

Part IV – The MCM Monograph

A Master Club Manager makes a lasting contribution to the club industry through the MCM Monograph. It must be developed through careful and documented study and detail a topic important to the industry. It also provides a means for MCM Academic Council members to evaluate the candidate's ability to understand and organize information and allows the candidate to display the ability to identify problems and suggest solutions to them.

Monograph Writing Policy

The MCM Monograph must exemplify professional writing standards and must comply with the format requirements of a recognized authority such as the Publication Manual of the American Psychological Association [current edition]. CMAA provides general Monograph writing guidelines in this section. Previous Monographs may not completely comply with present writing standards because these requirements have evolved; candidates should review existing Monographs. Candidates are urged to obtain the services of a professional editor, who will be helpful in reviewing the Monograph draft for grammar, clarity and citation accuracy and to provide related editorial assistance after initial Monograph drafts are developed.

Policy on Academic Integrity

Plagiarism is the intentional or unintentional representation of another person's idea or product as one's own. Plagiarism includes, but is not limited to the following: copying verbatim all or part of another's written work; using phrases, charts, figures, illustrations or mathematical or scientific solutions without citing the source; paraphrasing ideas, conclusions or research without citing the source; and using all or part of a literary plot, poem, film, musical score or other artistic product without attributing the work or its creator. MCM candidates can avoid unintentional plagiarism by carefully following accepted scholarly practices. Notes taken should accurately record the sources of material to be cited, quoted, paraphrased or summarized and the MCM Monograph should acknowledge these sources in footnotes and/or endnotes meeting professional writing standards.

What a Monograph Is and What a Monograph Is Not

An MCM Monograph assembles what a candidate knows about a topic and expresses his or her interpretation and evaluation of what has been learned. It documents and acknowledges those who have contributed to the written, oral and work-related understanding of the research area and promotes greater understanding of the topic for peers in the club industry and for those who want to learn more about the profession.

An MCM Monograph is not a candidate's unsubstantiated personal opinion or a summary of one or more articles and/or books or a string of quotations. It is not a simple repetition of the ideas of others without a significant personal contribution to help gain greater understanding of the ideas.

Steps in Developing the Monograph

These nine tasks should be completed in sequence to develop the MCM Monograph:

Task One: Select Monograph topic.

Task Two: Secure topic approval from the MCM Academic Council.

Task Three: Select Monograph support group members.

Task Four: Develop the Monograph proposal.

Task Five: Obtain proposal approval from the MCM Academic Council.

Task Six: Conduct research/collect information.

Task Seven Write/edit the Monograph.

Task Eight: Submit the Monograph.

Task Nine: Make Monograph revisions, if required to do so.

Task One: Select Monograph Topic.

The MCM Academic Council will evaluate proposed topics by considering their feasibility, originality and relevance to the club industry. When considering topics, candidates should:

- Evaluate several possible topics of special interest by reviewing available information about them.
- Examine each potential topic for its feasibility including the resources available to support their specific research effort.
- Consider the general interest of members of the club industry in the topic.
- Explore personal interests and consider their background, expertise and career goals. Generally, choose topics that are suitable to personal strengths.
- Pick a manageable topic. The topic must note other important work in the field, both within and outside of the club industry. Do not choose a topic that is too broad (which will make it impossible to adequately address) or too narrow (so that no one else will care about the results). For example, the topic “Employee Motivation in the Club Industry” is too broad. There may be many more factors that affect motivation. Instead, select one possible factor such as the role of training in employee motivation as the topic to be studied. A Monograph focusing on “Factors in the Redesign of the Kitchen at XYZ Club” is too narrow. Instead, a candidate might study generic issues of importance to kitchen design in clubs and, perhaps, show how these factors were applied the XYZ club in the form of a case study.

Candidates should not select topics:

- About which conclusions will be irrelevant (no one will care!)
- If the literature or common practice provide ALL information necessary to understand and apply the topic.
- That is so broad the Monograph cannot be properly completed.

