



EDUCATION GUIDE 2024 - 2025

**THE CLUB MANAGEMENT ASSOCIATION
OF SOUTHERN AFRICA**



CMASA

CLUB MANAGEMENT ASSOCIATION
OF SOUTHERN AFRICA

Reshaping the future of the Club Industry

1 MARCH 2024 - 28 FEBRUARY 2025

WELCOME

**“EDUCATION IS THE PASSPORT TO THE
FUTURE, FOR TOMORROW BELONGS TO
THOSE WHO PREPARE FOR IT TODAY”.**

Malcolm X

Dear Valued Member

We proudly present the fourth edition of the **CMASA Training Guide 2024/2025**.

This Training Guide will be updated regularly. Our most current education offering will also be published in our weekly Wednesday newsletter and on all social media platforms.

CMASA Weekly Newsletter [SUBSCRIBE](#)

CMASA WhatsApp Group [SUBSCRIBE](#)

If you have any queries or need assistance in tailor-making your education plan, please feel free to contact me.

Wishing you a successful and inspiring educational year!

Charl Smith
Education Manager

CONTENTS

Welcome	02
Webinars	04
Occupational Health and Safety	23
CMASA & RCA Online Learning Platform	24
Manager in Development (MID) Online Programme	25
BMI Programme (Pathway to CCM)	27
CMASA Education Partners	29
Value Added Services	37
Contact Us	39

MAR

2024

WEBINARS

Online, Timely and Effective

12	Interview Skills for Success	3 Points
	<i>Bernice Glenny</i>	
	GM's HOD's HR	
	<p>This webinar is designed to equip participants with the knowledge and tools necessary to conduct effective interviews and make informed hiring decisions in alignment with South African legislation and best practice guidelines.</p>	
19	Golf for Non-Golfing Staff	GolfRSA
	<i>Pierre van Vuuren</i>	
	Clubhouse Operations Staff	
	<p>This webinar is designed to equip non-golfing staff with better knowledge on the golf experience, operations and terminology. This will upskill the staff to be able to engage better with golfing members and visitors. Therefore, ensuring the ultimate golfing experience.</p>	
20	CMASA Clubhouse	Free
	<i>CMASA - Robby Richardson</i>	
	GM's HOD's	
	<p>A networking platform amongst peers aimed at General Managers and their Management Teams to discuss industry trends, their successes and issues they face in their clubs, etc.</p>	
25-28	BMI - F&B Management	26 Points
	<i>CMASA</i>	
	GM's Qualifying HOD's	
	<p>See Guide for Details - Page 28/29</p>	

APR

2024

WEBINARS

Online, Timely and Effective

02 Financial Reporting for Non-Profit Entities and PBO's **3 Points**

SA Accounting Academy

GM's | FM's | HOD's

It is critical that people dealing with NPOs and PBOs perform their duties correctly as required by legislation, accounting frameworks, and other regulations. In this session we will refresh you on the accounting and related legislation affecting these entities as well as highlight any recent developments in this space.

09 MID Cycle 2 Welcome Session **Free**

CMASA

All Registered MID Students

Club Management Essentials - Financial Management

Club Operations - Beverage Operations

Club Leadership - Golf, Sports & Recreations Management

This session is aimed at all MID Students starting a new semester and/or module of their MID Specialisation Area, where the module content and semester planning will be unpacked.

16 Building Strength Based Cultures Starts with Leaders - Webinar 1 **10 Points for Series**

Kath Tucker - See page 32

GM's

This series includes:

- Introduction Webinar
- Clifton Strength Test
- One on One Session
- June Webinar

What if we focused on what's right with people instead of what's wrong with them? | When you know your talents you are empowered to succeed by doing what you naturally do best. | People who focus on using their Strengths are 3x as likely to report having an excellent quality of life and 6x as likely to be engaged in their jobs. | Talent x Investment = Strength => Better version of me

APR

2024

WEBINARS

Online, Timely and Effective

23 Beyond the 19th Hole - Mastering F&B Management in Clubs **3 Points**

Erik Brakhoven

Duty Managers | Floor Managers | Head Waiters

In this webinar the following topics will be covered:

- Understanding Food and Beverage management.
- Trends in the Food and Beverage industry.
- Inventory Management.
- Staff and Training Management

25 Clubmaster - Advanced Accounts Training **Free**

Emile Kaselowski

Clubmaster Users

This two hour training session will look at advanced features focusing on accounts on the Clubmaster programme.

30 Annual Bluegrass (Poa Annua) Friend or Foe **3 Points**

Johan van Vuuren - Turf and Soil Solutions

GM's | Golf Directors | Operations Managers | Course Superintendents

In this webinar the following topics will be covered:

- Physiology
- Seasonal Growth & Development
- Annual Bluegrass Cultural
- Annual Bluegrass Control
- Herbicides & PGR's and their use on Annual Bluegrass
- Diseases & Fungicides
- Insects & Insecticides

MAY

2024

WEBINARS

Online, Timely and Effective

07	Building Strategies for a Healthier Work Environment	3 Points
	<i>Bernice Glenny</i>	
	GM's HOD's HR	
	This webinar will introduce you to Health-Promoting Leadership (HPL), helping you understand its significance and equipping you with healthy leadership practices. We will explore how HPL relates to employee engagement and overall well-being.	
14	Golf Operations for the Club Manager	3 Points
	<i>Christopher Bentley</i>	
	GM's Operations Managers	
	The following objectives will be covered in this webinar:	
	<ul style="list-style-type: none">• The evolution of golf• The landscape• Hiring of operational roles• Management/Leadership of staff• Concerns and best practices• The experience, terminology & basic agronomy	
21	Social Media - A Practical Guide for Clubs	GolfRSA
	<i>Hugo Coetzee</i>	
	GM's Member Marketing Staff	
	In this webinar we will look at how to: Define your goals Know your target audience Select the right platforms Create a content calendar Mix up your content Optimize content for each platform Use relevant hashtags Engage with your audience Analyse and refine Stay up to date and experiment.	

