

IMPLEMENTATION OF ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT DECISIONS IN THE GOLF COURSE MANAGEMENT

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ABSTRACT

The main objectives of company management are making profit and strengthening the competitiveness on the market and the further development of business functions. The same hypotheses concern the management of golf courses as a business entity on the tourism market that must apply knowledge of modern scientific disciplines in order to succeed. Managerial decision making and organizational behavior are one of the most important among them. The former is the process of making decisions about the functioning and operation of golf courses, while the latter is a scientific discipline concerned with the systematic study of actions and attitudes that people show within the organization and within the team, including the team of people working on the golf course. Therefore, the knowledge of these two disciplines is of great importance to the management process, and need to be applied in the functioning and operation of the golf course as a subject on the tourism market.

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1. INTRODUCTION

Since making profit, strengthening the competitiveness on the market and the further development of business functions are the main objectives of the company management, the golf course management process as a subject in the tourism mar-

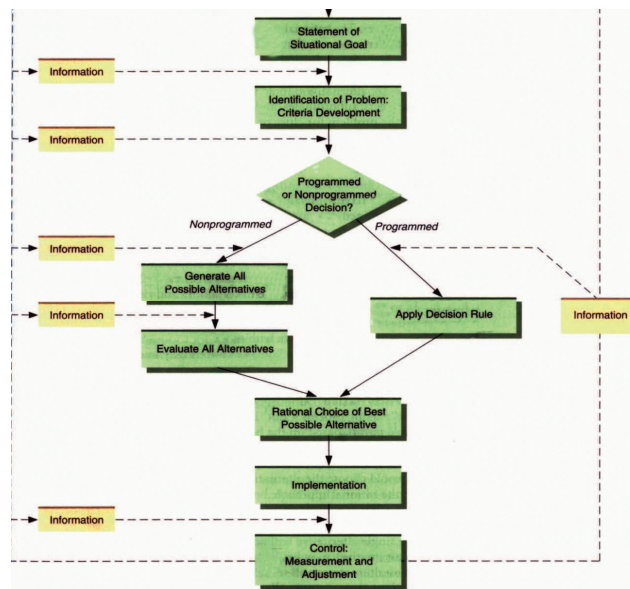
ket requires the application of knowledge in various fields. Managerial decision making and organizational behavior are one of the most important among them. In the second part of this paper are therefore examined the relevant facts about the process of managerial decision making and organizational behavior. The third part examines the basic principles of management of golf courses. The synthesis of organizational behavior and the managerial decision making principles used in the golf courses management process is to be found in the fourth section. In the conclusion, i.e. the final section, the most important results of this research are systematically and concisely formulated and presented.

2. BASIC SETTINGS ABOUT MANAGEMENT DECISION PROCESS AND ORGANIZATIONAL BEHAVIOUR

2.1. BASIC SETTINGS ABOUT THE MANAGEMENT DECISION PROCESS

Decision making is on the basis of each guidance and leadership. It can be defined as the process of preparing and making decisions as a choice between several alternatives. Decision making is a process of preparation and decision making (Tadin, 2003, 96). This process consists of several steps that logically follow one another. The rational decision-making approach assumes that managers follow a systematic step-by-step process (Griffin & Moorhead, 2007, 202). The scheme of managerial decision-making is as follows:

Scheme 1: The process of managerial decision making

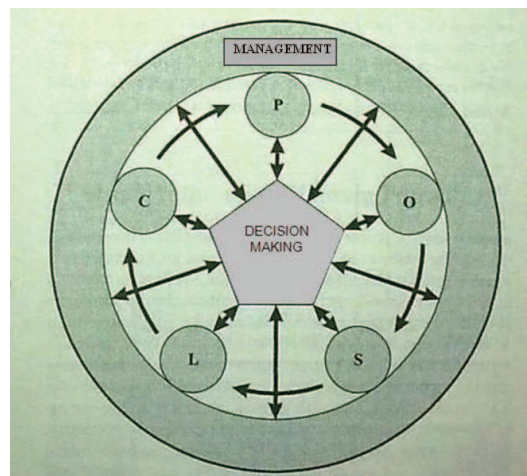


Source: Griffin, R.W. & Moorhead, G. (2007). *Organizational Behaviour - Managing People and Organizations*, Houghton Mifflin Company, Boston, p. 203.