Consider problems that are often difficult for club managers to resolve, especially any for which you have provided a unique solution at your club. Think about issues that other managers cite as problems. It is also helpful to maintain and review an idea notebook, read existing MCM Monographs and do some initial study of topics of potential interest

CMAA has a resource, *101 Possible MCM Monograph Topics*, that provides more information about the selection of topics.

Task Two: Secure Topic Approval From MCM Academic Council.

The proposed Monograph topic, tentative project goals and a brief defense of the topic's importance should be submitted with the Master Club Manager Profile (MCMP). Academic Council members will evaluate the candidate's proposed Monograph topic and approve it, accept it with recommended changes or discuss more extensive concerns that prevent acceptance without changes.

Task Three: Select Monograph Support Group Members.

This topic is discussed separately in Part five.

Task Four: Develop Monograph Proposal.

This topic is discussed in a separate CMAA resource, *The MCM Monograph Proposal*.

Task Five: Obtain Proposal Approval From the MCM Academic Council.

An effectively developed Monograph proposal will enable MCM Academic Council members to understand what you plan to do and accomplish. It can be submitted any time after the Monograph topic is approved.

The candidate and his/her academic advisor on the support group will be asked to participate in a conference call during the Monograph proposal review process. Formal Monograph development activities should not begin until the proposal has been approved.

Task Six: Conduct Research/Collect Information.

The plans included in the approved Monograph proposal should be used as the Monograph is developed.

The word "research" means "to seek out again." Research for the MCM Monograph involves seeking ideas suggested and material developed by others and putting them together in new ways or discovering something about them that has never been known.

An objective research method requires one to gather facts and to interpret them in a way that will enable conclusions to be drawn. Think of the MCM Monograph as a report that you will present to club managers about the conclusions you have reached after thorough investigation, organization and analysis of information about a subject.

As one undertakes the study of a topic, there are three types of evidence:

- **Facts** - pieces of information that can be objectively observed and measured.
- **Inferences** - statements about the unknown made on the basis of what is known.
- **Judgments** - expressions of someone's approval or disapproval of something being described, generally (hopefully!) based on some evidence.

It is sometimes difficult to determine which type of evidence you are learning about when you read something or talk to someone. The MCM project should be developed on the basis of fact and, when other types of evidence are used, this should be so noted.

Task Seven: Write/Edit the Monograph.

Writing Assistance

Many writing resources are available to researchers through the Internet. One excellent source is the Writing Center at Colorado State University (www.writing.colostate.edu). When you reach the site, click on "Writing."

Also, check out The Purdue Online Writing Lab (just enter the name in your favorite search engine).

Use the following organizational format for your MCM Monograph:

Acknowledgements

Include those individuals who assisted with your Monograph.

Executive Summary

This abstract of your Monograph briefly (less than one page) summarizes project goal(s), methodology, and major findings (recommendations). If it is succinct, well-written and relevant to the reader. The executive summary will encourage the reviewer to read the Monograph.

Statement of Problem

This section describes your topic, tells why it is of concern and explains the importance of your approach to the topic.

Review of Literature

This several page section presents the relationship between your current study and previous work done on the topic. It should provide a logical flow of information from that known previously to the beginning of your own research. By the end of the section and as you further describe your study, the reader should be thinking, “ the need for this Monograph is clear, and it is important to the club industry.”

A preliminary literature review will have been done as part of the Monograph proposal. This work can be expanded, and you will know the study is completed when the information being reviewed becomes redundant.

When you take notes for the literature review, keep track of complete references. This will save you from the task of having to retrieve information such as a page number or publication date that will be necessary for a complete citation when the Monograph is written.

Research Methods

This section should describe the steps used to conduct your research. Information included should address:

1. **The subjects** – people, organizations, events or material that was studied.
2. **The instruments or measures** – how and what you used to learn about your topic.(This can include surveys, behavioral observations, interviews and/or the examination of existing material).
3. **The procedures** – processes you used to conduct your study. (For example, how did you select your participants and when, where and how was the data collected?)