MAY

2024

WEBINARS

Online, Timely and Effective

28	MID Cycle 2 Module Webinar Club Management Essentials - Financial Management	FREE
	<i>CCM Mentors</i>	
	All Registered Club Management Essentials Students	
	Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Financial Management module and answering questions that may arise.	
29	MID Cycle 2 Module Webinar Club Operations - Beverage Operations	FREE
	<i>CCM Mentors</i>	
	All Registered Club Operations Students	
	Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Beverage Operations module and answering questions that may arise.	
30	MID Cycle 2 Module Webinar Club Leadership - Golf, Sport and Recreation Management	FREE
	<i>CCM Mentors</i>	
	All Registered Club Leadership Students	
	Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Golf, Sport and Recreation Management module and answering questions that may arise.	

JUN

2024

WEBINARS

Online, Timely and Effective

04 Time Management & Delegation

3 Points

Summit

GM's | HOD's | Supervisors

In a fast-paced business world, effective time management and delegation are critical for productivity and success. Join our webinar, "Mastering Time Management and Delegation," to acquire the skills needed to excel in these areas.

- Time Management and Delegation
- Prioritisation and Scheduling
- Delegating Effectively
- Action and Accountability

11 Compliant Financial Statements

3 Points

SA Accounting Academy

GM's | Financial Managers

Creating compliant financial statements for non-profit organizations (NPOs) is a task that requires attention to detail and a thorough understanding of the relevant accounting standards and legislative requirements. Given the diverse nature of NPOs and their varying financial activities, it's essential for those preparing these statements to be fully versed in the specific regulations that apply to their operations. This will provide an in-depth look at the key components of compliant financial statements for NPOs, emphasizing the importance of transparency and accuracy. Participants will gain insights into the latest standards and how they impact financial reporting within the non-profit sector.

13 Clubmaster - Advanced Stock Training

Free

Emile Kaselowski

Clubmaster Users

This two hour training session will look at advanced features focusing on stock on the Clubmaster programme.

JUN

2024

WEBINARS

Online, Timely and Effective

18 Building Strength Based Cultures Starts with Leaders - Webinar 2

Series

Kath Tucker

GM's

"The Best of Us": Leading Others: Helping leaders to individualise and understand their Team. Using Team Grid: Understand individual talents | Understand colleagues' talents | What are team's collective talents and pockets of excellence? | Which strengths domain is the team's most dominant? | What potential blind spots or talent gaps could team have? | Establish and develop common language.

25 It's More Than Just a Cauldron

3 Points

Ransley Pietersen

F&B Managers | Head Chefs | Sous Chefs

The following topics will be covered in this webinar:

- 1.Putting together a world class dining facility.
- 2.Successfully keeping up with club traditions.
- 3.Navigating the change of clubs in social aspects.
- 4.Financial understanding of kitchen operations.
- 5.Culinary Trends.
- 6.Supply Chain.
- 7.Sustainability.
- 8.Food and wine Pairings.

27 CMASA Clubhouse

Free

CMASA - Robby Richardson

GM's | HOD's

A networking platform amongst peers aimed at General Managers and their Management Teams to discuss industry trends, their successes and issues they face in their clubs, etc.

JUL
2024

WEBINARS

Online, Timely and Effective

02	MID Cycle 3 Welcome Session	Free
	<i>CMASA</i>	
	All registered MID Students	
	Club Management Essentials - Communications & Interpersonal Skills	
	Club Operations - Facilities Management Practices	
	Club Leadership - Human Resources Management	
	This session is aimed at all MID Students starting a new semester and/or module of their MID Specialisation Area where the module content and semester planning will be unpacked	
09	Assessing, Planning and Executing Capital Projects	GolfRSA
	<i>Christopher Bentley</i>	
	GM's Operations Managers	
	The objectives of this webinar are to:	
	<ul style="list-style-type: none">• Be able to develop a structured facility assessment for the club and master planning.• Develop and lead a collaborative design and construction team, understanding the critical nature.• Plan, prepare and implement the construction phase of the project.• Provide critical evaluation and feedback throughout the design and construction phases. Specifically related to scope schedule and budget	

JUL

2024

WEBINARS

Online, Timely and Effective

16 Safeguarding for Clubs 3 Points

Legal Expert

GM's | HOD's

This session will provide clarity on the ongoing role out of Safeguarding policies for the various sports codes and departments within the club. Outlining the responsibilities that falls on the General Managers.

