

special group of factors has been segregated for attack. An analysis of underlying causes is not attempted. Except for the expression of sympathy with what R. H. Tawney has called the functional society, there is not even the suggestion of a program of constructive solution or action to which this presentation is to be harnessed. Every kind of waste has been included, from crime to lack of city planning. The sole aim is to impress the reader with the ubiquity and aggregate vastness of waste.

For this particular purpose, the medium that Mr. Chase might have used is that of a painting in bold colors, stirring the emotion and the imagination; or an etching leading to more detailed examination and reflection. Instead, the general point of view of the book is that of an aeroplane photograph, with Mr. Chase's pencil moving from one square millimeter to another and he himself eagerly deluging the listener with citations of facts, comments and calculations.

This method has grave defects. It means that the reader is taken over a vast amount of ground which is thoroughly obvious and familiar. It means that the number of quotations is too large for the author to have been able to give each source of information that thorough, intensive, critical analysis which any statistical method of describing a situation demands. Mr. Chase's own super-guesses are, therefore, built in part, on a foundation of statistical material that may originally have served a good propagandist purpose; they do not satisfy the student who had hoped for a really scientific study of the subject, such as the previous writings by the author had led the present reviewer to expect.

Much of the material should have been omitted. One example is the ridiculous table by the Secretary of the Treasury, estimating the country's expenditures on luxuries (p. 86). Some of the guesses and superficial comments in fields in which the author was not thoroughly familiar are out of place and mar the reader's confidence. Such, for instance, are the *obiter dicta* with regard to the value of production engineers, cost accountants, statistical services and trade associations. Has Mr. Chase studied their work in sufficient detail to make such statements about them? Many of these have done splendid pioneer work in educating industry to eliminate the wastefulness of industrial practices. The reference to the wastefulness of overhead staff (p. 275), is also open to objection. Perhaps more careful analysis might have shown that none of the improvements in technique, whether in planning cities, in reducing crime, or in scientifically managing industry, is possible without an enormous increase in overhead staff. Research work and functionalizing thought and planning require engineers and executives at the top. This, of itself, would considerably decrease the ratio of productive to "non-productive" labor, although bringing higher efficiency. On the other hand, where is the conclusive evidence to prove the bland assertion that the labor movement is "combining its demand for more democracy in industry with the realization that only the lessening of waste can raise the standard of living?" (p. 278).

As a source book on evidence of what most sophisticated people already know, the book is a handy one to have around, and will aid the man who has a speech to make or a point to illustrate. We wish, however, that Mr. Chase had taken one small phase of his subject, such as advertising, food

marketing, or even distribution in general, in which he has written the best sections, and done a detailed, technical study, made practical by an attempt to propose a program of improvement. As it is, the general impression is something like that of being lead through a plant by a factory guide, who tells one at every step the enormous number of tons of raw material required for that process, or the vast number of units made of that product, but adds little, if anything, to one's understanding of the principles by which the organization ought to function.

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Principles of Personal Selling. By Harry R. Tosdal, Ph.D. A. W. Shaw Company, Chicago, 1925, pages 753. Numerous forms and charts.

"Comprehensive" is probably the best word to apply to this book. It is characteristically thorough like all the presentations by Professor Tosdal. The book was written primarily for use in the class-room. But the general reader, whether executive or salesman, will find the pages profitable. One cannot think of many important aspects of selling left untouched. Yet, the treatment is vital, not sketchy.

Dr. Tosdal is not attracted solely to the usual type of facts regarding personal selling. Scholarship improves the practical benefits of the book. "Personal selling is treated as a subject with a scientific basis. The discussion assumes a 'selling process' and in another chapter makes bold to consider the present status of information as to the 'psychology of the selling process.'" In the breadth of understanding of what present-day psychology has to offer, the book is unique. And in the effort to organize as well as harmonize the practical applications of psychology to selling, Dr. Tosdal is a pioneer in publication.

The "practical man" may assert that there is no science of selling. But such a man will not wish to acknowledge the advantage of directing warfare from the altitudes. To be sure science and art represent the extremes of thought to some. But there is a point where they fuse. If we hold in mind that art is applying knowledge, we see the necessity for knowledge. Obviously salesmanship is an art. But a "thinker" will not find satisfaction in a book on a salesmanship confined to "pep talks." The "doer" is a type common to selling, of course, but Dr. Tosdal assumes that salesmen and buyers respond "reasonably" and that there must be some common basis for such responses. Such a thesis represents a new epoch in literature on salesmanship. It is the purpose of this review to stress the need for and value of such pioneer viewpoints.

