

Miss Helen Carnes continues as assistant editor of the BULLETIN, assistant treasurer and supervisor of office work.

#### News of the Sections New York Metropolitan

The second meeting of the season was held at the Fraternity Clubs, 22 East 39th Street, on Thursday, November 15, 1928. Alvin E. Dodd, Director General of the Wholesale Dry Goods Institute, addressed the meeting on "New Problems in Management for the Jobber and the Wholesaler." W. O. Jelleme, of the Pacific Mills, Lawrence and Company, and Arthur K. Schulz, of the Chase National Bank, discussed the paper.

This was the second of a series of meetings on the effects of hand to mouth buying on management problems. The January meeting, to be held at the Fraternity Clubs on January 17, will be addressed by Mr. Henry Ruegg, Jr., of the Schwarzenbach Huber Company, on the subject, "How Can Manufacturers Meet the Problems of Hand to Mouth Buying?" Paul C. Baker, of the Gotham Silk Hosiery Company, and B. Maruchess, Labor Manager of the New York Clothing Manufacturers' Exchange, will discuss the paper.

Mr. R. G. Wagenet, Director of the New York Building Congress, is the new chairman and Miss Grace Averill, of the National Dry Goods Association, the new secretary of the Section.

#### Central New York

The new officers of the section are:

Chairman—Donald A. Laird, Colgate University, Hamilton, N. Y.

Secretary-Treasurer—R. S. Gardner, L. C. Smith and Corona Typewriters, Inc., Syracuse, N. Y.

Directors—Robert J. Andersen, Robinson Bynon Shoe Company, Auburn, N. Y.; Claude Yates, L. C. Smith and Corona Typewriters, Inc., Gorton, N. Y.; George Coffee, Utica Knitting Mills, Clayville, N. Y.; J. L. Lonergan, Morris Machine Works, Baldwinsville, N. Y.

The objectives of the Section have been carefully formulated, a number of subcommittees appointed and an interesting program outlined for the coming year. The keynote of this year's meetings will be "How can executives anticipate the developments of the next five or ten years?" At the first meeting—on November 3rd—following the elec-

tion of new officers, Frederick W. Keough, one of Eastman's National Committee on Calendar Simplification, presented a paper on the subject, "What a Simplified Calendar Will Mean for Management." Wallace Waterfall, acoustical engineer of Chicago, spoke on December 21 on "Practical Methods of Noise Control in the Factory and Office." Henry S. Dennison, Roy S. Durstine, H. S. Person, Jason Westerfield and Arthur K. Young will address subsequent meetings of the Section.

#### Reviews

*Prohibition—Its Industrial and Economic Aspects.*  
By Herman Feldman, D. Appleton & Company,  
New York, 1927, pages xv, 415.

As indicated by its subtitle, the book deals with prohibition only as it affects the economic and industrial life of the country, and thereby leaves out all other considerations, such as, the moral, legal, administrative, political, and social aspects of the problem.

The subject matter was obtained through the writer's study of the problem solely as a matter of research, in an endeavor to find data for some twenty articles which were originally prepared for the *Christian Science Monitor*.

The reader is at once impressed with the evident intent of the author to be entirely fair, both in his investigation of the subject and in his selection of the sources from which to secure data. He feels confidence in the unprejudiced and impartial discussion and in the conclusions drawn therefrom, even though he may not agree, necessarily, with these conclusions.

The book brings out very clearly the absolute fallacy of many of the current opinions heard in the gossip of the day on this controversial subject, and the woeful absence of adequate investigation of fact in most of the blatant general statements of politicians. This discussion is a splendid example of the difference between expressions of opinion, without proper foundation, and the coralling of facts resulting from a scientific method of investigation and research.

The author compares economic and industrial conditions prior to the enactment of the Eighteenth Amendment with present conditions, on the basis of actual facts secured through the analysis of data from authoritative sources. These facts are augmented by information and opinion secured from very complete questionnaires, sent out without regard for the probable attitude of those who were asked to fill them out. This comparison forces the author to analyze the effect of the saloon on the entire business of the country, and this aspect of the problem pervades the entire book.

Those interested in a discussion of the probable effect of any of the many forms of moderation, through controlling the sale of alcoholic beverages in any manner other than

the open saloon, will find little in the book to enlighten them. In fact, such a discussion, as the author points out in his preface, would be outside the scope of his analysis, which was to be entirely statistical, based upon securing authoritative facts.

