

cated and the preservation of a proper balance between presenting enough factors to make a problem and a bogging superfluity is not easy. The perfectly stated business problem has yet to be put into type; but as each year goes by, the new statements of them are better than the earlier ones. The method which the Harvard School has worked out for preparing and testing these problems before printing certainly is the best yet devised, as this revised book bears evidence.

The edition under consideration contains a total of 279 business problems arranged on a plan covering eleven main headings, and 36 sub-heads. After a preliminary chapter on the "Field of Sales Management" the plan provides for the grouping of problems under such general subjects as Sales Organization, Sales Research and Sales Planning, Sales Policies Relating to the Product, Distribution Policies, Prices and Terms, Selling Methods, Management of the Sales Force, etc. Each of these has its subdivisions under which specific problems are presented, with no connective or interpretive matter unless the numbered titles may be said to serve that purpose.

Each of the main sections has a list of references to book and periodical sources which ought to be of great value to students desiring to pursue the specific topic further.

One objection, to all the case books thus far produced is their bulk. The material in this volume would appear less formidable if it were presented in four volumes instead of one or if it could be put into volume of half this size. But that, of course, is an individual opinion on a mechanical matter and does not take into account the problems of book publishing.

PAUL T. CHERINGTON³

Graphic Statistics in Management. By William H. Smith, McGraw-Hill Book Co., Inc., New York, 1924, pp. 360.

Graphic Analysis for Executives. By Winfield A. Savage, Codex Book Company, Inc., 1925, pp. 138.

The author of the first of these books states that whereas most books on statistics have been written from the theoretical point of view, it is his purpose to show the relations of the principles of statistical and graphic practice in a manner which should enable the business man to acquaint himself with the standard forms and practices both in collecting and tabulating statistics and constructing graphs.

In covering, in only nineteen pages of Part I, what he considers to be the essential statistical principles for the business man, much has had to be omitted. The novice may find it difficult to comprehend the significance of these principles without more illustrations. The author takes up very briefly methods of collection and tabulation. Almost nothing, however, is said of the methods of analysis

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other than explanations of the simplest averages — the arithmetic mean, weighted average, mode and median.

In Part II many types of charts, diagrams, maps and curves are well presented, actual cases being reproduced and criticized by the author. Part III considers external statistics. The relative values of some of the more important available series are discussed as means of determining conditions present and future in the business world and in particular industries. In Part IV appear examples of graphical methods of presenting information for the chief executive, and charts which have been used with success in purchasing, production, sales and financial departments. The final chapter contains material on graphs for retail stores.

The author recognizes that the graph can only supplement and not replace tabulated numerical series, and that each situation presents a different problem for "graphic statistics in management." He urges no single system as a solution. A very successful effort has been made to avoid all technical language throughout the book. It is written primarily for, and should be of much assistance to, the business man who wishes to begin using graphical methods in his organization. Those already familiar with statistical and graphical technique will also find it a convenient collection of material which may contain the suggestion necessary for some particular problem.

The second book, which presents types of graphic charts for use by executives, is by the president of an enterprise which offers to supply "a system of graphic charts which will save you time and effort in keeping intimately in touch with your business."

GILBERT H. TAPLEY⁴

Can Business Prevent Unemployment? By Sam A. Lewisohn, Ernest G. Draper, John R. Commons and Don D. Lescoghier. Alfred A. Knopf, New York, 1925, pages vi, 226.

It would have been very helpful if the collaborators had answered this question; it is disappointing to find that a book, which has been written apparently for the purpose of discussing the prevention of unemployment, fails to offer anything more than rudimentary, recognized and practiced methods of isolated and uncoordinated efforts at solution.

That the book follows so closely the publication of Feldman's "Regularization of Employment," a monumental and inspiring work, is unfortunate, as practically all the contents are found in the larger and more comprehensive work. There is nothing new in the book, but at that there may be some circulation for it among groups who have made but an elementary approach to the unemployment problem, because any compilation, if carefully made, saves considerable research on the part of the individual and encourages reading which otherwise would not be undertaken. For such elementary investigation the compilation will have its use, and should lead to the reading of the Feldman work.

