

Isenberg School of Management
Hospitality and Tourism Management Department
HTM 336 -- Club Management
Fall Semester 2007

COURSE INFORMATION

SPIRE Class Number #: Sec#1 30748
Tues. & Thurs., Sec #1 – 11:15 to 12:30 PM

Instructor:Rod Warnick, Ph.D.
Office Hrs: Tue. & Thu. 1:30 to 3 PM,
and by appointment

Classroom: Flint Lab 105
Credits: 3.0

Phone: 545-6629 (Voice Mail)
Office Location: 107 Flint Lab
EMAIL: Warnick@ht.umass.edu

UMass Student Chapter of CMAA.....Tom McNamara, President (tmcnamar@student.umass.edu)
NECMA Regional Coordinator.....Drew Ford, CCM; Clubhouse Manager

The Country Club; Brookline, MA;
Local Chapter Coordinator – Bryan Mullins, CCM,
General Manager; Longmeadow Country Club,
Longmeadow, MA

Teaching Assistant.....Peizhi “Pedro” Zhang, HTM Graduate Student
EMAIL: pzhang@ht.umass.edu

PREREQUISITE

Junior Class Standing or Above, Non-majors with permission of instructor. HTM 100 required.

COURSE FORMAT

Lecture/survey; in-class discussion, case studies and presentations; field trip(s); and a final case study report and presentation will encompass the course format for HTM 336. Lab fees has been assessed to pay fees to offset a portion of the cost of field trip(s) and reproduction(s) of course materials. This course will be web-enhanced and students are required to register through UMass student accounts for access to web site courses. Students will be encouraged to use the Internet to access World Wide Web information on clubs and the professional society of club managers -- the Club Managers Association of America (CMAA) and the New England Club Managers Association.

COURSE DESCRIPTION

The purpose of HTM 336, Club Management, will be to expose the student to the variety of club management enterprises that provide and manage club and private member services and resources, and to focus attention upon methods and issues regarding the management of these firms. Specifically, private country clubs, social and unique membership clubs will be examined. Topics to be covered will include club organization, legal issues, board and committee relationships, leadership and management, recreation management and programming, special event planning and management, financing and financial analysis, marketing, membership services, CCM certification and promotion/public relations. Different types of private club management businesses will be examined by addressing trends and issues pertinent to the operation and management of these firms within New England. Guest lecturer(s) and a field trip will address industry issues.

COURSE FEES

A field trip fee will be charged for all NECMA events and will be pro-rated by discounts we receive from the Regional Chapter. Other field trip fees will be assessed based on meal costs and designation charges for travel to extra credit events. Schedule class trips for club tours will involved a meal and cost is estimated to be \$20 to \$25 per student based on type of venue and club costs.

GENERAL INSTRUCTIONAL OBJECTIVES

At the completion of the course, students should be able to:

1. Describe the nature and appeal of a private club; explain how private clubs are owned, describe types of clubs;
2. Identify a variety of different types of clubs, club formats and operational requisites of these firms which comprise the club management industry and to discuss the reasons for their existence;
3. Explain the board of directors' role in a private club, describe the board's size and makeup, and summarize issues connected with the board member tenure, selection, and orientation;
4. Analyze the current status and future prospects of various clubs with respect to entry level opportunities, operational and financial requirements, and market orientation;
5. Analyze the various forms of ownership structure and explain their respective legal and tax implications and examine and understand the application of legal principles to club management, including U.S. employment anti-discrimination laws that affect clubs;
6. Explain the meaning of basic marketing concepts and their application to club management enterprises; including the role of service in private clubs, define "moments of truth," and summarize strategies for controlling service encounters;
7. List and describe the fundamental steps in a strategic planning process for clubs;
8. Examine various components, theories and trends in club management and the closely-related recreation management field, including the operation of special recreation facilities such as golf courses, tennis facilities, swimming pools, boating facilities;
9. Analyze the prospects of clubs their advantages and disadvantages, including strengths, weaknesses, opportunities and threats; and the issues pertaining to the management of these types of businesses;
10. Utilize library resources and the world wide web (WWW) in the course of reviewing background information on clubs and understand the fundamental features and functions of email, the World Wide Web (WWW) and describe Internet applications as they apply to clubs;
11. Understand and apply small business management techniques, necessary in the operation of a private club management enterprises;
12. Explain and understand how financial statements are used by clubs, list the major financial statements and describe the Uniform System of Financial Reporting for Clubs; and
13. Conduct a rudimentary case study analysis and present teachable concepts about an assigned club management situation.

GRADING

The following grading scheme will be used to determine grades for all assignments and for the student's final grade.

A = 93 – 100 B+ = 87 - 89 B- = 80 - 82 C = 73 – 76 D+ = 67 – 69 F = 59 & Below
A- = 90 – 92 B = 83 - 86 C+ = 77 - 79 C- = 70 - 72 D = 60 - 66

Each course assignment will be weighted with a point value and the final grade will be assigned based on point values; grade distributions, and individual student progress. Attendance and class participation will be taken and counted in the final grade. **All assignments, which are handed in late, will be penalized accordingly.** Penalties assessed will approximate **one letter grade per day late.** Assignments submitted beyond the maximum penalty point will **not** be graded and recorded as an "F". The University policies for granting **INCOMPLETE** grades will be **strictly followed** as will the issues concerning academic honesty. Please refer to the University Guidelines regarding plagiarism, cheating and other academic honesty matters. **These guidelines will be strictly enforced.**

Attendance. Class attendance is expected and will be graded. Signing in a friend/classmate who is absence is a violation of the University Honor Code. Students will be heavily penalized and/or dismissed from the class for such actions. **Do not even think of doing this.** Students who attend regularly, generally have higher grades. Failure to attend class can result in administrative withdraw. If one must miss a class, the instructor should be notified in advance of absence. Missing classes does not excuse one from course content or material nor are all misses excusable. Please arrive on time and let the instructor know if you must leave early. **Please note:** Class attendance is critical in this course as we meet only twice per week. Missing one class is the equivalent of missing one and one-half regular classes. Therefore, class attendance will be graded accordingly.