23 VAT - A Focus on Current Pressing Issues in Practice 3 Points

SA Accounting Academy

GM's | Financial Managers

Understanding and managing Value Added Tax (VAT) is a critical aspect of financial operations for non-profit organizations (NPOs). With frequent changes and updates to VAT legislation, it is important for NPOs to stay abreast of the current landscape to ensure compliance and optimal financial management. We will discuss the complexities and challenges that NPOs face, including exemptions, the distinction between taxable and non-taxable activities, and the impact of VAT on fundraising events. Our experts will provide practical advice on navigating VAT regulations, highlight recent legislative changes, and offer strategies to manage VAT obligations effectively

30 Turfgrass Water Management 3 Points

Johan van Vuuren - Turf and Soil Solutions

GM's | Golf Directors | Course Superintendents

Importance of water | Soil water storage |Soil physical properties infiltration | Evaporation | Water removal from soil | Irrigation practices Measurement of soil water content | Turfgrass water usage Water quality | Salinity & sodality

AUG

2024

WEBINARS

Online, Timely and Effective

06	Content is King	3 Points
	<i>Rob Arnold - RCA Consult</i>	
	GM's Marketing Staff	
	Telling the story of your club through content that engages both members and visitors. This webinar delves into the possible story lines and tools that build communities within your club.	
13	MID Cycle 3 Module Webinar Club Management Essentials - Communication & Interpersonal Skills	Free
	<i>CCM Mentors</i>	
	All Registered Club Management Essentials Students	
	Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Communication and Interpersonal Skills module and answering questions that may arise.	
14	MID Cycle 3 Module Webinars Club Operations - Facilities Management Practices	Free
	<i>CCM Mentors</i>	
	All Registered Club Operations Students	
	Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Facilities Management Practices module and answering questions that may arise.	

AUG

2024

WEBINARS

Online, Timely and Effective

15	MID Cycle 3 Module Webinars Club Leadership - HR Management	Free
	<i>CCM Mentors</i>	
	All Registered Club Leadership Students	
<p>Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Human Resources Management module and answering questions that may arise.</p>		
20	Events Management	GolfRSA
	<i>Summit</i>	
	HOD's Events Management Staff	
<p>On completion of this webinar, you will walk away with the practical skills to design, plan, market, and coordinate large- and small-scale events and obtain a grounding in the latest events management practices that you can draw on to gain a competitive edge.</p>		
22	Clubmaster - Stock Trouble Shooting and Fault Finding	Free
	<i>Emile Kaselowski</i>	
	Clubmaster Users	
<p>This two hour training session will look at trouble shooting and fault finding focusing on stock on the Clubmaster programme.</p>		
26	CMASA Annual Conference	9 Points
	<i>CMASA</i>	
	CEO's GM's HOD's	
<p>Details to be announced.</p>		

SEP

2024

WEBINARS

Online, Timely and Effective

03	Supervisory Training	3 Points
	<i>Summit</i>	
	Line Supervisors	
	This workshop is aimed at developing effective managerial skills essential to success in the industry. Topics include how to increase productivity; communicate effectively; manage conflict and change; and use time-management techniques.	
10	Reducing Waste and Circular Economy	3 Points
	<i>SA Accounting Academy</i>	
	GM's HOD's Financial Managers	
	In the shift towards sustainable development, the concept of a circular economy takes center stage, emphasizing the importance of reducing waste and reusing resources. We'll explore the principles of a circular economy, focusing on the practical measures organizations can take to minimize waste and make the most of their resources.	
16 - 19		26 Points
	BMI - GM/COO Concept	
	<i>CMASA</i>	
	GM's Qualifying HOD's	
	See Guide for Details - Page 28/29	
26	CMASA Clubhouse	Free
	GM's HOD's	
	<i>CMASA</i>	
	A networking platform amongst peers aimed at General Managers and their Management Teams to discuss industry trends, their successes and issues they face in their clubs, etc.	

OCT

2024

WEBINARS

Online, Timely and Effective

01 MID Cycle 4 Welcome Session 3 Points

CMASA

All Registered MID Students

This session is aimed at all MID Students starting a new semester and/or module of their MID Specialisation Area where the module content and semester planning will be unpacked

08 Quality Management in Practice - Monitoring and Updating Policies and Procedures 3 Points

SA Accounting Academy

GM's | HOD's

Quality management is a vital component in the operational effectiveness of non-profit organizations (NPOs), which often face unique challenges due to their operational structures and the nature of their objectives. This is designed to provide practical guidance on monitoring and updating policies and procedures to ensure continuous improvement within NPOs. Attendees will learn how to assess current quality management systems, identify areas for enhancement, and apply best practices for policy development and procedure updates

15 Customer Care GolfRSA

Summit

All customer/member facing staff

In today's highly competitive business landscape, providing exceptional customer care is key to success. Our "Excelling in Customer Care" webinar is your gateway to mastering the art of delivering outstanding customer service.

Topics Covered: Understanding member needs | Communication skills | Handling difficult members | Service recovery | Building member relationships | Feedback and improvement | Emotional intelligence

OCT

2024

WEBINARS

Online, Timely and Effective

22 Unlocking a High-Performance Culture 3 Points

Bernice Glenny

GM's | HOD's | HR

In this webinar we will delve deep into the world of organizational culture, exploring its definition, formation, importance, and its profound impact on organizational performance. Our goal is to equip you with the knowledge and tools needed to create and sustain a high-performance culture within your organization.

24 Clubmaster - Accounting Trouble Shooting and Fault Finding 3 Points

Emile Kaselowski

Clubmaster Users

This two hour training session will look at trouble shooting and fault finding focusing on accounting in the Clubmaster programme.

