

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-

Plant material for landscape, Horticultural and Forestry Projects. Choice line of Strong Perennial Plants, Trees, Shrubs, Vines and Evergreens, Lining Out Stock, Native Plant Material

ROCK GARDEN PLANTS
Catalog Upon Request

NAPERVILLE NURSERIES
Naperville, Illinois

HEADQUARTERS FOR SPORTSMEN

HOTEL SHERMAN

DRIVE
Your Car
Right into
Hotel
Sherman



Single Room
with Bath
\$2.50 a day
and up
Double Room
with Bath
\$4.00 a day
and up

RANDOLPH · CLARK · LAKE · LA SALLE · STREETS

CHICAGO



DIAMOND Steel Center TRACTOR SPUDS

Long wearing and sharp until completely worn out—because of hard tool-steel center—outside wears away faster. Made in all sizes to fit any size or make of tractor. If your dealer can't supply you, write direct for sample or literature

**DIAMOND CALK
HORSESHOE CO.**
4702 Grand Ave.,
Duluth, Minn.

Racks HANDICAP Cards

John Willy Handicap Racks and Cards are standard with practically all the leading American golf clubs. Write for booklet.

JOHN WILLY, INC. 443 S. Dearborn St.
CHICAGO, ILLINOIS

**TO YOUR OWN CLUB BE TRUE
AND IT WILL FOLLOW**—that before ordering Charge Checks, Score Cards, Guest Registers, Caddie Cards and other forms you will first see our line of standardised golf printed matter.

JOHN H. VESTAL COMPANY
703 South La Salle Street - - Chicago

FINE GREENS and FAIRWAYS

Produced and
Protected
by



“FRIEND”
GOLF SPRAYERS

A “Friend” at Exmoor C. C.
Chicago

“FRIEND” Golf Sprayers deliver a spray which is soft and penetrating. Double compartment tanks; Drip-proof, easily adjustable, high pressure pumps.

Write for particulars.

FRIEND MFG. COMPANY
DEPT. G. GASPURT, N. Y.

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

“BURN-ALL” INCINERATORS

SPARK-PROOF
OUTDOOR—ODORLESS

For quick and safe disposal of Garbage, Refuse, Rubbish, Leaves, Grass Cuttings, in fact BURN-ALL INCINERATORS burn anything burnable.

NEW PRICES 1931

No. A1—Capacity 2¼ Bushels...\$27

No. 4—Capacity 4½ Bushels... 45

No. 8—Capacity 8¾ Bushels... 82

Made and Guaranteed by

SETH SALES CORP.

62 W. 14th Street, New York City



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-

Brie-Johnson GOLF ARCHITECTS

Construction — Remodeling — Maintenance

310 S. Michigan Ave., Chicago

Phone—Dearborn 3438

A Better GOLF SWEEPER

Sweeps clean—Reduces labor.
One man does the work of five.

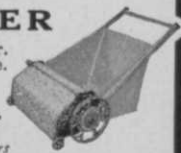
Ask Your Dealer or

Write Us Direct

Springfield Lawn Sweeper Co.

Springfield, Ohio

Also makers of tractor drawn sweepers

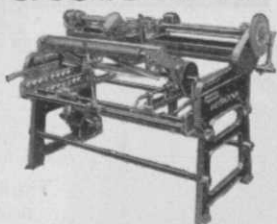


THE PEERLESS MOWER SHARPENER !

PROTECT your turf against damage with a Peerless Mower Sharpener that grinds and reconditions by "lapping in" all makes of power, horse, or hand tools as only a Peerless can — scientifically —

quickly—perfectly. Operated by $\frac{1}{3}$ H. P. motor. Pays for itself in no time. Write for catalog and list of users.

The Fate-Root-Heath Co., 888 Bell St., Plymouth, Ohio



EMMET, EMMET & TULL

Golf Course Architects

Devereux Emmet
Devereux Emmet, Jr.
A. H. Tull

19 West 44th St.
New York, N. Y.
Vanderbilt 3-5517

sible plans, but the one that dominates today in modern management, by right of results, is the *functional* plan of organization.

When I say that the plan for organizing, from the general manager of the operating division down to the individual operations, is a *functional* plan, I mean that the organization from that point down is by *functions*, and not by any other idea. The activities of a club are grouped according to their relatedness, and that serves as a basis for the subdivision under the general manager.

