

It seems unfortunate also, that a book devoted to the problems of personnel should recognize the work done by Dr. Scott and others with merely a casual mention. If this book had contained a record of all of the tests that are now being used successfully, if it had also admitted that there were semi-sciences in the selection of personnel, it would have been immensely worth while. Many skeptics and doubters are waiting for something authoritative along these lines.

The book is a pleasant rehash of articles from magazines, sales service units and general reading. It does not bear the stamp of the road, or the tug of the grip. It is hard to conceive the writer braving the terrors of a kerosene lamp in a mid-western hotel to send a report back to his sales manager, or hopping the midnight rattle to save a day in Urbana. It undoubtedly does present a fair summary of methods in use today. It may prove inspirational to salesmen and saleswomen who do not have an opportunity to read *Printers' Ink* and other media in the sales advertising field.

As I see it, this particular day and generation needs books that will affirmatively point out the proper methods of decreasing sales costs, whether in personnel, or an organization, or anywhere else. Sales engineering or sales planning is here to stay because there is a real need for sales planning. The book is out of step.

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*Essais sur L'Organisation dans les Affaires.* By Paul Carel. Paris, 1921, pp. vi, 176.  
*Organisation Rationnelle d'une Usine Travaillant en Série et Montages D'Atelier.* By Aimé Petitet. Paris, 1921, pp. vi, 180.

The volume by M. Carel aims to clarify for French readers the American method of organization; which, for the author, is synonymous with the principles of industrial organization as set forth by the late Frederick W. Taylor.

In passing to France, it is apparent that Taylor's many-sided scientific management has become radically simplified in form. M. Carel's version of the Taylor system at once leaves out much that has bulked large in the methods of Taylor and his American disciples; and, on the other hand, it assumes that Taylor is the originator of general principles of reasoning and action broader than his most enthusiastic followers would think of trying to appropriate. The Taylor method, as M. Carel explains it, consists in analyzing any job with which one is concerned into its elements, timing each movement by a stop watch (likewise observing elements that cannot be thus measured), and then, in the light of these observations, eliminating all unnecessary operations, while arranging that these operations which remain shall be done in the very best way.

This undoubtedly is the key to Taylor's whole system of management. But scientific management loses much of its content when no consideration is paid, either to any of its special wage systems (now, it is true, of declining importance), or to such inventions as functional organization, standardization, the elaborate technique of routing, stores keeping, etc., which in America have often constituted the chief visible signs of the development of Taylor methods. When, however, the author goes so far as to credit Taylor with the origin of such an elementary business calculation as the division of cost of production into its essential parts, the determination from such an analysis of how much would be saved by locating a plant in the center of the production of its raw material instead of at a distance, or whether it is cheaper to transport by wagon or motor truck—when the author lists as an application of the Taylor system a purely technical study of the amount of coal which can profitably be used at various stages of a heat process—it is evident that in France Taylor has become somewhat of a general symbol for exact and careful method in industrial affairs, instead of simply the author of the reasonably definite philosophy and system of management which in America bears his name.

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M. Carel devotes an important section of his book to defending elementary time study against those who hold that it is not scientific. French critics have reproached Taylor with ignorance of the motion studies made in the scientific laboratories, particularly the graphic methods invented by Professor Marey. Replying to this criticism, Carel points out that "one of the principal disciples of Taylor," Mr. Gilbreth, has made profound studies of movements by means of his micro-motion study, which constitutes a very direct application of the methods of Professor Marey. Carel regrets that Taylor was ignorant of the work of Marey and the other French savants, but asserts that his cruder methods are really better adapted to the workshop than the more refined methods of the scientists. As against critics who affirm that the timing of the parts of work must miss certain of a man's physiological and psychological reactions (which are a part of his work cycle taken as a whole), so that the only correct time is the over-all time, M. Carel replies that only by a study of the work elements in a detailed way is it possible to make technical improvement. Adversaries of the Taylor system hold that Taylor methods are not capable of giving a true measure of fatigue, which should be approached by a study of reaction times, as revealed by the chronoscope of d'Arsonval, or the study of changes in blood pressure, as shown by such devices as the oscilometer of Pachon or the tonometer of Gaertner. Carel concedes that these latter methods would be of higher scientific value, but holds that Taylor's more intimate knowledge of industrial conditions would give him the better results. French savants are too detached from industry to judge of the many moral and technical considerations which affect a man at work aside from the movements under immediate observation. Also studies made in a laboratory are under artificial conditions.

Half or more of M. Carel's book is devoted to an application of what he calls Taylor method to the analysis and filing of business papers, especially sales correspondence. A numerical classification of names figures very large in the plan.

M. Petitet's *Organisation Rationnelle* begins with a chapter on the Taylor system, which he calls a system for the utilization of labor, having for its object maximum production and the prosperity of both employer and employee. But the Taylor system, though much discussed, is poorly understood in France, especially when it comes to practical development. So the author proposes to dismiss the more general principles of organization with a word, and devote his book to giving a practical illustration of just how a factory may be operated. After a matter-of-fact description of the layout of a factory and the duties of the general officers, the bulk of the book is taken up with an almost purely engineering discussion of the various processes in making a projectile. There is little in Petitet's book on what could properly be called organization; still less on scientific management. Yet the tone of the book agrees with M. Carel's *Essais* in testifying to a pervading interest in France concerning Taylor—sometimes approving, sometimes derogatory. The management principles which have actually taken root in France would seem, however, to be about as often the ordinary maxims of American manufacture as the special methods emphasized by Taylor: "Never allow a man to do work that can be done by a machine"; "Eliminate fatigue from useless movements"; "Bring material to the worker"; "Run machinery without stopping until it is worn out."

#### NECROLOGY—1922

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- B. Labor
- C. The Manager
- D. The Employer

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