



Tractor Wheel Spuds

The R. H. wheel spuds save time installing and removing, they are made in many sizes for any type tractor or purpose. Low price and quality have been welcomed by Golf Clubs, in use on more than one-half the clubs in U.S. and Canada.

Sample spud and circular on request; advise make of tractor and purpose used for.

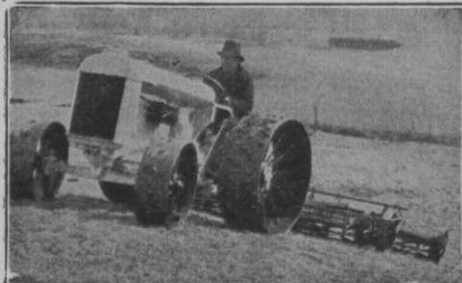
(If your Ford or equipment dealer cannot supply, write direct. Immediate shipment.)

R. S. HORNER

GENEVA, O.

Manufacturer of Wheel Spuds, Golf Tractor, Golf Wheels for Fordson and Trucks.

GOLF WHEELS FOR FORDSONS



The R. H. Golf Wheels are stronger, rims do not bend, 50% better traction, easier steering, and rounded edges.

Many clubs are replacing old wheels with these stronger and better wheels.

Sold in singles, pairs or full sets. Immediate shipment. If your Ford or equipment dealer cannot supply, write direct.

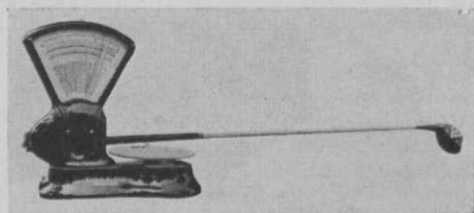
R. S. HORNER (Mfrs.) Geneva, O.

MAKES SPECIAL AUTO-SCALE FOR CLUB MATCHING.

Toledo, Ohio.—A golf club classifying auto-gage has been perfected by a local manufacturer of precision devices.

With this device it is claimed possible to select a balanced set of clubs from stock; select and match a club to any set; exactly duplicate a club; or replace a broken club by mail if the weight and balance of the original club are known.

The handle end of the shaft is placed



in a stop. Ten inches from the end the shaft lies on a rest on a platter. With the club in this position the dial on the device will indicate the pressure exerted at the point where the club is supported on the platter. This pressure is the same as that exerted upon the forefinger of a player's left hand when a club is held in the playing position.

JOHNSON MOTOR OFFERS MOTOR SCYTHE

Waukegan, Ill.—Johnson Motor Co., best known for its outboard motors, has recently taken over the manufacture and sale of the Rawls motor scythe, and engineers of the Johnson organization have improved the product to a point where they claim it is now a necessary item of maintenance equipment at any golf club. In performance the improved Johnson motor scythe can accomplish the work of eight men with hand scythes.

The Improved Johnson motor scythe is

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Golf Prizes

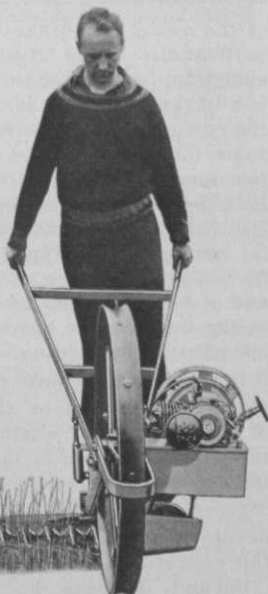
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adaptable for all kinds of grass and weed mowing. It is run along the ground on one large wheel which is free of the motor operating the cutter bar. It can be tilted to cut up or down slopes and can be pivoted sharply in any direction. It has been found particularly valuable for cutting around trees, boulders, traps, creek-bottoms, and other golf course obstructions which formerly required hand cutting.

The motor scythe, powered by a Johnson $\frac{1}{2}$ -horsepower, two-cycle motor, has a governing arrangement which allows the scythe to cut only as fast as it is propelled. By slowing down the speed of propulsion,



the sickle acts as a saw, and will cut through heavy growths.

The motor is started by a pull of the starter handle, and can be quickly stopped by pressing a stop button. A simple gover-

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nor eliminates all throttle or spark adjustments, and lubrication is obtained from oil mixed with the gasoline fuel.

The weight of the entire scythe with motor is 160 pounds, counter-balanced to a lifting weight of but 15. The frame is constructed of pressed sheet steel, welded and riveted. The gas tank is of ½-gallon capacity, sufficient to operate the scythe for 5 hours of average cutting.

Business Organization Applied to Clubs

(Continued from page 24)

sibility focused in one individual, with the freedom of movement and the moral responsibility of one person. At the same time, you get protection against having any wide divergence from the wishes of a board of directors by means of these three types of control.

How to Set Up Operations.

Now we have organized the ownership; next comes the problem of organizing operations. Up to this point our problem has been how to concentrate authority and responsibility by delegating it to a smaller and smaller number until we get it to one man. When we get into the operating organization, our problem reverses itself. It becomes one of how to disperse the authority which is vested in one individual to the dozen or hundred, individual operators who are performing the activities for which we are organizing.

At the top of the operating organization must be one individual, just as at the top

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of the ownership organization must be one individual. There must be at that point complete concentration. In a large number of businesses, the chief executive of the ownership organization can be the same individual as the chief executive of the operating organization, for the reason that the president of the company, who is the chief of the ownership organization, is frequently equipped technically, and from a point of view of ownership interest and of being able to devote his entire time to the business, to also be the head of the operating organization.

But in clubs it most frequently happens that the president or the chief executive of the ownership organization cannot be the chief executive of the operating organization, for two reasons:

First, because he is not in a position to devote a sufficient amount of his time to the operations to be such; and

Second, because he is not ordinarily equipped, by virtue of training and experience, to function in that capacity.

Thus, the most common practice, and the soundest practice, ordinarily in clubs and voluntary organizations is to have at the head of the operating organization a *general manager*, an individual who is not the same individual as stands at the head of the ownership organization.

Functional Plan Best.

In organizing operations from the general manager on down, what plan is to be followed? There are primarily three pos-

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