29 Turfgrass Pest Management 3 Points

Johan van Vuuren - Turf and Soil Solutions

GM's | Golf Directors | Course Superintendents

- Diseases
- Pathogens
- Fungi
- Nematodes
- Insects
- Turfgrass Disease Diagnoses
- Predicting Disease activity
- Infectious Disease Management

NOV

2024

WEBINARS

Online, Timely and Effective

05 Cultivating Ownership Within Your Team 3 Points

Rob Arnold - RCA Consult

GM's | HOD's | Line Managers

Building a sense of ownership across a staff complement is a challenging prospect. In this webinar, we will address a number of key methodologies and tools to assist with this challenge. An individual who owns their role is an individual who is additive to your team.

11 MID Cycle 4 Module Webinar Club Management Essentials - Careers in Club Management Free

CCM Mentors

All Registered Club Management Essential Students

Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Careers in Club Management module and answering questions that may arise.

12 MID Cycle 4 Webinar Club Operations - Club Training Principles and Practices Free

CCM Mentors

All Registered Club Operations Students

Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Club Training Principles and Practices module and answering questions that may arise.

NOV

2024

WEBINARS

Online, Timely and Effective

13	MID Cycle 4 Module Webinar Club Leadership - Marketing Principles and Membership Development	3 Points
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All Registered Club Management Essential Students

Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Marketing Principles and Membership Development module and answering questions that may arise.

19	Stock Control	3 Points
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Summit

F&B Staff | Pro Shop Staff

Effective stock control is vital for smooth business operations. Join our webinar, "Mastering Stock Control for Efficiency," to gain the skills necessary to streamline your stock management.

Topics covered are: Managing your stock | Stock handling | Stock issue and management | Peak performance.

DEC

2024

WEBINARS

Online, Timely and Effective

05

CMASA Clubhouse

Free

CMASA - Robby Richardson

GM's | HOD's

A networking platform amongst peers aimed at General Managers and their Management Teams to discuss industry trends, their successes and issues they face in their clubs, etc.

JAN

2025

07

MID Cycle 1 - Welcome Webinar

Free

CMASA

All Registered MID Students

Club Management Essentials - Club Governance & Organisation
Club Operations - Food Operations
Club Leadership - Club Leadership Principles

This session is aimed at all MID Students starting a new semester and/or module of their MID Specialisation Area where the module content and semester planning will be unpacked.

FEB

2025

WEBINARS

Online, Timely and Effective

04	Business Communication Skills	3 Points
	<i>Summit</i>	
	Frontline Staff	
	<p>In today's competitive business world, effective communication is the key to success. Our webinar, "Mastering Business Communication Skills," equips you with the essential knowledge and techniques to excel in corporate communication</p>	
	<p>Module Highlights: Introduction to Business Communication Communication Skills Presentation Skills Emotional Intelligence</p>	
11	MID Cycle 1 Module Webinar Club Management Essentials - Club Governance and Organisation	Free
	<i>CCM Mentors</i>	
	All Registered Club Management Essentials Students	
	<p>Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Club Governance and Organisation module and answering questions that may arise.</p>	
12	MID Cycle 1 Module Webinar Club Operations - Food Operations Management	Free
	<i>CCM Mentors</i>	
	All Registered Club Operations Students	
	<p>Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Food Operations Management module and answering questions that may arise.</p>	

FEB

2025

WEBINARS

Online, Timely and Effective

13	MID Cycle 1 Module Webinar Club Leadership - Club Leadership Principles	Free
	<i>CCM Mentors</i> All Registered Club Leadership Students	
	<p>Webinar for MID Students hosted by the responsible CCM Mentor giving an overview of the Club Leadership Principles module and answering questions that may arise.</p>	
18	Government Regulatory Filing: UIF, COIDA SETA	3 Points
	<i>SA Accounting Academy</i> GM's FM's	
	<p>For non-profit organizations (NPOs), compliance with government regulatory filings is crucial to maintain good standing and operate effectively. Understanding and adhering to the Unemployment Insurance Fund (UIF), Compensation for Occupational Injuries and Diseases Act (COIDA), and Sector Education and Training Authority (SETA) regulations can be complex and time-consuming. This focused seminar aims to simplify these regulatory requirements for NPOs. We will provide a comprehensive overview of the filing processes for UIF, COIDA, and SETA, emphasizing the importance of each for NPOs and their employees.</p>	
	<p>Attendees will gain valuable insights into the latest regulatory updates, common compliance issues, and the nuances of filing as an NPO. Our experts will offer practical strategies to streamline the filing process, reduce errors, and avoid penalties. By the end of this session, participants will be equipped with the knowledge to enhance their organization's compliance posture and effectively manage their regulatory filings.</p>	
	<p>Join us to ensure your NPO is up-to-date and fully compliant with UIF, COIDA, and SETA regulations.</p>	

OCCUPATIONAL HEALTH AND SAFETY

First Aid Level 1, Fire Fighting and Evacuation and SHE Rep courses will be facilitated regionally, all three of the above are required by law to be OHS Compliant and is accredited through PGCA, our service provider.

<p>Gauteng - May 2024 Western Cape - March 2024 KZN - August 2024</p>	<p>First Aid Level 1 2 Days 4 Points</p> <p>A modular course based on international emergency scene management standards in accordance with the latest protocols. Delegates will attain the knowledge on providing life support to stabilise a patient prior to transfer to medical services.</p>
<p>Gauteng - May 2024 Western Cape - March 2024 KZN - August 2024</p>	<p>Fire Fighting and Evacuation 1 Day 3 Points</p> <p>A modular course for employees who are appointed as fire fighters and fire marshals within their workplace, to comply with the Occupational Health and Safety Act.</p>
<p>Gauteng - May 2024 Western Cape - March 2024 KZN - August 2024</p>	<p>SHE Representative 1 Day 4 Points</p> <p>The Functions of the Workplace Health and Safety Representative (SHE Rep) course is focused on providing delegates with knowledge and skills to fulfil their SHE Rep functions within their company.</p>

CMASA & RCA

ONLINE LEARNING PLATFORM



Staff members enrolled on our Online Platform will have access to all 28 courses for a period of 12 months.

