

have been with them for some years serving satisfactorily, I am confident that this matter of pro credit would be happily handled. In the meanwhile the boys who have a good credit rating are burdened with the load of bum credit ratings imposed by professionals who are careless or impossible as credit risks.

Unfair Discounts

I've heard plenty of complaint about another angle of this discounting business. That is the practice of some manufacturers in giving discounts to the purchasing departments of large manufacturing companies, and thus enabling the employees of these companies to buy golf goods actually at less money than the pro gets the goods for. If this isn't an unfair discrimination against the fellow who has established the market and demand for golf goods, there's something wrong with my method of reasoning.

The other day I ran across a case of a pro located in a fairly small town where one big plant dominated the town. He is a good man, and the club bragged about getting him. Shop business was brisk and justified the pro in taking the job. Suddenly business dropped off to almost nothing and investigation showed that the purchasing agent for the company was buying the golf goods for its employees. Practically every member of the local golf club was one of this plant's employees, so you can see where the pro was out on a limb. The pro explained his position to the head of the company and the purchasing agent, and the company buying was stopped. That's very much to the credit of the company officials, but I can't

A new ball— A new sales plan— more profit for the pro!

IF an increased profit on sales of a first class golf ball doesn't interest you—if you're not a good pro merchant—STOP RIGHT HERE.

The story is that Allied's new Zip-Par Golf Ball, with a strictly maintained retail selling price of 75c is to be sold to the pro trade by mail, and the pro is to get the saving on his ball purchases as a result of this economy.

The ball itself is great—gets away with a zip, carries far, putts true and has a cutless-cover guarantee that is not restricted to any certain number of holes. You can push it to the limit and your members will be more than satisfied.

You get with each purchase of Allied Zip-Pars a credit coupon redeemable in Allied Zip-Par balls, the famous Allied golf bags or any other of our merchandise. The credit memo is good the instant your bill for your purchase is paid. In this way you get the profit that's due you for having a good credit rating, instead of having to stand the burden of the pro who's careless about paying. Naturally, in this way, sale of the Allied Zip-Par will identify the pro who is a good business man.

There are no tricks or experiments in this plan. It has been successfully employed for years in a number of other fields by leading manufacturers. Allied brings it to the golf pro because Allied is confident that the first class pro merchant is a man who should have more money for his all-important work in making the market for good golf balls.

Drop me a line today asking for complete details. You owe it to yourself to get busy on this right now so you'll make the money you ought to make out of your ball sales this year.

Joe. S. White
PRESIDENT

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GOLF COMPANY**
3017 Carroll Avenue
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**The PAR
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*Sales steadily
growing by sheer
merit!*

No protruding edges—no breaking or bending—exclusive "feather-edge" top that seals the ball properly—orange or yellow colored, making them easy to find—these are some of the reasons why your members like "PAR TEES." Stock "PAR TEES" and put the lively-looking display carton in a showy spot in your shop. Consumer demand does the rest.

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automatic. But best of all, genuine heavy duty Timken Roller Bearings with the patented F. & N. Self-Adjusting Device keep the revolving reel bearings in adjustment throughout the mower's life. Write today for catalog and prices.

Supplied in gangs of three or five for Fordson, Slauade, International and any other tractor, complete with attachments and flexible all-steel frame



The **F. & N.** LAWN MOWER CO.
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say that I can hand the golf goods manufacturer much for his conduct in granting that discount and double-crossing a pro who had been a persistent plugger of his goods. In fact this pro's boosting created the demand for this particular brand in that locality. By what manner can you explain the ethics or the common business judgment of a stunt like this? Still it's being pulled too often. I respectfully suggest that some of the manufacturers who are inclined to think so very little of pro merchandising, give some attention to this discounting malpractice.

It's to call for a show-down on both sides that GOLFDOM calls attention to such errors of commission and omission. When the good pros and the good manufacturers get together and the union is blessed by the club officials, then you'll see much more money made out of the golf business. That day can't come too soon to suit anyone concerned.

