

The ABCs of Management



Mixing soils for green construction is a project that requires more than a hoe and shovel.

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EARLY IN LIFE we studied journalism and learned the five Ws of a news story — who, what, where, when and why.

Just as journalism has five **Ws**, management has five **Ms**: **Money**, **Manpower**, **Machinery**, **Methods** and **Materials**.

In dealing with the **Money** aspects of problems, one must consider several factors: Where is it coming from? Can the project be completed within the current budget or will special assessments be needed? Will it be necessary to reassign priorities? Should the project be treated as a capital expenditure? Might it even be possible to receive sufficient funds by donation?

The second **M** is **Manpower**. To completely explore the **Manpower** requirements for a project, it is important not to overlook such questions as: Can the project be handled by the present crew? Would it be better to hire additional or temporary

personnel? Is there reason for seeking contract labor or volunteers?

Question yourself very closely about **Machinery** as well. What, if any, specialized equipment is needed? Do you have it? If not, can it be rented, leased, borrowed, bought (new or used), or even made or adapted from something you have?

All five **Ms**, including **Methods** and **Materials**, must be considered in plans for any project, such as building a green, a rain shelter, or planting flowers at the entrance to a club.

When building a green, it is first necessary to decide which **Method** will be used. Will it be according to the USGA specifications? Perhaps a Purr-Wick system? Has someone decided to use native soil that has merely been mounded and contoured, or native soil that has been somewhat amended with sand, peat, or other materials? **Method** and design will determine what **Materials**



Spreading a prepared topmix for a green rebuilt to USGA Green Section specifications.

are necessary — how much drain tile, pea gravel, sand, peat and soil will be needed.

How will the new green be financed? Where will the **Manpower** come from to construct it? What **Machinery** will you need? Bulldozers, earth-movers, front end loaders, trenching **Machines**, soil mixing **Machines**?

These same five **Ms** apply in the construction of a rain shelter. What **Method** will be used: a foundation type of building, a pole building, or others? What **Materials**: concrete, cement block, 2 x 4s and other lumber? What will be used for the roof: asbestos shingles, cedar shingles, or a light-weight asphalt **Material**? Can shelters be financed within the operating budget? Will a special assessment be needed, or will it be necessary to delay or eliminate another project so that enough **Money** is available? What will be the source of **Manpower**? Is the present crew capable of doing the carpentry work, or will it be necessary to hire a contractor? Could the work be done by some skilled members who would volunteer for a weekend project? What special **Machinery** might be needed, such as power saws or cement mixers for the foundation?

Yet another example of how the five **Ms** of management apply is in the planting of flowers around the entrance to the clubhouse. Would the **Money** be difficult to obtain? Is it possible that the ladies of the club may contribute? When the normal crew is busy with routine golf course maintenance and other projects, the **Manpower** may be unavailable. However, the women may enjoy planting the flowers themselves. Whatever **Machinery** is needed for the project is usually on hand, such as trowels and spades, although it may be necessary to borrow or rent a garden tractor or rototiller to prepare a suitable planting bed. What **Method** will be used? Will the approach be formal? Symmetrical? What **Materials** will be needed? Naturally flowers, but how many and what kinds and colors? What about soil amendments, such as peat, fertilizer, additional irrigation and a mulch to minimize the need for weed control in the future? How will follow-up care be handled?

By consistently applying the five **Ms** of management, most problems will be anticipated, your golf course maintenance will be organized, your business coordinated, and your industry will meet more frequently with success.