Outside of its main purpose, the book is a mine of dependable statistics on related economic and industrial subjects, and, therefore, has value because of this, entirely aside from its primary purpose. This information is supplemented by the answers to the extensive questionnaire above mentioned, from a well chosen and adequate cross section of American industrial concerns, public agencies, trade unions, trade associations, insurance companies and other valuable sources of information. The analysis and interpretation of the questionnaire results seem entirely fair and adequate.

After a discussion of the perils and merits of the questionnaire method of treatment, the writer carefully explains his own general procedure.

The first part of the book shows the effects of prohibition upon consumption and purchasing power. It shows, through authoritative statistics, that contrary to popular opinion, the per capita consumption of alcoholic drinks had been increasing, not decreasing, prior to 1914. Then follows a discussion of the newer "role" of alcohol, its importance in present day commercial uses and the complicated and difficult problem of preventing its diversion to illegal uses. With this is presented data showing the probable volume of such diversion, correcting the generally grossly exaggerated opinions as to such diversion.

Successive chapters treat the subject of "near beer" and various beverages substituted for beer, including milk, root beer, orange juice, grape juice, coca-cola, ginger ale, tea and coffee. Attention is drawn to the change in social habits brought about by the abolition of the saloon and the subsequent increase in consumption of ice cream and candy, and the sharp increase in the number of cafeterias now operated.

Statistics are produced on the number of known drug addicts before and after prohibition. The value of these statistics is discussed and denial is made of the often repeated assertion that drug use has increased as the result of prohibition.

The saloon, the "poor man's club," has been largely replaced by the movie, the "flivver" and the radio. More time is now spent in the home and in sports and other forms of recreation.

The author points out that social habits, and economic conditions before and after prohibition, have been influenced by many causes. The changes have been the resultant of many effects, and almost without exception, the positive and wide sweeping general statements of the proponents of either the "drys" or the "wets" are in error. As the author says, "It would be absurd to attribute to prohibition our present day prosperity, but it seems equally untenable to deny that it has had any influence at all."

Unquestionably, the most significant aspect of our present day prosperity is the increased purchasing of comforts and luxuries on the part of the great mass of the people. While the present widespread use of the installment, or

"deferred," payment plan is not considered or discussed, though it undoubtedly has had its influence, the author feels that the diversion of money from the saloons has had an important effect in the cycle of efficient production and wide consumption, which is a marked characteristic of the present day prosperity.

In Part II, the effects of prohibition upon production are considered. It is here that statistics fail and the author turns to the results of his questionnaire for facts. Few are available, however, and instead, he is compelled to depend upon the expressed opinions of a large part of his correspondents as the chief basis for the conclusions which he draws.

While, in some parts of the book, the references are of much interest, as they give an interesting sidelight on social habits, the use of alcoholic beverages in earlier times and the growing insistence on sobriety, especially in union meetings and in industry, there are scores of statements given which are repetitive in substance and which make rather tiresome reading. It would have been better in such cases to have given a general discussion and summary of the testimony, with amplification in the footnotes or in the appendix. Such apparent technical defects are no doubt due to the fact that the study was originally made for a series of articles to appear in the *Christian Science Monitor*, and that the material was of necessity arranged for that purpose.

The author points out the growing insistence upon prohibition in industry, and the virtual elimination of "blue" Mondays; the reduction of discharges for drunkenness, the reduction of industrial accidents from this cause, and the increasing efficiency of the workers.

Dr. Feldman questions the probability of finding adequate proof of the great increase, through prohibition, of the workers' efficiency and the consequent economic saving, as claimed by Professor Irving Fisher in his book, "Prosperity at Its Worst."

Among the general economic effects discussed in the latter part of the book are mentioned the effect of prohibition upon the habits and the increased effectiveness of salesmen. (One firm claimed an increase of forty per cent in the number of calls made due to this cause.) The effect upon the agricultural industry, upon the business of hotels, conventions held in various cities, real estate values, capital invested in breweries and distilleries, and the effect of the dislocation of brewery workers, bottle makers and bartenders, is also discussed.

Two chapters are devoted to prohibition's effect upon automobile accidents and crime and the last chapter deals with the long-time advantages and disadvantages of prohibition. The author feels that in reviewing the economic results of prohibition, we are led to two broad conclusions: (1) that up to the present the economic advantages of prohibition have greatly overbalanced the economic disadvantages; (2) that prohibition is in the throes of its most crucial experience. While there is no question that prosperity has, on the whole, been more general among our commercial and industrial classes and while, according to Herbert Hoover, Secretary of Commerce, there can be