

IMPLEMENTATION OF ORGANIZATIONAL CONDUCT AND OPERATION MANAGEMENT IN GOLF PROJEKT

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Abstract

Project Golf represents a series of activities and work with an irretrievable and unique goal - the ultimate goal being the launch of golf courts and accompanying facilities. Since the golf court project needs to be completed within a certain time period, certain costs and executive limitations in an unstable environment by effectively and efficiently using limited resource, it is clear that golf projects are specifically and demanding. Management and golf project realization is a complex dynamical process and it is necessary for its fulfilment to gather an adequate team of experts lead by a project manager. The scientific discipline of organizational conduct is dealing with actions and attitudes that people are showing in an organization and a project team. Operation management manages those business activities determining all the activities inside an organization tied to transforming input into output and in that way encompass all business functions. Since golf court management and realization is a very complex and demanding process it is clear that these two disciplines need to be applied in golf court realization. This paper deals with these issues.

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1. INTRODUCTION

The realization of the Golf project is a complex and dynamical process. In order to fulfil all requirements it is necessary to gather an adequate team of experts, that is a project team. The Golf project represents a planned, programmed and continuous process whose obligations have been defined in order to obtain its technical, expense and program objectives. Taking these into account, golf projects represent specific and well organized demanding actions. The discipline of organization conduct systematically studies actions and attitudes people show inside an organization and a team, as well as a project team. Operation management usually stands for management of those business activities inside an organization related to the transformation of input into output. It also encompasses all business functions. That is the reason why it is necessary to explain and list basic principles and postulates of operation

management and organization conduct - to emphasize their role and significance in the golf project realization. This is particularly significant since project management represents a complex and dynamical process. It is necessary to gather an adequate team of experts for its realization. This is why this paper, along with relevant factors on golf projects, also deals with and lists basic principles of organization conduct and operation management –to prove and investigate the application of all disciplines in a successful realization of golf projects.

2. BASIC GOLF PROJECT POSTULATES/PRINCIPLES

A project is every series of activities or actions with a specific, irretrievable and unique goal which has to be completed within a certain time frame, has to take into account expenses and executive limitations, has specific commencing and completion dates, specific use of resources and is unrepeatable.(Barković, 1999.,str.127) This also refers to golf projects whose relevant features are:

- Golf projects have a unique goal, unlike certain operations which can develop different multiple goals.
- Organizational structure is, in principle, a connection of elements – project and functional organization and their interrelation where the elements of project organization dominate.
- Golf projects often encompass concessions inside of goals, plans and expenses. The concentration of general organization is focused on a project with specific goals.
- Since golf projects are unique events with irretrievable unique goals, the performance standards are less reliable. Features of golf plans are frequent and have drastically changes. This leads to complete changes of imminent project phase and project performance rhythm.

A special project team which consists of different profile experts is built for the project realization. At the head of the project team stands a project manager. The project manager is a person in charge of all businesses on the project. (Tadin, 2003.,str.149) The companies have to be aware of project management strategic value and its role in the organizational core and importance it has in the project's success. (Kerzner, 2004.,str.154.) Project management is a very complex and dynamical process and the application of operation management is necessary for its realization.

3. THE ROLE OF OPERATION MANAGEMENT IN GOLF PROJECTS

Golf projects are specific and organizationally very demanding and that is why the operation management is necessary for its realization - to emphasize relevant features of golf project management.

3.1. Basis of operation management

Operation management refers to management of those business activities which produce products and services.(Barković, 1999..str.3.) This notion determines all the activities inside an organization related to the transformation of input into output and encompasses all business functions. Operation management is most often defined as system management and control of the transformation of the input into output process. (Buble, 2000., str.621.) The contemporary approach to organizational and business management (as well as projects) emphasizes quality and the elimination of any loss, in this sense the application of operation management has a very important role. Its other role is to maintain competitive organization ability on the world market. Operation management has an important strategically role which mainly refers to identifying strong points related to production and redering services. The operation management system has as assignment to relate the entire production system management to all business functions. Due to all these factors, it is necessary to apply the contemporary methods of operation management which encompass the approach of the continual improvement of total quality, the approach of total activation of employees and their authorities, the approach of continual improvement, the process of business engineering, the application of a just-in time method and the application of benchmarking process. Hence, it is necessary to apply these contemporary approaches of operation management in the golf project realization.

