

brought under the direction of a single management (more or less scientific). As the present writer has elsewhere pointed out, the reliance upon selling at fluctuating prices to bring about coordination of industrial processes is gradually being supplanted by the organization of larger industrial units under one management where the various processes are conducted as a single unified whole. Budgeting, therefore, replaces buying and selling in integrated industry and by so much advances the conception of scientific management.

The present volume should be read by every one concerned with management of industry and the larger questions of economic evolution. It should be especially valuable to the members of the Taylor Society as indicative of the possible extension of scientific management beyond the limits of individual plants to include what goes on before and after in the total industrial process.

L. K. FRANK\*

*The Quest of the One Best Way.* By Lillian Moller Gilbreth, privately printed, 1925, pages 64.

*F. B. Gilbreth: Das Leben eines amerikanischen Organisations.* By I. M. Witte, C. E. Poeschel, Stuttgart, 1925, pages 88.

*Taylor, Gilbreth, Ford.* By I. M. Witté, R. Oldenbourg, Berlin, 1925, pages 78.

The first of the pamphlets listed is a brief biography of a factual character concerning the life of the late Frank Bunker Gilbreth, by his wife, Dr. Lillian M. Gilbreth. Her courageous determination to "carry on" the work in which they had jointly found such inspiration gives the record a double interest to their many friends. The pamphlet tells a simple story, in intimate fashion. We read of Frank's childhood, his decision to start work as a bricklayer instead of going on from high school to M. I. T., of the inquisitive turn of mind that invented newer methods in the tradition-bound construction crafts, of the lovable personality that made friends everywhere, of his keen interest in the application of science to construction operations, and of the books which he began to turn out as the possibilities of his chosen field opened themselves up to him. When he was twenty-seven years of age and had ten years of all-around experience behind him, he entered into business for himself (on April Fool's Day, 1895, as he was wont to explain). Though he seems to have made an exceptional success there, this one trade could not hold him. Contacts and associations with the pioneers in the new scientific management, including Frederick W. Taylor himself, sharpened his insight into the broader problems, and it seemed inevitable that he would give up his contracting business and become a management engineer. In this he soon attained a practice described as "interesting, profitable and worthwhile," and was on the verge of adding important results to his already conspicuous discoveries when his untimely death cut short his activities.

In many respects the account is more than a personal biography. It is the story of a Quest, that is common to scientists in all fields, and thus has the power of a wider

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message than that of a record for one's friends. One cannot help but wish that someone will take up the story some day and make it available for the wider audience.

That the record has the power of inspiration is seen in the second of the pamphlets reviewed, in which Miss Witte has not only translated into German the complete account by Mrs. Gilbreth, but has added to it a good deal of material that should make friends and converts in Germany. The preface is a splendid tribute to both Mr. and Mrs. Gilbreth, and Part Two contains a factual and critical evaluation of the scientific work done that gives much valuable information, including a complete bibliography and references to comments of the press about their work.

Miss Witte's other book, "Taylor, Gilbreth, Ford," also in German, is of wider scope, since it summarizes the work of these three outstanding figures, their individual contributions and their personalities and considers the applicability of their methods to Europe. Miss Witte warns against the Fordization of Europe, the ready acceptance of merely the outward aspects of scientific management, such as subdivision of work, without the genuine ideals of scientific management and the ethical conceptions of industry. She believes that the spirit of the two continents is different and that driving the workers and reducing them to slaves of work will not only be resisted in Europe but will prove unsuccessful. Her booklet deserves translation as one of the interesting examples of the reactions of foreign students to American methods, notable because she appreciates the difference between the use of the mere tools and instruments of scientific management and the adoption of the principles and point of view as a whole.

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*Business Power Through Psychology.* By Edgar James Swift. Charles Scribner's Sons, New York, 1925, pages vii, 397.

Professor Swift has had wide contact with problems of salesmanship and he has read widely regarding the current activities in other managerial fields. His book thus successfully brings together the current applications which are being made of psychological knowledge to the departments of management, with special stress on the selling end. The book makes no attempt to offer new scholarship in the field, and outside the field of selling, his material seems more bookish than practical. His chapters on the psychology of managing men and of leadership, for example, do not stay close to business examples and problems. The young reader who has not had previous acquaintance with psychological texts may find useful information here, but he certainly should go on to read the more basic books even if they prove less entertaining. The application of psychological knowledge is an art which every individual must work at himself. And knowledge of the psychological principles to be employed cannot be simplified beyond a point. To mislead the business man into thinking that he can know human nature without hard study is to do him no real service.

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# TAYLOR SOCIETY

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

The Illusion of Final Authority

Mary P. Follett

The Practical Man in the Making

Meyer Bloomfield

Management and Research

H. S. Person, Mary Van Kleeck, R. L. Tweedy

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