

defined above." The pamphlet sketched the developments in these directions in Germany, Great Britain, Russia, Poland and Czechoslovakia, mentioning the national organizations which are working for scientific management in Austria, Belgium, Czechoslovakia, France, Germany, Great Britain, Italy, the Netherlands, Poland, Soviet Russia, Sweden and Switzerland, and the newly formed international organizations, the International Management Institute and the Scientific Management Congresses.

In addition to all the careful documentation published by the Secretariat, the World Economic Conference owed much to the atmosphere of Geneva—the Capital of the League, if we may call it such—a city set apart from the important world capitals, blessed with snow-thatched mountains all about it and a lake of lapis-lazuli at its feet, and possessing in its isolation from the smoke and noise and bustle of world-capitals a kind of detachment and a sense of proportion which are valuable in any international gathering. Geneva is like the city of Washington in this respect. And just as we have found that the atmosphere of Washington is conducive to success in certain kinds of conferences, because the national point of view is more easily secured there than in New York or Chicago, New Orleans or San Francisco, so the atmosphere of Geneva seems to contribute to international activities by creating and supporting an international point of view.

But there are plenty of obstacles, even in Geneva. The Conference consisted of one hundred and ninety-four members and one hundred and fifty-seven experts, drawn from fifty countries. Geneva has no hall fit for their accommodation, and there is no one language in which men may make themselves understood. The Hall of the Reformation, where the plenary sessions were held, is a gloomy old place, with wretched acoustics and bad lighting arrangements. The strain of listening day after day to speeches always delivered at least twice, sometimes thrice—to eminent Scandinavians, Chinese or Japanese endeavoring to express themselves in broken English, or to Poles, Czechs and South Americans endeavoring to express their thoughts in broken French, can better be imagined than described. And always, after every address, it was necessary to take an equal amount of time for the translation, usually delivered in a turmoil of con-

versation and restless movements to and fro. The League has ambitious plans for an adequate meeting place, and architects' plans were submitted and judged while the Economic Conference was in session, but no decision was reached. Plans for simultaneous translation are also under way, so that when a speaker addresses a future gathering, translators will repeat his words in their various tongues, and the auditors, with earphone attachments, may plug in on any one of several languages.

Along with these handicaps went another: the lack of easily accessible and comfortable committee rooms. It is a fifteen minutes' walk from the Hall of the Reformation to the Secretariat of the League of Nations on the Quai Woodrow Wilson, where some of the committee meetings were held in pavilions better suited to serving tea than to discussing world affairs.

But having spoken of the physical handicaps, one must pay a warm tribute to the League Secretariat and to the conferees, who worked steadily and with extraordinary unanimity and devotion. If the Russians chose to use the Conference as a forum for ideas which were news in 1917 but which seemed stale and unprofitable in 1927, that was their lookout, and it did not much hamper the workings of the Conference as a whole. Certainly it did not spoil the general spirit of reconciliation and collaboration in which the task of reconstruction was undertaken.

The Conference personnel no doubt contributed much to its success. The members were chosen, with few exceptions, by Governments, but they were not spokesmen of official policy, and their qualifications covered a wide range. There were producers, employers and workers, farmers, traders, financiers, economists and consumers. The United States of America was fortunate in having as the head of its delegation Mr. Henry M. Robinson, president of the First National Bank of Los Angeles and member of the Dawes Commission; and as the other members, Mr. Norman Davis, formerly Under Secretary of State; Mr. John W. O'Leary, president of the United States Chamber of Commerce; Dr. Alonzo E. Taylor, of Stanford University; and Dr. Julius Klein, director of the Bureau of Foreign and Domestic Commerce, of the United States Department of Commerce. Mr. Roland W. Boyden, former unofficial American observer on the Reparations Commission and one

of the representatives of the International Chamber of Commerce, gave distinguished service. The staff of experts attached to the American delegation was particularly able and well selected. The head of the British delegation was Sir Arthur Balfour, and prominent among its members was Mr. W. T. Layton, editor of the London "Economist." M. Loucheur headed the French delegation, with M. Jouhaux, the noted labor-leader, M. Serruys, of the Ministry of Commerce, M. Gautier, and M. Peyerimhoff, and a long list of noted men as experts. The German delegation was distinguished, having Herr von Siemens, Herr Trendelenburg, Herr Lammers, Herr Hermes, and Herr Eggert. Among the Italians was Signor Pirelli. Among the Scandinavians was Professor Karl Gustav Cassel, one of the most noted economists of Europe. And the president of the Conference was M. Georges Theunis, of Belgium, the former premier.

It was in essence a European conference. The Preparatory Committee had given first place in the agenda to "problems of commercial and tariff policy," and second place to "proposals for international industrial agreements," but noted that while the "most important questions on the Agenda are clearly of world importance, some of the difficulties are to a peculiar extent difficulties in the first instance of Europe." The "special features in the European situation," as the Preparatory Committee suggested, were uppermost in the thoughts of the conferees.

But the American attitude and contribution were vital. At least half of the speeches in the plenary sessions referred with admiration and astonishment to America's post-war prosperity and world leadership, and the committee meetings on commerce and industry were deluged with references to America, the home of rationalization, the possessor of a continental market, great natural resources, high wages, increasing output per worker, and high living standards.

Mr. Robinson as head of the American delegation helped to focus this interest when he made his opening address to the Conference on rationalization. From the American point of view as he explained, rationalization includes not only stabilization, standardization and simplification in industry and commerce, but the elimination of waste and the avoidance of that irrational exploitation

of industry and commerce which results from too much Government in business. He emphasized the fact that rationalization does not necessarily mean industrial combination; that cartels, as understood in Europe, are not a part of the American experience, and that American sentiment is strongly opposed to some of the conditions which cartels attempt to bring about, namely, restraint of trade and restriction of competition. He tactfully stated that the American delegation had no idea that our experience necessarily applies in different circumstances and in different countries, but hoped only that it might throw light on certain problems before the Conference. Finally, he showed that prosperity must be general; that no one industry can be really prosperous in a period of general business depression and instability; that no nation can enjoy full economic activity if its neighbors are impoverished; hence, that the American people are profoundly interested in the peace and prosperity of Europe and of the rest of the world.

The agenda of the Conference as submitted by the Preparatory Committee was as follows:

#### FIRST PART

Principal features and problems as seen from the point of view of different countries.  
Analysis of economic causes of the present disturbed equilibrium in commerce and industry.  
Economic tendencies capable of affecting the peace of the world.

#### SECOND PART

##### I. Commerce

1. Liberty of trading
  - (a) Import and export prohibitions and restrictions.
  - (b) Limitation, regulation or monopolisation of trade.
  - (c) Economic and fiscal treatment of nationals and companies of one country admitted to settle in the territory of another.
2. Customs tariffs and commercial treaties.  
Obstacles to international trade arising from:
  - (a) Form, level and instability of import and export tariffs.
  - (b) Customs nomenclature and classification.
3. Indirect methods of protecting national commerce and shipping.
  - (a) Subsidies, direct or indirect.
  - (b) Dumping, and anti-dumping legislation.
  - (c) Discrimination arising from the conditions of transport.
  - (d) Fiscal measures (discriminating against foreign imported goods).
4. Repercussion upon international commerce of reduced purchasing power.