Taking the first breakup of activities in a golf club on the functional plan, we would subdivide under the general manager the activities related to feeding the members; thus we create a feeding division. We take another series of activities related to the playing activity of the individual, and we bring those into a department. We take the activities that relate to the maintenance of the buildings and grounds, and we put those into another division. In that way our divisions would consist of related activities. We would take all the office and accounting activities and put them into another division.

Under each of these divisions, we would subdivide the activities again in exactly the same way. The feeding division would be split into buying activity, storing of foods, serving, and so on, breaking up the feeding division into a series of functional departments, and then again taking each

of those and sub-dividing them down.

Plan Gives Control Plus Experts.

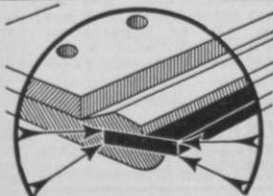
By organizing on a functional plan, the general manager will have an individual in charge of every kind of activity. That gives him a direct flow of authority and responsibility down to the least important employe, which is essential. One man, one boss; every individual, all the way down, is responsible to only one individual and gets his authority from only one individual.

But the general manager gets a second tremendous advantage—he gets a group of experts as well as a group of administrators. For instance, his heads of divisions will not only be men who run the divisions, but will be experts in one line, not jacks-of-all-trades. He will have under him an expert on feeding people. He will have an expert on accounting, because his man in charge of office activities will deal only with office activities. He will have an expert on maintenance, because his head of the maintenance division will be a specialist only in maintenance.

As a result of breaking up into departments, the manager will not only have an administrative head, but he will also have several expert advisers under him, each man specializing in a particular kind of work.

Weaknesses of the Other Set-Ups.

The functional type of organization is not at all a common type, and that until



4 Cutting Edges to Each Blade!

New
Low
Prices

Easily attached; quickly changed.
Send for Price List G.

Budd Mfg. Co., Ravenna, Ohio

BUDD MOWER BLADES

Spray Your Weeds Away

with

WEED OUT

Hand digging of weeds from your lawn no longer necessary.

WEED OUT chemically destroys Buckhorn, Plantain, Dandelion, Crab Grass, Dock, Chickweed, Ground Ivy, Yarrow, Sorrel, Sourgrass, Moneywort, and other weeds common to lawns, *without destroying the grass.* Adds to soil fertility. Easily applied.

Write today for descriptive literature and prices.

McCLAIN BROTHERS COMPANY

Dept. 51-O

CANTON, OHIO



Outdoor
Bubble
Feed

MURDOCK



The Best Outdoor
Drinking Fountain

Write for Booklet

MURDOCK'S

Since 1853

Cincinnati Ohio

recently it was very uncommon. It might be possible, for instance, in organizing a hotel or city club, to organize the whole place by floors, having one man in charge of the basement, another in charge of the second floor, and another the third. There would be a series of administrative men, just as we would have under the functional plan; but instead of having an expert in each of the administrative men, we would have a jack-of-all-trades. The man on the first floor would have to do a little buying, a little feeding, a little serving, a little bookkeeping, and a little of everything. He would be an administrative officer, but he would not be an expert. Similarly, the man on the second floor would have a little of everything instead of just one set of activities.

I would be efficiently organized from the point of view of having absolute administrative control of my business; but I would be very weak in that my administrative executives would be jacks-of-all-trades and not specialists. *It is because functional organization brings in this tremendous advantage of specialization, coupled with good administration, that it has so quickly*

risen to the top and is now dominating all types of business organization, wherever business organization is studied as a science.

Manager Has Four Controls

When the general manager of a club, has created his divisions and departments by the functional plan, and has given complete authority and responsibility on down to the final activity of his club, how shall he, in turn, control these individuals? He has the same three methods of control that the board of directors have; he has his policies, which he puts in a manual and writes down for the benefit of his executives, he has his budget, without which no man can operate a business intelligently today; he has an internal audit.

In addition, the manager has a fourth method of control, perhaps the most important thing of all: His method of *personnel inspection*, the eye and ear of himself as he goes through his entire establishment day in and day out. Thus he delegates his authority and his responsibilities to his division men, they to their department men, and they to their units.

Two Essentials for Better Turf

Cocoos Creeping Bent Seed
Lecco, the Complete Grass Food

Information upon request

THE LYMAN CARRIER CO.
Granger, Indiana

Highest Grade BLACK DIRT

Black dirt, bulk or bagged in 100 pound bags, delivered anywhere in central states in car-load lots or by truck. Dirt has highest analysis and perfect in chemical and mechanical condition for use as topdressing for greens and fairways. Delivered within 15-mile radius of Desplaines, Ill., for \$3 cu. yd. Prompt delivery.