Economics and psychology have much in common. In fact, from one point of view it may be said one is cause and the other effect. Which is which is unimportant because intangible. The author's definition of salesmanship is a good example of the assumption of interrelation: "Salesmanship is the art exercised by the seller of effecting economic exchanges" (p. 4). That is, goods are not economic goods until human wants are correlative.

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Little is gained by quarreling with the 'above definition. The reviewer believes it is too limited in scope and would phrase another definition, "Salesmanship is the ability to effect economic exchanges." But of the making of definitions there is no end, and little is gained where differentiations are slight. Some readers may think, however, that the author's emphasis of *art* rather than *ability* is less in line with other psychological points of view than is warranted. Too, the seller is not always the exerciser of the art. Often a buyer out-psychologizes the seller. Mere economic exchange is not salesmanship. So there must be aggressive effort. But if both seller and buyer exercise *art* could one say there was no salesmanship in the transaction?

The part of the book most appealing to the student of salesmanship is the presentation of the scientific basis: The other parts are stimulating, sensible, sound. They are the outgrowth of a wide range of experience with selling problems. But they are judgments after all and may or may not accord with the reader's. The science is tangible.

At the outset, may it not be considered a deficiency that the theory of the book gives no more prominent place to the Austrian school of economists than that of a footnote on page 74. Probably such an emphasis was editorially wise. But in fact the footnote should be a headline in one's thinking. Here is the fusing point of the social sciences of economics and psychology.

Again, does the author make clear his newer stress on the theory of *wants* in relation to the trite grouping of psychological processes? While it is trite, it is psychologically sound to assert that the selling process necessitates attention, interest, desire, action and satisfaction (p. 85). Just where does the theory of *wants* as a *sine qua non* diminish the need for the old five-fold classification or series of steps? Dare one inquire as to the consistency of the five-fold classification with Watsonian "behaviorism" to which the book seems to attach itself?

But what a delight it is to see the names of leading psychologists in the footnotes, to enjoy the sincerity of a serious attempt to present the *subject* of salesmanship and to comprehend the compliment such a book pays to the field of human endeavor in which so many thousands earn their daily bread.

GLENN N. MERRY³

The Investigation of Business Problems: Technique and Procedure. By J. Eigelberner, A. W. Shaw Company, Chicago, 1926, pages xi, 335.

In making an appraisal of this book, it would not be possible for one to improve on the phrasing with which the author has expressed his purpose in the preface. He presents two distinct reasons for writing the book. "First the fundamental intent to present a thorough analysis of the subject, sound both from a standpoint of theory and practice. But back of the foregoing, and assuming primary importance at all times, is the purpose of developing a practical training in the art of investigation which will be of equal value to

the business executive and to the research worker, both in the analysis and the solution of their problems." This purpose has been accomplished.

Any piece of industrial research necessitates breaking up things into their component parts as a foundation for any future work. In the preparation of his book Mr. Eigelberner has carried out the same procedure that he recommends for others in arriving at the solution of an industrial problem. To the student in school or to the man young in experience the book should be particularly helpful because in many parts it is essentially elementary. It may inspire the man older in years and in experience to analyze his conscious and subconscious efforts and furnish him a worthwhile audit of his technique.

S. M. WOODWARD⁴

The Integration of Industrial Operation. By Willard L. Thorp. Census Monograph III, Washington, D. C., 1924.

The subtitle of the volume gives an accurate statement of its purpose and scope: a statistical and descriptive analysis of the development and growth of industrial establishments and of the size, scope, and structure of combinations of industrial establishments operated from central offices. As the readers of this journal probably know, the Census Office began, with the census of 1919-20, to issue special monographs dealing with particular topics and inquiries concerning the census data published in the usual form. This monograph by Dr. Thorp is a pioneer attempt to disclose the trends in industrial organization in the United States.

Within the limits of this notice it is not possible to enter into any detailed discussion of the subject treated by Dr. Thorp. One must be content with a brief statement of the materials he has presented and a word or two about their general significance and particular interest to members of the Society.

The discussion falls into three divisions. The first is concerned with the growth of industrial establishments, with reference to the changing size and scale of operations and the differences in character of ownership. The second section is an attempt to elicit from the census schedules specific data upon the extent of centralized operation of industries, wherein the actual operations (as distinct from financial control, etc.) are combined under one management. The third section is a detailed examination of the types of central office management to be found in the several industries, with particular reference to the purpose served by the central office control, or integration under one management of several industries or stages of industrial operations. Here we find specific data upon the combination of industrial operations of uniform products, joint products, by-products, dissimilar products of similar processes, complementary, auxiliary, successive, and unrelated products.

The significance of industrial integration is to be seen in the extension of the method of planning and control to the direction of two or more industries, wherein the technical relations arising from their operations and products are

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