Stating the decision goal is the first step in the process of managerial decision making which determine whether there is a decision to be made. The problem recognition and the need for its resolution is the second step in the process of managerial decision making. At this stage it is stated that the problem exists and is developed the criteria through which that problem will be solved. After the identification, the next step in the decision process is to decide whether the decisions to resolve the problem will be programmed or non-programmed. The programmed decisions are those related to known problems with a predetermined mode of solving, whereas the non-programmed decisions are those decisions relating to unfamiliar problems, and ultimately it is not even known how to solve them (Buble, 2004, 144). The programmed decisions require the application of certain rules in the decision-making process whereas with the non-programmed types all the possible alternatives to solve the problem and their evaluation are being generated instantly. Once the decision-making process is carried out in that manner, the next very important step is to rationally choose the best alternative. The ability to de-

velop alternatives is regularly as important as the ability to correctly choose among them (Weihrich & Koontz, 1998, 201). After that, the decision is implied in the operating process. The verification and measurement of the success of the process are done according to the collected feedback on the implementation of the decision and monitoring of the situation regarding the condition of the company in view of the managerial decision. For all that it is important to emphasize that the decision-making process is involved in all management functions and throughout the whole management process. Decision contains the essence of each management function, as a way of complementing that function (Sikavica & Bahtijarevic-Siber, 2004, 72). The following chart clearly shows the relationship of managerial functions and their compatibility in the overall process of interactive relationship between management and managerial decision making:

Scheme 2: Management and managerial functions in the process of decision making



P-Planning O-Organizing S-Human Resources L-Leading C-Control

Source: Cerović, Z.: *Hotelski menadžment*, Fakultet za turistički i hotelski menadžment Opatija, Opatija, 2003., p.312.

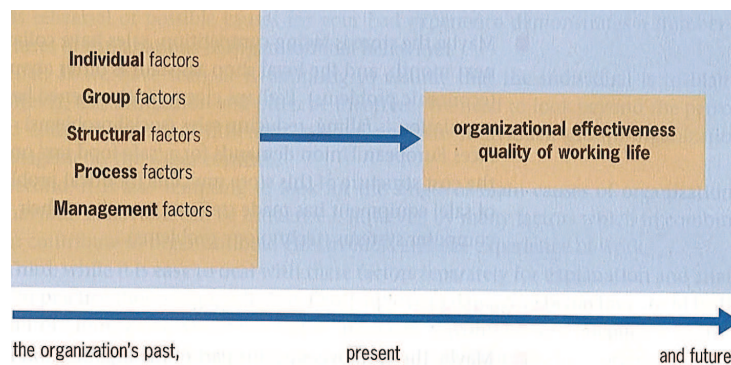
It is also important to emphasize the role and importance of information in the whole decision-making process, which is evident from the previous scheme. On the basis of the presented material it can be concluded that the entire decision-making process depends on a variety of information from internal and external business environment. Decisions are based and depend on information and they in turn generate information (Frankel, 2008, 2). Therefore, their quality, speed of processing and use

are of key importance in the decision process. In addition, you need to know how to process information while making a decision (Harvard Business School Press, 2006, 3).

2.2. BASIC SETTINGS ABOUT ORGANIZATIONAL BEHAVIOUR

In order to be successful regarding the functioning and operations as well as the realization of profit and the development of business activities, the company management needs a proper team of people in the organization. Since that team is made up of individuals with different characteristics, the team must apply knowledge of organizational behaviour in order to successfully function and realize the planned goals of the organization. It is the scientific discipline that systematically studies the actions and attitudes people show within the organization and the team. The discipline of organizational behaviour is the systematic study of actions and attitudes that people show within the organization (Robins, 1995, 1). The behaviour of people within an organization depends on many factors which are shown by the following scheme:

