

no doubt that prohibition is putting money into the American family's pocket-book, nevertheless, prohibition, as Hoover also said, should be looked upon as an interesting and noble social experiment, the wisdom of which will be unknown for some time to come. The author says, "the economic benefits of prohibition, like all other benefits, depend not on the enactment of statutory prohibition, but on the achievement of prohibition in fact."

We are led to believe that the next few years will be the ones to fix the status of prohibition, and that the final answer will be affected by the challenge of these next few eventful years.

While, because of the nature of the problem discussed, the book has its limitations, some of which have been pointed out, it is a valuable contribution on this much debated subject. Its fund of reliable data and the impartial discussion of the subject make it well worth reading.

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*American Prosperity—Its Causes and Consequences.* By Paul M. Mazur, The Viking Press, New York, 1928, pages xi, 268.

*American Labor Dynamics.* By J. B. S. Hardman and Associates, Harcourt, Brace and Company, New York, 1928, pages xv, 432.

*Conditions of Industrial Peace.* By John A. Hobson, The Macmillan Company, 1927, pages 123.

*On Stimulus in the Economic Life.* By Sir Josiah Stamp, Cambridge University Press, London, 1927, pages 68.

*Welfare Work in Industry.* By Eleanor T. Kelly, Sir Isaac Pitman & Sons, Ltd., London, 1925, pages viii, 116.

Whether or not one finds Mr. Mazur's generalizations about the causes and consequences of American prosperity illuminating depends upon the extent of his previous reflection on the problem. To me the most interesting thing about this discussion is not what it says but the fact that it is being said by an investment banker. Since in the ultimate analysis the investment bankers are those who control the issue of credit for business enterprise, it is increasingly vital that they think not merely in terms of security of the principal entrusted to them but as well in terms of the economic justification for the enterprise which they are underwriting or loaning to. And Mr. Mazur's book makes it clear that at least one important investment house is thinking about its credit-issue responsibility from the larger social point of view. The book is more effective as a survey of our present economic

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dilemma of low production costs and high distributing expense than in any constructive proposal for its solution.

Mr. Hardman and his associates have set for themselves an interesting and significant task in trying to evaluate the contemporary American labor scene by means both of a fact record and an interpretation of trade union activities since the war. The study is informed, accurate, comprehensive, and interesting. Fortunately no attempt is made to reconcile the divergent points of view of the several authors and as a result a composite picture is presented which is more truly reflective of the pluralistic labor universe. Anyone anxious to see how the labor movement stands today and what some of its abler leaders are thinking about will find this book indispensable. It is particularly to be recommended to those managers who are unaware that there has been any change of front in the policies and activities of organized labor since 1920.

John A. Hobson approaches any discussion of the industrial question with an extraordinarily large background, sympathetic understanding, and progressive outlook. In his latest book he has succeeded in bringing into a remarkably small compass a new orientation of the problems of the industrial conflict. The book should have a wide reading in America, even though his whole point of view and proposed methods are probably in the somewhat distant future as far as their American application is concerned. He is able to approach the analysis of industrial ills from a national point of view, which is still too rare in a relatively pioneer industrial organization like that of the United States. One feels in reading his book as one does in examining the new Platform on Britain's Industrial Future by the English Liberal Party that English business men and economists are able, in a way as yet wholly foreign to the American business man's habit of mind, to think of industry as a service to be organized nationally for a nation's good rather than as merely an agglomeration of competitive corporations, each seeking only its own greatest profit. And the striking feature of such thinking in England is that it is actually coming to have some relevant bearing on the conduct of economic affairs and is not merely the cloistered discussion of a few theorists remote from practical affairs.

Sir Josiah Stamp, the well known British financial economist, has published his lecture "On Stimulus in the Economic Life." The book is interesting, not for any new contribution it makes, for all that he has to say has been better said in John A. Hobson's book of a few years ago entitled "Incentives in the New Industrial Order." But the book does show the influences of psychological thinking on the more traditional economists.

"Welfare Work in Industry" is the title of a book sponsored by the Institute of Industrial Welfare Workers in England. It is a discussion of current personnel activities in Great Britain, and indicates in a brief way what kinds of activity are included in this field in Great Britain, while it suggests as well that the progress thus far made from a broad administrative point of view by no means measures up to that in this country.

ORBDWAY TEAD<sup>2</sup>

*Inside Experience.* By Joseph K. Hart, Longmans, Green and Co., New York, 1927, pages xxvi, 287.

*About Ourselves.* By H. A. Overstreet, W. W. Norton Co., New York, 1927, pages 291.

