

of industries and purposely avoids the usual over-emphasis upon metal working establishments. A series of suggested exercises covering the previous readings concludes the first section (Part I) of the book.

Part II, entitled "Organization and Administration," is a treatment of the sequence of organization leading to the development of a going concern, followed by a description of selected examples of modern control methods. We find such chapters as Organizing the Company, Financing the Company, Executive Control, and Operating Methods. The treatment closes with a chapter giving a brief description of industrial cost methods, and an appendix dealing with contracts which, as Dean Walker says, "is given not as a topic in management engineering, but rather as an accompanying reference to a subject that should be studied with care by every engineer."

The book breathes of the West. It is written about the new industry and is more concerned with business building than with business doctoring. In its sequence and proportions, it shows a mastery of material and a knowledge of the importance of proper emphasis in developing balanced reasoning on the part of the student. Best of all, it has avoided the superficiality which is the curse of most attempts to compress so broad a subject within the confines of three hundred pages. Dean Walker has ploughed a deep furrow and has brought hitherto unused soils to the surface; this product, therefore, should lift itself out of the another-book-on-management class and take its rightful place as a real contribution to our educational literature.

ERWIN H. SCHELL.<sup>1</sup>

*Manpower in Industry.* By Edward S. Cowdrick, Henry Holt & Company, New York, 1924, pp. 388.

Though Mr. Cowdrick's preface makes it clear that he has written his book for a wider audience, the particular niche in the field of personnel literature which it can fill best is that of a textbook for employers who are beginning to think of their personnel problem in a systematic manner. It summarizes in general terms the material that has been written and the experience that has been developed in personnel work during the past decade. The main principles are confirmed at many points by illustrations that show the author's own intimate contact with the subject.

The best parts of the book are those in which the author's experience and observations are used to point out practical details in such matters as the installation of a shop committee or the development of foremen which may make the differences between success and failure. There are many parts which might balk the studious and enquiring mind, but which serve admirably to instruct and inform the man who wants pre-digested material that appeals to common sense.

The influence of the book upon those who are reading a systematic treatise for the first time should be very valuable.

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able. It is fair-minded and liberal. It advocates the best in modern personnel practice. It has a deftness of touch by which many hard issues are avoided; and its freedom from philosophical and contentious material will give the tired business man less excuse for putting the book down. It has an academic flavor, nevertheless, that should be pleasing, for it attempts in a sketchy manner to cover not only the usual subjects of personnel literature but the historical and economic material in courses on labor problems as well, such as the historical evolution of a labor class or the classical theories of wages. It is the kind of book, on the whole, which should serve to win over many a hesitating employer to think seriously and constructively about manpower in industry.

H. FELDMAN.<sup>2</sup>

*Legal Foundations of Capitalism.* By John R. Commons, The Macmillan Company, New York, 1924, pp. 394.

Professor Commons' book, "Legal Foundations of Capitalism," is not mental milk for babes, nor yet even for those of greater maturity who want to do their reading while they run. Indeed, the thought of the intellectually indolent will run from the labor of reading after such brief acquaintance as the swiftest glance can give. But Professor Commons<sup>3</sup> will presumably feel no grief at this. Out of long consideration he has written a book that is worthy of the name of scholarship, with a grasp of the subject that is infrequent in our more usual American catch-as-catch-can method of dealing with an intellectual problem.

It is no derogation of the book which is obviously not intended to be "popular" that its reading will probably be confined almost entirely to the professional—the lawyer and the economist.

In the discussion of the Fourteenth Amendment the instrument of the concepts of "use value" and "exchange value" as a means of analysis of the interpreting cases is interesting and helpful. It seems somewhat doubtful to what extent the critique and the development of extensions and amendments of the Hofeld method of resolution of legal problems—the rights, privileges, powers and immunities idea—advances the theme, and to what extent it is an excursion from the line of march.

Some further exercise of that intellectual quality which shows in the ideas developed might perhaps have made the presentation of the argument flow with a little more limpid clarity. However, the especially interested layman as well as the lawyer and the economist will find the book abundantly repaying the time spent in reading.

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BULLETIN OF THE

## TAYLOR SOCIETY

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

IT IS the business of total situation psychology in industry to investigate and to eliminate conditions which lead to disharmony in the individual's mental background, and to promote that orientation which alone makes reasoned adjustment to the job possible.—Page 255.

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