

and "must be" occur far too frequently. A sentence like the following indicates some of the psychological limitations under which the author writes: "Real discipline is the voluntary effacement of individual preference before a function, for the good of many. . ." To conceive of discipline in these terms rather than in terms of a voluntary alteration of individual preferences is a vital difference which the author all but ignores. Studies of leadership to be effective must in the future consider ways to bring about this alteration and not the effacement which hypnosis or bullying can achieve. The key to the whole problem must be seen to be a knowledge of motivation and of the ways of influencing motivation. Nevertheless, the awareness, of the need for conscious development of leadership traits and abilities in this branch of the public service which this book indicates is a first step in the right direction.

ORDWAY TEAD<sup>5</sup>

*Shipping Containers.* By Bronson L. Huestis, M.E.  
The Ronald Press Company, New York, 1925,  
pages viii, 139.

This book puts in useful form all the information that a shipping department needs for properly packing and shipping goods. After a brief discussion of functions of a container, it considers the material of which containers are made, and gives designs for the construction of the best types of boxes, crates, barrels, drums, et cetera. It also contains directions for packing of various types of articles, such as fragile articles, furniture, and dangerous articles, such as explosives and articles which may be easily damaged. The Interstate Commerce regulations for dangerous articles and semi-dangerous articles are mentioned in a separate chapter and divided into various classes. Directions for packing for export shipments are also given. The final chapter deals with tests of containers. The book is an exceedingly useful one and a study of its pages by shipping departments should result in many economies.

R. T. KENT<sup>6</sup>

*Tool Control.* By Anker L. Christensen, M.B.A., The Ronald Press Company, New York, 1926, pages xvi, 134.

One of the greatest sources of loss in any manufacturing establishment is an unsystematic method of storing, preparing and issuing tools. Unless there is adequate tool control, tool inventories may run into many thousands of dollars more than is really necessary and there may be further losses due to idle machine time consequent upon tools not being available at the time they are wanted.

The book under consideration outlines the method of tool control introduced by the author at the Harrison Works of the Worthington Pump & Machinery Corporation. It covers the subjects of tool classification, the

<sup>5</sup>New York School of Social Work and Harper & Brothers.

<sup>6</sup>General Manager, Bridgeport Brass Company.

tool crib, bringing of tools under control, methods of issuing tools, inspection of tools, executive control and tool development. It is profusely illustrated. The book should serve as a basis for the development of a tool control system for manufacturers in many different lines.

R. T. KENT<sup>6</sup>

*Constructive Salesmanship.* By John Alford Stevenson, Ph. D., Harper & Brothers, New York, 1923, pages ix, 361.

*Salesmanship Applied.* By Paul W. Ivey, Ph. D., A. W. Shaw Company, Chicago, 1925, pages vii, 333.

These are books on practical salesmanship both written in the spirit of helpful suggestion from a sales executive to his road men. Neither purports to be a fundamental text book but rather is written from the angle of a mature and experienced point of view for the help of the not too seasoned salesman.

"Constructive Salesmanship" is an excellent if incomplete review of sales methods. The intention of the author has been to make his treatise essentially practical and there can be no doubt that he succeeds. He has not resorted to trick or theoretical methods but to the tried and proven plans of successful companies. While he is necessarily limited in the number of plans he presents, nevertheless he suggests modifications and changes that enable the salesman with imagination and ingenuity to adapt the plan to his particular line and customer. Standard sales talks of successful nationally sold articles are presented in toto with suggestions for planning the approach, managing the interview and closing the sale.

"Salesmanship Applied" is in the form of a number of lectures, each having a chatty and personal appeal that is calculated to restore the confidence of the discouraged salesman. They are in the nature of "pep" talks, full of personal experiences and anecdotes. While a general plan of analysis of all the factors entering into a sale is followed, the material is so fragmentary and episodic that it becomes more reminiscent than didactic.

Like the former book, it is one of suggestion rather than of principles. It begins with a discussion of the nature of salesmanship and the creation of values. Then follows an examination of the customer and the reasons for buying. Shifting to the personality of the salesman it suggests the type of personality and the probable methods of acquiring that personality. In the following chapters the technique of the sale is discussed with particular emphasis upon the approach and the style of interview. It is by no means thorough nor all inclusive but its very personal style makes it convincing.

Neither book is a complete treatise on salesmanship nor should either be entrusted to the wholly inexperienced salesman.

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