Also, to explain what you did not try to do (so as to remain within the scope of the project questions), you may develop a section called “Limitations of the Study.”

Results/Discussion/Implications

This section presents your findings, and you may include tables, figures and/or interview summaries.

This section should be well organized so you can effectively tell readers what you learned. You can review (compare and contrast) your findings with respect to previous studies. You should suggest implications of the research, limitations that may affect how managers or others use information from your study and your recommendations for future study.

This section is where you make recommendations about how others can make use of the Monograph information so it must be carefully written and the recommendations must be supported with the information you discovered.

References

The References section should include properly completed citations to the sources that you used and cited throughout the Monograph. Suggestion: ask yourself whether an interested reader can easily find the resource using just the information provided in the citation.

Appendices

This section should include supportive information that is detailed and helpful to understanding the project, but that might interrupt the flow of information if it were included in the body of the Monograph.

Task Eight: Submit the Monograph.

One PDF and one Microsoft Word version of the completed Monograph should be sent to the CMAA staff member serving as the CMAA liaison to the MCM Academic Council. Once submitted, selected members of the MCM Academic Council including its three academic members will review the Monograph. They may recommend that the Monograph be accepted because it is complete and in line with the Monograph proposal. They might also recommend that it be approved with required modifications, or they may indicate concerns with actions to be agreed upon after discussions with the candidate and academic advisor of his or her support group.

The Monograph will not be formally approved until after a successful oral discussion between the candidate and representatives of the Academic Council at the CMAA World Conference.

After Monograph approval, the candidate will make an educational presentation at the CMAA World Conference, and the MCM designation will be granted. Then the recipient is entitled to display the letters “MCM” after his/her name. In addition, CMAA reserves the right to publish the completed document and to distribute it in any way to enhance its impact on the club industry.

Research Basics

The MCM candidate should request and receive advice from his or her support group members as the Monograph development process is planned and implemented. The academic advisor of the support group will be especially helpful as the project’s research methods and tools are developed. This section provides an overview of common research tactics.

Use a Notebook

A research notebook can be helpful to keep several types of information:

- **Sources** – Names and addresses of persons you may want to interview or survey and publications, citations and Internet addresses that are/will be useful.
- **Research Strategies** – Notes about questions regarding your topic, possible sources for answers and thoughts about how to approach these sources.
- **Readings** – Notes about what you have read relative to your topic. When collecting information, you will find that it is of two types. Secondary information is generically applicable to your topic and may provide contextual and background information. Primary information directly relates to your project and comes from interviews and written surveys.

Interview Basics

Basic interview tactics include:

- Use written questions relating directly to your project goals. (Do not ask “nice to know” questions.)
- Ask everyone the same questions.
- Include adequate space after questions to record abbreviated responses.
- Use open- and closed-ended questions.
- Summarize your responses into your database as soon as possible after the interview.

Surveys

When developing surveys, remember that all questions should directly relate to the project goals. (Do not ask “nice to know” questions).

Neatness, spelling, format and length (completion time) really count.

There are four basic types of survey questions:

- **Yes/No** (Would you use carry-out food service?)
- **Multiple/Alternate Choice** (How often would you use a carryout food service monthly?) Answers could be Never; one-two times; three-four times; or more than four times.
- **Scale** (Rate how important carry-out food service is to you. Response choices could range from one [not important; irrelevant] to five [very important; critical])
- **Open-ended** (What are your views about carry-out food service?)

Detailed explanations about survey statistics are well beyond the purpose of this discussion. However, it is typically best to have at least 30 responses from each group of persons being interviewed and/or surveyed. Candidates should discuss specific statistical issues relevant to their project with the academic member of their MCM Monograph support group.