3.2. Operation management contemporary approaches in the golf project realization

Golf project management is a demanding and complex process, as is every other project. It has 5 phases:

Golf project conceptualization phase is the initial phase in a project realization. It is the initial phase in which the golf project vision, purpose and strategically goals are determined. In this phase the carriers of the project are also defined, along with the eventual potential investors. In the context of golf project management, the vision represents an image of the future state of the golf court and all its additional facilities. It also represents a mental image of the possible and desirable project's future. This phase also answers the question

of the future look of the golf complex. It also answers the question of what all participants should be aiming at. Modern golf associations should be aiming towards the definition of a joint project vision – providing top service and quality to golfers and their friends. After determining this kind of vision, the purpose i.e. the mission of the golf project, which should satisfy all those interested and related to it, has to be defined.

Golf project definition phase is the phase of golf complex planning, where the project expenses, human resources – the core of the project team and sequence of activities are defined and planned. Also, priorities are set and the final plan of project realization is adopted. In the golf project management context it means that project consultants, that is project managers, have to be selected. This is followed by finding and selecting the golf court's location and feasibility study drawing (the study on project's cost effectiveness). The next step is the development of the environment protection study since it is the key document for obtaining location permit. In this phase it is necessary to define investors and set up a consortium made out of investors, local authorities and other experts related to the golf project to build a golf court. Business plan development is the next assignment and it is made out of the competition of the existing documentation, cost estimate and finance elaboration. Afterwards, golf architects and other designers are selected. All necessary projects are approached and a project manager is selected. Great golf courts have a weight and demand balance which is a result of a uniform conjunction of holes of different levels of difficulty and graduation.⁴³ Hence, terrain design is a very demanding and complex work, on it depends the work success of the whole complex. Golf terrain design is these days becoming even more difficult and demanding. (Trent,R.J.:1993.,str.266.) The selection of golf architects is also very important, since the practise has shown that the golf courts designed by famous design experts are more profitable and more successful than others.

Golf project activation phase is a phase of forming and golf project development. The success of activation phase depends on the project team i.e. project team manager. The building of the golf terrain and its facilities is divided into several phases:

1. Golf terrain building preparation
2. Main building
3. Special building
4. Supply and mechanization insurance for golf terrain maintenance
5. Sowing and lawn growing
6. Lawn ripening
7. Golf court opening

World and European experiences show that a 3 year period is necessary for golf court realization; from initial selection to golf terrain opening. It takes a year to build and grow the lawn.

Golf project operationalization phase is a phase in which the system has fully developed. This means that the process of providing golfer and other services has begun and that the resource usage is in full swing. Clients – golf players and their guests - use and observe system results. Of course, the aim is to ensure the biggest profitability of the golf project. Bigger profitability of golf is possible to accomplish by using golf and its facilities more, along with a higher selling service price. (Bartoluci,2007., str.166.)

Un-investment phase is a phase in which the project is completely finished, and the resources are redirected to other projects.

Since for golf project realization the functioning of the project team is of crucial significance, it is also necessary to apply modern knowledge of organization conduct in the golf project realization.

4. ORGANIZATION CONDUCT IN THE CONTEXT OF GOLF PROJECT REALIZATION

It is necessary to present basic postulates of organization conduct and analyze the individual and group role from the standing point of its modern knowledge.

4.1. Basic principles of organization conduct

Organization conduct is a combination of systematically action and attitudes which people show inside an organization study(Robins, 1995., str. 1). Organization conduct is dealing with work related conduct. Work (organization work) is characterized by hierarchy relations and a certain level of work division. The subject of systematically organization conduct study are different actions and attitudes depending on work efficiency and profitability. Predictability, absence from work and fluctuation are the three types of conduct proven to be significant in determining employee effect. Managers take care of output quantity and quality every employee creates, while absence from work and fluctuation can severely harm the output.. The goals of organization conduct are to help explanation, prediction and human conduct control. If the goal is the explanation and we want to understand a certain phenomenon then we try to explain it and answer the question why an individual or a group did something. The understanding is used to determine causative connection. Prediction is focused on future events – managers by predicting try to determine the action outcome. The control goal is the most valuable organization conduct contribution to a manager's efficiency. Since the project team is made out of

experts of different profile, various human relations are established during golf project realization. The quality of these relationships can significantly contribute the success of the project's realization. Human relations can be created artificially. (Kamp., Menadžer , 2000.) Because of the importance of human relations inside a project team, it is necessary to clarify an individual's as well as a group's role in organization structure, that is in a team of people in charge of golf project realization.