*The American Philosophy of Equality.* By T. V. Smith, University of Chicago Press, Chicago, 1927, pages xi, 338.

Professor Hart's newest book furthers our knowledge of human nature in a profound way. His effort to discuss the true inwardness of experience leads through a discussion of habit, reflection, language and education which has large practical implications. The essential thing he has to say seems extraordinarily simple after he has said it, but the consequences in executive action of following the lead which he suggests would be profound if managers would read this book. For the essential thesis is that experience is significant for each of us only as we partake of it. Not merely is he saying that "the one who is doing the learning must do the learning"; but he shows how the process of sharing experience is the one and only way of common understanding, common assent and common group action. He is concerned with the nature of real understandings among people and groups and he throws vivid light on the crucial question of how it is that real understandings are brought about. Those readers who find fruitful suggestions in the writings of Miss Follett, Mr. Lindeman and John Dewey will find an altogether satisfactory addition to their intellectual equipment in the clarifying insight of this writer.

The fact that he talks in general terms will undoubtedly keep away many readers who should be able to make for themselves the industrial applications of his truths. But those of a mind to take general ideas and apply them in industry will find here more thought-provoking suggestions for internal management uses than in any half dozen of the ordinary books professing to discuss management as such.

Professor Smith's discussion of equality, although not as inclusive in its view as his earlier essay on "The Democratic Way of Life," partakes of the same intellectual clarity and liberality as the other work. Indeed, Professor Smith is by way of taking his place with Hart, Dewey and the others as one of the empirical philosophers of the newer view of democracy. So confused is the thinking of most of us on the nature of the idea of equality, that Professor Smith's precision and care in setting forth the various practical meanings of the word is a genuine and timely service.

The recent attacks on democracy from the point of view of the untruth of equality are here penetratingly met. The essence of his idea is that in modern, organized affairs co-operation is intrinsically good—that where two or three are gathered together in harmony a new value-presence arises. Using this as the basic assumption, the author contends that a condition of equality, as he defines it, is an essential of co-operation. His notion is that what is called functional equality is an indispensable value because it in fact proves true that only among equals is there the underlying condition and attitude which yields the best and freest co-operative

effort. Men, he says, must be treated equally as to their emotions and interests, if the higher values of co-operation and activity are to be secured. "The unmeasured tracts of industry that still are unconquered for the principle of co-operation furnish perhaps the chief, though not the only, contemporary justification for any attempt to find a solid basis for human equality."

In contrast to these two books Professor Overstreet's contribution is frankly a popularization of material that is already familiar to those who have followed psychological literature with any care. To those who have not, the book may supply an interesting and thought-provoking opening wedge into a field crowded with specialized and technical treatises. The danger is that the reader will get an undue sense of the simplicity of the subject. A real introduction to modern psychological knowledge cannot be obtained; and after the early introduction steps it will be much more illuminating to go to such a book as Ogden's "Meaning of Psychology," or Edman's "Human Traits and Their Social Significance," or Thompson's "The Springs of Human Action," or the new classic textbook of Woolworth's, "Psychology—A Study of Mental Life."

For the student of administrative science who wishes to keep abreast of the possible fertilizing influence in practical thinking of general philosophical ideas, the first two books here discussed supply superlatively fine material which is the fruit of the best pragmatic thinking for which American philosophy is distinguished.

ORBDWAY TEAD<sup>2</sup>

*The Process of Group Thinking.* By Harrison Sackett Elliott, Association Press, New York, 1928, pages x, 229.

One is tempted to rewrite this book in abstract form in an urgent desire to get its whole story at once before every possible reader. For it is the kind of book which is thinking along the frontiers of thought about organization problems. It treats one of the phases of management about which it seems to me the most fruitful pioneering work is to be done in the immediate future—that relative to the conscious manipulation and cultivation of group behavior and group thinking. This book will surely stand as one of the important landmarks in this direction.

Professor Elliott's book begins in a sense where the writings of Miss Follett, Mr. Lindeman, Dr. Sheffield and Mr. E. E. Hunt have left off in their respective discussions of the nurturing of group experience and creative group activities. In short, the book is a statement of the methodology of creative group thinking. And as such it is more specific, more applied, more definite in its statement of the steps in the process of group thinking than any study which has yet come to my attention.

The executive taking up this book should not be misled by the fact that examples and illustrations are drawn so largely from experience with group activity in religious circles and on religious problems. While the author writes from his own preoccupation with religious groups, everything he has to propose in the way of tested methods applies with equal force