

March 15. Elton Mayo, Research Associate, Wharton School, University of Pennsylvania. "Industrial Fatigue."

Chicago

The Chicago Section has been active this year under the leadership of Richard M. McClure, Secretary and Treasurer of the Wirebound Box Manufacturers' Association, President; Oliver G. Brain, Vice-President of the Brunner & Simmons Co., Inc., Vice-President; and Edward D. Byrnes, Sales Manager of the W. G. Lloyd Company, Secretary and Treasurer.

The following meetings have been held:

December 10. J. O. McKinsey, Consulting Engineer, "Trends in General Administration."

January 27. Henry P. Dutton, of Northwestern University, "The Regularization of Employment," based upon H. Feldman's book on that subject.

February 24. C. H. Fox, Vice President, Chicago Trust Company, on "The Banker's Place in Management." Discussion led by C. S. Brantingham, President, Emerson-Brantingham Company, Rockford.

March 31. Round Table discussion of Donald A. Laird's new book "Increasing Personal Efficiency."

Plans for the remainder of the year include a luncheon meeting on May 5 and a dinner meeting on the evening of June 1 at which Dr. H. S. Person will be the guest of the section.

San Francisco

George L. Bell and H. K. Hathaway, San Francisco members, are working toward the organization of a local section there. They are holding regular monthly meetings at the San Francisco Commercial Club, with an average attendance of ten to fifteen. So far these meetings have been informal dinners with discussion of problems confronting those present. Any members of the Society traveling to the coast are urged to meet with the group and help establish contacts with other parts of the country.

New York Metropolitan Section

The New York Section has continued its activity this year under the leadership of C. L. Barnum, Comptroller American Radiator Co., Chairman, and B. Eugenia Lies, Director of Planning, R. H. Macy & Co., Secretary-Treasurer. At the last meeting of the year Miss Lies was reelected Secretary-Treasurer and the following members elected as an Executive Committee: Wallace Clark, Consult-

ing Management Engineer; Edmund E. Lincoln, Chief Statistician and Economist, Western Electric Company; Joseph A. Piacitelli, Engineer, Barber Asphalt Co.; T. L. Preble, Regional Service Manager, The White Motor Co.; and Paul Quattlander, Best & Co.

The following meetings have been held this past season:

October 15. "Planning and Control." Discussion by C. W. Lytle, Director of Industrial Cooperation, New York University; Ralph Peters, Secretary, J. F. Tapley Company; Robert T. Kent, Superintendent of Prison Industries, State of New York; John H. Williams, Consulting Engineer and Wallace Clark, Consulting Engineer.

November 19. Joseph A. Piacitelli, Engineer, and John H. Wellers, Manager, of the Barber Asphalt Company, Maurer, N. J. "Some Recent Applications of Motion Study."

January 21. T. L. Preble, Regional Service Manager, White Motor Co. "Management of Automotive Service." Discussion by H. R. Cobleigh, Secretary of Service, National Automobile Chamber of Commerce, and Charles P. Staubach, agent at Newark, N. J., of the Burroughs Adding Machine Co.

April 15. Willard P. Freeland, Assistant Professor of Marketing, Massachusetts Institute of Technology, and Marketing Counselor with Cowan, Dempsey and Dengler, New York. "Progress toward Science in Marketing." Discussion by Charles W. Hoyt, President, Charles W. Hoyt, Inc.; William H. Ingersoll; Charles J. Crockett, Sales Manager, A. A. Vantine & Co., Inc., and Paul T. Cherington, Director of Research, J. Walter Thompson Co.

Japanese Branch

A public meeting of the Japanese Branch of the Taylor Society was held on March 10 at the Toyo Building, Tokyo. Paymaster Commander T. Mogi, a member of the Taylor Society, delivered a lecture on "The Rationalization of Operation Time." Discussion followed the lecture. The audience included 135 guests besides 7 members.

Colgate University Taylor Club

The following officers were installed at the April meeting: President, Ray Van Horn; Vice-President in charge of speakers, Harrison L. Frieze; Vice-

President in charge of entertainment, Alan Wilcox; Vice-President in charge of publicity, T. P. N. Wagner; Vice-President in charge of Employment, F. H. Dillingham; Vice-President in charge of Scholarship, Robert Elwood; Secretary, Robert Enslin; Treasurer, Philip Payne; Counsellor, Donald A. Laird.

