

## II. Reference Libraries of Scientific Management in Foreign Countries.

Through the co-operation of members of the Taylor Society and other supporters of the scientific management movement considerable progress is being made in establishing libraries of American management literature in foreign countries. This work has been made possible through the courtesy of authors in donating copies of their books and through donations of the money with which these have been purchased. It is our purpose to continue this work until similar libraries have been established in all foreign capitals where a desire for them has been expressed.

This work was inaugurated in 1924 through the presentation of a library to the Masaryk Academy in Prague as one of the features of American participation in the first international scientific management congress. The address in which Robert Kent, Chairman of the American Committee, made the presentation was received with so much enthusiasm by delegations representing seventeen countries that it became obvious that a similar service to other nations would be appreciated.

As a special evidence of good will to the newly established Polish Institute of Scientific Management a collection of books has recently been forwarded through the courtesy of the Smithsonian Institute to Warsaw, where it will become a feature of the library of the Museum of Industry and Agriculture. The policy has been adopted of locating the books in every instance with established libraries, where it is possible to give them the widest possible circulation.

As a reminder of the recent visit of the British Industrial Mission, of which Sir William Mackenzie was the chairman, a collection of books is now on its way to London. They will be deposited with the School of Economics, University of London—the place designated by the Mission because it has in its personnel equal representation of the employes and the employers of British industry. This collection of books—as do the others—carries appropriate book plates expressing the good will of the American management movement to that of the country to which the books are sent.

Paris already has a splendid array not only of books on scientific management in the library of the ancient Society for the Management of National Industry, but about sixty titles not heretofore found

in this collection have just gone forward to this library.

A further collection of books and other exhibits is being brought together to be presented to Italy by the American delegates to the third international scientific management congress to be held in Rome, September 4-10 of this year. The assembling of this library is in charge of Professor R. H. Lansburgh of the Wharton School, University of Pennsylvania, late Commissioner of Labor and Industry of the Commonwealth of Pennsylvania. Those having contributions to make are urged to write promptly to Professor Lansburgh.

The Taylor Society will be glad to co-operate with its members and friends in foreign countries either in the establishment of such new libraries or in the amplification of those which are already going concerns.

### Foreign Scientific Management Libraries

1. Czechoslovakia—Masaryk Academy, Prague.
2. England—School of Economics, University of London. (Sir William Beveridge, Director)
3. France—Bibliothèque de la Société d'Encouragement Pour l'Industrie Nationale, Fondation Michelin, 44 rue de Rennes, Paris.
4. Italy—Location to be announced.
5. Japan—Industrial Association of Japan, Tokyo.
6. Poland—Museum of Industry and Agriculture, Warsaw, Poland.
7. Switzerland—Library of the International Labor Office (League of Nations), Geneva.

## News of the Sections

### Central New York

The Central New York Section held its regular monthly meeting on March 17 at the Hotel Syracuse. Mr. C. E. Knoeppel, Managing Director of Waste Eliminators, Inc., of Boston, spoke on "Increasing Net Profits in Industry."

### Central Ohio

The March 23rd meeting of the Central Ohio Section dealt with the question of "Quality in Production," with the discussion centering around the idea that there is a point at which quality ceases to be valuable in production.

### New York Metropolitan

At the meeting of the New York Metropolitan Section, held at the Town Hall Club, March 17th,

Mr. Paul M. Mazur, of Lehman Brothers, New York, talked on "Improving Industrial Efficiency Through Improved Organization." His treatment of the subject stimulated one of the most interesting discussions of the year. Dr. Person presided.

### New York Southern Tier

At the annual business meeting of the New York Southern Tier Section Mr. E. R. Cole, of the Acheson Graphite Company, spoke on "Results Achieved Through Foreman Conferences." The following officers were elected for the coming year:

Chairman—Edward D. Sebring, American La-France Fire Engine Co., Inc.

Vice-Chairman—Otto W. Hilbert, Corning Glass Works.

Secretary-Treasurer—Charles O. Schanley, The Kennedy Valve Mfg. Co.

Directors—Frank A. Hatch, Shepard Electric Crane & Hoist Co., Earl Crooks, Willys-Morrow Company; J. Herbert Brautigam, American La-France Fire Engine Co., Inc.; Benjamin Rathbun, Chemung Foundry Corporation.

## Reviews

*Elementary Psychology.* By Arthur I. Gates. The Macmillan Company, New York, 1925. Pages xiv, 594.

In this volume Professor Gates has apparently followed to a considerable extent the material embodied in his earlier *Psychology for Students of Education*. Indeed, he acknowledges this in his preface, and states the points of similarity and difference. It seems to the present reviewer that for the general reader the earlier book is somewhat more valuable, since the use which can be made of his material from the educational point of view is somewhat more widely applicable and more concrete than it is possible to be with the material in the present volume. Both volumes have the considerable advantage of simplicity and clarity of presentation, and evidence a comprehensive awareness of the best in current psychological scholarship. Managerial students who have not had the benefit of a systematic psychology course will find a great deal of value in a study of this book. Others will find that the book brings psychological scholarship up to date, for them in a rapidly surveyed and accurate manner. A reading of such volumes as Professor Gates' leaves one with a legitimate hope that if the great body of students of business could be brought to a thorough comprehension of the content of modern psychology, it would be an enormous gain for the more scientific, more humane, and more orderly conduct of industrial affairs. If anyone doubts the reasonable-

ness of this claim let him turn to the chapters on the learning process in the present volume and see how much is now known about the detailed technique of influencing people through the learning process—how much that never gets applied either by most professional teachers or by instructors and foremen in industry.

ORDWAY TEAD<sup>1</sup>

*Labor Relations in Industry.* By Dwight Lowell Hoopingarner, M.A. A. W. Shaw Co., Chicago, 1925, Pages XVI, 553.

The book covers a much wider scope than its title indicates. Not only does it cover such topics as management, wages, profit sharing, regularity of employment and similar topics usually included in the broad term "labor relations," but it also deals with the subject of labor unions, international labor relations, rehabilitation, immigration, housing and practically the whole gamut of activities which in one way or another affect the lives of industrial workers. This attempt to cover so wide a field between the covers of one book has necessarily resulted in a rather condensed, in some cases superficial, treatment of the numerous topics dealt with by the author.

The manner of presentation which is largely in the form of a priori reasoning from assumed premises, followed by illustrations from industrial experience, lends the work the character of a text book. The numerous source references at the end of each chapter add to that impression. The source references will prove very useful to those who may desire to gain a deeper insight into any of the subjects to which the various chapters are devoted.

The author's attitude toward labor is sympathetic; he regards the trade union as a natural form of organization through which labor is entitled to deal with employers for the protection of its interests.

As regards shop committees or company unions, he finds "only relatively few of the plans thus far proposed for joint management in industry conform in any substantial degree to the general standards for cooperative control" (p. 83).

Mr. Hoopingarner believes that the trend of the trade-unions is toward greater cooperation with management for the attainment of greater efficiency and increased productivity in the results of which labor is entitled to share. He regards profit sharing not as a matter of "benevolence" but as a "right" on the part of labor "to share equitably in a joint product" (p. 252) in addition to a liberal wage which "should be considered as a fixed charge upon the business" (p. 254).

The author lays no claim to any original contribution to the subject of industrial relations, but has presented a painstaking compilation of data from the rich storehouse contained in the literature on the subject.

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