

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 service 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 instalments. 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.

JAN 11 1930

© Cl B 55964

BULLETIN OF THE TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

Published by the Taylor Society Incorporated at

Engineering Societies Building

29 West Thirty-Ninth St., New York

Cable address: Taycos

The BULLETIN OF THE TAYLOR SOCIETY is included in the indexing of the Industrial Arts Index which is obtainable at Public Libraries.

The reprint of extracts up to 50 per cent of the whole of any article is herein authorized, provided the source is mentioned. In return the Society appreciates complimentary copies of the publications containing such reprints. Permission to reprint more than 50 per cent must be arranged through the office of the Society.

Copyrighted 1929, by the Taylor Society Incorporated. Published every other month. Per year to Members \$2.50; to others \$3.00. This issue \$75.

Entered as second-class matter, Dec. 17, 1921, at the Post Office at New York, N. Y. under the Act of March 3, 1909.

Vol. XIV DECEMBER, 1929 No. 6

Contents

Comment	237
Recent Economic Changes	238
By Robert W. Burgess	
Discussion by C. B. Hammond, George Soule, Royal Meeker, Norman Lombard, H. V. R. Scheel and Edward Eyre Hunt	
Carl G. Barth on Scientific Management—Testimony before the Special Committee of the House of Representatives, 1912 (concluded)	254
Reviews of the New Book "Scientific Management in American Industry"	272
By Dexter R. Kimball and Horace Taylor	
News of the Sections	275
Reviews	276

Comment

WE BUILDED better than we knew when, on the appearance of "Recent Economic Changes" early last summer, we decided to make that document the basis of the program of the annual meeting in December. What was then expected to be simply an analysis of the report presumably in the calm atmosphere of contentment with a prosperity phase of the economic cycle, proved to be an analysis in that atmosphere of concern which is always generated by the imminence of a depression phase of the cycle.

IT WAS a timely moment for consideration of that important report, for an analysis of it would answer some of the questions raised by the collapse of the stock market. On the whole the analysis was reassuring. It was perceived that, although the collapse of the most extreme orgy of speculation that the stock market had ever experienced was certain to have repercussions throughout industry, nevertheless industry as a whole is better prepared to face a depression than ever before—no general price inflation, a minimum of frozen inventories, abundant credit, widely distributed purchasing power. For during the decade the principles of managerial control which Taylor had developed for management of the shop have come to be applied to all phases of management of enterprise; and in President Hoover's National Business Survey Conference, even to business as a whole. The development of objective expressions of these principles is clearly recorded in management history. First stage: research, standards and measured tasks for the worker at the machine. Second stage: research, standards and measured tasks for departments (sales schedules, quotas, production schedules). Third stage: research, standards and measured tasks for an entire business (master plans, schedules and budgets). Fourth stage (just emerging): research and general plans for industry as a whole ("Waste in Industry," "Recent Economic Changes," National Business Survey Conference). In view of this widespread application of scientific management during the decade, industry will undoubtedly be able to hold the prospective depression down to a mild form; and those individual enterprises which exemplify the new type of management will meet it confidently.