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BULLETIN OF THE TAYLOR SOCIETY

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

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COMMENT

I THINK your Society is doing better work on ad-
ministrative problems than any other society in the
world.

These strong words came, unsolicited and unex-
pected, from the chief executive of a world-known Eu-
ropean firm. The Taylor Society has been very con-
servative in reporting the good things which have been
said about its work; therefore, it feels that it can with
propriety, as the seasonable gift to its body of loyal
members, report a good opinion which indicates that a
competent judge believes it to be on the way to accom-
plishing that which is its greatest ambition.

THE most important item of news in this issue is
to be found on page 245. There will be found the
announcement of the program of the next meeting of
the Society, to be held in the Engineering Societies
Building, 29 West Thirty-ninth Street, New York;
January 24-26, 1924. As the announcement indicates,
it is a program with a purpose. The recent publication
of Copley's "Frederick W. Taylor" has inspired the
Society to arrange a program which will take an inven-
tory of the present state of scientific management. The
papers and discussions of that meeting should find a
place among the management classics.

SOME weeks ago we sent to one of our English
members—Mr. Oliver Sheldon, of Rowntree &
Company—for his comment, a short article by Herbert
N. Casson entitled "Scientific Management Unknown
in Great Britain," which we had clipped from the Phila-
delphia *Public Ledger*. The article on page 209 of this
issue is Mr. Sheldon's response. We consider it one of
the most substantial papers which it has been the priv-
ilege of the BULLETIN to present to its readers. The
discipline of Oxford, the perspective of detachment
from the scene of scientific management controversy,
and the practicality of an executive in contact with ad-
ministrative problems show clearly in it. Mr. Sheldon's
mind penetrates directly to the fundamental questions
raised by Mr. Casson's article.

IT IS a good thing for our American readers to have
Mr. Sheldon begin by asking what we mean when
we speak of scientific management, and to recall to our
minds what Taylor himself said specifically it *does* mean
and *does not* mean. Many of us have fallen into the
habit of emphasizing mechanism and details, and of
forgetting spirit, mental attitude and principles. Sci-
entific management, said Taylor, "is none of the ordi-
nary devices which unfortunately are going by the name
of scientific management." It "fundamentally consists
of . . . a certain philosophy which can be applied
in many ways . . ." As Mr. Sheldon puts it, "sci-
entific management, then, is the conduct of the work of
management according to the scientific method—invest-
igation, classification, definition, measurement and
standardization."

PARTICULARLY interesting is Mr. Sheldon's an-
alysis of the distinction between scientific manage-
ment and the science of management. Scientific man-
agement is the utilization of the scientific method of
solving the problems of the conduct of enterprise—an