

Of the ten papers presented, the following were by our Branch members:

Mr. R. Kaneko: A New Office-Routine Chart

Mr. O. Yamashita: Co-operation between Workshops in One Plant

Mr. T. Fuchi: Comparison of the Three Classifications of Brown, Cutter and Dewey; Dewey's Radio Classification

Mr. Y. Ueno: An Example of Micromotion Study; Analysis of "Kana" Typewriting Operation

Mr. Kaneko, the authority on office management in our country, demonstrated the shortcomings of the prevailing office-routine charts and added his own improvements which show the relation of each operation to others and to classes of operations.

Mr. Yamashita, Chief of the Mechanical Bureau of the Government Railways, quoted his own experience in securing the co-operation of each workshop through the organization of representative committees. His detailed explanation gave the audience excellent suggestive material for use in improving methods in their own organizations.

Mr. Fuchi emphasized the superiority of the decimal classification of Professor Dewey, and by way of illustration, added his own application to radio documents.

Mr. Ueno explained the method of micromotion study and analyzed the "Kana" typewriting operation. The illustrating motion-picture films drew much attention.

The afternoon session of the third day was devoted to addresses by Dr. Kamo, and Viscount Ohkohchi, the leading figures in industrial Japan.

Viscount Ohkohchi, who attended in the capacity of Counsellor of the Rationalization Bureau of the Department of Commerce and Industry, spoke on the "Increasing Efficiency in Manufacturing Industries." He called general attention to problems which have hitherto been given little notice as a means of lowering cost. Location of factory, the development of piece-work and the utilization of by-products were skillfully explained so that the audience could recognize their importance.

Dr. Kamo, under the title of "General Trend of the World and the Future of Industrial Japan," preached on the fortitude which must be adopted by our industrialists in making their plans for operations in the future.

These two grand speeches made a deep impression upon the audience assembled with so much expectancy at the convention.

British Association for the Advancement of Science—York Meeting

August 31—September 7, 1932

The British Association seeks to promote general interest in science and its applications. Its annual meeting affords unique opportunity for conference and co-operation between scientific workers and others interested in all departments of science. Further information on the meeting can be secured from the Taylor Society office.

NECROLOGY

Harry Homer Myers

November 3, 1884

Dayton, Ohio

March 19, 1932

Dr. Myers was well known in the field of personnel management, which suffers a distinct loss in his going. His recent book, *Human Engineering*, will make permanent his unique philosophy of personnel relations.

Albert Thomas

June 15, 1878

Geneva, Switzerland

May 8, 1932

M. Thomas, Director of the International Labour Office since its foundation in 1920, had made the office a force in world affairs. His sudden death of a heart attack in the midst of strenuous effort in the campaign against unemployment is a serious blow to its work. M. Thomas had been a leader in the labor movement and a public figure of note in his native France for many years.

Reviews

Is Capitalism Doomed? By Lawrence Dennis, Harper & Brothers, New York and London, 1932, pages xi, 328.

Out of years of experience and study in the diplomatic and banking fields Mr. Dennis has written a striking book on our present economic dilemma. It is not a book of panaceas but of "realistic" rather than "wishful," to use the author's own terms, thinking on finance, agriculture, free trade and international co-operation, foreign and domestic investments and taxation. His purpose has not been definitely to answer the question his title raises, but he does show a tendency on the part of capitalists, individually and as a group, to bring about their own undoing. This is done at the same time that he points out the merits of capitalism and other systems of organization.

His attitude on foreign trade and investments lays him open to the charge of nationalism. What he is trying to bring out, however, is that capitalism, if it wishes to preserve itself, must take a stand for national economy, with internationalism extending only to the point of an even exchange of goods. To quote:

The case of the people against capital exports rests on an analysis of the visible results for public welfare of a prolonged and excessive use of a gambling institution, namely, credit. This book has held that international trade must be conducted only on a better basis—goods for goods—and that money income must always, without need for borrowing, equal money outgo, if a stable and satisfactory amount of economic activity is to be maintained and a decent standard of living is to be enjoyed by the people.