4.2. Individual's and group's role in a project team for golf project realization from the standing point of organization conduct

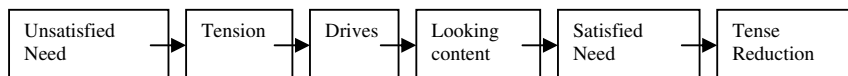
In order to understand better an individual's conduct in a project team for golf project realization from the standing point of organization conduct, it is necessary to emphasize the following notions: value, attitudes, personality, perception and learning, motivation and their influence on the golf project realization.

- Values represent basic individual's convictions on what is desirable, good or proper. They influence individual's attitudes and conduct inside a group, i.e. project team.
- A more specific notion than value are attitudes which reflect someone's feeling towards something. Attitudes reflect conduct, so the project manager should be interested in attitudes of other members of the project team as well as other employees and try to manage cognitive dissonance.
- Psychological line combination used in classifying an individual represents personality. Understanding differences of individuals in a project team helps the project team manager to choose better.
- In order to give significance to their surrounding, individuals organize and interpret what they hear and consider it reality - this whole process is called perception. Since the members of the project team and other employees observe their work and manager decisions, this perception is also very important for the whole project team and the project manager.
- Project team members and other employees study the whole golf project realization period through forming and project modulation. Project manager manages their studies by rewarding them and giving them examples.
- The readiness to do something, a type of outside conduct is called motivation. In the motivation process needs play the central role. Those needs which are not satisfied stimulate motivation which leads to their fulfilment. In

order to improve the motivation of their employees and enhance the productivity level, the manager has to recognize individual differences, relate people to their work, use goals considered to be obtainable, individualize rewards and relate them to effectiveness, check the systems' impartialness and neglects money as the main reason for which most people work.

Basic motivational processes are shown on the following picture:

Picture 2: Basic motivational processes



Source: Robins, S.: Bitni elementi organizacijskog ponašanja, Treće izdanje, Mate, Zagreb, 1995., str. 45.

Need dissatisfaction causes tension which stimulates an individual's drives. Drives encourage the reaction for satisfaction of needs and this leads to tension release – this is why is necessary to take this postulates into consideration in golf project realization. Project team is made out of experts of different profiles and it is for this reason necessary to take into consideration the role of the group in a project team. In order to obtain certain goals, two or more interactive and interrelated individuals join into groups. Individuals which constitute an organization usually join into sections, committees or other forms of work groups. All these have as a goal work assignments fulfilment – these groups are called formal groups. Every individual conduct in formal group is headed towards organizational goals. For successful assignment realization in a project team the real position in the firm as well as the quality of motivational factors applied in rewarding them have a great influence. In golf project realization, nonformal groups can also appear. In nonformal groups individuals constitute an alliance based on joint interests or friendship. Nonformal groups are not structured or organizationally determined. The needs for safety, status, self-esteem, belonging, power and reaching a goal are the most common reasons of joining a group. Managers are supposed to see the employee as a part of a group because it gives them an additional conduct dimension.

5. CONCLUSION:

A very small number of domestic authors have so far been dealing with issues related to golf projects. Possibilities of modern approach application of organization conduct and operation management are very badly researched, or not researched at all. Since the subject of this paper is studied and publicly presented very rarely, there is theoretical and practical justification for it. Golf project represents a series of activates or actions with a specific, irretrievable

and unique goal with the ultimate goal being the launch of golf courts and accompanying facilities. Since golf project has to be completed within a certain time frame, has to take into account expenses and executive limitations in an unstable environment, it is very clear that golf projects are specific and organizationally demanding. In their realization it is necessary to use the most contemporary knowledge from many scientific fields. Application of contemporary approaches of organization conduct and operation management has to be seen in this context. The contemporary approach to organizational and business management (as well as projects) emphasizes quality and the elimination of any loss, in this sense the application of operation management has a very important role and is seen in all golf project phases/stages. Other important roles of operation management are the maintenance of competitive organization ability on the tourist/golfer market and the strategic role referring to strong points identification related to providing services at the golf court. Contemporary postulates of organization conduct systematically study actions and attitudes people show inside an organization. Since the project team is made out of experts of different profiles, various human relations are established during golf project realization. The quality of these relations can contribute to the success of the project – organization conduct deals with it, precisely. Hence, it is necessary to apply modern/contemporary postulates of organization conduct and operation management in golf project realization.

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