

labor. In one of his last talks, before the Philadelphia Y. M. C. A., he referred to the difference between matters which could be settled by investigation, experiment and law, and matters which must be settled only by the consensus of group opinions. Cooperation should bring labor's assistance in settling those matters which can be settled by investigation, experiment and law, and management's assistance in the establishment of a machinery for the settlement of those matters which can be settled only by wise judgments. While we have a right to expect that the field of determination of facts by scientific methods will grow broader, should we not also expect that, as we enter upon a greater industrialism, the field of adjustment by conference and rational judgments must also grow broader?

### BUSINESS TRAINING FOR MILITARY OFFICERS

ABOUT four years ago there appeared in the BULLETIN<sup>1</sup> an editorial under the above caption. Fresh from participation in and general observation of military supply methods, we had some definite ideas on the subject. Among other things we said:

The Taylor Society respectfully suggests that provision be made for adding to the technical training of West Point graduates, a training in business administration. A course in business administration at West Point, special work at the Harvard Graduate School of Business Administration or the Tuck School, a period of service in manufacturing and merchandising concerns,—such additional training for future officers would profoundly influence the supply operations of another war.

Apparently the observations of others led to similar conclusions. For recently the information has been given out at Washington that eight army officers are to enter the Harvard Graduate School of Business Administration to take the full two-year course—two from the Quartermasters Corps, two from the Medical Corps, and one each from Ordnance, Signal Corps, Air Service, and Chemical Warfare. After completion of the course these officers will form the nucleus of a teaching staff for an army school of business.

This is a significant step in the right direction. No announcement has been made of larger plans of which it may be a part, and possibly such plans have not been definitely formulated; but an active imagination can foresee possible interesting developments. Among the various things to which this step might lead are the following:

<sup>1</sup> Vol. IV, No. 4, August, 1919.

### Educational

Instruction of all students at West Point in pertinent fundamental business subjects.

A school of advanced instruction for graduates of West Point whose abilities and interests fit them especially for the supply corps of the service.

A school of instruction in pertinent fundamental business subjects for non-commissioned officers in the supply corps.

### Investigational

Investigation of the resources of the United States to determine what are available for military purposes, both raw material and fabricated, including places of origin, methods of distribution, processes of fabrication, potential as well as actual supply, and the possibility of and methods of readjusting the utilization of productive and distributive facilities to the requirements of war as contrasted with the requirements of peace.

Investigation of the best methods of organization and procedure—the best type of management—for supply bureaus of the service.

Investigation of the resources and industries and industrial facilities of other countries, as potential enemies in time of war, for the purpose of determining their economic resources for offensive operations and the sustenance of morale, and of determining the weak spots for attack along military-economic lines.

### Operating Methods

The formulation of a definite basic system of supply operations for each branch of the service including standards of procedure for procurement, for production, for transportation, warehousing, and issue. Such a basic system should be so worked out, and kept up to date by changes to meet changing conditions, as to be easily and naturally expanded from the requirements of peace to the requirements of war without change in fundamentals.

The great waste of the late war was a consequence of the fact that the military establishment was not informed concerning the production and distribution resources of the country and concerning production and commercial practice; and of the fact that the business methods of the army, adapted to the relatively inactive conditions of peace, were obsolete. It is quite possible for the military establishment to keep itself informed, and to operate in times of peace in accordance with up-to-date business methods adapted to the requirements of war conditions, and in time of war capable of rapid expansion to handle the larger volume of business.

## THE ART OF MANAGEMENT

FROM A BRITISH POINT OF VIEW

By OLIVER SHELDON<sup>1</sup>

IT would be both ungracious and untrue to deny that, in recent years, a very strong impulse towards more efficient industrial management has come to us in Great Britain from the United States. Fresh breezes have crossed the Atlantic, bearing new ideas and scattering old ones. Most cordially I, for one, acknowledge the service which Mr. Taylor and those of his compatriots who worked with him or have since faithfully carried out his great principles have performed to the world at large, and, after the United States, to this country in particular. Wherever manufacturing is carried on, this acknowledgment is due.

Much water has, however, flowed under the bridges since the first beginnings of the new era in management. Scientific management has now come to claim its capital S and its capital M, and has been awarded its inverted commas. With increasing study and a wider and constantly wider circle of readers, teachers, critics and experimentalists, the basic principles have become overlaid and difficult to distinguish. Much knowledge has been conducted to obscure the main issues. There are so many trees that one often fails to discern the outline of the forest. There are false prophets to mislead the unwary and confuse the student. A vast enthusiasm to run has made some careless of the goal towards which they are running. The impetuosity of youth has overwhelmed the judgment of age. The quick glance of eagerness has seized upon tangible forms and not penetrated to the underlying spirit, as a man who reads the anecdotes of a book but skips over the conclusions.

Scientific management has accordingly suffered in the process, and has been, as it were, obscured beneath a mask. This applies in a greater degree the further one is from the source. Scientific management has been largely presented to this country in a distorted form. Its mechanisms have been everything; its philosophy nothing. It has come flushed with superficial

enthusiasm, equipped with hidebound contrivances, glowing with ethereal promises, and pointing airily towards "short-cuts," along rosy primrose-strewn paths. It has accordingly evoked cynicism, sarcasm and the "cold shoulder." Yet beneath it all, it was patent to those who cared to pierce the spangled cloak that here lay a message of immense portent; and, even to those who scarcely paused to think, the mechanisms themselves suggested some facets of the truth. In general, however, I think one may fairly say that "Scientific Management," frilled out complete with capitals and inverted commas, accompanied by its profligate pursuer "Efficiency," similarly bedizened, has, in externals at any rate, received in this country a chilly reception.

Those who have witnessed its presentation cannot be surprised that this should be so. Day-to-day experience of industry is a fully adequate preventive against the deceptions of the industrial conjurer. Efficiency, as a term of industrial significance indicating a multitude of systems of specious appearance but of dubious value, has consequently come to be the outcast of our industrial vocabulary. The phrase "Scientific Management," though saved from a similarly degrading fate, has become one to be expressed with caution and reservations.

It is vastly important, therefore, if the great principles of scientific management are to become part of the web and woof of our industrial philosophy, that every effort should be made to tear away the glittering garments and reveal the real body which stands behind. When we speak of "scientific management," what is it that we mean? Is it a set of mechanical contrivances, like so many Meccano toys? Is it a transportable system of things, like a ready-made suit of clothes, that one dons and becomes a different being? Is it a complete and definite theory, or is it a general attitude to things? Is it something one installs, or is it a means which one employs? Is it an object to be attained, or is it an attitude of mind to which one must school oneself? I postulate these queries, not wholly in childish

<sup>1</sup> Organization Manager, Rowntree & Company, Ltd., York, England; author of "The Philosophy of Management."