Mistake to Have Greenkeeper High-Pressure Salesman

RECENTLY we asked the green-chairman of one of the noted eastern clubs his idea of the surest way to first-class course maintenance. He replied, "close and constant co-operation between the green-chairman and greenkeeper."

"You'll get results," he continued, "if you don't depend on the greenkeeper to sell you his idea. The more I see of greenkeepers the more I believe that they and the chairmen get along best when the greenkeeper is considered in the artist class, although my own man and all of the others with whom I have talked, certainly are fully conscious of the value of a dollar and on this count don't have an artistic temperament."

"During my first term as green-chairman, some years ago, I happened to notice that our club was paying more for the music furnished at the Saturday evening dances than it paid the greenkeeper and it dawned on me that this was positive evidence that the greenkeeper was no salesman for he should have been able to sell his services on more than an even basis with the music, considering the value of the two items to our club. Since that time I've worked on the plan of a sympathetic drawing-out of the greenkeeper's idea rather than put him in a position where he has to sell me with high-pressure talk."

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In the Chicago District there are more than twice as many Flossmoor Bent greens in service as all other strains of creeping bent combined. It's easy to get around the Chicago District with more than 150 clubs within a 50 mile radius. Green-chairmen and greenkeepers can see what bent gives them the greens they want. Nothing equals seeing for believing.

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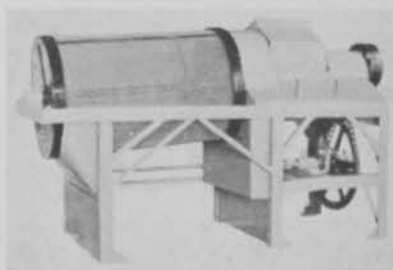
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Equipment of established leadership that has proved its reliability.

SAVE HAND WEEDING—KILL WEED SEEDS



The DAYTON COMPOST MIXER and STEAMING CHEST

Represent an investment which will better than pay for itself the first year, and return an average annual profit of approximately \$3,000 thereafter.

The Dayton Method gives a weed-free, powdery, top dressing and eliminates 60% of the labor cost, at the same time freeing the Greenskeeper of much petty supervisory detail and assuring a dressing that will make possible the maintenance of a "true" green. Also this dressing is of such powdery fineness as to be especially adaptable to Bent greens.

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DAYTON GLOBE IRON WORKS, Inc., Dayton, Ohio



Steam Chest, 10" high, 4" wide, 10' long.
Holds 1½ yards.



This type of landscaping, on the front terrace of the San Diego Country Club, has softened the hard Spanish architecture in beautiful fashion, without ginger-bread effect.

What Must Manager Know to Deserve Free Rein?

By JACK PALMER

Concluding instalment of Mr. Palmer's address before the Club Managers' national convention, the first part of which was published in the April number of GOLFDOM. He outlines demands of the manager's difficult position.

A REMEDY for most of the ills of the usual club organization, let me prescribe this: *Obtain the services of a competent manager and allow him to manage without constant interference.* It is quite unnecessary for the president or Board of Directors to lose their identity in the handling of the club's affairs. Most assuredly any competent manager will be in constant touch with his President and House Committee Chairman, will accept advice from them and operate in exactly the same manner as the manager of a business operates. No successful manager arrogates to himself the discharge of his duties without the counsel and cooperation of his many assistants in his particular business, but as far as the personnel of the organization is concerned, he is in absolute authority.

Another very serious mistake made by club organizations building new clubs is their neglect in obtaining at the outset a competent manager to act in an advisory capacity as to both building and equipment. His advice as to size and location of kitchen space, for instance, is invaluable. As an example how many clubs at the outset have provided proper quarters for help and is there any one thing which influences club operation as much as proper housing for employes, in that if they have pleasant quarters help of a much higher caliber may be obtained.

His experience in dealing with different items of equipment and furnishings is of the greatest importance. Many thousands of dollars would be saved in operation and many more thousands would be saved in equipment renewals if this course were to

be pursued and failure to proceed in this manner constitutes a great criticism of the present handling of club organizations.

