

We are here and now glad to strike hands with you in the execution of a far-reaching enterprise. To quote the happy expression of our international president, just re-elected for another two years—your own countryman Engineer Mauro—we are "soldiers for an idea." We seek to make human work effective—progressively effective—and thereby constantly to raise the standard of living in order that the human spirit may be freed for wholly new adventures.

News of the Sections

Japanese Branch

The Japanese Branch in Tokyo reports a series of bimonthly meetings, during the past year, that were outstanding both in the subjects handled and in the number of people who participated. The actual membership of the group is under thirty, but the topics under discussion were of sufficient interest to bring out many others interested in management.

On November 22, Mr. K. Misima, Director of the Calpis Manufacturing Company, and Mr. M. Sotooka, General and Marketing Manager of the Hamaguchi Company, talked to an audience of sixty people on "Our Recent Labor Disputes." On February 22, two Taylor Society members, Mr. M. Yagyu of the Okura Civil Engineering Company and Mr. H. Miwa, Captain, the Hiro Naval Arsenal, spoke. Mr. Yagyu talked on "The History of the Application of Taylor Principles to the Construction Industry" and described the management end of construction work on the late Emperor's funeral palace. Mr. Miwa spoke on "Japanese Industrial Development and Efficiency." Thirty attended. On April 13, eighty management men of Tokyo and Osaka met to hear twenty Taylor Society members tell "How to Install Scientific Management." At the closing meeting on June 10, Mr. Y. Ueno, Director of the Institute of Industrial Efficiency, spoke on "The Closer Relation Between Management and Accounting." Seventy attended and the following took part in discussion: T. Araki, Consulting Engineer; J. Izeka, Professor, Meiji University; R. Kaneko, Hurakawa Mining Co., Ltd.; S. Nisio, Teikoku Life Insurance Co., Ltd.; K. Matuno, Professor, Keio University; K. Kiri-butani, Professor, Tokyo Technical College; M. Tukasaki, Toho Electric Co., Ltd.

New York Southern Tier Central New York

Dr. Person was the speaker for the opening meetings of the New York Southern Tier and the Central New York Sections of the Society, speaking at Elmira, September 12 and at Syracuse, September 30, on "The Present Status of Scientific Management at Home and Abroad."

Reviews and Notes

Introduction to the Study of Public Administration.
By Leonard D. White, The Macmillan Company,
New York, 1926, pages xiii, 495.

Professor White has made a gallant and worth-while pioneer effort to write a one-volume book for "the college and university student of political science and the citizen who wishes to understand the basis of the executive phase of public affairs" (preface), covering the whole complicated, many faceted and technical subject of administration in the modern state.

The title is slightly misleading, for the discussion is wholly of the United States, there being virtually no reference, except an occasional bibliographic one, to the experience of Europe, and only a few paragraphs of comparison with Great Britain.

The author's first and cardinal assumption, which is original with him so far as book writing is concerned, is that administration is a single process, substantially uniform in its essential characteristics wherever observed; and therefore the book avoids the study of federal, state or municipal administration as such. On the contrary, the scheme is to make a comprehensive, though condensed, functional study of the whole range of administrative problems, "starting from the base of management rather than the foundation of law."

Accordingly, we find centralization, integration, department organization, rule making, relations of administrators to legislatures and to courts, and so on, treated with much well chosen, though sometimes poorly arranged, illustrative material, and much extremely valuable documentation.

While the assumption is pretty sweeping, it states a point of view which is generally sound, has been neglected, and needs emphasis. One need not quarrel with it to feel that it has involved the author in serious difficulties of style, and in the choice and comparison of his material. For example, the problem of "integration" in administration is dealt with in sixty pages and in this compass the attempt is made not only to describe, but to characterize and criticize the tremendous changes which have occurred in this field in nation, state and city, during the last quarter century. It is inevitable that the result should be confused and inadequate, and, one fears, not very helpful to the audience which is addressed.

