

of acting as aids in judging performance. Only such cost finding systems as may be adjusted to the requirements of scientific management can in the long run be expected to survive.

In concluding his foreword, the author emphasizes that his treatise is based upon actual experience and is intended to be a practical guide to forward-looking industrial enterprises desirous of benefiting by the application of principles of scientific management. Throughout the book he refers to this purpose and points out that in practice scientific management has come to be generally recognized as tantamount to centralized planning of work, the typical characteristic of the form of organization advocated by him.

So much for Michel's background. Space limitations prohibit even the most cursory discussion of the contents of the thirteen chapters into which the book is divided, so the reviewer must content himself with certain general observations supplemented by brief reference to the topics treated by the author.

In a painstakingly careful and thorough manner, Michel has brought together in his book the main features of scientific management, and has endeavored to supply, by means of a wealth of material drawn from various industries and supported by scores of illustrations, a picture of how management may be made to function effectively. His work is neither a text book nor an original scientific investigation, but it is something more than a book of reference, as it has been termed by one German critic.

The book deals largely with American principles and practices, but these have been so thoroughly absorbed in their application to specific German industrial activities, and the numerous exhibits scattered throughout the text are expressed so completely *à la façon allemande*, that it is hard to believe that we are dealing with something of other than strictly German origin. Michel has evidently brought to bear upon the writing of the book a wide, practical experience in dealing with problems of scientific management in Germany, and he has fortified this with a natural or acquired talent for thinking in terms of organization. This is all the more to be commended, for, in the opinion of the reviewer, it is not unreasonable to suppose that many a German author in handling the subject of scientific management might well have been led astray through national characteristics and allowed himself to embrace the form rather than the substance.

In presenting his material to the reader, Michel first discusses at length the importance of planning in the

scheme of scientific management; then he devotes a chapter to a description of the records and activities that are involved in the handling of orders, the first step in the process of production. His faith in the efficacy of symbols induces him to dwell in the next chapter upon decimal classification, economics, graphic presentation and punched cards for statistical purposes. Then he branches out into a detailed presentation of principles and practices of receiving and storing, accompanied by numerous illustrations of store room arrangement and flow of work.

Following this, the manufacturing order and its various ramifications through the planning department are described at length, thus leading naturally into a discussion of methods of distribution of work and the objectives to be accomplished thereby. This section of the book, because it is most intimately related to the author's main thesis, is perhaps the most important and certainly the most profusely illustrated part. Practically every other page of the sixty comprising the section is devoted to the reproduction of some form, diagram or photograph of pertinent character, and we must really admire the wealth of information conveyed and the excellence of the printer's work. Pervading the presentation of the examples of German practice is a quality of thoroughness and attention to detail that makes one wonder at the amount of labor and care involved. Certainly we could not attempt to match it on any large scale in this country. Life is too short!

In rapid succession the author then deals with problems having to do with rate setting, determination of production times, various piece work methods and, naturally, the factors of time and motion studies which underlie all of these. This particular chapter is relatively brief, due undoubtedly to the fact that in a previously published book the author has treated exhaustively of this phase of scientific management.

The final chapters of the book relate to the equipment of the planning department and the procedure of work, and cover also such topics as scheduling, delivery, functional control, inspection, the preparation of payrolls, standard practice instructions and the elements of cost accounting.

In the concluding chapter the author speaks of the progress made both in Germany and in other countries with scientific management, and he emphasizes particularly the advantages which were possessed by France during the Great War in having American organizers at the disposal of her industrial apparatus,

The entire work is pervaded by a pronounced sociological point of view, leading to the assumption that the author regards scientific management as a means to an end and finds its justification in a recognition of its value in promoting the common good.

This review, in justice to the author, cannot be concluded without a brief reference to certain criticisms, which have been made in scientific circles, of the use by him of American material without giving sufficient credit to his sources. A judicial study of this criticism by the reviewer fails to find any adequate warrant therefor. The name of Taylor is frequently mentioned and references are also made to Hathaway, Gilbreth and other names of importance in the history of scientific management. The majority of illustrations in the book are, on the author's own statement, original with him; besides, in over one hundred and sixty footnotes, he makes copious references to the work of others. His case, therefore, may well rest upon the general proposition that scientific management is now so thoroughly well-known and established in Germany that, while its debt to the American pioneers is undoubted and real, it has already produced, on its own account, a record of contributions to the progress of the movement.

One can easily understand that since the author's experience has been developed mainly in the decade following Taylor's death, and scientific management as understood today is the product of many minds rather than of one, no matter how eminent, he was not under any particular compulsion to give special credit to Taylor. By failing to give such recognition, he of course detracts in no manner from the fame of the father of scientific management. It would, however, be a gracious act on his part to include in a subsequent edition of the book some reference to the lasting influence of Taylor's work on all students in the field who come after him.

Reverting to the book, the reviewer regrets that Michel did not take pains to have the English topical index, which is a novel feature, prepared by someone thoroughly conversant with that language. Had he done this, he would have produced something of value to those not acquainted with the German language. As it is, the index is worse than useless. Even a high-school student in Germany should have been able to translate "Instandhaltung" as "maintenance" instead of "preventing repairs"; "Flusslauf" as "flow of work" instead of "course of the river"; "Bezugsquelle" as "source of supply" instead of "ad-

dress for purchasing"; "Betriebsunkosten" as "operating expenses" instead of "auxiliary expense" (sic); "Oberbegriff" as "major classification" instead of "super-conception." Many other examples could be given of what constitutes a minor though rather serious blemish in an otherwise excellent book and a fine example of the printer's art.

Policies of Organized Labor¹

By Florence C. Thorne²

"WE need it stated in most emphatic terms that trade unionism is a constructive force designed to build up industry for the benefit of all the people," writes Sir Ernest Benn in "If I Were A Labour Leader." Under this whimsical title the author of this little volume, which appeared so briskly on the heels of the General Strike, devises an opportunity to talk man to man with wage earners whose leaders had led them to a losing fight. Because every labor leader must have a union card, Sir Ernest proposes a union with the symbolic name, "Union of Good Intentions," which gives him the necessary credential.

The strike background gives unusual interest to Sir Ernest's proposals "as a labor leader." There are two outstanding features in his program: insistence that fundamental in the problem of promoting the welfare of the whole nation is greater efficiency in production and that this end can only be reached when all concerned apply their collective intelligence.

The basic difficulty with British labor policies he attributes to the "attempt to mix up industrial and political questions." He says:

The real cause of the general strike is only to be found when we examine the relationship of Trade Unionism to Socialism and to politics generally. The blame rests on those who for years have been preaching political action, many of them knowing full well that they were aiming at the destruction of the British constitution and not saying so, others not having the brains to know what they were doing and others, again, boldly proclaiming that they were out to found a new system of government. All these people, whether on the right or the left, it does not matter, who have advocated direct or political action, have their share of blame for the general strike.

Thinking that the problems of the workers could be settled by the ballot contributed to a "muddle-headed general impression that fighting is the thing".

¹A review of "If I Were a Labour Leader," by Sir Ernest J. P. Benn, Charles Scribner's Sons, New York, 1926; pp. 136.

²American Federation of Labor, Washington, D. C.