The Other Side

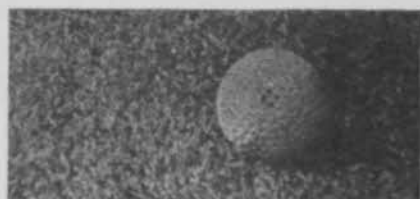
So far it is to be imagined you gentlemen feel fairly well satisfied with what has been said, but as stated at the beginning, there are two sides to every story and I am somewhat inclined to believe club managers, as a class, do not receive consideration to which they believe they are entitled because they do not deserve it. This may be rather a broad statement and yet I believe it to be a constructive criticism.

I repeat there is no type of management with which I am familiar which is as difficult as that of club managing. It calls for the utmost in personality, elasticity of temperament, ability and experience. You are called upon to please hundreds of members each one of whom feels he is entitled to special consideration. You are expected to know something of all phases of club operation. You want to be supreme in your position as manager. You want to feel you are the directing head of the corporation over which you preside. The question for you to ask yourself is this: Have I so educated myself and have I had the proper experience so that a Board of Directors may wisely say, "Here is a man who is thoroughly competent to operate our club."

It has been stated a club organization should employ its manager at the inception and accept his advice in reference to building and equipment and the many things which arise during its promotional period. Are you capable of giving such advice, what do you know about club house planning, what do you know about equipment problems, that will fit you to demand the respect of the people who are employing you and who are to reply upon your judgment?

After the clubhouse has been built and is ready for occupancy, are you capable of handling food in its many ramifications? Do you know food costs so that the proper percentage may be maintained and that certain economies may be introduced without interfering with the satisfaction of the member? Are you familiar with food values so the proper combination of foods may be served, thus benefiting and preserving the members' health?

The proper handling of kitchen planning is of the greatest importance. It interlocks with the handling of food. Are you capable of laying out a kitchen so that



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Today's low price, on **Bent Grass Seeds** should encourage the more liberal sowing of these grasses, which in the past, on account of their high cost, were restricted largely to Putting Greens.

Sow Bent on Your Fairways and Lawns! The extreme fineness and beauty of turf produced from Bent Seed are well known.

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Grass Seed of Known Quality

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South German Bent Bent Stolons
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Special prices on the above, or any other turf producing grasses, upon request.

Cocos Bent—We are now convinced, after several years of trials in the different sections of the United States other than the Pacific Coast, where it is already recognized as the outstanding Putting Green Grass, of the fine turf producing qualities of this Creeping Bent.

Per lb. \$2.50, 10 lbs. \$22.50, 100 lbs. \$200.

Special Putting Green Bent Formula

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10 lbs. \$8.00, 100 lbs. \$70.00

Superfine Fairway Formula

In addition to Bent Seed, contains Kentucky Blue Grass, Superfine Red Top and Cheving's N. Z. Fescue.

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Other Special Formulas upon request

Remember:—All our seeds are of the highest quality, obtained direct from the most reliable sources of supply and are botanically true to name. All seeds are new and are cleaned and re-cleaned until they are brought up to the highest possible state of purity and germination, special care being given to elimination of weed seeds.

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Without obligation we shall be pleased to send a representative who, from long experience, is qualified to advise regarding grasses and furnish such other information as is necessary for the best results.

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GIVE new life to fairways this year.

The grass will spread and thicken if properly fed.

V-C Fairway Fertilizer supplies just the kind and proportion of plant food needed. A ton of V-C Fairway Fertilizer contains fifteen times as much plant food as a ton of manure—requires less handling.

Does not interfere with playing. Does not bring in worms, grubs or weed seeds. Approved by leading golf specialists.

