

national conference was held in Warsaw in May, 1926, under very peculiar conditions. The revolution broke out there during the conference, yet all meetings were held in the home of one of the best workers in Poland, Professor K. Adamiecki, where all members of the conference enjoyed through the whole week the sincerest hospitality. We must mention the understanding of the principles of scientific management which was shown by the Polish government on this occasion. The Polish government was one of the first to invite efficiency engineers, of whom Mr. Wallace Clark was one, to make an economic analysis of government plants. The conference in Poland was completed by the international conference in Paris in June, 1926. The representatives of nine nations who attended decided to recommend to the American Committee, the Engineering Council and the Masaryk Academy of Work that the next Congress be held in 1927 in Italy. They further decided to publish in the international bulletin original articles in French, Italian, German and Spanish as well as in English. The progress of this conference was furthered through the cooperation of M. F. Mauro, the President, who directed all the discussions in a splendid way, and by the help of the French and Belgian representatives, M. M. H. le Chatelier, M. Charles de Freminville, M. Landauer and others. The International Committee is trying to make further connections with prominent workers in Austria, England, Holland and Germany. It would be useless to say how important is the further cooperation of the Americans who so gladly started this movement. All Europeans wish heartily to have America at the head as the leader in this movement, as this will be of greatest assistance in furthering our aims in this important work, which we do with a great enthusiasm. We believe that this is the safest way to create better relations between the nations on the basis of better economy. It is necessary that the richer and stronger nations should help the poorer and smaller nations by teaching them newer labor methods, better use of natural resources and better development of the natural talents of the people through the elimination of waste and on the basis of sounder economic theory.

This international economic cooperation has another significance. World peace can never be accomplished on the basis of political and diplomatic

agreements unless at the same time attention is given to the best development and use of natural resources, to the judicious use of the natural national spirit of peoples properly developed through the reciprocal exchange of works and natural resources, the building up of a new and proper education, a new kind of thinking based on the principles of scientific management preceding all human activity. In other words, the traditional and conservative kind of thinking must be changed. The result will be a different kind of living and greater cooperation between the nations.

We have, therefore, to welcome another very important American idea, accepted and promoted in America by Mr. E. A. Filene and Mr. Henry S. Dennison; namely, to create in Geneva in connection with the International Labor Office, an Institute for the International Rationalization of Production. This will take care of the exchange of information between national institutions of this kind, facilitate personal relations between specialists and study all problems in relation to the rationalization of production.

We have often discussed another suggestion—that of organizing international educational courses for the study of scientific management. We are trying to do something along this line in Prague in a very short time and extend an invitation to all nations to cooperate heartily.

The problem of the reeducation of a nation in the light of scientific management principles is immensely important and also very difficult because it is necessary to reeducate the people in these principles. For this purpose an international handbook on principles of scientific management should be published, translated into all languages and sold at a very low price. This could be used as splendid propaganda and should become the international Bible of the science of labor and human economy.

It would be a great help if all teachers and professors could be acquainted with the principles of scientific management because they would then immediately teach their students from this standpoint and they would very soon try to develop in young students a right sense of rational economy. Without this we can hardly imagine the right democracy, as the study of scientific management itself changes the people and makes them more perfect.

We are trying in Czechoslovakia to obtain for the people a higher standard of living and to obtain it through the working out of better social laws and better distribution of work. It will interest you to know that the Czechoslovak women are greatly interested in scientific management and have spontaneously asked for cooperation because they know they are spending more than thirty billion kronin in their homes, a sum which is more than twice the national budget for a year. It is, therefore, very important that the best economic education should be provided for the women, as good home and human economy is the basis on which the economy of the nation and the government rests. Here in your country much has been done in home and human economy and, therefore, our women are studying with great enthusiasm the activity of American women and economists.

The reeducation of the nation will be obtained most quickly by reeducating the young men. Our young men, therefore, try to live for a short time in the United States and to learn what the American spirit means in a practical way. And the generous people of America are going to invite Europe again to send her best educated sons to learn American methods of working and living.

The Ford Company in Detroit has in its international school about 300 young men from about thirty-five nations. Twelve of these are Czechoslovak students. Germany has placed more than one hundred engineers in American plants. Twenty have been received into the A.S.M.E. by the Secretary, Mr. Calvin W. Rice, the international father of all foreign engineering students. This is the best school for scientific management and also the best way to develop greater cooperation between the nations.

It is very important that through the aims of Americans the question of scientific management is going on the international forum where it will help to create a new basis for sounder economic politics.

A further and very important step should be the application of the principles of scientific management to the administration of governments, where problems are very similar the world over. It would be quite possible, therefore, to organize a special international committee for the elaboration of general basic standards for economies in governmental and public administration. This would be

very helpful in bringing about better public administration in all countries and this again would be another step toward the cooperation of the nations on an economic basis.

These reasons should be sufficient to enlist support in all countries, since the national and international corporations take care to spread the knowledge of scientific management as a basis for sounder development of the nations and more rational economic politics. It would be possible in this way to develop an activity in European corporations similar to that of the American corporations of which the Taylor Society, with its excellent bulletin—a real lexicon of scientific management—is the leader.

Permit me to extend on this rare occasion in the name of European scientific management workers and especially in the name of the Masaryk Academy and the Czechoslovak government the sincerest congratulations on the results of your beneficial activity and great appreciation for your cooperation and your help in our national and international activity. I wish to assure you that my small nation, whose constitution was modeled on yours, and whose liberty after three hundred years of oppression was proclaimed in the same Independence Hall in Philadelphia, will always look to great America as the leader towards the right democracy and liberty.

### American Methods in French Management

By CONRAD D'ANGELO  
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I CAME eight years ago to America to get a big dose of scientific management. After the war in Europe, and principally in France, we needed to put some order into our industry and our commerce; and when I returned I had some experiences in which I applied some of the principles and methods that I had learned in your country. As Mr. Butler has said, it is very hard, of course, to introduce American methods throughout all Europe, yet with patience and interest we have succeeded in introducing some of them with wonderful results.

I have had experience mainly where I could employ only people who did not know anything about the work which was expected from them. I remember once we were looking for workmen and it was very hard to get them in Paris, as our factory