a group of more than one hundred members and friends of the Taylor Society in Philadelphia. A considerable number of Philadelphia bankers were present to hear him speak on "The Banker's Interest in Industrial Management," a subject on which he has written with such power.

Fourth International Management Congress

IT IS suggested that every reader who expects to be in Europe this summer plan to include attendance at the Congress in Paris, June 19-23. The sections are as follows: I, Industry; II, Agriculture; III, Commerce; IV, Administration; V, Domestic Economy; VI, Methods and Propaganda. The United States will be represented by fifteen papers which are being arranged by a subcommittee of the Committee on Participation in International Management Congresses, made up of representatives of the American Management Association, the American Society of Mechanical Engineers (Management Division), the Society of Industrial Engineers and the Taylor Society. Members of these societies should address inquiries to their secretaries; others to the Joint Committee on Management Congresses, Room 1120, 29 West 39th Street, New York.

The New Germany—A Review[1]

By Sylvia Kopald Selekman[2]

WITH the passing of the tenth anniversary of the birth of the German Republic; with the increasing stream of information flowing from Germany, and with the impressions which first-hand visits force upon foreign observers, there is emerging a widening conviction that present-day Germany offers the contours of a remarkable achievement. Only ten years ago Germany faced the world defeated, hated, uncertain of what the future held, wracked by revolution, hunger and economic exhaustion. During the crowded decade that followed she literally plumbed the depths, torn by every cataclysm that can afflict modern social life—revolution, reaction, civil war, famine, loss of territory, productive stagnation, weird speculation, inflation, financial collapse, deflation, foreign occupation, burdens of war debt and reparations. Today, though many severe problems still remain, Germany has undoubtedly launched on thoroughgoing reconstruction.

In these three books, different as they are in method and mood, are presented three important aspects of this momentous story. Mr. Daniels, in "The Rise of the German Republic," traces the catastrophic events through which Germany moved from a defeated monarchical state to an advanced experiment in modern democracy. The social and human effects of these stormy years are suggested by the mellowed, chatty observations of Professor Danton upon his year as visiting professor at the University of Leipsig. Finally the contributors to the new German Commerce Yearbook present in statistics and analyses the commercial and industrial situation of Germany today as she enters upon comparative stability.

Mr. Daniels, in spite of his best efforts, is still a prejudiced chronicler. He makes, it must be admitted, no pretense to scientific methodology in weighing recent events in Germany, claiming for his bulky volume no more than "the application of a quasi-historical form to the fruits of personal recollection, experience, and enquiry." Yet the fruits thus combined into historic narrative remain often embittered by the passions of the war allignment. Bald statements of events are thus rather startlingly underscored by acidulous comment and distrustful search for possibly sinister hidden motives. His spirit of hostile judge, seeing the boundaries of good and evil exactly coincident with those between his own side and the other, elicits from him this revealing finale to his tale of the stirring upheaval out of which a new Germany is emerging. "But for the Treaty of Versailles, with all its defects, the second European war would have begun to be fought by now. A peace on terms conceived by Germans in the flush of their victory would have carried with it the certainty of a new war. Would Germany have considered revision? It is unlikely. As for the Peace of Versailles its authors have never claimed that it was perfect. The Germans are already demanding that it should be revised. But those who have observed the progress of events in Germany since it was concluded cannot escape the conviction that its revision—indirectly and in part already begun—is better in our hands than in theirs." Yet even some of Mr. Daniels' compatriots would point out to him that *tu quoque* was never very convincing proof of greater moral responsibility.

Nevertheless, in spite of his acid, Mr. Daniels' account gives the savor of the dramatic history which Germany has been writing since the war. From the strikes and mutinies that presaged the end of the monarchy through the confused battle of sovietists and social democrats, when socialists defended law and order, the Weimar Constitution emerged. For all its inevitable compromises, it gave what had just been the Kaiser's Germany the framework of a democratic state within which mechanisms of economic and social, as well as of political, democracy were incorporated. What can be realized through these mechanisms time alone will tell. But before Germany could really proceed to the notable experiment, she had to grapple with the menace of a ruthless militaristic reaction, with state separatism, with upheavals consequent upon foreign occupation, with the problems of reparation and economic disorganization, with a most stupendous currency inflation.

To take up Professor Danton's book at this point is to understand what such experiences meant to the masses of "just folks" involved in them. Professor Danton's tolerant wisdom, sympathetic insight and ripened knowledge of such widely varying civilizations as the Chinese, the American and the German, helps him to present this side of the German story with fine understanding. It is not the reactions of the workers of which he tells—but predominantly those of the university groups, the cultured intellectuals to whom tradition, art, literature, beauty and science have long been major concerns. Yet looking out upon Germany from this particular vantage point Professor Danton can see the lives of many other kinds of people—workers and business men, old and young, shopkeepers and rentiers.

Thus he can pack into a sentence visions of intolerable pain. "Nowhere in the world do the faces of the aged show such signs of suffering," he remarks, contrasting the hopeless and settled despair of Germany's post-war "old at middle age" with the serenity of the aged Chinese. And one sees as in a rapid reel the horror of growing old in a society under which the familiar past has collapsed, in which the present has no assured place even for the young and strong, and from which the future stretches a vast and unknown quantity. So one finds war ruins, Professor Danton points out, not in battle-scarred territory, but in the faces of men and women with "the axe over their heads," in the searing memories of hunger and suffering still vivid even among women "of refinement and education," in the blighting intellectual isolation derived from a sense of being hated.

In their reaction from this situation, Professor Danton found much among the people that was unlovely — anti-Semitism, separatism, hypersensitiveness. But he obviously feels that the vitality of the German culture will persist triumphantly even through such vicissitudes, continuing the fine dedication of the people to art, music, science and education. In this conviction he portrays school and university, student life, theatre and literature under the terrific impact of the crowded years since 1918.

That such conviction is justified, can be read in the prosaic significance of the fact-filled pages of the German Commerce Yearbook 1928. In it forty-three leaders survey from the hard-headed viewpoints of industry and commerce, the present position of German economic life in all its phases, with special emphasis upon relationships between Germany and the United States. It is to be hoped that the Yearbook will realize its present plans to appear annually. It will offer a valuable instrument in acquainting American students, management officials and business men with the further progress of Germany toward rationalization, reconstruction and permanent stability.

Dealing with the position of Germany in 1926 and part of 1927, the Yearbook is divided into three parts. The first sketches the "inner structure of the German economic system and treats particularly of relationships between Germany and the United States as expressed in trade, foreign loans, treaties and laws and specific institutes of interchange." In Part II the institutions and facilities serving in the exchange of goods and persons between Germany and the rest of the world are de-

[1] A Review of the *German Commerce Yearbook, 1928*, edited by Dr. H. Kuhnert in co-operation with the German Association to Foster Trade Relations Between Germany and the U. S. A. B. Westerman Co., Inc., New York, 1928, pages xvi, 375;
The Rise of the German Republic by H. G. Daniels, Charles Scribner's Sons, New York, 1928, pages xi, 292;
Germany Ten Years After by George H. Danton, Houghton Mifflin Company, Boston and New York, 1928, pages x, 295.

[2] Hunter College of the City of New York, New York.