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It is quite logical that the legislative side should be touched on so strongly inasmuch as two of the authors hail from a state where an attempt has been made by the legislature to force industry to deal with the regularization problem. It will appear to many that there is an over-emphasis on the state and governmental side of the insurance problem, although the authors do not attempt to make out a case for this kind of solution. They merely report it. Whether the attack through legislation, following the Huber Bill plan of the Wisconsin Legislature, or the British Unemployment System, or the Ghent Plan, is the proper American attack on the problem is open to discussion. Many industrial executives are inclined to be skeptical of the value of legislative solution of some of the major industrial problems, and feel that there is a possible solution from within instead of without. In Chapter V instances are cited showing relief of unemployment by organized effort on the part of governmental agencies, while in Chapter II the Hills Brothers and Procter and Gamble cases which always make interesting reading, as well as others more or less well known, are related, and should furnish encouragement to industry at large.

It is regrettable that the authors have failed to grasp their opportunity to emphasize the value of an engineering attack upon the problem, through a comprehensive study of the total situation rather than the citation of isolated cases and legislative panaceas. They have missed a real opportunity to answer their own question, but more than that have failed to point the way sufficiently so that the book may be looked upon as a guide to the solution of the problem.

PERCY S. BROWN⁵

Welfare Work in Industry. By Members of the Institute of Industrial Workers; Edited by Eleanor T. Kelly. Pitman, London, 1925.

The English title of "Welfare Work in Industry" may be somewhat misleading to the average American reader who may not know that outside the United States the term "welfare work" includes much of what is covered by the American term of "personnel work." This volume has been prepared by a group of welfare workers in Great Britain, engaged in a variety of industries. Brief, compact, and written in a simple straightforward style, it is a handy book for those who want to get a general survey of the field, or guidance on the routine of the job. It includes a short history of the rise and development of the movement, the activities usually included in a welfare department, such as employment tests, record keeping, the introduction and training of the new worker, discipline, service activities, supervision of the physical plant, and the share of the welfare department in the development of works committees and adult education.

The authors show the tremendous importance which they feel should be laid to the selection of the right person to carry on the work, by making this the subject of two of the eight chapters of the book.

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The welfare worker's need of an understanding of the underlying spirit of the work even more than of the routine, details and mechanics of the job, receives recurring emphasis and attention. This group of experienced welfare workers has evidently gleaned, from their wide contact in this field, the uselessness and actual mischief that may result when personnel or welfare work is introduced without a proper conception of the fundamental principles of the place of such work in the organization as a whole. A warning is given against "ready-made, cut and dried schemes, realizing that while fundamental principles remain the same the world over, their working out will vary enormously according to local conditions. A scheme evolved in the course of discussion and as a result of mutual agreement may be slow in developing and, when complete, less perfect technically than the ideal, but it will almost invariably be more vital, more workable, and less dependent on artificial stimulus than the ready-made article, largely because the people who have helped to draft it have seen visions and dreamed dreams in the process. Much time must be spent in laying foundations, and laying foundations is not usually a spectacular piece of work, but it remains true that a house built on the rock will endure."

Although describing methods in English organizations, much of this book is applicable to personnel or welfare work elsewhere. One is impressed with the fact that differences lie in detail and application and not in basic principles. It is cheering to read that "welfare work is now, by a very large number of firms, accepted as an essential part of their organization."

LOUISE C. ODENCRANTZ⁶

Industrial Ownership: Its Economic and Social Significance. By Robert S. Brookings, The Macmillan Company, New York, 1925, pages x, 107.

This economic treatise deserves attention at the hands of members of this Society because it presents the mature reflections of a thoughtful business owner and executive on problems of corporate structure and national economic policy. His area of discussion is a broader one than that usually made the subject for consideration under the caption "scientific management." Yet his entire treatment is of topics which are in serious need of treatment from a scientifically managerial point of view. And it is to be expected that the matters he treats will sooner or later force themselves upon the attention of executives who think scientifically about industry.

For no executive can ponder for long the problem of the effective distribution of his product, for example, without confronting the whole question of the organization of his particular industry, the distribution of plants in it, the volume of potential production capacity as compared with the volume of present demand, the reality of competition, the desirability of further consolidations, either horizontal or vertical, and the possibilities of cooperation among competitors.

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