

# GEN. MGR.

## The Trend Is Toward "One-Boss" Management; Alert Department Heads Prepare to Qualify

**A** FEW YEARS AGO there was some sharp talk about the general manager idea in the golf field. The house managers were accused by some pros and greenkeepers as being the fellows pushing the general management idea because it would make the then house managers the Big Bosses over the other department heads and reduce pro and greenkeeper authority, security and, most of all, pay.

Managers, pros and greenkeepers frequently are reminded it is their members and boards who are the One Big Boss and on that account the smart boys in the business had their say on the subject and then kept their mouths shut to let nature run its course.

Well, nature is running its course and the general management idea is coming along. The idea isn't necessarily confined to the larger clubs. Some of the smaller clubs are making a good go of placing the operating responsibility on one competent man. As a matter of fact some pros and greenkeepers have been appointed general managers of clubs and doing excellent jobs. When a qualified man has been made general manager the first fear of reductions in pay and standing for other competent department heads has not materialized. As a matter of fact they have found the idea has worked out to their advantage.

Now with the general management idea having demonstrated its merit when properly manned and conducted, it is becoming obvious to club department heads that it is necessary for them to broaden their knowledge of club operations and have a sympathetic understanding of each department head's problems in order that the foresighted man will be ready when the great day comes.

### Sees a New Opportunity.

A veteran professional who has an excellent job although his club is not in a metropolitan district recently expressed himself on the general management subject by advising any professional with the

necessary intellect, industry and ambition to either prepare for a club job as general manager or reconcile himself to the fact that such a position is liable to be established at his club and filled by another man. He frankly admits that in a number of cases a pro would not want to assume general management of a golf club for several reasons, but is confident that in the clubs outside of the metropolitan areas general management offers a developing opportunity for able businessmen professionals.

In forecasting that a majority of golf clubs will be on the general management basis he remarks:

"I don't think this because I am personally concerned with an impending problem but because I have thought for a long time that general management eventually would come. I think that in ten years' time 50 per cent of the clubs will have accepted it. Those boys who have fitted themselves for it, will be in an enviable position. So I think it behooves all the pros who may be interested and are capable, to fit themselves for the time when opportunity shall knock, and they shall have to answer yes or no.

"I don't think the general manager plan has been stressed enough to pros, and I don't think most of the pros realize how close they are to it, nor how quick it will come when it does.

### A Case in Point.

"To cite my own case to help illustrate my point:

"I have been a pro since 1912 and at every club that I have been connected with since 1918 I have had charge of the course, excepting the one I am with now, so I know a little about greenkeeping. When I came to this club six years ago, I was told that I had nothing to do with the course, to lay off and say nothing, that my duties were as professional and that only. For four years everything went well and I was satisfied. I went fishing one day and when I arrived at the club the next day, the chairman of the green-committee called me aside and asked me point blank 'Can you take over the course?' Obviously there was only one answer for me, yes.

B Y A L B E R T R. K E N N Y

But what if I had not been prepared? I relate this just as it happened to show how events can change over night.

"Matters went along smoothly for the next two years and a short time ago another question was put to me just as suddenly. 'Can you and will you take over the management of the clubhouse?' I accepted immediately. Not because I had past experience, but because I have been around clubs for nearly 25 years and I have learned a great deal about how a club should be run. So now I am general manager of the works.

"What an ideal set-up for the pro who is building for the future! He is paid to manage the club, superintend the course and at the same time, has his own pro business.

#### Flaw in Club Scheme.

"I have seen a number of clubs mis-managed, not because the heads of their departments were inefficient, but because of so many committeemen in each department trying to outdo the other, and buck-passing from one to the other. Then to make matters worse, new officers are elected each year before the old ones have learned much about their jobs. So it goes each year. The clubs are fast getting over this and are beginning to realize that they

must keep their officers in longer and instead of having three independent men such as manager, greenkeeper, and professional, to have one head to manage all and make him responsible for everything that's done.

"Personally I think it's the big opportunity for the pro who is capable of advancing, can see the handwriting on the wall, and can see a little further ahead than hitting a golf ball all the rest of his life.

"I know that quite a number of the semi-public courses are run this way, but I have reference to the larger private clubs, they are the ones that are coming to it and really will be the jobs worth having.

"I feel proud over my chance, because it's with a club that's one of the first courses built in this country over 40 years ago. Its members are all from the oldest families here and it's rather exclusive. That's why I say that other less experienced clubs will gradually come to general management and the pros should be prepared. I hesitate to think what would have become of me had I been compelled to confess that I couldn't handle the job my officials offered to me."

This newly appointed general manager refuses to have himself named in this article because he hesitates to run the risk

# Take a Tip

from the friends  
and profits they  
made last year

*Prepare for a big year*

## with P.G.A. balls

Only the Highest Quality Bears the P. G. A. Name

SOLD BY P. G. A. MEMBERS ONLY

PROFESSIONAL GOLFERS' ASSOCIATION  
OF AMERICA

General Headquarters: First National Bank Building, Chicago

of having other professionals, managers or greenkeepers think he is trying to pose as a seer or a superior person hunted out by opportunity.

Right now he is studying the hotel and restaurant books, talking with men in that field, looking for entertainment ideas for his members and doing a patient and persistent job of getting a close-up view of proper house operation so he will grow at a pace even with his new responsibilities.

## DOPED IT WRONG

**Pro Vote for Field Split Beat B  
Players Down in Prize  
Money**

**T**HE SIX to one vote by which the pros voted for the split field method of operating the Miami-Biltmore tournament, the major prize event of the winter circuit, turned out to be another demonstration of the wisdom and profit of thinking thoroughly before acting.

The split field plan was a hunch of the Miami-Biltmore people for getting more pros acquainted with the great Miami establishment. It did produce the largest field the tournament ever has had. However it would not have been adopted had the pros questioned on the split new deal ruled against the suggestion.

Pros who have complained that the tournament players get all the gold, glory and breaks hoped that a division of the field into class A for the first 30 in the National Open and the first 64 scores in the PGA championship, and class B for the remainder of the entrants, would give the B boys a better chance for dough.

But when you see that of the first 39 scores 24 were players in class B, there dawns the suspicion that the B boys voted themselves out of some dough. Class A was four players shy of enough to take care of the divisions of the rich class-A prize total. Entry fees of class-B players at \$15 per player came within \$1,000 of the amount of class-B prizes.

Among the 43 prize winners of class-B there were only about nine who might be considered outsiders among the money-winners at tournaments. Only two of these won more than \$36.25. The last man in class-A with 336 got \$3.75 more (on the official award basis) than the last men in class-B with 312—a 24-stroke better score. However, the class-A players, by unanimous agreement among themselves, resplit

Don't forget  
these dates

**FEBRUARY**  
**4th-5th-6th-7th**

If you believe:

—that an ounce of prevention is worth a pound of cure

—then you understand why these four days of **learning** how will be worth forty days of guessing.

Come and learn at

**The 9th ANNUAL  
CONVENTION  
and Equipment Show  
OF THE  
National Association  
of GREENKEEPERS  
OF AMERICA**

ROYAL YORK HOTEL—TORONTO

For complete details regarding exhibition spaces, railroad and hotel rates, etc., write

**FRANK ERMER, Chrmn. Show Comm.**  
**Ridgewood Golf Club**  
**Brooklyn Station, Cleveland, Ohio**

"The most timely and practical program on golf turf culture, protection and maintenance we have ever arranged."