On November 7 the club entertained the Central New York Local Section, special features including a football game between Colgate and Providence, a tea dance with the Colgate chapter of Phi Kappa Psi Fraternity as hosts, and a dinner followed by a meeting at the University Chapel, with Dr. Lillian M. Gilbreth, President, Frank B. Gilbreth, Inc., giving the principal address on "Recent Developments in Motion Study."

Other speakers during the year have included Dr. H. S. Person, Ordway Tead, Edward N. Johnston, Dr. Robert Moore, and Robert Julius Andersen.

On April 30 and May 1 the club plans a field trip to the Corona Typewriter Co. and Wickwire Brothers Co.

Plans are already being laid to entertain the Central New York Section again next fall, when on October 2 the guests are promised another "feast of football, food, and management talks."

Reviews

Conferences, Committees, Conventions and How to Run Them. By Edward Eyre Hunt. Harper and Brothers, New York, 1925. Pages xiv, 218.

One who has not carried the responsibility of organizing an important meeting has no conception of the amount of labor involved. Plans must be laid sometimes a year in advance and proceedings must be planned to the last detail. The more detailed and thorough the planning, the smoother the convention will run and the less in evidence will be the details of planning and execution. This feature is emphasized throughout this book: as the author states, the key-note of the work is pre-planning. It cannot fail to be of value to those charged with the responsibility for organizing conferences and conventions.

The book is based largely on the methods of organizing and directing governmental conferences. It considers the problem of such conferences in great detail, and presents much illustrative material in the nature of forms and reports. This should be of suggestive value to those concerned with other types of conventions. We believe, however, that the work could have been made more valuable by including in full, instead of dismissing in a few paragraphs, the elaborate and well-organized routine for the planning and conduct of

a convention of a major technical society such as, for instance, the A. S. M. E., with which the reviewer happens to be familiar.

ROBERT T. KENT¹

The Administration of Industrial Enterprises. By Edward D. Jones. Revised and Enlarged Edition. Longmans, Green & Co., New York, 1925, pages 618.

In 1916 Professor Jones wrote an outstanding statement of "first class practice in the administration of industrial enterprises." He has now "revised and enlarged" that statement and in doing so more than doubled its length. So much new material has been added, however, that the expanded edition maintains throughout the conciseness of the original. Moreover, this new material has been so fully assimilated and the old material so carefully integrated with it that the author writes almost throughout with the freshness of an original undertaking. There is the same simplicity, vigor and clarity, the same orderliness and comprehensiveness; there is the same union of a scholar's range of knowledge and appreciation of values with the sound common sense of the practical manager. But for the most part the new volume is new, not merely annotated or expanded.

Since 1916 the world in general, and industry in particular, has experienced much and been much changed by that experience. Conditions and practices that prevailed in 1916 no longer prevail. Certainly "labor is not what it used to be." Fortunately, management is not either. And in becoming a new and better management, management has developed much valuable technique. It is this great development in managerial principle and practice, of the past decade that Mr. Jones has made the basis of his renewed book.

The book is thus a comprehensive and up-to-date statement of the principles of factory administration in all its aspects from the choice of a location and the provision of buildings, facilities and power, to the shipping of the merchandise, the extension of credit and the collection of invoices. Even merchandising and selling are touched on briefly.

Because of its broad scope and limited size the book confines itself to essentials. In spite of its broad scope and limited size, it is precise, definite and illuminating throughout. It is rich in carefully chosen quotations from leading industrial executives and yet it is only in rare spots that one feels that the author has provided merely a digest of current opinion in place of his own seasoned judgment. The book is also rich in parallels from other fields of administration than industry. The author seems over-influenced by the technique of military organization and a little unaware of the possibilities of maintaining industrial integration by means more cooperative and creative than mere clarity in lines of authority. Yet he is at all times as intensely aware of human, as he is of practical, values.

¹Past chairman, Management Division, A. S. M. E.