

# IRRIGATION CHECKLIST

- ✓ AUTOMATIC VALVE-CONTROLS
- ✓ POP-UP SPRINKLERS
- ✓ PVC PIPE FITTING
- ✓ PUMPS
- ✓ REPAIR SLEEVES - PARTS
- ✓ J-M - MOODY - GRISWOLD -  
THOMPSON - SAFE-T-LAWN
- ✓ COMPLETE DESIGN SERVICE



## SPRINKLER IRRIGATION SUPPLY COMPANY

DIVISION OF A. J. MILLER, INC.

50 YEARS OF SERVICE

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### The General Manager Concept in Country Club Operation

The purpose of this article will be to analyze the somewhat controversial general manager concept as it applies specifically to country clubs.

Initially we must define exactly what is meant by the terms "country club" and "general manager".

A "country club" is essentially a service organization comprised of:

1. A golf course involving extensive land acreage providing golf facilities for a specific membership.
2. A club house comprised usually of a restaurant, coffee shop, locker room, and administration facilities and normally an outdoor recreational pool.
3. A "pro" shop with a teaching professional who co-ordinates golfing activities and events as well as merchandising related golf equipment and clothing.

A "general manager" normally is the authoritative head of an organization comprised of several departments. The role of the general manager is to co-ordinate and streamline the activities of the various departments with the specific purpose of promoting efficiency of operation and production.

With regard to the two definitions, the initial conclusion might be that if a country club is made up of several departments and that the job of a general manager is to co-ordinate various departments—why not put them together.

A deeper analysis of the exact nature of a country club would cast doubt upon such a conclusion.

To use an analogy, suppose a successful business man owned severally, a restaurant, a farm, and a clothing store. Would he hire a general manager to

run them all? The knowledge necessary to operate each business successfully is so divergent that the answer would be obvious.

The three departments of a country club are just as disparate in their operation.

The ideal management solution to such an operation is a competent triumvirate management, overseen by an executive committee of the club membership to determine extent and quality of the services desired.

The most important goal of the country club in its three departments is quality and efficiency, and experience has shown that neither are attained under a general managership.

In the event that an individual is hired and placed over the three departments; aside from the financial burden of a fourth salary, we must face the realistic and psychological fact that competent superintendents, club house managers, and professionals who are highly trained in their specialties will resent deeply a hired overseer who can not possibly be knowledgeable in these three divergent areas. In those cases where a general manager directly oversees one of the departments the lack of quality management still applies to the other two departments.

In conclusion, it is hoped that country club executive committees when confronted by the general manager concept will show the same astute "sales pitch" resistance at their country clubs as they do in their own places of business.

Roy W. Nelson

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The June 9th meeting will be held at Hinsdale Golf Club. Carl Landgrebe, Supt., will be our host. "Please", no guests permitted.