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Objects of the Taylor Society Incorporated

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure—for the common benefit of the community, the worker, the manager and the employer—understanding and intelligent direction of the principles of administration and management which govern organized effort for accomplishing industrial and other social purposes.
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, the worker, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective responsibility.

Membership

The membership of the Society comprises Members, Junior Members, Honorary Members, Life Members, Firm Members, Contributing Members and Student Associates. Application for membership should be made on a regular form which may be secured from the Society. New members may be elected directly to the grades marked*.

1. ***Member**: An individual interested in the development of the science and the art of management as engineer, executive, operative, scientist, investigator or teacher. Minimum age 28. Initiation Fee, \$15. Annual dues including subscription to the Bulletin, \$20.
2. ***Junior Member**: A younger member. A Junior Member may become a Member without payment of additional initiation fee at 28 years of age and must change to Member at 30 years. Initiation Fee, \$5. Annual dues including subscription to the Bulletin, \$10.
For any of the above grades a person engaged in educational work, state service, government service or the service of any other non-commercial enterprise of an eleemosynary nature shall pay one-half the initiation fee and one-half the annual dues of the grade to which elected.
3. ***Honorary Member**: A Fellow, over 50 years of age, who has rendered exceptionally distinguished service in the advancement of the science and the art of management.
4. ***Life Member**: Any Fellow or Member who has prepaid all dues by the payment of \$500.
5. ***Firm Member**: A firm or organization interested in the advancement of the science and the art of management which desires to make the service of the Society available to members of its organization. A firm member designates two representatives (who may be changed from time to time at the organization's discretion) who have all the rights and privileges of membership except the right to vote and to hold office. Annual dues, including two subscriptions to the Bulletin, \$40.
6. ***Contributing Member**: Any individual, firm or organization desiring to promote the work of the Society by an annual contribution of \$100 or more. A contributing member has all the privileges of personal or firm membership, as the case may be, including one subscription to the Bulletin for each \$20 contributed.
7. ***Student Associate**: A regularly enrolled student of management in any school of engineering, business administration, commerce or arts, of collegiate rank, or a graduate of such institution who has applied for membership not later than one year after graduation, elected upon recommendation of the instructor in charge of management courses. A Student Associate may become a Junior Member, without payment of initiation fee, any time after graduation and must become a Junior Member at the age of 25. Annual dues including subscription to the Bulletin, \$3.

All dues are payable in advance, either annually or in semi-annual installments. The fiscal year is November 1 to October 31. Members elected other than at the beginning of the fiscal year are charged pro rata (quarterly) for the first year.

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Comment

IT IS commonly known that overhead costs is the outstanding problem among accountants, but it is not so commonly realized by executives that it is also one of their outstanding problems. "The allocating of overhead costs contains some of the most delicate problems of business policy," says John Maurice Clark in the first of the significant papers presented in this issue. There may be a difference, he says, between costs for which an order or lot may be *economically responsible*, and the costs which an accountant may charge to the order or lot. The executive must keep an eye on *economic responsibility* as having a bearing on policy.

THE accountant, as accountant, is interested primarily in the costs of that which has been done. The executive also is interested in such facts, but he is even more interested, as a problem of policy, in what would be the cost of doing something other than is being done. For instance, Professor Clark calls attention respectively to the relative significance of overhead in the economic or fundamental costs of extending operations beyond normal plant capacity, of undue extension of operations at the peak season by increase of facilities, and of increase of operations at off-peak seasons. His discussion gives light on the cost significance of regularization. It also suggests that, from the point of view of costs, the present habit of current buying, even though it brings problems of costs, may in the long run prove to be an advantage.

THE article on current or hand to mouth buying, by Mr. Jelleme, stimulated interesting discussion. All of the discussors agree that, while it will undoubtedly be subject to modifications, it is a habit that will endure and to which adjustments of managerial policy and procedures must be made. Professor Nystrom's mastery of the history of merchandising makes his discussion of the origin and development of the current buying habit particularly illuminating. Evidence that education of the retailer to buy little and buy often began as early as 1911, and is not a thing of sudden growth, gives strength to the judgments that it is a habit which will remain. It is not merely a result of the "consumers' strikes" of 1920, but as well of laws against price maintenance, education concerning retail selling costs, and scientific man-