

the author the only means of cost reduction lies along the lines of scientific study of each operation and the abandonment of "hunch" and "guesswork" as executive tools.

R. H. Dick*

The Course and Phases of the World Economic Depression. (Report Presented to the Assembly of the League of Nations) World Peace Foundation, Boston, 1931, pages 337. (\$3.00)

This study is the result of a resolution adopted by the Eleventh Assembly of the League calling for "study of the course and phases of the present depression and the circumstances which led up to it." Professor Ohlin of Stockholm University was made responsible for the study on which he had the collaboration of the Financial Section and Economic Intelligence Service of the League of Nations, the International Labour Office and the International Institute of Agriculture, as well as a small special staff. A wide international group of organizations and governments presented memoranda. There is presented in this report not only an impressive body of factual material bearing on the outstanding problem of the day, but also many interesting and informing discussions, as in the section "The Inflexibility of the Economic System in Relation to the Depression" (p. 262).

Occupational Interests and Personality Requirements of Women in Business and the Professions. By Grace E. Manson, Michigan Business Studies, Vol. III, No. 3, Bureau of Business Research, School of Business Administration, University of Michigan, Ann Arbor, 1931, pages ix, 119. (\$1.00)

This report is but another link in the chain of investigations into the subtleties of interests and personality traits which the Bureau of Business Research has been conducting. The factual data were secured from the National Federation of Business and Professional Women's Clubs and cover the experiences of 13,752 mature women at the higher occupational levels throughout the country. The aim of the study was to make a contribution of organized data from which general principles could be drawn regarding the preferences and opinions characteristic of business and professional women as a whole and the variations which exist between women in different occupations. The hope is that these principles may not be merely another addition to the theoretical literature in this field but a practical guide to women planning to earn their living and to employers who wish to select and place their women workers more carefully. Such an impressive body of material should ably serve this end.

*President, Barrington Associates, Inc., New York, N. Y.

Personnel Practices Among Ohio Industries. By B. F. Timmons (Ohio State University Studies, Bureau of Business Research Monographs, No. 18). The Ohio State University Press, Columbus, 1931, pages xii, 136. (\$.50)

This study aims to present the various types of personnel management practices in use in Ohio industries. It is based on a series of questionnaires sent out by the Bureau of Business Research to a group of co-operating firms supported by personal interviews and special correspondence in many cases. Because of Ohio's importance as an industrial state such a body of factual material is of general interest to personnel people.

Books Received

- **Concentration in American Industry.* By Harry W. Laidler, Thomas Y. Crowell Company, New York, 1931, pages xvi, 501. (\$3.75).
- **Economic Control of Quality of Manufactured Product.* By W. A. Shewhart, D. Van Nostrand Company, Inc., New York, 1931, pages xiv, 501. (\$.650).
- **Industrial Engineering and Management.* By Ralph M. Barnes, McGraw-Hill Book Company, Inc., New York, 1931, pages vii, 366. (\$4.00).
- **Industrial Relations: Administration of Policies and Programs.* National Industrial Conference Board, Inc., New York, 1931, pages xii, 114. (\$2.00).
- **Labor Agreements in Coal Mines.* By Louis Bloch, Russell Sage Foundation, New York, 1931, pages 513. (\$2.00).
- **Principles of Organization.* By Henry P. Dutton, McGraw-Hill Book Company, Inc., New York, 1931, pages x, 315. (\$3.00).
- **Principles of Selling.* By H. K. Nixon, McGraw-Hill Book Company, Inc., New York, 1931, pages x, 330. (\$2.50).
- **Production Management.* By W. N. Mitchell, The University of Chicago Press, Chicago, 1931, pages xi, 422. (\$4.00).
- **A Scientific Approach to Labor Problems.* By Adelsert Ford, McGraw-Hill Book Company, Inc., New York, 1931, pages x, 446. (\$4.00).
- **Seasonal Variations in Employment in Manufacturing Industries.* By J. Parker Bursk, Research Studies XIV, Industrial Research Department, Wharton School of Finance and Commerce, University of Pennsylvania Press, Philadelphia, 1931, pages xiii, 197. (\$2.50).
- **Taming Our Machines.* By Ralph E. Flanders, Richard R. Smith, Inc., New York, 1931, pages 244. (\$2.50).
- **Unemployment Insurance in Great Britain.* By Mary Barnett Gilson, Industrial Relations Counselors, Inc., New York, 1931, pages xiii, 560. (\$5.00).

*To be reviewed later.

BULLETIN OF THE

TAYLOR SOCIETY

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

DECEMBER MEETING RECORD

Papers on Production, Marketing and National Stabilization

By MYRON H. CLARK, WILLIAM H. LOUGH,
VIRGIL M. JORDAN, HORACE B. DRURY
and RALPH E. FLANDERS



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

DECEMBER, 1931

VOL. XVI, NO. 6