

## 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

Membership in the Taylor Society may be either individual or firm. The following is a statement of membership classes. The fees and dues for members in other countries than the United States are one-half of those specified. The exception is the organized branch which is permitted to remit one-quarter of the regular fees for each of its individual or firm members. 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.

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### Reduction in Price of

#### "Scientific Management in American Industry"

Inasmuch as it still remains the modern classical statement of Scientific Management, our readers will be pleased to know that the publishers, Harper & Brothers, have announced a reduction in the price of the Taylor Society's book, "Scientific Management in American Industry," from \$6.00 to \$4.00. This standard work, now in its third printing, will be found to be of exceptional value in meeting the "competition in efficiency," which is one objective of the National Industrial Recovery Act.

## Comment

IT APPEARS to us that the fulfillment of NIRA means serious management engineering work ahead, and plenty of it. It will not, however, be of the sort which has been identified with the term "efficiency engineering"—the superficial reorganization of equipment, processes and methods demanded by get-rich-quickly-and-cheaply managements, often at the expense of workers. In such cases "betterment" has consisted largely of arbitrarily stretching more work over each worker. The management engineering of the future will be more generally of that order indicated by articles on production and marketing presented regularly in this BULLETIN.

OF COURSE all depends upon the interpretation of the Act by administrative decisions, but so far they have faced generally in the right direction. Senator Wagner, one of the authors of the bill, persistently declared in his debate with Senator Borah that the intent of the Act was to promote "competition in efficiency." An industry is to be relieved of strict observance of existing anti-trust laws only in case it formulates a governing code which meets administrative approval, and only to the extent that the approved code specifically affords such relief. The price of the relief is standardization of a number of variables of which the existence has led to the belief that good management consists in a matching of wits in their manipulation to competitive advantage. The variables we have in mind are indicated by provision for minimum wages and maximum hours of labor, and by the conditions in the approval of the code of the textile industry to the effect that wages of higher classes must preserve their differentials over those of lower classes, and that devices for increasing the output of workers must for the time being be submitted for administrative scrutiny and approval.

SUCH provisions tend to narrow the field of management by reduction of the area of wit matching in practices unfair to employes and competitors. They tend to limit the area of competitive action to the determination of policies by scientific analysis of social and industrial trends, and to that scientific management of detailed operations which always yields fruit for workers and consumers as well as owners. Industrial trends, consumer purchasing power and tastes, market analysis, design, process analysis, reduction of fabricating and distribution costs by elimination of waste—these should become the focal points of competition in good management. The superficial efficiency engineer of the past is impotent in the presence of such problems. That impotence will be known, for glib publicity will not serve to conceal it. General administrative officers of the future, finding that their area of competitive opportunity consists of better management with respect to those things enumerated above, will want assurance that they will get their money's worth when they engage management engineering service.

AGAIN, we repeat, a great deal depends upon continuance of the present administrative point of view. Great pressure is being brought to get it changed—chiefly by the indirect pressure of holding back in the submission of codes. The idea seems to be that such resistance in co-operation may cause retreat on the part of the Administration or even failure in the administration of the Act. We believe this is a betting on the wrong horse. The administration of the Act may appear to fail because of such resistance, but industry

(Continued on page twenty-five)