

TAYLOR SOCIETY

ENGINEERING SOCIETIES BUILDING
29 WEST THIRTY-NINTH ST., NEW YORK

OFFICERS OF THE SOCIETY

President HENRY S. DENNISON, Dennison Manufacturing Co., Framingham, Mass. (1920)
Vice-President RICHARD A. FEISS, Joseph & Feiss Co., Cleveland, O. (1921)
Vice-President BOYD FISHER, Finance Building, Philadelphia, Pa. (1920)
Managing Director HARLOW S. PERSON, Taylor Society, 29 W. 39th St., New York.
Treasurer EDWARD W. CLARK, 3d, E. W. Clark & Co., Philadelphia, Pa. (1920)

BOARD OF DIRECTORS

All the officers *ex-officio*, and
DANIEL M. BATES, Lewiston Bleachery and Dye Works, Lewiston, Me. (1921)
FREDERICK G. COBURN, Bethlehem Shipbuilding Co., Wilmington, Del. (1921)
JOHN J. EAGAN, Atlanta, Ga. (1920)
ROBERT W. BRUERE, New York. (1920)

OBJECTS OF THE SOCIETY

(Extract from the Constitution)

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort for the accomplishment of industrial and other social purposes for the mutual benefit of
 - A. The Community
 - B. Labor
 - C. The Manager
 - D. The Employer
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 adaptation 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, labor, 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 social responsibility.

(Continued on inside back cover)

FEB 10 1920

©CLB154382

BULLETIN OF THE TAYLOR SOCIETY

A SOCIETY TO PROMOTE THE SCIENCE OF
MANAGEMENT
ENGINEERING SOCIETIES BUILDING
29 WEST THIRTY-NINTH STREET, NEW YORK

Copyrighted 1919, by the Taylor Society. Published every other month.
Per Year \$2.50. This Issue 75c.

VOL. IV DECEMBER, 1919 No. 6

CONTENTS

Comment	1
The Boston Meeting	2
Some Organization Lessons of the War: addresses at the session of Friday evening, October 3. George D. Babcock and James C. Heckman.....	4
Industrial Relations: Some Noteworthy Recent Developments: addresses and discussion at the Saturday afternoon session, October 4. Felix Frankfurter, Henry P. Kendall, Keppeler Hall and Otto S. Beyer, Jr.	12
Industrial Relations: A General Discussion: addresses and discussion at the session of Saturday evening, October 4. Rolland E. Cornick and John E. Otterson.	32

COMMENT

THE "Boston" meeting of October 3 and 4 was, to be exact, really a Cambridge meeting. By courtesy of Harvard University the meeting was held at the Harvard Union under the auspices of the Harvard University Graduate School of Business Administration. The weather was ideal, the Union building dignified and inviting and the sessions inspiring. Altogether the Cambridge meeting stands out as unsurpassed in attendance and interest among the interesting meetings which have been held by the Society.

IN acknowledgment of the courtesy of Harvard University to the Society the following vote was passed unanimously at the final session of the meeting:

Voted: that the Taylor Society express to the Harvard University School of Business Administration,—the administrative officers, faculty and students who have contributed so willingly and efficiently to the success of this meeting—its sincere acknowledgment of their hospitality and cooperation.

ALTHOUGH otherwise complete, the proceedings of the Boston meeting contained in this issue do not include the technical round-table conferences held during the forenoon of October 4. To incur the expense of engaging seven expert stenographers to report the seven simultaneous conferences of that session was clearly inexpedient. The result is that as presented in this issue, the meeting seems to have been devoted exclusively to the consideration of large administrative rather than detail management problems. Such, however, was not the case. The round-table conferences, had they not been held simultaneously, would have occupied more time than the general discussions. In later issues will appear, as separate papers, some of the contributions to the round-table conferences.

TWO telegrams, addressed to President Wilson, were presented at the Saturday evening session by Richard A. Feiss on behalf of an informal committee which had had under consideration the work of the National Industrial Conference then in session at Washington. The Society voted that these telegrams should be sent to the President and copies of the second to the Secretary of Labor and to the Secretary of Commerce. The telegrams read:

Boston, Mass., October 5, 1919.

TO THE PRESIDENT OF THE UNITED STATES,
Washington, D. C.

We, the Taylor Society Conferences on Management, in session at the Harvard Graduate School of Business Administration for the consideration of the serious industrial problems confronting the nation, desire to express our sympathy for you in your illness and our sincere hope for speedy and complete recovery.

Boston, Mass., October 5, 1919.

TO THE PRESIDENT OF THE UNITED STATES,
Washington, D. C.

The conference called by you for October sixth for the discussion of industrial problems includes representatives of capital, labor and the public. Management, the function of which is to reconcile the special interests of capital, labor and the public in the furtherance of economic production is not represented. We respectfully suggest for your consideration our belief that representation of the management group is essential to the consummation of constructive results. Vote of the Taylor Society Conference on Management in session at Harvard University School of Business Administration, Cambridge, Mass., October fourth, nineteen nineteen.