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RICHMOND, VIRGINIA



every advantage of space and service will be taken advantage of, and are you familiar with cooking apparatus to the extent you can advise and assist in its purchase. Do you keep up-to-date on improvements in kitchen apparatus and are you able to advise changes of methods which will prove a saving in operation? Have you had any experience with the handling of decorations for special parties and do you know how to bring about attractive effects at a moderate cost? Are you able to provide novel entertainment without exceeding the budget laid aside for this particular purpose? Have you made a study of what is being done in other situations similar to yours so that your club members come to look upon their membership in the club as an asset in that it provides an unusual place for entertainment and relaxation. Have you schooled yourself in the science of handling human nature so this trying phase of your daily work creates general satisfaction rather than becoming a constant irritant? Are you proficient in handling of help? Do you carry yourself with such dignity that your organization finds pleasure in being associated with you, in this way reflecting a very happy atmosphere, which certainly goes for good management and the ultimate comfort of the members? Are you able to make suggestions to your House Committee and your Entertainment Committee rather than following the usual procedure of having them come to you with things which they feel should be done or suggestions as to innovations which they think would tend to improve the service and the general atmosphere of the club?

All of these things, gentlemen, are a part of your duties in the relation of club and manager. As an organization it seems to me you should set about to raise the standard of club managers. Unfortunately it obtains in all businesses that the employee has to demonstrate his ability first in order to demand recognition from the employer and so you will have to demonstrate to club organizations that you are competent to manage their properties without interference and that you are so well versed in club affairs that the job of President of a club will indeed be an honorary one without the usual worry which goes with it. Once you have accomplished this there will be no doubt in your mind or in the minds of those controlling club organizations, as to the proper relation between the club and its manager.

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Keep Records and Know Where Budget Stands

By PARKER NOLL

Edgewood Valley Country Club, La Grange, Ill.

IT IS not an uncommon occurrence, in this day and age of golf course maintenance, to hear of operating deficits at the end of the year. There are various reasons why the outgo exceeds the income, but too often, if the facts might be known, insufficient attention has been paid to expenditures as they occur.

During the rush of opening the golf

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Columns are on facing pages with the total amount of each voucher in the outside righthand column. Every five vouchers are added in the right hand column, so Noll knows at a glance how his costs are on the date the record is consulted.

SCOTT'S SEED SCOTT'S SEED SCOTT'S SEED SCOTT'S SEED SCOTT'S SEED

When the clarion call of spring and golf brings forth the question of course condition you will hear this name repeated persistently — emphatically — approvingly. Greens chairmen who have progressed from experiment to experience, know too well that a careless selection of seed for spring planting often exacts a penalty that remains as open evidence of a glaring misjudgment. The sporting chance may have its fling in the game of golf itself, but to encourage it in the business of seed selection is to invite disaster.

Be safe—Be sure—Join hands with 850 Golf Clubs who have reaped the satisfaction that reliability provides by Sowing Scott's Seed.

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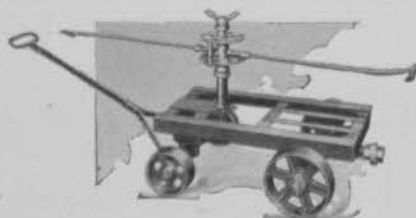
course and removing all signs of winter there have been endless jobs to do. From July to September the character of the work changes to watering and fighting grass diseases, in addition to other items of general maintenance. At this time the green chairman often finds that there is little money with which to do the fall work he had planned and a large portion of that important work has to be postponed for another year. Or he may find that his budget had been entirely spent and it becomes necessary to ask the board of directors for more money with which to carry on, which sometimes means an assessment.

A simple and comprehensive system of accounting for green committee expenditures has been tabulated for our club's use. It is divided into the important headings of labor, new equipment, repairs, material and supplies, and capital expenditures. The headings, repairs and material and supplies, have been divided further to show their respective sub-headings. The item of labor may be also divided into its several parts for further analysis. New equipment items may be described in the left-hand column provided for that purpose, making one figure column sufficient. Capital expenditures should be estimated at the

time they occur and will then be authentic information for later use.