6 Points

1. Business Principles (CMASA)
2. Emotional Intelligence: The Six Human Needs [CMASA] Managers & Supervisors
3. Bulletproof your Psychology: Cultivating a Resourceful Mindset in Uncertain Times [CMASA]
4. The Indispensable Employee [CMASA]
5. Self Esteem and Self Confidence
6. Human Resource Management [CMASA]
7. Administrative Assistant [CMASA]
8. R&A Level 1 Online Course [CMASA]
9. Etiquette in the Workplace [CMASA]
10. Introduction to the World of Whisky [CMASA]
11. Floor Management: The secret to consistent customer service (CMASA)
12. The Gate to Gate Golf Experience Blueprint (CMASA)
13. Creating an Exceptional Retail Culture & Experience
14. RCA & CMASA Present: Championing Management & Leadership
15. The Ingredients of a World Class Waiter
16. Introduction to wine: From the Grape to the bottle
17. Three Relationships in Hospitality
18. Waiter Excellence: Hard Skills
19. Discovering the World of Beer
20. Becoming a Supervisor & Leader
21. The Sensational Starter
22. The Consummate Course Marshal
23. Creating a Feedback-Friendly Culture
24. The Art and Science of Habit-Forming (CMASA)
25. What, Why, How: Customer Service Questioning Techniques (CMASA)
26. Factors that Influence Customer Service (CMASA)
27. Customer Service (CMASA)
28. An Introduction to Developing, Goals, Critical Success Factors & KPI's [CMASA]

[DOWNLOAD COURSE INFORMATION](#)

MID PROGRAMME



MANAGER IN DEVELOPMENT PROGRAMME

Would you like to pursue a career in Club Management and get your Certified Club Manager (CCM) designation?

Gain exposure to the intricacies of club management through the Manager in Development (MID) programme?

The MID programme is offered online in 12 modules that present information about specific topics in accordance with CMAA's 10 competency areas and candidates study part time as 'mentees' under the professional guidance of a qualified CCM mentor, who signs off their modules, portfolios and projects. Portfolio work is submitted on a regular basis and requires candidates to answer case study work related to various departments within the club. This course carries 60 CPD credits.

There are 12 MID modules, and they are divided into 3 MID Specialisation Areas:

Club Management Essentials	Club Operations	Club Leadership
Club Governance Organisation	Food Operations	Club Leadership Principles
Financial Management	Beverage Operations	Golf, Sports and Recreation Management
Communication and Interpersonal Skills	Facilities Management Practices	Human Resources Management
Careers in Club Management	Club Training: Principles and Practices	Marketing Principles and Membership Development

MID CYCLE 2024

The MID programme is broken into four cycles per year and each Specialisation Area can be completed in a 12-month cycle. All MID students will start the selected module at the beginning of each cycle and each module must be completed within 3 months.

Each cycle starts off with a welcome session and a modular webinar midway through the cycle facilitated by a Certified Club Manager.

	Club Management Essentials	Club Operations	Club Leadership
Jan-Mar Cycle 1	Club Governance & Organisation	Food Operations	Club Leadership Principles
Apr-Jun Cycle 2	Financial Management	Beverage Operations	Golf, Sports & Recreations Management
Jul-Sep Cycle 3	Communication & Interpersonal Skills	Facilities Management Practices	Human Resources Management
Oct-Dec Cycle 4	Careers in Club Management	Club Training Principles & Practices	Marketing Principles & Membership Development

A Specialisation Area
8 CMASA Education Points
Entire Programme
24 CMASA Education Points

BMI PROGRAMME

PATHWAY TO BECOMING A CCM



In many professions, a successful career is marked by an appropriate degree of professional development, verified by a credible certification program and recognised by both the public and one's peers. The Certified Club Manager (CCM) designation has been the hallmark of professionalism in club management since 1965 and is the cornerstone of CMAA's/CMASA's certification programme. It is a valuable and widely respected mark of a manager's commitment to professional development and the Club Industry.

The Certified Club Manager (CCM) is a professional certification recognising the unique skills and special knowledge required of today's Club Manager. It has opened countless doors of opportunity for managers as it communicates their knowledge and ability to serve as a key player in a club's success. Candidates who have earned the designation have completed a programme enriched with education experience, applicable knowledge, and business tools that can deliver a positive impact.

Whether you are seeking a promotion, exploring a position outside of your current club, or simply pursuing professional development opportunities to help you tackle increasingly complex responsibilities while preparing for future challenges, the CCM designation can

- Help you gain credibility and respect in the field
- Enhance your skills and knowledge
- Demonstrate your commitment to the profession

As with its education programmes, CMAA's certification programme is a dynamic, continuing process. It includes two levels of further recognition: CMAA's prestigious Honour Society and the Master Club Manager (MCM) designation.

The entire certification programme is under the jurisdiction of the Certification Committee with oversight provided by CMAA's Board of Directors. It is the Certification Committee's responsibility to consider suggestions from the members and to ensure that the certification programme adapts to the ever-changing club management environment.