Full details and quotations from

ROBERT F. LEESLEY GRASS CO.
Telephones, Riverside 5454 and 5348
RIVERSIDE, ILL.

Classified Ads.

Where the Man and the Job Get Together
Rates: 10 cents a word per issue.
Minimum charge \$2.50

Professional—23 years old, single; 5 years' intensive experience; 2 years at last club; seeks position where shop concession is part of income. I KNOW teaching, clubmaking and merchandising, and want club where hard work will repay me. Not interested in salary—only job. Address: Ad 1205, % Golfdom, Chicago.

Golf and Country Clubhouse managing steward desires position, years of experience, good recommends; will handle any size club, go any place. Address: Ad 1204, % Golfdom, Chicago.

Greenkeeper—College trained and recommended, desires change. Understands turf culture and course maintenance management in all phases. Ten years' experience, single, sober, conscientious. Excellent reference. Will guarantee results. Address: C. R. E., % Golfdom, Chicago.

Well Known Instructor with over twenty years' experience desires responsible post with club requiring first class services. At present combines managership of club with professional duties. Wife is tactful, capable hostess. Both have university training and a reputation for loyalty, co-operation and business acumen. Southern location preferred. Address: Ad 1202, % Golfdom, Chicago.

Experienced Caddy Master desires a job with club, either as caddy master or starter. Several years' experience training boys. Formerly with the Montclair Golf Club. Address: Ad 1201, % Golfdom, Chicago.

Pro-greenkeeper desires to make a connection with new club starting construction. Has had very successful experience in superintending course construction and handling all details in connection with building, organization and operation of new club so that time and money are saved. Highest recommendations. Middle age, dependable man. Many years in present location. Address: Ad 1200, % Golfdom, Chicago.

Professional—Open for position. Age 28, credit A-1, member P. G. A. Graduate Greenkeepers' School, Massachusetts Agricultural College, 1931; ten years' experience. Excellent references. Address: Ad 1009, % Golfdom, Chicago.

Michigan club wants experienced greenkeeper. Must be able to run a tractor. Write at once giving experience, age and salary desired. Address: Ad 1206, % Golfdom, Chicago.

BUY YOUR GREENS NOW—READY MADE!



Lay them down
like a carpet!

Hundreds of landscape architects, golf and country clubs, greenkeepers, parks, athletic fields, estates, homes, etc., utilize Illinois Grass Co.'s True Washington Strain Creeping Bent in solid turf form. Furnished in rolls ready to lay down like a carpet. Our solid turf has the reputation of being extremely hardy and uniform in texture. It is mowed with a putting green mower and is hand-weeded at our nurseries. Guaranteed to grow vigorously into rich, velvety greens if properly cared for. Our scientific nursery methods of preparation and growth are unexcelled. Also sold in stolon form, packed 250 sq. ft. to the bag, same high quality as the turf.

Write today for prices, samples and facts about our unusual service.

J. A. CARTER, Sales Agent—75 E. Wacker Drive, Chicago, or the nurseries at

ILLINOIS GRASS CO.

18455 Reigel Road, Dept. 551, Homewood, Ill.

B. R. LEACH RIVERTON, N. J.

Consulting Turf Specialist

(Originator of the lead
arsenic treatment of turf)

for

GOLF COURSES

and

PRIVATE ESTATES

Study, diagnosis and conditioning recommendations. Special attention given to grub, earthworm and weed control.

Write for details of time available and terms.

He is very careful that he never gives authority without giving responsibility. He is exceedingly careful that he always keeps those two absolutely coterminous, knowing that if he fails there, he has failed in the absolutely vital spot.

Having done that, he uses his four means of control to determine whether or not the authority and responsibility given to the individual is adequately and properly handled.

Club Organization Peculiarities

There are two or three special problems in clubs, as against ordinary businesses. In a club, your owners are also your customers. That frequently happens in other businesses, but it is not so common elsewhere as it is in a club. You must constantly keep that in mind as an organization or management factor. In the same group, you have the individual to whom you make all obeisance as a customer; at the same time he is the individual to whom you look for your ownership authority. This creates special problems, which are clear to every person who has anything to do with club management. It only creates a problem because of the proximity of the two, but there is no difference in principle.

The second special difficulty in club management is that the service which you give your customers is of a peculiarly intimate type. It is closely related to that of the home. It is the same as that in the hotel and the theater; and you have to organize for service much more than you have to do in most other businesses.

