

## 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.

AUG 24 1928

© Cl 8797883

BULLETIN OF THE  
**TAYLOR SOCIETY**  
AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE  
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT  
Published by the Taylor Society Incorporated at  
Engineering Societies Building  
29 West Thirty-Ninth St., New York  
Cable address: Taysooc

The BULLETIN OF THE TAYLOR SOCIETY is included in the  
indexing of the Industrial Arts Index which is obtainable at  
Public Libraries.  
Copyrighted 1927, by the Taylor Society Incorporated.  
Published every other month. Per year to Members \$2.50;  
to others \$3.00. This issue \$ .50.  
Entered as second-class matter, Dec. 17, 1921, at the Post Office at New York, N. Y.  
under the Act of March 3, 1907.

VOL. XIII AUGUST, 1928 No. 4

### Contents

Comment . . . . .	165
The Budget as a Medium of Execu- tive Leadership . . . . .	166
John H. Williams	
A Method of Evaluating Clerical Jobs and Employes . . . . .	170
R. C. Nyman	
Professor Henri Le Chatlier Pays Tribute to Frederick W. Taylor . . . . .	173
Reviews . . . . .	174

### Back Issues Wanted

The demand from public and industrial libraries for back issues of the BULLETIN to complete sets is constantly increasing while our ability to meet the demand is decreasing as more and more issues are exhausted. Readers who do not bind their BULLETINS can be sure of their being widely used if they will return them to the Society office. Fifty cents each will be paid for the following especially needed numbers. There is a particularly urgent demand for the two numbers printed in bold face type. Vol. I, No. 6 (1915), Vol. V, No. 6 (1920), Vol. XI, Nos. 1, 2, and 3 (1926), Vol. XII, No. 4 (1927).

This vacation-month issue of the Bulletin contains one third the standard number of pages, a reduction for which there was advance compensation by extra pages in preceding issues.

## Comment

IN THE report of the proceedings of the International Relations Association Congress—see page 169—a distinction is made between mass production and scientific management, which we are glad to note. We are reminded by contrast of the common failure to distinguish between certain terms which now have vogue—mechanization, mass production, rationalization and scientific management.

SCIENTIFIC MANAGEMENT is not identical with any of the other three. It may or may not coincide with any of them, but it is something different. It had its origin in small sized plants manufacturing various products on multiple purpose machines involving manipulation and adjustment where variability and chance are present; and its basic principles are three: research and experiment to discover and separate basic and constant from superficial and variable factors; the establishment and maintenance of these as standard for planning and direction of execution; and a system of control of execution in terms of these standards, with resultant increase in the results of co-operative effort.

MECHANIZATION connotes primarily the transference of skill to mechanical equipment—labor relieving machinery. It has relation to volume of production, and in general the larger the plant the greater the mechanization. *Mass production* identifies what the term indicates—quantity output; and it is made possible on the one hand by markets which give a constant large volume of orders, and on the other hand by the facilities of mechanization. Mass selling, mass production and mechanization are Siamese triplets. *Rationalization*—a postwar German concept—was suggested by the European cartel. It connotes a "rational" harmonizing of the operations of entire industries, usually directed or at least sympathetically promoted by government, for the purpose of furthering national industrial welfare. It finds it expedient to utilize mechanization, mass production and scientific management in that endeavor. Perhaps the beginning of rationalization in the United States is the work of the Division of Simplified Commercial Practice of the Department of Commerce.