CLUB MANAGEMENT OPPORTUNITIES
(ASSISTANT MANAGER DEVELOPMENT PROGRAM)
RESEARCH SURVEY

PART I: CONCEPT OF PROGRAM

Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = Strongly Agree  2 = Agree  3 = No Opinion  4 = Disagree  5 = Strongly Disagree

1. The CMO (Club Management Opportunities) program is needed in the industry. 1 2 3 4 5

2. HRM students would have interest in the CMO Program. 1 2 3 4 5

3. Club Management Opportunities is a good title for this program. 1 2 3 4 5

Alternate suggestions include ________________

4. CMO program should take six months to complete. 1 2 3 4 5

5. CMO program should take one year to complete. 1 2 3 4 5

6. CMO program should take two years to complete. 1 2 3 4 5

7. CMO program should be available to any individual regardless of schooling or work experience. 1 2 3 4 5

8. CMO program should be available to club employees with no schooling beyond high school. 1 2 3 4 5

9. CMO program should be available to students completing Associate degrees or four year degrees. 1 2 3 4 5

10. CMO program should be limited to students earning Bachelor’s degrees from a four year program. 1 2 3 4 5

11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program. 1 2 3 4 5

Other comments on Concept of Program.


PART II: APPLICATION PROCESS

The selection process of CMO candidates and clubs will be very important to the overall success of the program. Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = Strongly Agree  2 = Agree  3 = No Opinion  4 = Disagree  5 = Strongly Disagree
12. CMO candidates should make formal application to apply for the program.  
13. CMO participating clubs should make formal application to participate.  
14. CMO candidates should be required to have some club experience.  
15. CMO candidates should have recommendation of faculty advisor.  
16. CMO candidates should have recommendation of a club manager.  
17. CMO candidates should write a 300 word essay on "Why I Should be Considered for the CMO Program."  
18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program.

Other comments on Application Process.

PART III: PROGRAM LOGISTICS

Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = Strongly Agree  2 = Agree  3 = No Opinion  4 = Disagree  5 = Strongly Disagree

19. Applications for the CMO program should be accepted once a year.  
20. Applications for the CMO program should be accepted twice a year.  
21. Applications for the CMO program should be accepted as they are received.  
22. A list of CMO candidates should be available through CMAA.  
23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication.  
24. A minimum salary scale should be included as part of the club’s agreement to participate.  
25. The participating club’s Manager should sign agreement with CMO candidate.  
26. Both the club’s Manager and President should sign agreement with CMO candidate.
27. The CMO program should be monitored to ensure the candidate is following the guidelines.  

28. The CMO program should be monitored to ensure the participating club is following its commitment to the program.  

29. A local chapter support group should monitor program.  

30. Student Liaison Managers should monitor program.  

Other comments on program logistics. 

PART IV: PROGRAM COMPETENCIES/TASKS

31. It would be virtually impossible to include everything a club manager should know in this program. Therefore, it will be important to select competencies and subjects within each competency to provide the greatest amount of exposure to club management. With this in mind, please rate the following competencies in order of importance to the CMO trainee: (Utilize 1-11 with number 1 being most important.)

- Food & Beverage
- Ethics/Values
- Marketing
- Human Resources
- General Management
- Sports/Recreation
- Maintenance/Engineering
- Housekeeping
- Security
- Financial
- Membership

Please list other areas that should be considered.

32. Being a "hands on" approach, the CMO program should prepare the candidate to perform certain tasks. Please rate the following tasks from 1 to 4 according to importance. Use the rating scale below.

1 = Very Important  2 = Important  3 = No Opinion  4 = Not Necessary

Be able to successfully serve a table of eight.  

Write an article for the club’s newsletter.  

1 2 3 4
Make a presentation at a committee meeting.  
Organize and plan a club event.  
Take and record the Food and Beverage inventory.  
Suggest energy conservation techniques to reduce demand rate.  
Accept a project from management and prepare a report to implement.  
Develop a theme or ethnic party menu.  
Book and run a wedding.  
Write three memorandums to get points across.  
Conduct at least four staff training sessions.  
Conduct a safety audit within the club.  
Work with managers on the club’s annual budget.  
Learn to read and understand club’s financial statement.  
Skirt a buffet and create a table layout diagram.  
Conduct at least three party meetings.  
Work a la carte cooking stations.  
 Expedite food orders on busy nights.  
Interview three candidates for employment.  
Review renovation or building project organization with manager.  
Please list all other tasks that should be considered.  


PART V.: PROGRAM OUTSIDE INFLUENCES

To ensure the CMO program maximizes the time commitment of the participating individual it may be prudent to consider outside sources of education while the candidate is participating in the CMO program.

Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = strongly agree  2 = agree  3 = no opinion  4 = disagree  5 = strongly disagree
33. B.M.I. II should be a requirement for completing the CMO program.  
34. A list of outside reading should be included with a synopsis required of each book or periodical.  
35. Participation in local CMMA Chapter should be required.  
36. Extra credit is available by completing homework or outside research.  
37. Attaining a local Sanitation Certificate should be required.  
38. Candidate should be certified in CPR.  
39. Meetings with local Fire Department and Police Department representatives should be required.  
40. Manager should arrange for candidate to work/observe other club operations.  
41. A computer Lotus course is required.  

Please include other suggestions for outside education.

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PART VI: PROGRAM COMPLETION

Upon completion of the CMO program, adequate recognition of individual or assistance in career should be considered. Using the scale below, please circle the number which indicates how much you agree with the following statements:

1 = strongly agree  2 = agree  3 = no opinion  4 = disagree  5 = strongly disagree

42. A Certificate of Completion or plaque should be awarded from CMMA.  
43. Educational credits equivalent to attending a B.M.I. course should be awarded.  
44. The designation "Certified Assistant Manager" should be earned.  
45. Graduate's name with small article should appear in Outlook.  
46. Graduate should be recognized at Annual CMMA Conference.  
47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication.
Other comments on program completion.


PART VII: PROGRAM PARTICULARS

Your time to complete the following questions will add personal advice and counsel to this program.

48. As a club manager would you introduce this program in your club?  ____ Yes  ____ No

   As a faculty advisor, would you promote this program in your school?  ____ Yes  ____ No

49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty - what are students taught to be prepared for?)


50. What advice do you have for a student aspiring for an Assistant Manager position in a club?


Additional Comments.


PART VIII: OTHER INFORMATION

51. What is your position?
   ____ General or Club Manager    ____ Club Manager under General Manager
   ____ Assistant Manager          ____ Faculty Advisor
   Other ___________________________

52. Years of club management or teaching experience.
   ____ 0-5 years                        ____ 10-15 years
   ____ 5-10 years                       ____ more than 15 years

53. Are you a Certified Club Manager (CCM)?
   ____ Yes                              ____ No

   If yes.....How long have you been certified?
   ____ 1 to 3 yrs.  ____ 3 to 5 yrs.  ____ 5 to 10 yrs.  ____ Over 10 years

54. What entity do you represent?
   ____ College or University          ____ Country Club (Golf)
   ____ City Club                      ____ Yacht Club
   ____ Other (Please describe)        ____________________________

Thank you for completing this survey. Please return it in the postage paid, self-addressed envelope and mail to:

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