

veloped. In reality, the book is most valuable for the psychologist and tester. Unlike Kornhauser and Kingsbury's "Psychological Tests in Business," it is a manual for the laboratory worker rather than a general statement for the executive. As such, it is alone in its field, and a credit to American industrial psychological scholarship.

ORDWAY TEAD\*

*Personnel Management on the Railroads.* A study by the Policyholder's Service Bureau of the Metropolitan Life Insurance Company. Simmons Boardman Publishing Co., New York, 1925, pages xv, 227.

As books on personnel management go, this one by the Policyholder's Service Bureau of the Metropolitan Life Insurance Company is as worthy a contribution to the discussion of this subject as any which has yet appeared. Its outstanding merits by comparison with other treatises of this kind, may be summarized as follows: it is short, readable and to the point; it deals with a specific industry, so that its recommendations are definite and concrete; it is aware of the fact that organized labor is a most important factor in the personnel situation in industry; it does not fear to credit the standard labor organizations of the railroad workers with constructive contributions advanced in the interest of more efficient and economical railroad operation.

The approach of this book to the railroad personnel problem is logical. It emphasizes first that the most acute aspect of this problem necessarily turns around matters of wage compensation. In addition stability of employment, working conditions, recruiting and training of employees, safety sanitation, ventilation, housing, and relief for injury, illness and death are also stressed. The most interesting and valuable part of the book, however, deals with constructive relations between employees and management. The impression conveyed is that genuine progress in the field of wage negotiations, employment stabilization, bettering working conditions, preventing injury or providing relief, can best be achieved through constructive relationship between employees and managements. In other words it emphasizes clearly not only that dealing sympathetically and constructively with these problems is among the most important functions of management, but also that such problems can only then be adequately and efficiently met when the employees, through a system of organization and representation, are enabled to cooperate with the management in handling these matters. In fact, the book really goes further and insists that the thing which needs to be done in order to improve the general conduct of the railway industry is to develop and utilize "the latent capacity of individual and groups of employees in increasing the well being of the railway by more satisfactory service to the public, greater efficiency of operation and hence more assured earnings to workers and owners."

Thus this study might be said to substantiate the newly discovered principle of management, or perhaps better, the scientific organization of industry, namely that employees in industry must be enabled to act collectively with management through well defined channels if the morale and efficiency of the industry is to be maintained at the highest possible level.

With this contention established the book then outlines and analyzes various forms of relationship between employees and managements of railroads. While no attempt is made to appraise the two principal types of organized relationships prevailing in the industry today, namely employee representation as usually found on company union railroads and collective bargaining as it exists on the railroads which recognize the standard Brotherhood and A. F. of L. organizations, it does make clear the inherent differences between these relationships. As a consequence any intelligent and trained student or representative of railroad management ought to be able to do the appraising himself and form a conclusion as to the type best suited in the long run as the basis for effective and lasting cooperation between the workers and managers of the industry.

Along this general line the study among other things also insists, as far as railroad management is concerned, that it is desirable to functionalize the handling of the human relations of the industry and create a personnel department for this purpose. Off hand, this may seem a reasonable and good thing to do. While it may be true that many experiments in "personnel administration" have been inaugurated in the last ten years, it is more of a question now than five years ago as to whether or not this departure in management is really sound. It rather appears nowadays that more is to be gained by way of solving the human problems of the industry through the better and more conscientious pursuit of well recognized and established management methods than by creating a new department with duties more or less hybrid, vague and general. In short let the management tend properly to its job of planning, budgeting, employment stabilization, sanitation, ventilation, safety, research, and so on; let the employees develop their own organizations and select their own representatives, let management agree with the employees through these independent organizations fairly to share the gains due to systematic cooperation, let it seek the advice of the employee representatives when light is desired on the so called human problems of the industry, and such innovations as "labor managers" or "personnel directors" will not appear so necessary. And anyway, with the matter of morale so very important, especially on our railroads, it is a grave question if the highest executive officer of the railroad should not keep in direct intimate touch with this whole matter. At all events, on railroads where the presidents themselves take a deep personal interest in the human problems high morale is the outstanding result.

