

## 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 23. 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 23 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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### Spring Meeting

The Spring Meeting of the Taylor Society will be held in Detroit, May 7 and 8. The subject of the meeting, on which detailed announcement will be made within the next few weeks, will be Time Study. Five sessions devoted to special phases of the subject will be provided.

The Detroit-Leland Hotel will be used as the meeting place and all those who plan to attend from out of town are urged to make reservations now. Rates range from \$3.50 to \$5.00 per day for single rooms with bath and from \$5.50 to \$9.00 per day for double rooms with bath.

### Comment

THE WAR left a condition of maladjustment in the delicately balanced industrial mechanism. Some industries have prospered and some have suffered a decline. New industries have sprung up and some of the older ones have almost disappeared. High wages, high costs and high prices have not found that stable relationship which was expected. There has continually been much uncertainty as to what the next season has in store. Shortly after war and again today unemployment has cast its ominous shadow over industry. Old assumptions, whether with respect to the distribution of consumer demand, to the balance between industries, or to general conditions of prosperity, have ceased to have validity. These experiences have stimulated managers to an interest in economic conditions.

MANAGEMENT now recognizes the need of study of industrial conditions and of forces at work in the economic environment. The economic survey—a rapid reconnaissance of a situation for the discovery of pertinent facts in time intelligently to modify conditions in the course of their development—has assumed a new importance. It is timely therefore to inquire into the technique of making surveys. As the beginning of such an inquiry Mr. E. E. Hunt presented before the December meeting of the Society the paper which is printed in this issue of the Bulletin. It considers the problem of planning and scheduling the successive steps involved in a survey.

AS NEW facts are discovered management may be inspired to constructive thinking about their significance, and to suggestions concerning industry's control of the forces which condition its activities. Mr. Williams' paper is the thoughtful consideration by a practical executive of the relation of high wages to prosperity, and Mr. Brougham, raises the large question of the planning of prosperity by calculated manipulation of economic factors. Can the planning which has proved to be effective in co-ordinating the departments of the individual enterprise be established on a plane on which enterprises are but departments of one integral social enterprise? Is it possible to formulate a social budget through which government operations are so administered as to effect regulation of the total of individual enterprises?