

Center for Teaching & Learning (CTL) Professional Development  
*Grant for Professional Development in Teaching Application.*  
*PMYR Application for Funds to Support*

***Case Study Projects for Hospitality and Tourism Management Courses***



Submitted by [redacted]; Professor

**Goals of PMYR Teaching Proposal Application and Project**

1. *Goal:* To engage current club managers in qualitative settings to document and share learning and teaching moments through the development of case studies.
2. *Goal:* To develop and in some cases replicate older case studies and develop new case studies in content areas key to the foundations of the management to leadership pyramid of topic areas governance boards and committees; human resource management; food and beverage management; building and facilities management; communications and technology management; event management; club memberships; and trends in club operations in the field of club & resort management.
3. *Outcomes:* To publish a set of new club management and resort cases and develop new topical areas for inclusion in a club management and resort management case study book used for certification purposes.

**Narrative:** This research project seeks to engage current club managers in the development of qualitative research and cases to update and complete the publication of a new case study book for teaching the certification course in club management to the coming generations of college students seeking to develop a career in field of club and resort management. The current case study book, ***Case Studies in Club Management*** was last published in 1998 by the American Hotel and Lodging Association, under a team of case study writers. Those cases were developed over the previous decade from club managers who shared experiences. This makes many of the teaching cases for the current generation of club management students is over 30-40 years old. These cases furthermore do not meet the competencies areas of the current Management to Leadership certification program of Club Management Association of America (CMAA). Therefore, this project will be undertaken to develop a new case study book from the coming decades reflecting more current topics and issues pertinent to the study and operations of this field of study..

**Applicant's Background:** [redacted] has taught club management courses at the University of Massachusetts since 1992 and been employed here for 36 years. He has taught over 1000 students in the club management course as the primary certification course for CMAA for students who graduate to become a certified club manager (CCM). He has placed approximately 200 students into entry level positions in the club field in the last decade; completed an intensive faculty internship funded by the Club Foundation; remains highly active in the New England Club Management Association and the national Club Management Association of America (CMAA); sponsors an annual week-long externships during winter term to one several sites in the U.S. (Farmington, Chevy Chase, The Country Club – Brookline, New York Athletic Club, and Palm Beach Clubs and HMO/Resorts); and seeks sponsorship for up to 20 students attending the annual world conference each February/March since the mid-90s. He has assisted in organizing the Mid-Managers CMAA Conference in Boston in 2012; the National Student Education Conference in the mid-90s and in 2015; assisted in the development of an internship placement guide for club managers and advised graduate students conducting research in the field and sponsored three “Return to Academia Conferences” here on campus. Currently he assists placing students through the annual publication of *UMass Student Profiles in Club Management*, published annually prior to CMAA Conference and the annual HTM Career Day. Professor Warnick has also received twice the Isenberg School College Teaching Award (2005 and 2019) and the Kelleher Service Award (2005 and 2014) for dedication to and outstanding student service and support.

## PMYR Purpose Statements and Action Items

1. **PMYR Teaching Purpose.** The teaching purpose will be to create qualitative case studies in a cross-section of management and leadership areas to assist in learning and decision-making of students of club management. The purpose will be to engage current managers to describe and document learning situations (cases) for students to determine how they would respond. Managers engage in hundreds of decision-making events throughout a given time period and each create teachable moments that can help others learn, both from positive and even negative events.
2. **Action Item #1.** Develop a new set of case studies – specifically three-four new cases studies for each of the content competency areas over the course of six-nine months, including the areas of the ten competency areas of club management and leadership certification; with special emphasis in human resource management; food and beverage management; building and facilities management; communications and technology management; event management; club memberships; and trends in club operations. The case data collection time frame will cover January to June/August 2020.
3. **Action Item #2.** To compile, complete and publish the case material in a timely manner. **Process Work Plan includes:** 1) An initial survey will be send to all faculty representatives and instructors of club management to determine their needs for teaching club cases in their class. (Task time line – January 2020); .2) January 2020 – August 2020 – Data Collection – three phases – will collect data, if possible, through a targeted meeting at the CMAA World Conference, a targeted meeting at a New England Club Managers and other regional meetings (CT and NY) and a targeted email invitation of club managers. 3) CMAA will assist in the identification of faculty advisors and instructors of club management courses throughout the U.S. and abroad. Instructors will be identified by course text adoption and advisors to student chapters of CMAA. 4) NECMA will assist in identifying a meeting time when club managers may contribute to the review and qualitative data collection of cases by subject area. 5) CMAA Word Conference staff will be consulted as to determine if a data collection period at the 2020 CMAA World Conference in Dallas, Texas and the 2021 CMAA World Conference in Tampa, FL will be possible to collecting and writing these cases. 6) UMass faculty and student coordinators will assist in collecting the qualitative information for writing the cases, including setting the stage for the case; identifying key and minor players in the cases; documenting the key learning challenge in the cases; framing case discussion questions; and providing insights into a teaching tool regarding the outcome of the case problem. Managers will be polled to determine what teaching and learning concepts might be applicable in the case presented. Club managers, writers/student recorders will be asked to develop these cases as “real experience case learning situations”. Short concise cases of 3-8/10 pages each will be completed by December 2020.
4. **Evaluation Plan:** There will be a direct assessment through the preliminary survey of course instructors of club management courses. The need for the development of case studies will further be assessed through the data collection meetings that will be held and if incentives to participate will generate case studies topics. A number of different stakeholders will be directly involved in creating the cases – including both students, managers and course instructors through either the CMAA World Conference, the NECMA Regional meetings or nearby regions (CT & NY) or by managers involved through a targeted emails and survey involvement. An evaluation plan worked in conjunction with CMAA will be implemented with *Case Studies in Club Management* published and available for use by 2021.

## **Projected Budget**

<u>Budget Item</u>	<u>Amount Budgeted</u>
1. Personnel – Incentives	\$1,500
2. Supplies/Equipment Rental	500
3. Travel Support 4 trips \$125 each	500
4. <u>CMAA World Conference Travel</u>	<u>500</u>
Total Budget	\$3,000

*Budget Justification:* includes 1) small incentives for participating managers and student employees, 2) Ipad rentals for recording discussions, 3) travel to regional chapters for data collection, and 4) CMAA Conference.