Mr. Dennis supports a contention that even an 85 per cent increase of taxes in this country would not only relieve unemployment and raise living standards but bring a return to those from whom the tax would largely be secured.

Too many fields are here discussed to make an adequate review possible. It can be safely said, however, that the point of view of the book and the honesty and fearlessness with which it is set forth are worth the attention of all those interested in ways out of the present situation.

HELEN A. CARNES¹

Pathways Back to Prosperity. By Charles Whiting Baker, Funk & Wagnalls Company, New York and London, 1932, pages xix, 351. (No index)

The thesis is well described in the title. Certainly no trails are blazed and every "pathway" is one that quite respectable feet have trodden before. It is a good "safe" book, splendid, readable type and a clean-cut, easy style. Its merit lies in the fact that it is a readable and popular treatment of the subject.

The chief pathways recommended are: (1) The price of capital should be kept low; (2) consumption must be increased; (3) those with spare money should buy bonds or stocks or make loans rather than spend all the surplus; (4) the Chamber of Commerce in each city should have a board which examines ideas for new enterprises and endorses good ones; (5) the going rates of labor should be paid rather than to consider labor as a commodity—i.e., the Clayton Act must be enforced; (6) State control of unemployment insurance should be put into effect; (7) public ownership of natural resources, including land, is recommended by implication; (8) industries and populations must be transferred from the large centers to the country towns; (9) some better means of organizing our banking system which will lessen the risk of bank failures must be found; (10) the consumer must be protected by some kind of organized educational effort; (11) sales taxes must be levied on luxuries.

Mr. Baker seems to feel the plight of the unemployed while he writes about them, but this emotion does not appear to drive him to defend these pathways with any compelling conviction.

FRANCIS GOODELL²

¹Taylor Society, New York, N. Y.

²Plainfield, N. J.

Principles of Business. By Charles W. Gerstenberg, Prentice-Hall, Inc., New York, 1931, pages xviii, 809. (Fifth Edition—Revised)

The present volume is a complete revision of the text which was originally published in 1918 and revised in three subsequent editions. The essential character of the book remains the same, but the material has been added to and brought up-to-date. Much of the material in the first five chapters of the original text has been omitted and in its place is given a short statement of the history of business and present-day trends under the heading, "What is Business?" The change is a marked improvement.

Two new subjects, insurance and investments, have been included in separate chapters. Both subjects should be of pertinent interest particularly at this time of uncertainty regarding the future. In short simple sentences the author discusses the need for insurance and briefly describes the more common types of insurance and the protection provided by them. In the chapter on investments the author explains the purposes of investments, the relationship between yield and risk, the value of securities as collateral and their marketability. An investment plan is outlined for the business man and he is given suggestions as to when to invest and where to get investment information.

The student and the business man will both find much of interest and help in this book.

WILLIAM B. CORNELL³

Economic Control of Quality of Manufactured Product.

By W. A. Shewhart, Ph.D., D. Van Nostrand Company, Inc., New York, 1931, pages xiv, 501.

This book should be welcomed by industrial engineers, particularly those who are immediately concerned with the control of industrial processes and products, in large-scale manufacturing. It is a thoroughly scientific approach to the solution of problems incident to the control of the quality of product. Dr. Shewhart presents his solution for these problems from a fundamental and theoretical point of view. His theory is a most conclusive argument for a new method of attack on quality-control problems based upon a new meaning of control. He has presented a substitute for judgment and intuition. His method is to approach the problem from the statistical angle based upon scientifically correlated data and the considerations of probability. From such an analysis can be obtained scientific data to indicate when control is absent, how to specify standard quality and what degree of control is economical.

The physical practice of product control has progressed empirically more rapidly than its scientific or theoretical concepts. In the words of the author, "This book is the natural outgrowth of an investigation started some six years ago to develop a scientific basis for attaining economic control of quality of manufactured product." After a study of the record of progress presented in the text one must agree with

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