CMASA offers individuals a life-long learning opportunity through their programmes. Individuals are required to attain 300 credits from either tertiary education or industry accredited courses, plus a minimum of 5 years' experience in the industry before they are able to qualify to write the certification examination. This examination contains 400 questions (multiple choice) taken from a central databank on a random basis. Only those who achieve above 70% aggregate are accredited as "Certified Club Managers" (CCM). The certification is valid for a 5 year period, in which time their education is required to be maintained by attending additional courses related to their development. Currently the points required for maintenance is 120 credits in 5 years (this equates to 1 credit per hour of CMASA approved education). CMASA currently has 10 qualified CCM Managers in South Africa.

Important for Our Club Industry

For our industry to prosper and clubs to continue to flourish in a very competitive leisure industry, the leadership required will be better served through a robust programme of education and training. Our programme will educate tomorrow's leaders and managers today!

With a benchmark qualification recognised throughout the world (CCM), club managers can demonstrate their credibility in the job and ensure cross-fertilisation of skills, knowledge and ideas as they manage ever more successful clubs around the globe.

BMI (Business Management Institute) Programmes

CMASA currently delivers all of the required BMI programmes which were developed by Club Managers Association of America (CMAA) and are used by seven Club Associations worldwide as the framework for their education programmes. Specific material is adapted to suit local conditions. (See below for more information)

Certification

Education, by itself, is important and an essential tool for an individual's personal and professional development, but to be able to prove that the manager has understood the subject matter and retained what has been taught, CMASA provides a credible certification programme which is recognised throughout the Club Industry.

The club management industry is now setting the standard whereby their own qualifications and certification benchmarks become the accepted industry standards of knowledge required to do the job.

What is the CMASA education programme?

In order to supplement the existing skill sets of Club Managers, four classroom-based courses, each of which will be 4 days (Monday to Thursday).

These courses are:

1. BMI I Club Management
2. BMI II Leadership Principles
3. BMI III General Manager/ Chief Operating Officer
4. BMI IV Food & Beverage

This pathway therefore will lead club managers from the point at which they enter the profession with some knowledge, through to the outcome where they are well-informed and well-educated club managers.

In short, this is a structured and comprehensive education programme for club managers. We foresee club managers perhaps taking one course a year, fitting in with the demands of their job, and it will be possible therefore for a manager to complete the programme of the required four courses over a period of 3-5 years.

Food & Beverage - 25-28 March 2024 | Cape Town
GM/COO Concept - 23-26 September | Johannesburg



EDUCATION PARTNERS

CMASA and our Education Partners strive to provide the industry with long-term development opportunities in all departments of the club operation.

It gives us great pleasure to present to you courses available in the below fields:

FINANCE
COMPUTER LITERACY
HUMAN RESOURCES
HOSPITALITY & SPORTS
LEADERSHIP



CMASA

CLUB MANAGEMENT ASSOCIATION
OF SOUTHERN AFRICA

Reshaping the future of the Club Industry



ACCOUNTING QUALIFICATIONS

CMASA Member Benefit

CMASA Member Clubs receive a 5% Discount.

Programmes	Months Subjects	Qualification
ICB BOOKKEEPING read more	12 / 4	National Certificate: NQF Level 3 Discount code: 514 176 909
ICB FINANCIAL ACCOUNTING read more	36 / 12	National Diploma: NQF Level 6 Discount code: 191 482 524
ICB OFFICE ADMINISTRATION read more	36 / 12	Diploma: NQF Level 6 Discount code: 412 439 628
SAICA AT (SA) ACCOUNTING read more	12 / 07	Certificate: Accounting NQF Level 5 Discount code: 736 451 007

SHORT COURSES

CMASA Member Benefit

CMASA Member Clubs receive a 10% Discount.
Discount Code available next to course.

SHORT COURSES

[read more](#)

Self-paced short courses pitched towards refreshing or developing foundational principles.

- Drafting of Financial Statements (418 125 620)
- Enterprise Budgeting & Forecasting (448 996 899)
- IFRS for SME's (876 558 159)
- Companies Act (331 197 558)
- POPI Act (600 512 355)
- Interpersonal Communication (781 385 709)
- Trainee Accountant Bootcamp (865 611 381)
- Business Analysis (871 393 848)
- Financial Analysis (259 802 869)
- Problem-Solving & Decision-Making (561 216 456)
- Ethics for Accountants (260 052 077)
- SAICA Training Regulations (353 531 663)

WEBINARS & ON DEMAND WEBINARS

CMASA Member Benefit

CMASA Member Clubs receive a 10% Discount.
Discount Code: 245 239 53

UPCOMING WEBINAR CALENDAR

[read more](#)

ON DEMAND WEBINARS

[read more](#)

- Accounting Topics
- Tax Topics
- Compliance Topics
- Advisory Topics
- Professional Skills Topics






















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MICROSOFT OFFICE 2019

CMASA Member Benefit

*CMASA Member receive a 5% Discount.
Discount Code: **CMASA5%***

Programmes	Days	Levels and Course Outline
 Word	1 1 1	Level 1  Level 2  Level 3 
 Excel	1 1 1 1	Essentials - Foundation  Level 1  Level 2  Level 3 
 PowerPoint	1 1	Level 1  Level 2 
 Outlook	1 1	Level 1  Level 2 
 Teams	1	Teams for End Users 
 Microsoft	3	Basic Computer Skills  Windows, Typing, Word, Excel, Outlook

The above Microsoft courses will be available online or in person at the regional head offices.

