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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 adaptations 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 member elected by the Board of Directors for exceptionally distinguished service in the advancement of the science and the art of management.
4. **Life Member*: Any 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 services 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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Spring Meeting

of the

Taylor Society

May 1 and 2, 1929

(5 sessions)

Charlotte

North Carolina

Comment

THE picture accompanying Mr. Dick's article is an ABC summary of the most advanced practice in present day sales management. What observation balloons are to an army, the various forms of research are to a business. The blimps of research observe the qualitative and quantitative conditions of present markets, potential markets, and undeveloped resources, products and methods, and establish a factual basis for competitive strategy and tactics.

VERY important problem of present day mechanization of industry is discussed in Mr. Schulz's paper. Mass consumption and mass production are stimulating the use of single-purpose equipment arranged in series for continuous-flow processing. In such production most of the functions of the planning room in variable processing seem to have disappeared. But Mr. Schulz says not; they are present, performed by the machines themselves, and must be properly provided for in designing the machines. Therefore the engineering of today must be something broader than it was in the past. The designer must be industrial as well as mechanical or electrical engineer.

PROPOS the germane papers of Mr. Cooke and Mr. Brown, we find in the files of the BULLETIN the development of their major concept—functional leadership. In 1914 Robert Valentine and Robert Wolf in expounding their respective doctrines of consent and creative self-expression, called attention to the opportunity which these offer for leadership. Wrote Horace B. Drury in 1917, "We want all along the line not only men who can do what they are told to do, but men who can do things we would never think of ourselves." In the same year Mr. Cooke observed, "Should we not learn in every relation of life to follow the lead of the particular individual who is charged with any given function, whether he be President of the United States, the traffic officer, or the clerk in the office?" In 1924 we find Henry S. Dennison declaring that "we must find ourselves forced to answer that . . . the managing factor finds itself to all practical purposes coterminous with the whole active organization." And so on to phases of the problem presented by the papers in this issue.