The amount of the budget allowance for each item is placed with its heading. As expenditures are made, either the check or voucher is recorded in the column provided for that purpose at the left side of the page, together with its number and date. The amount of the check or voucher is entered in its respective column, or columns if the bill covers items of different descriptions. After every five vouchers have been recorded, a total is taken and entered in each column. As the season progresses, these totals are easily compared to the budget allowance and the budget condition ascertained on a moment's inspection.

As a consequence, the great item of labor is under constant control. The green committee may immediately change its policies if finances demand, thereby spending the club's money to the best advantage; financial meetings of green committees become unnecessary; reports for annual meetings are easily obtained, and a simple record of the green committee's activities over a period of years is contained in one bound volume, a thing of inestimable worth to future committees.



GREATEST SPRINKLING MACHINE EVER MADE

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The Dayton Sprinkler Type "E" is designed for use on large areas such as fairways, polo fields and athletic fields.
It covers a circle from 140 to 160 feet.
It delivers 6,000 gallons of water per hour.

Write for prices and full details.

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Taming The Dandelion After Long Battle

By JOHN MACGREGOR
Greenkeeper, Chicago Golf Club

YEARs ago an energetic truck gardener wished to have a complete assortment of vegetables. He thought it was not complete without the dandelion, and to give his countrymen their much loved greens, he imported several pounds of seed from Italy, and "Oh, Gawd, how we love him for his foresight." From his importation we have what you see around us in the spring, a golden sheet, as far as the eye can see; when the gold has waned, a beautiful sheet of white as of snow takes its place, and many a golfer has looked in vain under this sheet for his ball.

When this snow or seed has matured, the air becomes filled with it. Wherever they eventually stop, they germinate and fill any small space which has not already been occupied. Being a deep rooted plant, I have in the early spring pulled them out with roots three and a half feet long, so that extermination seems an impossible feat.

I have tried every device and method which I thought might combat them. First

I tried cutting them under the ground, and I found they had increased instead of decreased in number; where one was, six or seven showed up from the same plant, so the pest was multiplied a thousand fold. Then I tried gasoline. I took an ordinary oilcan and soldered a spike with a sharp point to the spout. The spike extending an inch and a half beyond the end of the spout, this was pushed into the heart of the dandelion and a small amount of the gasoline deposited in the wound, which was very effective, but an expensive cure. Then there was the danger of poisoning the soil.

During this period we wrote to the Department of Agriculture at Washington for information on the eradication of dandelions. When the information came, I immediately set to work on this new system. We bought a power sprayer of 200 gallons capacity, also a potato sprayer attachment, which was attached behind the outfit.

The formula was one and a half pounds iron sulphate (copperas) to one gallon of water, the solution to be applied with 150 pounds' pressure. I followed the instructions, choosing one of the worst infested areas I could find. The day following the application I looked over the result of the

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New seedlings require plant food to insure quick stand of uniform turf.

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experiment and was disappointed. All that could be noticed was the leaves of the dandelions were spotted with rust. Then I noticed that where the wheels of the sprayer had traveled the leaves were entirely black. I decided we had the correct formula, but the method of application would not give the desired results, so decided, after being satisfied the foliage was destroyed where the wheels had bruised the leaves, I must devise some means of bruising the leaves so the iron could penetrate, and hit on the idea of using a chain drag which had been used during construction of the course. I am glad to say this has proven to be the death knell of the dandelion, although success was not to come just yet.

At this time we still had horses and they were the only means by which this sprayer could be navigated. Anyone who has had anything to do with horses knows that hauling a 200-gallon sprayer, loaded, is real work, and that they must be given a breathing spell quite frequently to enable you to have them the following day, especially in hot weather. The result was, before I had covered half of the rough, the first dandelions I sprayed were just as strong as they were before I started, having completely recovered and growing as healthily as before. During this period I was trying to devise ways and means whereby this solution could be handled and applied with dispatch.

When we got the first few shipments of iron sulphate it was coarse and hard to dissolve. Upon investigation I found we could purchase granulated or sugar iron sulphate. This I found could be dissolved in less than half the time. Then I pro-



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