PROFICIENCY TEST

CLICK HERE TO VIEW DATES, PRICES AND TO BOOK ONLINE

Oxbridge Academy, is an educational institution with a genuine commitment to your success. For over 25 years, we have consistently delivered exceptional education that blends excellence, affordability, and accessibility.

Start your journey towards success as we nurture your potential and celebrate your accomplishments. Choose a college that truly cares.

Success Stories Start Here!

SHORT COURSES

These short learning programmes are focused on skills development and are intended for personal improvement and improved performance in the workplace. The courses are offered, assessed, and certified by Oxbridge Academy and are not registered on the NQF.

RECRUITMENT & SELECTION 6 Months	PERFORMANCE & REWARD SERVICES 6 Months
RELEASE PEOPLE FROM AN ORGANISATION 6 Months	PRINCIPLES OF LABOUR RELATIONS 12 Months
IMPLEMENTING A HR PLAN 6 Months	UNDERSTANDING THE PRINCIPLES OF HR MANAGEMENT - 6 Months

SKILLS CERTIFICATE

HR MANAGEMENT - 12 Months

NATIONAL QUALIFICATIONS

National Qualifications (N4-N6) Leading to Diplomas - These N4 – N6 courses are registered on the National Qualifications Framework (NQF) and are aligned with workplace needs. As such, they lead to formal qualifications, and are designed to prepare you for a successful career in HR administration or HR management. If you have completed your N6 level and can provide evidence of 18 months of relevant practical experience, you may be eligible to apply for – and receive – a National Diploma.

N4 HR MANAGEMENT - 12 Months	N5 HR MANAGEMENT - 12 Months
N6 HR MANAGEMENT - 12 Months	

CMASA Member Benefit



CMASA Member receive a 5% Discount.

[DOWNLOAD THE FULL BROCHURE](#)



[DOWNLOAD THE APPLICATION FORM](#)

[DOWNLOAD THE CONSENT FORM](#)


HIGHER CERTIFICATES

PERSONAL TRAINING	12 Months	
TOURISM AND HOSPITALITY IN THE ACCOMMODATION SECTOR	12 Months	

DIPLOMA

TOURISM MANAGEMENT	36 Months	
SPORTS MANAGEMENT	36 Months	

BACHELORS DEGREE OF COMMERCE

MARKETING	36 Months	
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LEARNERSHIPS

A Learnership is a vocational education and training programme to facilitate the linkage between structured learning and work experience in order to obtain a registered qualification. It combines theory and workplace practice into a qualification that is registered on the National Qualifications Framework (NQF).

NATIONAL CERTIFICATE IN PROFESSIONAL COOKERY	12 Months	
NATIONAL CERTIFICATE IN SPORT MANAGEMENT	12 Months	
NATIONAL CERTIFICATE IN FOOD AND BEVERAGE SERVICE	12 Months	
NATIONAL CERTIFICATE IN FITNESS	12 Months	
NATIONAL CERTIFICATE COACHING SCIENCE	12 Months	
FETC SPORTSS ADMINISTRATION	12 Months	
FETC PROJECT MANAGEMENT	12 Months	
FETC GENRIC MANAGEMENT	12 Months	
FETC BUSINESS ADMINISTRATION SERVICES	12 Months	
FETC IN MARKETING	12 Months	

[DOWNLOAD PRICELISTS](#)

[DOWNLOAD APPLICATION FORM](#)

WHAT ARE LEARNERSHIPS?

Learnerships are a prominent and important component of the South African education and training system. They are designed to address the skills gap, promote employment, and empower individuals with practical skills and qualifications. Here are some key points to consider when discussing learnerships in South Africa:

GOVERNMENT INITIATIVES

Learnerships in South Africa are strongly supported and regulated by the government. The Department of Higher Education and Training (DHET) oversees the National Qualifications Framework (NQF) and the Sector Education and Training Authorities (SETAs), which are responsible for developing and implementing learnerships in specific industry sectors.

PARTNERSHIPS

Learnerships in South Africa involve partnerships between employers, training providers, and the learners themselves. Employers provide work opportunities, training providers offer the theoretical education, and learners participate in both aspects.

TARGETED SKILLS DEVELOPMENT

Learnerships aim to provide individuals with practical skills and knowledge in various fields, including trades, business, healthcare, and more. These programs are tailored to meet the specific needs of the labor market and industries facing skills shortages.

NQF LEVELS

Learnerships are structured according to the National Qualifications Framework (NQF), which categorizes qualifications into different levels. Learnerships can range from NQF Level 1 (entry-level) to NQF Level 5 or 6 (advanced and specialized).

DURATION

The duration of learnerships in South Africa varies depending on the occupation and the level of qualification being pursued. Typically, learnerships are for a period of 12 months.

STIPENDS

Many learnerships provide stipends to participants to help cover their living expenses during the program. In some cases, employers may offer additional financial support. The value of the stipend is based on the NQF levels and amount of credits in the qualification.

QUALIFICATIONS

Successful completion of a learnership leads to a nationally recognized qualification. This qualification can significantly enhance a participant's employability and career prospects.

TAX INCENTIVES

Employers who participate in learnership programs may be eligible for tax incentives and grants from the government as an incentive to invest in skills development.



