

and the more general these become the harder it is to make them fit all the facts of every observer. In this work a distinction is developed as to intellectuals, related to the labor movement, who typically have one of three slants—an "ethical," a "social efficiency" or a "deterministic" outlook. That there may be any other—especially in this country since the war—the author does not consider. Indeed his whole discussion of the American post-war situation seems to this reviewer somewhat academic and away from life. That there is in fact such a sharp division in action and influence between "intellectuals" and labor leaders, that the idea of labor as a "mass" is as prevalent as he claims—these generalizations seem sweeping and not especially enlightening. The hints to intellectuals as to how to be helpful to labor, with which the book concludes, are excellently wise. But they leave one with a sense that the intellectual has perhaps a larger role in the labor movement than the book as a whole likes to recognize. A reviewer who was under the influence of psycho-analytic interpretation might even be ungracious enough to suggest that this book represents the author's over-compensation from his own earlier and imported Marxist convictions!

To the recent texts on the labor problem, Professor Estey has now contributed one which emphasizes the constructive activities of labor unions, liberal employers and labor legislation. This sufficiently differentiates it from the recent books of Fitch and Catlin to give it an important reason for being. Indeed the beginning student would get an excellent picture if he would, in the order named, study Fitch, Catlin and Estey. For this volume, on the positive side, is the best of the three, while Fitch has stressed causes of unrest and Catlin the work and background of the organized labor movement. The point of view of Estey is liberal and modern and the review of contemporary meliorative efforts is broad and adequate. This is a book that needed to be written.

ORDWAY TEAD¹

Vocational Psychology and Character Analysis. By H. L. Hollingworth, D. Appleton & Company, New York, 1929, pp. x, 409.

In 1916, when the first edition of Dr. Hollingworth's book on *Vocational Psychology* was published, there were comparatively few other books in the field. Psychologists were still confining their attention closely to the laboratory and to subjects of a more purely academic interest. In 1930, one discovers by the very great multiplication of volumes in this field, that psychologists have come to recognize the needs of a world in which occupation is fundamental and in which character must be adequately correlated with occupation if a suitable human result is to be achieved. Before psychologists ventured into this field, even the best intentioned were at the mercy of methods of judging character and of selecting personnel that were, at the best, highly inaccurate and, at the worst, mere charlatanism. Thus there was the phrenological method and later the method of judging by facial conformation. If one rejected these as thoroughly unscientific, there remained only the highly inaccurate methods of the letter of application, the photograph, the judgments of associates, self-analysis and the personal interview.

The work of the psychologist in the last couple of decades has been directed toward the discovery of more accurate means of judging character and of correlating it with occupation. These more accurate means have in the main been in the nature of tests of mental competence and of special aptitudes. In diagnosis of character and temperament not much has been done that is greatly satisfactory. The problem is one that is just beginning to be thoroughly explored.

Dr. Hollingworth's present book is a revised edition of his earlier *Vocational Psychology*, together with his *Judging Human Character*, published in 1922. It includes also, in survey fashion, the recent developments in this whole field. The book makes no pretense at being other than what it is, a general introduction to the field. For one who is already familiar with the developments in vocational psychology, it will bring nothing that is new. Such an individual must go to the more specialized investigations. But for the business man who is not familiar with what has been done in this region of psychology and who is unacquainted with the psychological aids that are available, the book makes an admirable introduction. It is provided with helpful bibliographies.

H. A. OVERSTREET²

Books Received

- **Applied Accounting Principles.* By Emmett Reid Sanford, Thomas Y. Crowell Company, New York, 1931, pages xi, 538. (\$4.50).
- **Business Administration.* By Willis Wisler, McGraw-Hill Book Company, Inc., New York, 1931, pages xxiv, 897. (\$5.00).
- **Business Leadership.* Edited by Henry C. Metcalf, Isaac Pitman & Sons, New York, 1931, pages x, 357. (\$3.00).
- **Co-operative Retail Buying Associations.* By Wilford L. White, McGraw-Hill Book Company, Inc., New York, 1931, pages xii, 207. (\$3.00).
- **Management Problems.* Edited by G. T. Schwenning, The University of North Carolina Press, Chapel Hill, 1931, pages xiv, 266. (\$2.00).
- **Organization Engineering.* By Henry S. Dennison, McGraw-Hill Book Company, Inc., New York, 1931, pages viii, 204. (\$3.50).
- **Preventive Management: Mental Hygiene in Industry.* Edited by Henry B. Elkind, M.D., B. C. Forbes Publishing Company, New York, 1931, pages xiii, 234. (\$3.00).
- **Racial Factors in American Industry.* By Herman Feldman, Harper & Brothers, New York, 1931, pages xiv, 318. (\$4.00).
- **Reducing Seasonal Unemployment.* By Edwin S. Smith, McGraw-Hill Book Company, Inc., New York, 1931, pages xvii, 296. (\$3.00).

Neurology

Michael Printz

June 15, 1872

December 31, 1930

Vice-President, The Printz-Biederman Company, Cleveland, Ohio.

¹Head of the Department of Philosophy and Psychology, The College of the City of New York, New York, N. Y.

*To be reviewed later.

BULLETIN OF THE

TAYLOR SOCIETY

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

Final Section—Annual Meeting Reports

Balance Sheets of Management

The New Challenge
to Scientific Management

Quality

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

APRIL, 1931

VOL. XVI, NO. 2

