

alignment of organization responsibility, to complex methods, or to excessive costs resulting from fundamentally wrong conditions.

#### Index to Volume XIII

The index to Volume XIII has been printed for binding with that volume of the BULLETIN. A copy of the table of contents, title page and half page will be mailed to any member or subscriber upon request.

#### Back Numbers Wanted

We are anxious to secure the following numbers of the BULLETIN for a special purpose: Vol. I, Nos. 1, 2, 4, 6; Vol. II, Nos. 1, 3; Vol. III, Nos. 3, 4; Vol. VI, Nos. 4, 5; Vol. VIII, No. 5. Contributions from those who do not bind their copies will be much appreciated.

#### A New Book on Management

**D**URING the past year the Society has had in preparation a book which will appear in Harper and Brothers spring list with the title "Scientific Management in American Industry." It is a book of multiple authorship, the twenty-eight chapters having been prepared by twenty-two contributors under the editorial supervision of Dr. Person. The organization of the book is as follows: Section I, Introduction (origin, development and nature of Scientific Management), three chapters; Section II, Management Research (in various departments), five chapters; Section III, Management Standards (in various departments), nine chapters; Section IV, Control 1—The Control of Operations (in various departments), six chapters; Section V, Control 2—The Maintenance of Standards (through various inspection procedures), four chapters; Section VI, Industrial Relations. Translation into one European language is already under way and translation into other languages is being arranged.

#### News of the Sections

##### Central New York

At the meeting on January 25 in Syracuse, Arthur H. Young, Secretary and Chief of the Industrial Relations Counselors, Inc., New York, addressed the group on the subject, "Incentives That Work and Why Some Do Not." The February meeting will be held on February 22. Dr. H. S.

Person, Managing Director of the Taylor Society, will speak on "Some Recent Applications of Scientific Management." All meetings are held on the tenth floor of the Hotel Syracuse, and members and friends of the Society in this vicinity are cordially invited to attend.

##### New York Metropolitan

The dinner meeting originally planned for February 21 at the Fraternity Clubs, 22 East 38th Street, New York, has been postponed to February 28 in order to avoid conflict with another meeting.

Mr. M. J. Gornley, Chairman of the Car Service Division of the American Railway Association, will speak on "The Railroads Made Hand to Mouth Buying Possible—How It Was Done." Those interested in attending should address Miss Grace J. Averill, 225 West 34th Street—Chickering 7313.

##### University of Pennsylvania

The University of Pennsylvania Section of the Taylor Society, under the leadership of Professor Richard H. Lansburgh, has mapped out an interesting program for this year. A group of about one hundred business men from Philadelphia and the vicinity, largely men who are studying, or who have studied, scientific management in the evening courses at the University, has attended each of the three meetings held so far. At the November meeting Dr. H. S. Person, Managing Director of the Taylor Society, spoke on "Recent Developments in Scientific Management." In December, Major Henry A. Reninger, President of the National Safety Council, gave an address on "Industrial Safety." G. E. Schulz, of the Armstrong Cork Company, spoke on "Supervision" in January, and it is planned to have Walter Knapp, of the General Electric Company, speak on "Group Bonuses" on February 28. At the March 21 meeting, Percy S. Brown, Past President of the Taylor Society, will compare "Management in Europe and in America." All meetings are held at 7:30 P.M. in Room 419, Logan Hall, University of Pennsylvania, Philadelphia. Members and friends of the Society in the vicinity of Philadelphia are urged to attend.

#### NECROLOGY

Barward E. Burrhell

February 5, 1869 December 3, 1929  
President, Libby-Burchell Fisheries, Boston, Mass.

BULLETIN OF THE

# TAYLOR SOCIETY

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AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

#### IN THIS NUMBER

Specimen Chapters from:

"Scientific Management in American Industry"

December Meeting Papers:

A Technique in Employment for Subexecutive  
Positions

Cost Finding for an Electric Utility

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

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