KATH TUCKER

Branding Inside Out

*Everyone has talent. What if we focused on what's **right** with people instead of what's wrong with them?*

*The most effective way to develop and empower people is to help them use their **strengths***



STRENGTH-BASED LEADERSHIP PROGRAMME

Kath, an experienced Corporate Consultant and Gallup Certified Executive Coach, with a local and international client base, is partnering with CMASA to provide Clubs with a tailor-made Strength-Based Leadership programme.

Leading from Strengths is her passion. Becoming a better version of yourself from a place of strength will always unlock excellence and a greater performance.

For Clubs, Kath has developed 2 modules, one for General Managers and Head of Departments and an additional module for Department Teams.

BEST OF ME

General Managers & Head of Departments:

Through an online assessment, and an insightful coaching session you will get to understand YOUR Strength Profile, appreciate your unique power and value. Gain self-awareness and tangible tools to self-manage.

The "Best of Me" as a Leader is the first step toward building a Strength-Based Team.

BEST OF US

Department Teams:

Using the same process of the online assessment and one-on-one coaching sessions, you can then unlock your team's individual strengths and start to discover and benefit from the "Best of Us".

She will then facilitate a Team session using your Team's unique Strength Profile to unpack your individual and collective talents, pockets of excellence as well as potential blind spots in your team. Establishing a powerful common language and ultimately putting you on the road to building a high functioning Strength-based Culture in your club.

TESTIMONIALS

"There can be nothing more affirming than knowing and understanding precisely what your personal strengths are! Imagine the power of being given the tools to utilise these and putting them to the best use for you and your organisation?"

Take it a step further and visualize your workplace in an environment where your senior management and supervisory team also understand each other's personal strengths. My experience of this is an atmosphere where instead of focusing on weaknesses the focus is on highlighting the benefits of their leadership utilising their respective individual strengths.

I have witnessed firsthand the leap in positive energy that resulted from each of the personnel that undertook this program with Kath Tucker at The River Club. The result of the education and training has been a massive jump in team cohesion, mutual respect and renewed responsibility with a culture shift that has been constructive and productive. When it comes to education in the golf club or facility world, the best piece of advice I can give club managers and senior management is "do yourself a huge favour and ensure you sign up to do "Leading with Strengths" with CMASA in 2024."

Andy Bean, GM The River Club

"Kath's Strength-Based Leadership Programme proved to be a revelation for the CMASA team. It presented us with a valuable chance to identify and utilise our strengths, thereby improving our relationships within the team and increasing our effectiveness within the club industry.

On a personal level, this program heightened our awareness of our individual strengths, teaching us how to harness them while also highlighting potential pitfalls.

On a team level, this program deepened our understanding of each other and our daily interactions."

I would highly recommend this programme to all club managers and teams that would like to further understand themselves and improve their interactions with others."

Roxanne Reeves, CEO CMASA

Contact Kath to discuss her **CMASA approved Inhouse Programme** for your team.

Email her or give her a call:
kath@kathtucker.com
or
0824537659



CMASA will be running a four-part series early in the **2024 Education Guide**, this series will be targeted at General Managers who would like to start the journey.

VALUE ADDED SERVICES FOR YOUR MEMBERSHIP

VALUE ADDED SERVICES		
ASSOCIATE	CLASSIC	PREMIUM
Skills Audit (R5000)	Skills Audit (R5000)	Skills Audit (Free)
Operations Survey	Operations Survey	Operations Survey
F&B Survey	F&B Survey	F&B Survey
Recruitment (Cost depending on salary package)	Salary Survey	Salary Survey
Partner Programme	Recruitment (Cost depending on salary package)	Recruitment (Free)
Professional Certification	Partner Programme	Partner Programme
Transformation	Professional Certification	Professional Certification
Limited access to the CMASA resource library	Transformation	Transformation
Education	Unlimited access to the CMASA resource library Business Resources and standards Legal Compliance Legislative Support	Unlimited access to the CMASA resource library Business Resources and standards Legal Compliance Legislative Support
	Education	All-inclusive Education
		WSP/ATR Assistance

ALL OUR MEMBERS RECEIVE OUR VALUE-ADDED SERVICES AS A PART OF THEIR MEMBERSHIP WITH CMASA. PLEASE BE SURE TO UNDERSTAND AND UTILISE THE SERVICES THAT PERTAIN TO YOUR MEMBERSHIP WITH US.

Skills Audit

Audit of staff members' skills sets to identify areas where additional training is needed.

Finance and Benchmarking

Participation in various surveys that gives valuable insight into the club industry i.e.: Salary Survey, Operations Survey and F&B Survey.

Recruitment

Recruitment Fees 2024 – 2025 (Classic and Associate)

– R150 000 Packages	R750.000
– R310 000 Packages	R1000.00
– R450 000 Packages	R1250.00
+ R 450 000 Packages	R1500.00

Partner and Preferred Supplier Programme

Access to partners and suppliers relevant to the club industry that offers products and services to our members.

Professional Certification

Through our BMI Programme, upon completion, will provide delegates with opportunities to achieve their CCM designation (Certified Club Manager).

Transformation

Assistance provided to clubs with Employment Equity and BBBEE Compliance

Business Resources and Standards, Legal Compliance and Legislative Support

Through our extensive and regularly updated library in our member section on our website.

Education

Access to our annual training guide.

TODAY'S QUOTE

*“Education is
what remains
after one has
forgotten what one
has learned in
school.”*

ALBERT EINSTEIN

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