Take Tip From Theaters

That is recognized by a good organizer and a good manager in hotels, theaters, or in clubs. For instance, in Paramount-Public theaters, the importance of that is so thoroughly appreciated by the management that every phase of service has been studied and gone over by the executives. It is written down in detail, and every individual is trained in it and schooled in it as though it were a subject in college.

When you go into a Paramount-Public motion-picture theater you scarcely notice the way in which you are being handled by the usher. It isn't an accident. Every gesture of that usher and every word he says to you every time you speak to him have been inculcated in that boy's mind, so that if you want to experiment with it by making the same complaint to three different ushers in three different theaters, you will be told exactly the same

thing in the same tone of voice and in the same words. Someone, who knows exactly the way a person is treated in the finest homes is used to train that boy, who perhaps has never had the benefit of a high school education and who comes from an ordinary home. He is so trained that when he talks to you or answers your questions, he does not do so in the way he would from his own experience, but he does so in the way that a person of refinement and culture would speak to you in a home of consequence. What he says and does has been given to him by an individual who has the background of that culture and that refinement in exactly such a home.

I merely bring that out to illustrate the significance of the service element in club management. The intimate nature of the service you render requires a refinement of organization and management in its handling, which many individuals are not adequately allied to.

The third particular weakness in club management and organization lies in the fact that frequently, and perhaps too frequently, individuals come to the head of the ownership organization in a club by other reasons than their peculiar business fitness as executives. They are popular, well-liked and are perhaps willing to be a goat, and for that reason they are wanted at the top. In the ordinary business, that is not true. The man who gets to the top of the ownership organization ordinarily gets there through fire; and when he comes to that point, he is very frequently peculiarly fitted as an executive.

That is not true in clubs, and for that reason you are apt to have poorer organization and poorer concept of sound principles of organization and management in the ownership side of a club than you are in the ownership side of a business. Also you are apt to have a cutting-across from your ownership organization into your operating organization at many points below the top.

In a business, no one would think of it. No member of the board of directors of a well-organized business would think of telling an intelligent department head what to do or what not to do. It would never occur to him to do it. In other words, that is not done, because the principles of organization are recognized and understood. However, that is frequently violated in a club for various reasons, and that is a problem with which the manager must contend.

This Helps Your Buying

Use this page to notify GOLFDOM of your club's requirements for course, clubhouse and pro shop, and you will get prompt and complete details from leading manufacturers.

Check this page and mail it to
GOLFDOM, 205 W. Wacker Drive, CHICAGO

Announcement boards	Fountain—Drinking	Seed—Fairway, Green
Architects—Course;	Furniture—Clubhouse,	Seeders
Landscape	Ground, Porch	Shafts—Hickory, Steel
Arsenate of Lead	Garbage incinerators	Shelters, Course
Awnings	Handicap racks	Shoes
Bags (golf)	Handicap cards	Showers
Balls	Harrows	Shrubs, Trees
Ball markers	Heating Systems—Clubhouse,	Silverware
Ball washers	Water	Sodcutters
Bath Slippers—Paper	Hedge trimmers	Soda fountains
Bath Towels	Hole cutters	Soil screeners
Benches, tee	Hole rims	Soil testers
Bent stolons	Hose	Sprayers
Beverages	Indoor putting surfaces	Spreaders
Beverage bars	Insecticides	(arsenate of lead)
Bird houses	Kitchen equipment	Sprinklers
Brown patch preventives	Landscaping material	Sprinklers (automatic)
Buffing Motors	Laundry equipment	green, fairway
Caddie badges	Lawn sweepers	Sprinkling carts
Caddie time clocks	Linens	Swimming pools
Calks—for golf shoes	Lockers	Tags, Tickets
Chickweed eradicators	Mole traps	Tanks—Elevated, Gasoline,
Clubs	Motion Picture Cameras,	Underground
Club racks	Projectors	Tea room equipment
Compost distributors	Mowers—Fairway, Green,	Tee boxes
Compost mixers	Rough, Tee	Tee data plates
Coolers, water	Mower blades	Tee markers
Discing machines	Mower overhauling	Tee towels
Dish washers	Peats of Various Kinds	Tee umbrellas
Display cases	Phonographs, automatic	Tees—Patented
Drags	Pipe—Drainage, Water	Teeing devices, automatic
Drainage engineers	Playground equipment	Tennis court equipment
Dryers	Plumbing supplies	Tile—Drainage
Dump carts	Prizes and trophies	Time recorders
Electric systems	Pumps (shallow—deep—)	Tractors
Fencing	Putting cups	Water softeners
Fertilizer	Restaurant Checks	Water systems
Fertilizer distributors	Refrigerators	Water system engineer
Flags	Renovators, turf	Weed killers
Flag poles	Rollers—Fairway, Green,	Weed stingers
Flood lights	Spiked	Worm eradicators
	Score cards	Yardage Markers
	Scythes, motor-driven	