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The value of the assumption, however, when given a fair chance, is seen in the treatment of the personnel problem. When the author reaches this topic, which he evidently regards as the heart of the whole matter, he lets himself go, and writes as if he really enjoyed it, devoting nearly two hundred pages to various aspects of this question. While this produces a lack of balance in the volume, as another reviewer has pointed out, the substance of these chapters gives us easily the best general survey of this topic yet made; and selections from them should find wide use in university courses. The chapter on "Morale" deserves special mention. This part of the work, plus the idea of unified attack, plus the "leads" which are opened up all through to other students of the subject, make the book a real contribution to American political science.

JAMES P. RICHARDSON¹

Management in the Factory. By Glenn Lion Gardiner, M. A., McGraw-Hill Book Co., Inc., New York, 1925, pp. xii, 225.

This little book, which was written primarily as a text book for the University Extension Division of The University of Wisconsin, is an elementary treatise on factory management, written so as to be readable and readily understood by factory foremen, minor executives, students, or any person desiring a bird's-eye view of the functions of management.

There is at this writing a very noticeable increase in general interest in various forms of foreman training and development work. This book with its companion volume, "Practical Foremanship," by the same author, will be found to constitute very satisfactory textual background for this sort of educational work. The author, through long contact with workmen and foremen and their problems at the Chevrolet Motor Co., the Oakland Motor Co., and other plants, has achieved a concise, straightforward, plain spoken style which is bound to appeal to the average shop man, who as a rule is not a rapid reader.

Each chapter is followed by a few questions tending to emphasize and fix in the reader's or student's mind the salient points covered.

If more of our foremen and ambitious young men in industry would read and absorb books like this one, much "muddy" thinking would be eliminated and the problems of management would be simplified.

E. E. PAPWORTH²

Foremanship. By Glenn L. Gardner, The A. W. Shaw Company, Chicago, 1927, pages xv, 680.

The novice in the field of industrial engineering is apt to think the development of better methods, systematic routines and the planning of work mean that less capable

men are needed in supervisory positions. It is perhaps an irony that the more you take away from the foreman the things he used to do, the harder his job becomes, and the better trained men are required to fill it. This is quite the contrary to the often expressed fear that there will be nothing left for the foreman to do.

During the last ten years, considerable thought has been given to the problem of training foremen. Foremen should not feel they are to this extent being "picked on." Superintendents and managers probably stand just as much in need of training as do foremen. It should on the contrary be a source of satisfaction to foremen to realize their unique position in industry is recognized and appreciated. Courses for foreman training have ranged from the sublime to the ridiculous. Some are planned to give a foreman a general knowledge of the origin and growth of the factory system and the ramifications of present day industrial organization. Some even attempt to expound the fearsome and wonderful business cycle. All of which do no harm perhaps and may do some good. Only a few, however, deal with the concrete phases of a foreman's own job and how he can do it better.

This 680 page book of Mr. Gardiner's largely falls in this last class, as distinguished from his two previous works on the same subject. It may be unfair to conclude that it marks the evolution of his own ideas on the subject. It is in fact a formidable work, containing much worth-while data. No foreman could read it without being benefited. Its very size and arrangement, however, are sufficient to discourage the average foreman from undertaking the task.

If Mr. Gardiner had any clear cut plan in preparing the book, it is hard to picture what it was. His preface says it was "prepared for the use of foremen in industry and all of those interested in foremanship" Quantity, however, in the case of material for foreman training is not as desirable as quality. One simply uses up paper and patience in assuring a foreman, in such a work, that "storerooms should be properly lighted." Almost 100 pages are given over to the technique of foreman training, none of which is new. It would be of little interest to a foreman. Apparently Mr. Gardiner is "flirting" with the conference method of training foremen. There seems no reason, however, for terming them "foremanship discussions" when the word "conference" is and has been in use some years. Certainly no one with much experience with the conference method would advocate one hour sessions.

The subject of foreman training deserves the attention of engineers and managers and nothing is better calculated to pave the way for management development work than these training conferences. Mr. Gardiner's book fails, however, in my opinion, either as a text for the use of individual foremen or as a text for conference leaders, due to his attempt to cover too much territory.

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