

The other remedy consists of a set of thirty injunctions to the consumer about how to make himself happy and secure. Here again, the composite mind of the certified public accountant and the mechanical engineer seem to have put the facts of the composition of goods above the facts of individual personality. Strange as it may seem most people would prefer to exercise a comparatively free choice between the strong claims of advertisers rather than to surrender their taste to an official bureau.

Manufacturers who have tried to sell goods to the public, either with or without advertising, have long ago learned that if the public is left free, it will decide pretty intelligently what producers it chooses to have continue in existence. Not always is the public's decision based on scientific knowledge, but in an uncanny number of cases it is right.

PAUL T. CHERINGTON.⁷

Industrial Relations in the United States. By H. B. Butler, C.B., published for the International Labour Office (League of Nations), P. S. King & Son, Ltd., London, 1927, pages v, 135.

The aim of this study is "to convey a bird's eye view of the problem of industrial relations as it presents itself under American conditions and to furnish some indications to readers who desire to make a more intensive study of it." The author's endeavor to give a concise and impartial statement of relations between employers and employed in the United States has met with unqualified success. No attempt was made to cover experiments in each major industry—most examples are taken from manufacturing. But this does not mean that the findings are not applicable in the main to industry generally.

The first two chapters describe the background against which the forces of industrial relations in this country developed—the geographical, political, racial and national peculiarities on the one hand, and the factors of earnings, real wages, labor supply and productivity on the other. This is the kind of information that should be kept constantly in mind by those who would understand the "labor problem." Such information is equally essential to the understanding of the single industrial situation too frequently looked upon as "sporadic."

The main discussion deals with the trade union and its policies, significant employers' organizations, the open shop, personnel management, employee representation and recent examples of co-operation between unions and employers. Brief but informational bibliography and appendices follow.

The author concludes with three important observations on the industrial relations problem as he found it in America. "First among them must certainly be placed the prevalence of discussion, the exchange of information, the widespread public concern with industrial relations. . . . Secondly, the voluntary assumption by employers of heavy social charges is remarkable, whatever its motive. . . . The third point which may be singled out is the attempt to restore contact and co-operation between employers and employees."

The report will undoubtedly create a better understanding of American industrial relations the world over, at least wherever the International Labour Office Reports are read. It

⁷Director of Research, J. Walter Thompson Company.

will be a friendly aid to those European students of industry who have so far failed to recognize that the problems in social consequences created by mass production in America are being met with intelligence, courage, and no small measure of success by a new attitude of co-operation on the part of workers and management.

Anyone desiring to get a clear, brief and authoritative account of the present tendencies of industrial relations in this country will find it in this report. It is remarkable perhaps because it is written by an Englishman, who, unlike many foreign students and commissions that have recently visited the United States, shows a thorough understanding of conditions and forces at work here and portrays a rather bright picture of this phase of industrial America.

R. G. WAGENET.⁸

Psychotechnik des Zeitnehmens in der Werkstatt. (Psychology of Time Studies in the Shop). By M. Moisescu. Reprinted from "Industrielle Psychotechnik," Vol. IV, No. 4, January, 1927.

In this German reprint from *Industrielle Psychotechnik*, Vol. 4, 1927, Number 4, the author gives the result of a most thoroughgoing research into various means and methods for time observations, as well as into the psychology of their application.

Attention is first focused on the observer himself and on the influence his degree of fitness, experience and fatigue, his attention and interest, and his personal equation have on the probable accuracy of the time elements he records.

Under three subdivisions: the "stop" method, the "continuous" method, and the "count off" method, he considers the merits and demerits of the ordinary stop watch and two new models of non-stop watches, the one with a stationary dial and a rotating hand or pointer as in an ordinary watch, the other with the novel feature of a stationary pointer and a rotating dial. The superiority of the latter seems obvious.

Under the subdivision "count off" method, the author deals with the results that may be obtained by replacing the reading of a watch of any kind by the counting of the number of repetitions of a regularly and frequently recurring sound, between the beginning and the termination of an operation observed. Such a sound may be the beat of a metronome, the ticking of a watch, or, when in the presence of, the striking sound of a belt against its pulley, the thumping of a reciprocating engine, etc. However, the liability to rather large errors that the author points out as inherent in this method, makes the mere suggestion of it seem out of harmony with the great merits of the rest of the paper.

Though the author is evidently unfamiliar with both the Gilbreth moving picture time and motion study machine and the Williams timing clock, in the use of which the observer needs never take his eyes off the operation observed, his paper contains such a wealth of facts and suggestions that it would seem highly desirable that a good English translation of it be made available. The task of such a translation is, however, beyond the present reviewer's limited proficiency in German.

CARL G. BARTH.⁹

⁸Director of the New York Building Congress.

⁹New Haven, Connecticut.

BULLETIN OF THE

TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

The Investment Banker and Scientific
Management

Time Study a Tool of Management

Education for Management

The Executive and Psychology

Engineering Societies Building
29 W. Thirty-Ninth St.
New York

APRIL, 1928

VOL. XIII, NO. 2