Personal Monograph Checklist and Timetable

Consider the following project milestones as you plan the MCM project:

1. Identify a possible topic of interest that will be important to club managers.
2. Ensure that the Monograph topic is approved as part of the MCMP approval process.
3. Determine if there are adequate sources of information on the topic.
4. Select potential Monograph support group members and talk with them about the proposed topic; obtain assistance in developing a proposal.
5. Decide the best way(s) to gather information about the topic.
6. Develop a preliminary bibliography including periodicals, Internet sites and experts to be used.
7. Gather information and take good notes on the topic.
8. Organize notes and develop a proposal for the Monograph.
9. Solicit further recommendations about the proposal from Monograph support group members. Incorporate usable ideas, obtain support group members' approval and submit the proposal to the CMAA liaison to the MCM Academic Council.
10. Incorporate recommendations, if any, from the MCM Academic Council and revise the proposal (and re-submit, if necessary, based upon Council recommendations).
11. Develop Monograph information by following the plan and organization presented in the approved proposal.
12. Write a first draft of the Monograph.
13. Provide adequate support for the results, discussion and conclusions being reported in the Monograph.
14. Integrate literature review, references, appendixes and any other sections and information into the Monograph.
15. Properly acknowledge all sources (references).
16. Check sentence structure, spelling and punctuation. When the Monograph is completed, send copies to the Monograph support group members for their recommendations and approval.
17. Edit the Monograph. (This may be the time to have the Monograph reviewed by an experienced editor).
18. When the Monograph is excellent and error-free, and when Monograph support group members have approved it, submit it to the CMAA liaison to the MCM Academic Council in the proper formats. (Include letters of approval from the support group members.)

MCM Monograph Writing Standards

The following are minimum standards for all Monographs submitted in partial fulfillment of the Master Club Manager (MCM) designation.

1. **Length** – The Monograph should be approximately 15-30 pages in length exclusive of appendices. More pages may be necessary; it is unlikely that a topic can be adequately addressed in fewer pages.
2. **Processing** – The Monograph should be word-processed; right-and left-justified..
3. **Page Set-up** – Each page should have a margin at the top and bottom of 1”, a left-hand margin of 1-1/2” and a right-hand margin of 1”.
4. **Pagination** – Number each page of the main body (exclusive of the executive summary) beginning on page two in the upper right-hand corner.
5. **Monograph Sections** – The following sections are strongly suggested:
 - **Acknowledgements** – Thank major contributors for their assistance in conduct of the study.
 - **Executive Summary** – A brief review of the method (s) used to collect information along with the results of the project and implications for the club industry.
 - **Statement of the Problem** – Justification for (importance of) the project.
 - **Review of Literature** – Report of written (published) sources that address the topic including books, magazine, trade journal articles or convention proceedings and information from the Internet. Formal interviews or written private communications can also be included.
 - **Research Methods** – Procedures used to collect information on which project results are based.
 - **Results/Discussion/Implications** – The most important conclusions that represent the greatest impact upon the club industry. This section comprises the “so what” of the project.
 - **References** – Cite those referred throughout the Monograph.
 - **Appendices** – Supportive information helpful to understanding the project. Include detailed information that might otherwise distract the reader from the main issues if it is included in the main body of the monograph.
6. **Title Page** – The Monograph’s first page should be a title page consisting of:
 - Monograph title;
 - Author’s name, position, club and club’s location;
 - Statement relating to the Monograph’s submission for partial fulfillment of Master Club Manager requirements; and
 - Date of Monograph submission.
7. **A Table of Contents** – The table of contents should be included directly after the title page and should list each Monograph section (see standard five above) with the beginning page number for each section.

8. **Composition** – Spelling, punctuation, grammar and articulation errors are unacceptable as is the use of contractions or slang terms.
9. **Editing** – Your Monograph will be a published document representing CMAA, your club and you. Professional editing is needed to assure that publication standards are met. Your academic advisor can probably help you find an editor to assist you.
10. **Endnotes (references)** – The use of endnotes for citations is required. Proper and consistent format are necessary. Use the latest edition of one of the following generally accepted style formats:
 - *Publication Manual of the American Psychological Association*. Washington, DC: American Psychological Association.
 - W. Strunk and E. White. *The Elements of Style*. New York: Macmillan Publishing Company
 - K. Turabian. *A Manual for Writers of Term Papers, Theses, and Dissertations*. Chicago: University of Chicago Press.