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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.

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A SOCIETY TO PROMOTE THE SCIENCE AND THE
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COMMENT

IN this issue is concluded the publication of the papers and discussions of the meeting of Dec. 3, 1920. The discussion of the reports of the sales executives' committees is not included. The reports themselves were published in Vol. V, No. 6, in advance of the meeting, and the discussion as it appears in the stenographer's transcript presents to such an extent the form of running questions and answers—like transcript of court testimony—as to be practically impossible of condensation and editing.

WE believe that the three papers on standardization of product will be read with great interest; they supplement each the other and together constitute as satisfactory a general presentation of the

subject as we have seen. The idea of standardization of product from the point of view of shop management is fundamental in scientific management; the idea is not new to executives who have given thought to scientific sales management and the coordination of sales and production—see Vol. V, Nos. 5 and 6. A few executives who, during the past year or two, have been concerned with the development of methods of settling labor disputes within certain trades, have come to the conclusion that the establishment of rate standards throughout a trade is dependent upon the development of clearly defined standards of products and parts. The idea of standardization of product, therefore, is not new.

BUT not many executives have given thought to the problem as a trade or a national industrial problem. The work of the Conservation Division of the War Industries Board was known to many executives, of course, but under the circumstances as an emergency—and distracting—war measure. Few gave thought to the applicability of the principles in normal times. It is to be regretted that the complete story of the work of the Board has not been made available to the public. The story of detail achievements would have, we believe, great educational value. The industrial problem of the day is increased and less costly qualitative production;—to restore, from the point of view of national economy, the wastes of war; to make possible, from the point of view of the individual plant, reduced production costs without "taking it out of the worker" by compelling a reduction of his income, and therefore of his standard of living, to what it was before the war. We know it will not be taken out of the consumer by the maintenance of high prices; the machinery of a "consumers' strike" gets slowly into action, but once in action, it works with exceeding effectiveness. We know how—although not all executives avail themselves of that knowledge—to reduce costs through better plant organization and processing, and to a limited extent through better selling; but we have yet to learn how to reduce costs through better cooperative organization, processing and selling. Granted the will to cooperate in a trade, that way out lies a broad highway of incalculable possibilities.

THE addresses seem to agree that the cooperative effort should not be through the machinery of government. (Take the government out of business!) Therefore it must be through voluntary trade agreements. A word of warning: if the trades do not take action, in time the governments may. In nearly all instances such action by the state is due to the