

mass production, it is not easy to speak at all. I spent four days in Detroit, following an investigation led by Miss van Kleeck and assisting at many interviews. The disastrous thing in this example of mass production seems to me to be the exclusion of all natural contact and as a consequence the almost complete isolation of man. It is a law in nature that we do not care for what we do not know. The Ford works seem to have outgrown all human proportions, and I am wondering whether there does not exist in the world of associated humanity a natural balance, bound to readjust itself, which in time to come will show up the Ford works as an example never to be repeated.

Finally it seems to me that there has come to exist in the world a divorce between production and essential human needs. We speak about Production with a capital *P* as an end in itself. We speak about the Industrial World as a thing apart. Friends, there exists no industrial world apart from humanity—unless we make it so.

News of the Sections and Notes

Central New York Section

At the meeting in Syracuse on Tuesday, January 24, Mr. J. C. Howell, a consultant on economic and business matters, gave an analysis of business conditions. The Purchasing Agents and Credit Men joined with the Taylor Society in bringing Mr. Howell to Syracuse for this sixth annual speaking engagement.

New York Southern Tier Section

Mr. S. G. H. Turner, President of the Second National Bank at Elmira, addressed the Southern Tier Section at the Hotel Rathbun in Elmira on January 9. Financial management was the subject of his address. On February 13, Mr. Frank A. Hatch, Vice-President and General Manager of the Shepard Electric Crane and Hoist Company, addressed the group.

New York Metropolitan Section

On January 19 the Metropolitan Section inaugurated a series of three meetings on the inter-relation of finance and scientific management. Over one hundred people, including representatives from the leading banks of the city, attended the first of this

series, which proved one of the most successful of the New York City meetings.

Mr. F. W. Shibley, Vice-President of the Bankers Trust Company, and one of the leading authorities on the application of budget methods to the financial management of business corporations, gave a masterful presentation of "A Banker's View and Experience of Scientific Management in Industry." He pointed out that since the depression of 1921, there has been taking place in the minds of industrial executives and bankers a complete revolution of thought, and prophesied that those who have not already fallen by the way because of their failure to adopt the newer scientific methods will do so in the critical years immediately before us.

Research and analysis, which begin with the consumer and intelligently translate him to the producer, are now recognized as of the highest importance. With analysis of markets and consumer demand the need for the old type of cheap salesmanship disappears and only the salesmanship which involves intelligent translation of articles to consumers is necessary.

Mr. Shibley also pointed out that wastes in distribution are being done away with through the growing tendency to sell directly to consumers. Chain stores are on the increase and those who cannot afford to sell to them are called inefficient in their methods of management.

The modern banker will not lend to an industrial organization until he has a five year picture of the enterprise before him together with detailed budget plans. If necessary he helps the industry to make its plans and finds managers competent to execute them. The industries that are following the course mapped out by modern banking requirements are having less and less need for borrowed money. They are instead finding that they have money for reinvestment.

Mr. John H. McDonald, of the McGraw-Hill Publishing Company, as his comment on Mr. Shibley's address described the budget system under which his company is successfully operating. Both Mr. Barnum, of Cowen, Dempsey and Dengler, and Dr. Person expressed their pleasure at this evidence that the value of scientific management, which the Taylor Society has been teaching for fifteen years, is becoming generally recognized. Mr. Barnum pointed out that the Society had been working along these lines in the fields of production, mar-

keting and finance but that this was the ablest presentation of the interrelation of all three of these fields that had been made before the Society.

International Congress on Industrial Relations Cambridge, England, June 28-July 3

The first triennial Congress of the International Association for the Study and Improvement of Human Relations and Conditions in Industry (IRI) will be held during the summer of 1928 at Girton College, Cambridge, England, from June 28 to July 3. The subject of the Congress will be "The Fundamental Relationships Between All Sections of the Industrial Community." The Congress will be open to members and to persons introduced by members.

Sigma Iota Epsilon

A Professional Honorary Fraternity in the Industrial Management Field

Sigma Iota Epsilon is a professional, honorary fraternity, founded at the University of Illinois, January, 1927. The purposes of this organization are:

1. To arouse and foster a greater interest in industrial and business management on the part of undergraduate and graduate students in the colleges and universities of this country.
2. To provide a suitable recognition of scholastic achievement in this field.
3. To attract to industry a greater number of outstanding men, and to carry into business and manufacturing a recognition of the worth of scholastic achievement.

Sigma Iota Epsilon stands for leadership in business, particularly in the field of industry. The association was founded and organized by a group of advanced undergraduate students specializing in the field of Industrial Administration at the University of Illinois. It is believed that this is the first group of college students banded together in a fraternity to foster the spirit of progressive and enlightened leadership.

Sigma Iota Epsilon is not purely a professional organization. Its membership is open to two classes of men:

1. Undergraduate men in the field of Industrial Management and Administration, either in the college of engineering or of commerce. They must have good scholastic standing of at least junior grade and be recognized by the faculty. They must

also show interest and enthusiasm in their work and possess outstanding qualities of character and personality.

2. Honorary membership may be conferred upon graduate students who are majoring in industrial management and who fulfill the other requirements; upon graduates of a college of engineering or commerce, or upon others who have distinguished themselves in this field of work.

The idea of such an organization has been developing for several years. At the first initiation in January, 1927, a total of thirty members constituted the Alpha Chapter. Additional members have since been initiated.

The new fraternity has had the hearty cooperation of the University of Illinois faculty and the faculties and students of other colleges of engineering and commerce are showing interest in it. It is likely that other chapters will be installed during the year.

Index to Volume XIII

The index to Volume XII has been printed for binding with that volume of the Bulletin. A copy of the table of contents, title page and half page will be mailed to any member or subscriber upon request.

Reviews

Applied Psychology, Its Principles and Methods. By A. T. Poffenberger, D. Appleton & Company, New York, 1927, pages xx, 586.

This book is a thorough rewriting of the volume bearing the same title in which Professor Poffenberger joined Professor Hollingworth in 1917. The remarkable strides that have been made both in experimentation and in wise applications of psychology are clearly indicated when one sees the scope of the present volume and realizes how recent much of its data is. The text has both the advantages and the disadvantages of a volume which is presumably designed with an eye primarily to its use in college classes. In other words, it assumes the background knowledge of an introductory course in psychology and covers all the fields of its application in order to present a general picture of the uses to which psychology is now put. As a result, the extensive picture is informing and impressive, but no student in any single field, whether of industrial relations, advertising, law, medicine, or education, can find more than the most rapid kind of survey of what has been published in the psychological approach to his own field. From the point of view of the business reader, the first four hundred pages will be especially interesting, and the volume is sufficiently well documented and subdivided so that the reader can find with a