(PLEASE PRINT SIGNATURE AND ADDRESS PLAINLY)

Club

By

Position

Address

Date1931

Advertisers' Index

Allerton House	139	Lewis Co., G. B.....	109
American Cyanamid Co.....	111	Mallinckrodt Chemical Works.....	132
American Fork & Hoe Co., The.....	79	McClain Bros.....	144
Arcus Ticket Co., The.....	125	McCullough Sons Co., The J. M.....	132
Armour Fertilizer Works.....	4	McWane Cast Iron Pipe Co.....	129
Atkins & Durbrow, Inc.....	8	Metropolitan Club Managers Ass'n.....	127
Bayer-Semesan Co.....	105	Miller & Associates, W. P.....	2
Bean Mfg. Co., John.....	8	Minton & Co., T. W.....	88
Beckley-Ralston Co.....	47	Morley Button Mfg. Co.....	99
Birmingham Eccentric Co.....	45	Murdock Mfg. & Supply Co.....	144
Brie-Johnson.....	142	Naperville Nurseries.....	141
Buckner Mfg. Co.....	3	National Mower Co.....	120
Budd Mfg. Co., The.....	143	Natural Eyesight Institute.....	140
Burke Golf Co.....	81	Nelson Mfg. Co., L. R.....	10
Butchart-Nicholls Co.....	100	Nieblo Mfg. Co., Inc., The.....	89
Campbell Irrigation Co.....	136	Nitrate Agencies Co.....	127
Carpenter & Co., Geo. B.....	119	Nutria Peat Moss Co.....	136
Carrier, Lyman.....	144	Pacific Greenskeepers Appliance Co.....	127
Caterpillar Tractor Co.....	43	Page Fence Association.....	12
Chicago Weed Killer Co.....	16	Palmer Bee Mfg. Co.....	123
Chilton Crocker Company.....	18	Peckham, A. N.....	140
Club Managers' Ass'n.....	124	Pennsylvania Lawn Mower Co., Second Cover	
Cogsdill Mfg. Co.....	12	Peterson, Inc., Arthur D.....	14
Converse Co., Inc., F. S.....	14	Piccadilly Hotel.....	139
Cooper Mfg. Co.....	14	Pietzcker, Geo. S.....	129
Crawford, McGregor & Canby Co.....	73	Premier Poultry Manure Co.....	129
Davis, Inc., Geo. A.....	110	Professional Golfers Ass'n.....	65-83
Des Moines Glove & Mfg. Co.....	87	Pyratone Products Corp.....	99
Detroit Harvester Co.....	18	Reade Mfg. Co.....	131
Diamond Calk Horseshoe Co.....	141	Richmond Sod Cutter Co.....	137
Dolge Co., The C. B.....	18	Roseman Tractor Mower Co.....	20
Double Rotary Sprinkler Co.....	18	Royer Foundry & Machine Co.....	13
Dow Chemical Co., The.....	7	St. Mungo Mfg. Co.....	101
DuBois Fence & Garden Co.....	1	Salem Tool Co., The.....	135
Dunlop Tire & Rubber Co.....	91	Sani-Tread Co.....	36
Dur-O-Lite Pencil Co.....	103	Schavolite Golf Corp.....	69
Economy Irrigation Co.....	121	Scott & Sons Co., O. M.....	129
Efficiency Lawn Tool Co., Inc.....	135	Seaside Bent Co.....	132
Emmet, Emmet & Tull.....	143	Seth Sales Corp.....	142
Fate-Root-Heath Co., The.....	143	Sewerage Commission, The.....	116
Fraser's Int. Golf Year Book.....	15	Sherman Hotel.....	141
French and Webster.....	103	Simplex Mfg. Co., Inc.....	102
Friend Mfg. Co.....	142	Spalding & Bros., A. G.....	53-54-55-56-57-58-59-60
Fulname Co., The.....	33	Springfield Lawn Sweeper Co.....	142
General Mfg. Co.....	102	Standard Mfg. Co.....	137
General Timber & Lumber Co., The.....	87	Stauder Mak-A-Tractor Co., E. G.....	131
Giant Mfg. Co.....	118	Stump & Walter.....	127
Godwin, Hiram F.....	131	Sullivan Co., G. A.....	99
Golf Course Commonsense.....	17	Synthetic Nitrogen Prod. Corp., Third Cover	
Golfers' Year Book.....	19	Thompson & Sons, O. E.....	137
Granby Mfg. Co., Ltd., The.....	90	Toro Mfg. Co.....	106-107
Hadden Automatic Sprinkler Co.....	16	Trophy Shop, The.....	140
Hill-Standard Co.....	133	U. S. Golf Association.....	85
Horner, R. S.....	140	U. S. Rubber Co.....	Back Cover
Horton Mfg. Co.....	51	Universal Sand Equip. Co., The.....	125
Hyper-Humus Co.....	16	Vestal Co., John H.....	141
Ideal Power Lawn Mower Co.....	113-114-115	Virginia Carolina Chemical Corp.....	11
Illinois Grass Co.....	145	Vulcan Golf Co.....	49
International Golf Equip. Co.....	109	W. G. Mfg. & Sales Co., The.....	131
International Harvester Co.....	5	Wanamaker, John.....	9
Jacobsen Mfg. Co.....	9	White Mfg. Co.....	63
Johnson, Inc., J. Oliver.....	123	Wickwire Spencer Steel Co.....	4
Kemp Mfg. Co.....	10	Willy, John.....	141
Kroydon Company, The.....	71	Wilson Western Sporting Goods Co.....	34-35
Lench, B. R.....	145	Worthington Mower Co.....	76-77
Leesley Grass Co., Robt. F.....	144	Young Company, L. A.....	93-94-95-96

