

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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The Spring Meeting

The spring meeting of the Society will be held in Detroit early in May and will be devoted to the subject of time study. A single session did not prove adequate for discussion of Mr. Sanford Thompson's excellent paper on that subject at the December meeting. The suggestion that all of the spring meeting sessions be devoted to a searching discussion of time study was received with unmistakable favor by the members who were present.

Comment

THE papers and discussions of the December meeting, of which only a part could be included in this issue of the BULLETIN, were generally of an exceptional quality. No executive can afford to be too busy to give them the attention which they merit.

MR LEWIS' platform for American industry is a challenge. Able discussors did not discover essential weakness in it as a platform—a statement of objectives. Discussion centered about the uncertainty of our knowledge of fundamental forces which condition industrial development.

MR. KENDALL'S description of the all-round development of scientific management in a textile business is a significant document. "Here is convincing evidence," said one of the discussors, "that scientific management is not a system which is bought and installed. It is a mental attitude, a group of relationships and a system of procedures which are the fruition of years of educational leadership; a leadership informed concerning technique, rich in imagination, wise in adaptation, social in its objectives, and both energetic and patient in showing the way."

MR. DENNISON'S paper on merchandising and selling, and the report on the questionnaire concerning manufacturers' marketing, are likewise significant documents. The author has been a pioneer in the development of the merchandising concept—the concept of a unit which is the co-ordinator of sales and production activities. What is perhaps astonishing, is the extent to which the questionnaire indicates recognition of this merchandising function as defined by Mr. Dennison. Of the concerns reporting—a selected group, to be sure—sixty-three per cent claim to recognize it in organization structure, and eight per cent of the remainder claim to recognize it in practice. Without doubt these figures should be discounted somewhat; nevertheless, they indicate that marketing methods have truly progressed during the past eight years.