

ground is in a ratio of one to eight, and you increase by 10, 50 or 100 per cent the things people want, you will automatically accelerate all industry. This will cause all manufacturers to have more business, which they will pay out in the form of wages, and you will have the surplus of that money flowing back to investors.

When this thought occurred to me, and I tried to work it out in this cycle treatment, I was told to file it away; that if I persisted and presented it to business men and bankers they would think I was socialistic and unreliable. However, the thought has been in my mind for years, that if the true wants, the real wants, are ascertained, by serving the people on that basis our income could be increased enormously.

So this line of thinking, far from being anti-social, as you might surmise from the mention of drug products, etc., goes down to the fundamental planning of the entire situation.

I think it would be interesting indeed if Mr. Crossley could give a paper on research. There is no question as to the importance of the emphasis which he places upon it, and those of you who may be interested will see that we have been just as much concerned with its importance as Mr. Crossley has been.

I think that Mr. Freeland's point about friction and cost accounting is so important that when the time comes it would be very interesting to have a paper from him on that subject.

Also a paper by Mr. Clark on energy losses in the propagating and developing of inducements would be educational. It is so vital that in due time we ought to have him cover it in detail.

To revert to this "anti-social" factor, this *inducement* as we see it: It may be a new and better product. It may be, for instance, as in the case of that insulating product, that it actually gives much better service. It may be a new design, as in the case of the orthopedic shoes. It may be a better price. It may be packing which keeps the product fresh. It may be service. It may be a new use for a product that has a real human value. It may be simply the interpretation of what is already there from the consumer's angle. It may be any one of a dozen things, but if it is related to a human want, it is serving a human need.

If you do what the Tide Water Oil Company did and produce a better oil and gasoline, or what

that radio company did in giving the public the type of speaker it wanted, what you save in sales cost is so great that the incentive in the next ten or twenty years for finding out what the public really wants, or what its latent wants are, is going to provide enormous profits and volume, and at the same time confer enormous benefits.

A Visit to Boxly

ON APRIL 30 at 4:30 P.M. Taylor Society members and guests who were attending the Society's spring meeting in Philadelphia had the privilege of visiting Boxly, the Chestnut Hill home of Frederick W. Taylor, as guests of Mrs. Taylor at tea.

The season and weather were perfect for walks in the garden between the famous box hedges and for views of the Wissahickon Valley from the large main-floor windows which Mr. Taylor had specially designed.

The seventy guests enjoyed browsing in Mr. Taylor's library where Mrs. Taylor has gathered together much Tayloriana. All were asked to autograph the engrossed testimonial of appreciation which had been prepared for presentation to Mrs. Taylor.

Mrs. Morris Llewellyn Cooke and Mrs. Harlow S. Person assisted Mrs. Taylor as hostesses.

Participation in European Management Events

DR. AND Mrs. Person sail on the S. S. "Lafayette" on June 18 for a three-months tour of Europe. The trip will begin with Dr. Person's participation in the International Management Institute's conference, which will be held at Geneva, July 1-4. Rationalization and co-operation for management study will be the subjects discussed. Major Urwick, Managing Director of the Institute, will direct the conference.

One of the key papers of the International Industrial Relations Congress in Amsterdam, August 23-28, will be presented by Dr. Person. The general subject under discussion will be "Social-Economic Planning," while Dr. Person will speak on "Scientific Management as a Technique of Progressive Industrial Stabilization." It is ex-

pected that the congress will draw those interested in industrial relations from many parts of the world. Of our members Mr. van der Leeuw, Miss Fledderus and Miss van Kleek will take an active part in the meeting.

The British Association for the Advancement of Science is holding its Centenary Meeting in London, September 23-30. Dr. Person has been asked to present a paper on "The Aims, Methods and Progress of Research Into Management Problems" before one of the sectional meetings of this important gathering.

Between these conferences Dr. and Mrs. Person will visit the centers of Taylor Society membership in Czechoslovakia, England, France, Germany, Holland, Italy, Sweden and Switzerland. As well as carry the greetings of the Society to members and friends in these countries, Dr. Person expects to compare experiences and problems in scientific management to the end that the sort of international spirit of inquiry which should exist on this subject may be furthered.

Past President Addresses College

AT THE tenth anniversary of the reorganization of Antioch College, on May 9, Henry S. Dennison, past president of the Taylor Society and president of the Dennison Manufacturing Company of Framingham, Mass., spoke on "The Problems of Organization Engineering."

He said that managers of human beings, like electrical engineers, should aim to align their human forces so that they act with least friction in the desired direction. For this purpose there must be an organization fitted to the particular task to be done; planned in adjustment to the external environment and the type of workers as well. Mr. Dennison showed the function of staff departments to be the facilitation, by special study, of some function running throughout the line organization. It is this that he defines as functionalization. He stressed the need for co-ordination between heads of departments, and the danger of water-tight division between them. The machinery of cross contacts, he said, such as advisory committees, staff offices, etc., would have to be worked out in relation to the particular organization. He concluded with a warning against rigidity as "a disease which is most likely to prove fatal to an industrial organization."

President Morgan talked on "Co-operation in the Next Decade." This was in relation to the future of the co-operative plan at Antioch. He indicated that the plan could adapt to either of two tendencies in the modern world—either toward wide distribution of the benefits of mechanical progress, or toward concentration of them in the hands of a few, with a resulting increase in unemployment and poverty. President Morgan stated that the college will attempt to train students to follow the first course as builders of a new industrial order.

Back Numbers Wanted

We are constantly receiving requests for certain numbers of the BULLETIN which are out of print. Members or subscribers who do not bind their BULLETINS will be doing a real service by sending their copies of these issues to the Taylor Society office. We shall be glad to pay fifty cents a copy for them and can assure the senders that they will be put to important educational uses.

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Reviews

The Problem of Maintaining Purchasing Power. A Study of Industrial Depression and Recovery. By P. W. Martin, P. S. King & Son, Ltd., London, 1931, pages xiv, 314.

This book is a contribution of first-rate importance dealing with business cycles and the possibility of ameliorating or eliminating them. This does not mean that all of Mr. Martin's conclusions and the steps by which he has reached them will be accepted by every economist. It does mean that he has written a book which must be read by every student, economist, and business man who wishes to acquaint himself with the more important studies of the "causes" and "cures" of business booms and depressions.

A caviling and superficial critic might assert that Mr. Martin presents nothing new, but merely dresses up more elaborately the theory he enunciated in his first book, "The Flaw in the Price System" (1924). Such a criticism would be quite unfair. This book may be described, accurately enough, as the "Flaw" infant grown to maturity.

Mr. Martin has embodied the results of ten years of faithful, painstaking research and thinking in his latest book. During this period he has had the great advantage of studying a year under the guidance and inspiration of Professor Wesley Clair Mitchell, who has done more than all other economists to clarify and systematize the theories and statistics bearing on