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## Big Job Cut Out for General Manager

By R. S. RICHARDSON

*Manager Kanawha Country Club*

**M**OST successful enterprises today have as a recognized head an executive who knows the business in all of its departments and whose experience and training is such that he can personally do the actual work of a subordinate, should that be necessary. Thus he is capable of supervising and instructing the men of his organization in all the details and ramifications of the business. A modern banker is usually a man who has had experience in every line of work that is essential to good banking. He is capable of organizing a new bank and taking complete charge of its operations, establishing its systems, selecting and directing its personnel, and in the end turning over to the directors a smoothly running institution. It has become more and more the practice of placing at the head of our great railroads men who have come up from the ranks and who know every angle of railroading. The same thing is true of great industrial enterprises, as well as the smaller units of manufacturing and merchandising.

Golf has come to be a real business. Country clubs are safely established on a permanent basis. Millions upon millions of dollars are invested in them and this investment comes from men who stand first in the business and social life of the country. Because of its recreational character the same keen thought and judgment has not been given to golf, as a business, that would naturally enter into the channels of manufacture and trade. Club management is frequently in the hands of a caterer; too frequently in the hands of men who do not know golf. One reason, perhaps, is that it is difficult to find men trained and equipped in all the departments of golf and club management. A man who has a knowledge of accounting, who is experienced in club or hotel man-

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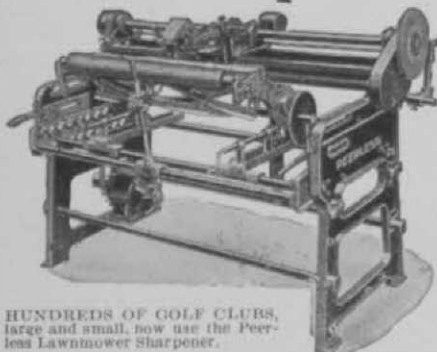
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it is possible, and men are being trained today for such work.

If a good golfer who knows accounting should become a golf professional and teach the game successfully a few years, and then act as assistant to some well known golf architect, studying carefully the building of the course, the building of the greens, the drainage, and noting the different grasses that are used in different climates and soil; and then get into the managing and secretarial end of the business where his accounting experience would help him in criticizing the systems and the service already established; this experience, together with his keeping up with the growth of the game by reading the excellent advice derived from the United States Golf association and the articles in the good golf magazines of today, would qualify him for the general work outlined above.

The country club business is growing and it is time that all men connected with its management should try to improve their knowledge of all departments so that when they have a title of General Manager, they will be General Manager in reality.

## Martin's Picture Book Is Players' Aid

**D**ODD, MEAD & CO. have published *Pictorial Golf* by H. B. Martin. It is one of the simplest worthwhile golf instruction books we have seen. The book consists of the clearly illustrated golf pointers picked up by Martin during the last fifteen years' observation of many leading players. Much of it has appeared as newspaper syndicated material and "went over big" in the daily papers. Martin has done an excellent job of clarifying baffling points in golf instruction and in vividly illustrating vital playing details so they will be more easily imitated and retained by the average player.

The book strikes us as one that will do a whole lot more than its cost in good to the game of the average player. While it is by no means as elaborate as Bob MacDonald's photographic classic of golf instruction, the new Martin book is a remarkably practical piece of work. Its cost is \$2.00.

**I**F you must do spring seeding, get it done as early as soil and weather conditions will permit.