COURSE REQUIREMENTS

The course requirements are listed below with the weighted value of each indicated:

<u>Assignment</u>	<u>Point Value</u>
Hour Exams	30
Final Project -- Case Study	40
Exercises	20
<u>Attendance/Class Participation.....</u>	<u>10</u>
Total Course Points	100

TEXT

Perdue, Joe (Editor). 2007. ***Contemporary Club Management*** (Second Edition). Alexandria, Virginia: Club Managers Association of America and the Educational Institute of AHMA. ISBN 978-0-86612-286-3 (This book is a new book and only used in limited quantities in previous semester. New Price is approximately \$77.95 for the softbound book. Used in short supply.)

Educational Institute. 1998. ***Case Studies in Club Management***. East Lansing, Michigan: Educational Institute of AHMA. 80pp. Used -- \$29.25; New --\$38.75

WWW Sites of Note: www.cmaa.org --- Club Managers Association of America Site
www.necma.org -- New England Club Managers Association Site
<https://spark.oit.umass.edu/webct/entryPageIns.dowebct> -- SPARK Site

READINGS

Additional readings will be assigned throughout the semester. These readings will be announced and placed on two-hour reserve in DuBois Tower Library Reserve Reading Room and the HTM Resource Reading Center (basement of Flint Lab), depending on availability of staffing.

FIELD TRIP(S)

Field trip(s) have been found to be highly beneficial learning experiences; therefore, the field trip(s) scheduled for this course are required. The field trip(s) for this semester will be announced ASAP, but are tentatively scheduled for the following days:

Hartford Area Club Tour, Thurs., October 18 or 25, 2007 (11AM – 7PM) Tentative!! The backup date for the club tour will be November 1, 2007 same time & place.

Optional CMAA Trips

A number of optional field trips will be open to students from this class. These are scheduled by the UMASS CMAA Student Chapter. Please check their schedule for these club tours. They are educational, fun and have high value to those seeking employment in the club industry. Students may gain extra credit for participating in UMass CMAA Student Chapter activities.

KEY DATES -- Dates and Times to Remember (Calendar and Dates Subject to Change)*

Tues., September 4Course Introduction

Fri., September 14**NECMA Scholarship Deadline** – Students with experience in clubs can early scholarship money from \$250 to \$1000 for 2007-2008 year. (For details – See Rod or check UMass HTM CMAA web site or NECMA web site. Need experience and faculty and club manager reference).

Mon., September 17.....Last Day to Add/Drop Classes

**Mon., September 17NECMA Event – Weston Golf Club, Host: Bryan O’Connell;
Education – Health Care Reform Act Depart 3PM, Return 11 PM.

**Mon., September 2722nd Annual NECMA David Meador Education and Scholarship
Purveyors Outing; Misquamicut Club, Watch Hill, RI Host Phil
Koretski, CCM, General Manager (Day long event 9AM to 8PM)
(Student assistance for golf outing needed – this is an all day event....)

- Thurs., October 4.....First Hour Exam #1*****
- Mon., October 8Holiday, Columbus Day Observed – No Classes**
- Tues, October 9.....Monday Schedule – No Class in HTM 336**
- Thurs., October 18.....Final Club Case Studies Assigned by Groups**
- Thurs., October 18 or 25.....Club Tour (11AM to 7PMish) Hartford Area Club Tour
Hartford Golf Club, Hartford City Club and Springfield Country
Club (NOTE TIME AND DATE, FULL DAY TOUR)**
- **Mon., October 29.....NECMA Annual Membership Meeting – Winchester Country Club,
Winchester, MA Host Paul Lazar, CCM, General Manager**
- Thurs., November 8.....Hour Exam #2*****
- Sun., November 11Veterans' Day**
- Sun., Nov 11 – Tues., Nov 12. NY Hotel Show (New York Area Club Tour Tentative -- Details TBA,
typically includes tour of several clubs, club dinner & overnight in NYC).**
- Tues., November 27Case Study Projects Presentations Begin**
- Nov. 27 through Dec. 13.....Final Case Study Presentations (2 - 3 presentations per period)**
- **Sun., December 9NECMA Annual Presidents Gala Dinner Dance and Ball, Nashawtuc
Country Club, Concord, MA – Host John K.K. Williams, CCM, GM**
- **Tues., December 11NECMA Monthly Meeting and Education, Topic and Location TBA**
- Thurs., December 13Course Evaluations and Group Evaluations
Final Case Study Paper Due**
- Final Exam WeekFinal Exam (Last Hour Exam)*** Date (TBA)**
- Future Dates -- 2006.....CMAA World Conference; Orlando, FL
February 23 – March 3, 2007**

*****PLEASE NOTE – SOME EXAMS/QUIZZES MAY BE WEB BASED FOR THE SEMESTER.
The web based class will appear in SPARK this year and not WEB CT CE.**

****These meetings are optional trips/tours/meetings but an excellent opportunity to meet club
managers. These meetings are made possible for UMass HTM and CMAA students to attend
through the NECMA (New England Club Managers Association of America).**

***Dates and times subject to change based on pace of classes and club management activities.**

Revised – RBW (9/3/07)