Editor

HERB GRAFFIS

Eastern Representative

ALBRO GAYLOR

20 Vesey St., N. Y. City

Tel. FitzRoy 8173



Copyright

Published 1st of each month

205 W. Wacker

Chicago, Ill.

Tel. STate 3160-1

Advertising Manager

JOE GRAFFIS

Western Representative

DWIGHT H. EARLY

100 N. LaSalle St., Chicago

Tel. CENTral 4158

Pacific Coast, HALLETT COLE, 846 S. Broadway, Tel. Vandike 7386, Los Angeles, Calif.

Forms close 20th of month preceding date of issue. Address all communications to home office.

Circulation: A personally addressed copy of GOLFDOM is mailed free, each month, to the president, green chairman, greenkeeper, house manager and professional of every golf club in the United States, Cuba, Mexico and Hawaii. Please notify us at once of any changes in above offices, sending us the new names and addresses.

UREA

**Soluble
Organic Nitrogen
At Low Cost**

An Ideal Nitrogen Fertilizer for Greens

GREENKEEPERS have been quick to see the advantages of Urea as a fertilizer for greens. Urea is soluble organic nitrogen—in the same form as the nitrogen in liquid manure—long accepted as an ideal form of nitrogen for grass. It is both quick-acting and long-lasting, and gives the grass a beautiful dark-green color. It is practically neutral in its soil reaction and leaves no undesirable residue in the soil. It is recommended by the Greens Section of the U. S. Golf Association.

Urea is economical because it supplies nitrogen in concentrated form. It contains 46% nitrogen (55.9% ammonia). One pound is enough for an application to 1000 sq. ft. It may be applied in solution or mixed with compost; also, with mercurial fungicides.

A 143-pound bag of Urea costs only \$14.00 f.o.b. New York. Ton lots cost less. You can buy from your supply dealer or direct from us. Order now.

SYNTHETIC NITROGEN PRODUCTS CORP.
285 Madison Avenue, New York

NITROPHOSKA

Concentrated complete fertilizer, containing 15% nitrogen, 30% phosphoric acid, 15% potash. Water-soluble. Granular and easy to apply. An economical, high-quality fertilizer for fairways and greens—wherever a complete fertilizer is desired. 150 to 200 lbs. per acre.

LEUNAPHOS

Contains 20% nitrogen and 20% phosphoric acid—a concentrated fertilizer, excellent for use where a fertilizer without potash is preferred. Use at rate of 100 to 200 lbs. per acre.

SYNTHETIC SULPHATE OF AMMONIA

A high quality product—pure, clean and dry. It is practically acid-free. White in color. It is packed in 100-lbs. bags.