Scheme 3: A field map of the organizational behaviour terrain

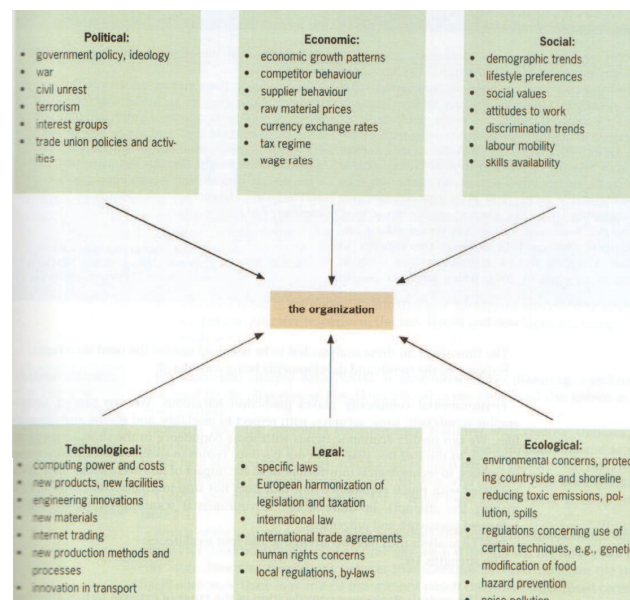


Source: Huczynski, A.A. & Buchanan, D.A.: *Organizational Behaviour*, Pearson Education Limited, Harlow, 2007., p.11

As is visible from the scheme there are two outcomes of organizational behaviour studies, the way people - as individuals or as a group - act within organizations. On the one hand there are individual, groups, structural, process and managerial factors that have implications for organizational effectiveness and quality of working life as the second outcome of the organizational behavior. Every organization has its past, present and future state represented in the models of organizational be-

haviour, so it can be concluded that it is not a static entity but a very dynamic structure. One approach to understanding context influences is the “PESTLE” analysis which explores the political, economic, social, technological, legal and ecological issues affecting the organizational members (Huczynski & Buchanan, 2007, 11). PESTLE factors are presented by the following diagram:

Scheme 4: PESTLE factors affecting the organization



Source: Huczynski, A.A. & Buchanan, D.A.: *Organizational Behaviour*, Pearson Education Limited, Harlow, 2007., p. 47

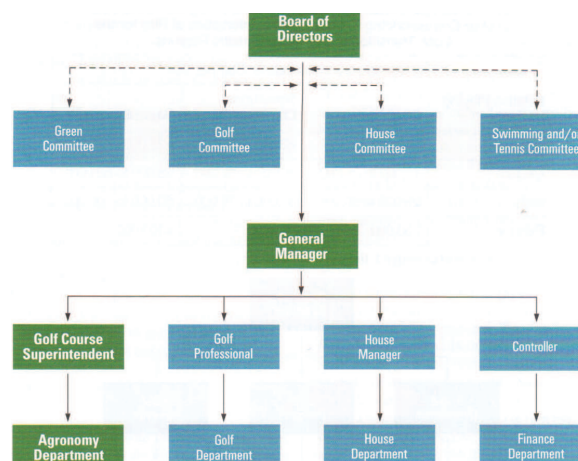
3. IMPLEMENTATION OF ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT DECISIONS IN THE GOLF COURSE MANAGEMENT

The implementation of the principles of organizational behaviour and managerial decision making in the management of golf courses is reflected through the aforementioned five sets of factors and their influence on the organizational effectiveness and quality of working life. From the point of view of the discipline of organizational behaviour and managerial decision making, the individual factor - the behaviour of individuals within the golf course team work – is to be studied in regard to how the individual reacts to the decision-making process in solving a particular problem. The