In some respects this study is a sign of a new awakening in the American railroad industry. It reflects the fact

that the conscience of railroad management has been aroused as regards the obligations of the industry to its two million employees. It also clearly reveals the fact that the standing of the industry with the public is largely a reflex of the contentment felt by the employees with their working conditions, wages and relationship to management. In this capacity its findings deserve to be taken carefully to heart. There is much in the book to benefit the railroad officers, and there is much to encourage the spokesmen for organized railroad labor which not only is struggling to improve the lot of the railroad worker, but is willing to help railroad management so that the industry in turn may do progressively better by its employees.

O. S. BEYER, JR.\*

*The Psychology of Selecting Men.* By Donald A. Laird, Ph. D., McGraw-Hill Book Co., Inc., New York, 1927, pages xii, 345.

There has been a succession of authentic books the past five years dealing with questions of employment psychology. Most of them have been readable and fairly concise. Dr. Laird's present revision brings a good deal of this material up-to-date and puts it in such form as to be easily accessible.

To one familiar with the subject too large a share of the book might seem to be devoted to the various "pretenders to the throne." We will apparently always have them with us since the gullible as well as the poor are ever present. Dr. Laird certainly leaves them little to stand on and any business man who is uninformed may perhaps profit by this section, but for most of those informed on management questions the sections on tests, rating sheets, applications, references and other tools used in the selection and handling of workers will be of most interest. There seems to be, however, on the part of the author a tendency to state facts somewhat dogmatically or to make casual reference to the source of the material. While there are a few footnotes and some suggestions for collateral reading a rather complete bibliography and more careful annotation would be of decided value in the use of the book for serious work. Even though it is obviously designed to be used as a text book and is excellent in most ways for that purpose, students as well as business men would find it easier to pursue further investigations if these aids were provided. Even though Dr. Laird may know most of the experimenters personally at least one reader covets the opportunity of discovering a little more closely the background of some of the experiments and the attitudes of the persons responsible for them.

If psychology and especially so-called "practical psychology" is to establish itself on a sound scientific basis it must encourage this spirit of inquiry, even of doubt, as to the validity of data quoted and be prepared to quote chapter and verse promptly.

\*Consulting Engineer.

The various charts, some of which are independent of the text, are in themselves worth studying but might also in some cases be a little better authenticated. If we insist on a critical attitude towards the fakes, legitimate material ought to be open to even closer scrutiny. Dr. Laird will undoubtedly welcome such an attitude towards his book and it provides an excellent starting point for further investigation. For the sake of those who may wish to find further facts it may be well to mention that the new address of Psychological Corporation to which Dr. Laird refers is 40 West 40th Street, New York City, and the list of local representatives apparently also needs some revision.

SAMUEL S. BOARD\*

*Personnel Administration.* By Ordway Tead and Henry C. Metcalf, McGraw-Hill Book Co., Inc., New York, 1926, pages xiv, 543.

The second edition of this book has been completely revised and brought down to date without being enlarged to any appreciable degree. Its purpose, as stated by the authors, is "to set forth the principles and best prevailing practice in the field of the administration of human relation in industry."

While most of the subject matter remains as in the earlier edition, its presentation has been simplified, and its value has been enhanced by the addition of much new material in the way of concrete examples of modern practices.

In the six years intervening since the publication of the first edition, many of the problems in personnel relations have become crystallized and real advances have been made toward working out their solution by organizations engaged in a great diversity of pursuits. As the problems have been different in various lines of work, so have the solutions been different, and the authors of this book have given a wide range of examples to illustrate methods used to solve the problems successfully.

The advantages and disadvantages of varying practices are impartially given, though consistently the authors maintain their attitude of the right of the worker in industry to be considered as an individual.

JANE C. WILLIAMS\*

*Elements of Cost Accounting.* By Anthony B. Manning, C.P.A., McGraw-Hill Book Company, Inc., 1924, pages xii, 166.

This book, by a member of the staff of the New York Institute of Accountancy and Commerce, presents "the subject of cost recording in an illustrative manner, such as elementary bookkeeping is usually taught, in successive

\*Director, Yale Graduate Placement Bureau, Inc., New York.

\*Director of Personnel, The Plimpton Press.