

## Objects of the Taylor Society Incorporated

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure—for the common benefit of the community, the worker, the manager and the employer—understanding and intelligent direction of the principles of administration and management which govern organized effort for accomplishing industrial and other social purposes.
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community; the worker, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective responsibility.

## Membership

The membership of the Society comprises Members, Junior Members, Honorary Members, Life Members, Firm Members, Contributing Members and Student Associates. Application for membership should be made on a regular form which may be secured from the Society. New members may be elected directly to the grades marked\*.

1. **Member:** An individual interested in the development of the science and the art of management as engineer, executive, operative, scientist, investigator or teacher. Minimum age 28. Initiation Fee, \$15. Annual dues including subscription to the Bulletin, \$20.
2. **Junior Member:** A younger member. A Junior Member may become a Member without payment of additional initiation fee at 28 years of age and must change to Member at 30 years. Initiation Fee, \$5. Annual dues including subscription to the Bulletin, \$10.  
For any of the above grades a person engaged in educational work, state service, government service or the service of any other non-commercial enterprise of an eleemosynary nature shall pay one half the initiation fee and one half the annual dues of the grade to which elected.
3. **Honorary Member:** A Fellow, over 50 years of age, who has rendered exceptionally distinguished service in the advancement of the science and the art of management.
4. **Life Member:** Any Fellow or Member who has prepaid all dues by the payment of \$500.
5. **Firm Member:** A firm or organization interested in the advancement of the science and the art of management which desires to make the service of the Society available to members of its organization. A firm member designates two representatives (who may be changed from time to time at the organization's discretion) who have all the rights and privileges of membership except the right to vote and to hold office. Annual dues, including two subscriptions to the Bulletin, \$40.
6. **Contributing Member:** Any individual, firm or organization desiring to promote the work of the Society by an annual contribution of \$100 or more. A contributing member has all the privileges of personal or firm membership, as the case may be, including one subscription to the Bulletin for each \$20 contributed.
7. **Student Associate:** A regularly enrolled student of management in any school of engineering, business administration, commerce or arts, of collegiate rank, or a graduate of such institution who has applied for membership not later than one year after graduation, elected upon recommendation of the instructor in charge of management courses. A Student Associate may become a Junior Member, without payment of initiation fee, any time after graduation and must become a Junior Member at the age of 25. Annual dues including subscription to the Bulletin, \$3.

All dues are payable in advance, either annually or in semi-annual installments. The fiscal year is November 1 to October 31. Members elected other than at the beginning of the fiscal year are charged pro rata (quarterly) for the first year.

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### Bulletins Wanted

We have available only a few copies of the February and none of the June-August, 1926, issues of the Bulletin. Both numbers are much in demand and both are of such importance as to warrant every effort on our part to fill library orders. Calls continue also for the October, 1925, and December, 1924, issues, both of which have been out of print for some time. Readers who do not bind their issues may render a real service to libraries and to the Society by returning copies of any of these issues.

### Notice to Binders

This issue, although identified as No. 5, completes Vol. XI. The numbers making up the issue are: 1, 2, 3 and 4, 4, 5.

### Comment

THE December Meeting of the Taylor Society was attended by some three hundred registered, regular participants, and by about two hundred additional people who came to particular sessions. In intellectual and inspirational quality the papers and discussions maintained the highest standards. They will be appreciated by those who read them as they were by those who were privileged to hear them—the attention and discussion at every session continued without lag until the presiding officer was compelled to declare adjournment in order to preserve the regularity of the program.

IT IS interesting to note in what phases of management executives are now interested, practical line executives, such as general managers and production managers. The time was—when we were on a sellers' market—that they were interested only in the more obvious production problems. Then came the time—when we first experienced a buyers' market—when even production managers became interested in the sales problem, for they were beginning to feel and understand the distinct hindrance to good production methods caused by inefficient selling. Then as the buyers' market continued and brought into focus a variety of influences which condition production activities, they became interested in many problems formerly not perceived to be pertinent to production. The December meeting afforded opportunity to hear papers on production, marketing, research, the economics of overhead costs and the theory of executive authority and responsibility; and not a few general managers and production managers have since the meeting commented with enthusiasm on such papers as those on research and executive authority.

THE paper by Miss Follett will challenge the imagination and intellect of every practical executive. It is a misfortune that the article in cold print cannot reproduce the atmosphere of the session at which it was presented; the interested, concentrated, tense attention with which it was received. A general manager and a production manager of a northern New York plant remarked to us after the adjournment of the session: "That was one of the most interesting papers we have ever heard; it put into words what we have been thinking about and trying to talk about." The reason practical executives responded in such a manner is that Miss Follett's