facts and details about the problem at the golf course represent the first step in the process where an individual must be well acquainted with the problem the managerial decision want to solve. After reviewing the facts and details about the problem, an individual from within the organization brings an alternative proposal to solve problems in the business of golf courses, followed by an objective analysis of each alternative. The selected alternative is followed by the process of solving the problem and the assessment of the impact it will have on the golf course business activity. Intuition and creativity are also two very important elements of individual factors inside the golf course. Both intuition and creativity are important influences in managerial decision making (Campbell-Nelson & Quick, 2006, 331). Also, it is very important to note that each individual must find personal benefit of any actions taken. If not in the short, then certainly in the long term. Since the participation in the decision making concerning the business of golf courses is a very complex process, it is up to the golf course manager to decide which individuals and at which stages of managerial decision to use. Due to higher motivation and greater cumulative effects, it is advisable to include as many individuals as possible in as many stages of the managerial decision making in the golf courses business activity. For all that the manager of the golf course must take care that due to the participation in this process, the individual does not neglect his primary business tasks in the golf course business process. From the point of view of the disciplines of organizational behavior and managerial decision making, group factors also occupy an important position. It is therefore necessary to study the reactions of the group with regard to the decision-making process in solving a particular problem in sports management, including the management of golf courses. In sport management, groups are involved in planning, generating ideas, solving problems, making decisions, agenda settings, policy making and governance (Parkhouse, 2005, 282). In different organizations (including the golf course) formal and informal groups are being formed during the business process. Such groups may be formal or informal, and formal groups may be temporary or permanent (Newstrom, 2007, 297). The group's response to the process of managerial decision making in the golf course business process depends on the size, composition and agendas. These three factors are further reflected on the leadership role of the group, where there are usually a task leader and a social leader. The task leader is focused on the conduct of the business and guiding the group to the achievement of business objectives, whereas the social leader plays a supportive role to help the group develop. In the business practices of the golf course it is possible that both roles are performed by one person, but it is sometimes possible to have two. Consequently, there is a potential risk of conflict if the task leader with his actions begins to irritate people and injure the unity of the

group. For the optimal functioning of the golf course and the quality of managerial decision making there would be, therefore, desirable that the task leader recognizes the social leader of the group and tries to form a coalition in order that the two leaders work together for an improved effectiveness of the group. In informal groups of the golf course organization, individuals form alliances based on shared interests or friendship that are neither structured nor organizationally determined. The process factors are very important because they determine the problems of managerial decision making and organizational behaviour of the golf course management. The attention is to be focused on the diagnosis and problem-solving of the process in order to fill the gaps in the organization and address to and resolve particular problems. The organizational process of the golf course management should explore organizational development, organizational changes, organizational culture and human resource management. The organizational processes of the golf course management have some overlapping areas which contribute in different ways to the development and evolution of the organization. These processes also imply organizational effectiveness and the quality of working life at the golf course. Structural factors of the organizational structure of the golf course are very important because it is the pattern of interactions and coordination that links tasks, technology, sports skills and human component of the organization to manage the process and achieve business goals. A representative general manager organizational structure for a golf club is presented by the following scheme:

Scheme 5: A representative general manager organizational structure for a golf club



Source: Beard, J.B.: *Turf Management for Golf Courses*, John Wiley & Sons, Inc, Hoboken, 2002., p.20.

Management factors explore leadership and decision-making process of the golf course management. Leadership is a function of management that represents a phase in which all the actors of the business process on the golf course are directed towards the desired goal of the organization. On the other hand, the process of managerial decision making is a responsible and demanding process that consists of several steps that need to be known, applied and elaborated in detail in order to make optimal decisions for the operation and management of golf courses on time. Therefore, on the basis of scientific analysis and research results it is to conclude that for the survival and development of golf courses as a business entity in the tourism market, it is necessary to implement all those five factors.

CONCLUSION

Managerial decision making and organizational behaviour are one of the most important scientific disciplines that study the modern business and whose knowledge should be applied in order to achieve the fundamental objectives of the management company, i.e. making profit and strengthening the competitiveness on the market and the further development of business functions. The management of golf courses as a business entity on the tourism market must also apply the knowledge of these modern scientific disciplines considering the specific qualities of the golf course as an element on the tourism market. With the objective knowledge about the managerial decision making within the golf course management it is concluded that it is a step-by-step process in which the most important decisions are made related to the functioning and operation of golf courses as a business entity on the tourism market. In order to be successful, each stage of this process needs to be concisely and meticulously carried out. With the help of fundamental principles of scientific discipline of organizational behaviour, the actions and attitudes of the people within the organization and within a golf course team can be systematically investigated and studied. Consequently, these findings can be implemented in the process of managerial decision making so that the managerial decisions are efficiently implemented into the golf course business operations. On the basis of scientific analysis and research results it is therefore concluded that as a process of working with others and with the help of others in order to achieve the golf courses business objectives, its management needs to implement the findings from these two disciplines that complement each other and are located in an interacting area of interest.

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