that will help with the study.

Terry's main tactic is to conduct a thorough review of available information but to report only some of what was learned in the proposal information review and to include all information learned in the actual monograph.

Terry uses several sources to learn about existing information for the topic:

- The Internet – Terry enters several topic-specific phrases in a search engine. These include, “computerized purchasing in private clubs,” “food service procurement software,” “e-procurement,” and “automated purchasing systems.” A review of articles and other information found will, hopefully, be a good start to learn information about and sources for the project's topic.
- Hospitality-Related Trade Magazines – Terry also uses the internet to search for “restaurant and food service management trade magazines” and discovers examples such as Restaurants & Institutions Magazine, Restaurant Business, and Food Management Magazine. Websites for these and other trade magazines typically have an “archives” section that can be reviewed. As well, Terry enters the term, “computerized purchasing” in each website's search box if there is one.
- General Management/Business Research-Based Journals – Terry searches the internet for “procurement research journals” and also enters the phrase in [www.online.sagepub.com](http://www.online.sagepub.com). Examples of journals identified include “Journal of Operations Management; International Journal of Electronic Commerce, and Journal of Supply Chain Management.” These and related sources are reviewed and yield applicable information.
- Hospitality-Specific Research Journals – Terry enters key words such as “computerized purchasing” in two indexes: [www.google.com](http://www.google.com) and Purdue University Hospitality and Tourism Index. Note: the academic on Terry's support group helps to gain access to the Purdue index. Examples of hospitality-specific research journals that Terry finds include: Cornell Hotel and Restaurant Administration Quarterly, Journal of Hospitality and Tourism Research; and Tourism and Hospitality Research Journal.

- Support Group Members – Terry knows that members of the support group may have other sources of information on the topic, and they do!

Terry recognizes the rule of thumb that the search for existing information should continue until an honest effort has been made to find everything available and everything being found has already been discovered.

**A Reminder: Select a Topic You Enjoy**

Terry has selected the topic because of an interest to learn about it. The information review should be fun - not work - and it should be a topic about which you genuinely want to learn more.

**3.0 – Proposed Research Methods**

In this section of the proposal, Terry informs the MCM Academic Council members about how the study will be conducted to best achieve its goals.

Goal	Research Method
Extent of current use	Web-based survey of CMAA members
Benefits and challenges	Web-based survey of CMAA members who use aspects of computerized purchasing.
Exemplary implementation procedures	Personal conversations with experts nominated by support group members and by CMAA respondents who use a computerized system.
Exemplary evaluation procedures	Personal conversations with experts nominated by support group members and by CMAA member respondents who use a computerized system.

Terry’s proposal will indicate that support group members will help to develop the CMAA member surveys and to identify the open-ended questions to ask industry experts. Terry also will indicate that internet and other software tutorials from suppliers will be accessed and “worked through” while thinking about Terry’s club with an emphasis on special challenges. This information will likely be of use in the results section of the monograph.

**4.0 – Results, Discussion, and Implications**

Terry knows that this section is the “so what” of the actual monograph because it will inform readers about Terry’s major findings. Now, while the proposal is being written, Terry indicates that the section will be organized into two major sections:

- Part I: What I found out – What the members said about the topics for goals 1 and 2 and what information was learned about goals 3 and 4 from the experts.
- Part II: What private club managers should know? A checklist format will be used to report factors applicable to selecting a software vendor and implementing and evaluating a computerized purchasing system.

## **WHAT'S NEXT?**

After Terry completes a draft of the proposal, it will be reviewed by support group members and their revision suggestions, if any, will be included within it. Then the proposal will be submitted to the MCM Academic Council. Terry understands that extensive work on the monograph should not begin until after Council members' input, if any, has been received and the proposal has been accepted.

Terry is excited about the MCM process and has successfully completed its first challenge: the MCMP. Terry also understands that the MCM monograph proposal is not a "hurdle" that must be overcome. Instead, it is a roadmap that is developed by the MCM candidate and for support team members to help ensure that the MCM monograph is as good as it can be and that it will maximize benefits to the club industry.

## **Endnote**

Master Club Manager Program. Revised October, 2008. (Disk available from CMAA: contact David McCabe at david.mccabe@cmaa.org)