

used to embrace "not only the study of mental processes but also the study of those bodily processes that accompany, result or affect mental processes." Thus the discussion covers a wide range of subjects—incentives to work, the psychological relations between labor and management, the posture and movements of the workers, selection, vocational guidance, training, industrial fatigue, rest periods, physical environment, and other factors. The presentation of what has actually been learned in these fields is so interestingly blended with exposition of the problems and methods of research and so aptly illustrated by the reports of concrete experiments, that the book should prove as stimulating to the general reader as it is valuable to the student, teacher and specialist.

The strongest chapter is that dealing with the subject of industrial fatigue. It is a fascinating summary of what experiment and research have taught about the nature of fatigue, the devices which serve to measure it, the procedure in investigating it, and the methods and principles which have been successful in reducing it. It contains knowledge indispensable not only to the executive, who is able to apply it on a large scale, but also to the individual, in a subjective way, in the understanding of his own reactions.

Chapter Three, on Movement Study, is notable for many things, but particularly for its keen comments on the way in which time and motion study have been applied in this country. Myers maintains—and in this he has many supporters in this country—that the pioneers of scientific methods in this country by many engineers who are intent on securing output and speed, he states that in Great Britain management prejudiced their case among workmen by a poor approach. Contrasting with the installation of new motion study has been applied by industrial psychologists and put forward as a means of securing greater ease of work. That greater speed would follow naturally was taken for granted. This difference in approach is more than a difference in names and slogans, for the spirit behind it indicates a greater interest in the worker than was normal to a large number of time study and "efficiency" men here. It is true, of course, as Myers himself admits, that the strength of unionism in Great Britain explains some of the greater respect shown for the workers' feelings. But whatever the explanation, the net result is that he is able to report: "So far as I am aware, there has not been a single instance in Great Britain where the workers, shop stewards or trade unions have raised objection to any factory, mill or mine investigations in industrial psychology. On the contrary, they have often spontaneously indicated various further themes of work and have even asked for investigations to be carried out." The reviewer wishes, at this point, that he could make a comparison which would show how far this good will has been of aid in having scientific management actually applied in Great Britain as against its extension in this country.

In taking exception to some of the principles of early scientific management, Myers calls attention to points that are valuable whether the criticism is justifiable or not. He objects to the insistence by Gilbreth and others that there is a "one best way" for an operation and that once

discovered it should become the shop standard, rigidly enforced on all workers engaged on that process. Myers asserts:

"The mental and bodily differences between workers are such that it is impossible to train, or to expect, each worker to perform the same operations in identically the same way. In all sport and in all forms of art, there are different styles, all equally good, some suited to some men, others to others. So it must be in regard to industrial work. There is no 'one best way.' What the psychologist and physiologist insist is that there are undoubtedly bad styles and bad habits of work which the worker needs to be taught to avoid, and that it is an egregious error to force all workers into a common mould, regardless of the individual differences between them. Gilbreth's notion of 'the one best way' is not only impossible strictly to carry out in practice, because no two persons can be trained to precisely the same features of rhythm and movement, but it may also be harmful to the worker because it tends to discourage initiative." (p. 27) Taylor's methods of fixing piece rates by time study on superior workers come in for even severer criticism, the statement being made that "such procedure would now be regarded as unsound—scientifically, sociologically and psychologically." (p. 83) This is a mooted point which the reviewer has discussed with some students of scientific management, and they disagree almost violently with Dr. Myers. They state that for practical purposes the existing state of the art cannot be taken as a basis for rate setting, as it would soon be out of date. The installation of time study leads to such improvements in the production technique that the rate set on superior workers soon becomes the proper rate for average workers under the new conditions.

The title of Dr. Kitson's book suggests it as a good companion volume to that written by Dr. Myers. Its purpose is to point out the psychological problems involved in choosing a vocation, the various activities that are being carried on within industry and elsewhere to promote the proper mating of worker and job, and the technical methods used by scientists investigating this subject. The book appears, however, to be too hurried an effort for the wide field it attempts to cover. It gives far too much space to unimportant matters of a routine nature, such as employment department procedure, and far too little to some of the searching problems which it raises. In form the book has features that may irritate some readers to impatience. One of these is a superfluity of subtitles—often four and five on a page—which occasionally introduce sections of not more than four or five lines. Not infrequently these subtitles pretend to solve problems which the text hardly touches. Such leads as "How to Develop Vocational Interest" (introducing a section of less than a page), "How to Induce Loyalty to the Company" (a little over a page), or "Second Rule for the Development of Interest" (a page and a half), embody the flavor of a kind of writing in "practical psychology" having no relation to the scientific and substantial content of Prof. Kitson's book or to his attainments as a scholar. If one overcomes these superficial interferences and burrows into

the worth-while material in the book, he will find it a helpful source of information and reference on many vital aspects of vocational psychology.

HERMAN FELDMAN.*

Your Money's Worth. By Stuart Chase and F. J. Schlink, The Macmillan Company, New York, 1927, pages viii, 285.

All thoughtful persons interested in marketing have been looking for an honest, practical, constructive, critical study of modern merchandise distribution. This book written by an accountant and an engineer does not fill the bill. It is critical enough, but it is not practical; nor is it constructive. Many of the facts it contains are honest but their applicability to the discussion is, more often than not, very remote, and the marshalling of them is about as impressive as some of the legal briefs one encounters, full of detailed citations having no bearing on the case in hand.

In trying to prove that national advertising and high pressure salesmanship are jointly and severally reprehensible, the authors cite seventy-six cases from the records of the Federal Trade Commission. Of these offenders only two are large advertisers. One case represents a quibble on words and the other a discussion based on a difference of opinion in the definition of terms. None of the seventy-six constitutes any reflection on national advertising as an institution or as a marketing practice.

Similarly the authors quote thirty-two cases of monopoly. In one of these cases a national advertiser is mentioned jointly in connection with two other offenders.

Again, there are seventy-two cases of short weight. Some of these record experiences of twenty years ago; some of the concerns mentioned have not been in business for a very long time, and again there is not a single national advertiser in the list.

In the same way, the authors quote cases representing insufficient branding and various forms of quackery, but in practically every instance they neglect adequately to show any connection between the reprehensible practices they discuss and the theme of the book, which is national advertising, and what they designate as "high pressure selling."

There is a certain deceptive dash about the style of the book but it falls far short of its mark because of the authors' failure to connect the material they develop with their theme. Doubtless high pressure salesmanship has many crimes to answer for. It also probably is true that many mistakes have been made in advertising; both national and local. But it hardly seems constructive to charge these two features of modern distribution with all the personal crimes and misrepresentations which a meddling Commission and various other censorious bodies have been able to bring to light in the way of private adulteration or short weight during the past twenty or thirty years.

If there is a national advertiser who is constantly misrepresenting or shortweighing his goods, it would certainly be quite as effective to talk about him as it would to cite numer-

ous cases of short weight and misrepresentation by people not engaged in national advertising, without mentioning the offending national advertiser at all.

The following paragraphs illustrate the bright, light style affected by the authors which might be quite suitable in a sprightly type of popular magazine:

"The authors of this book have no quarrel with the technique of advertising as such. It is a magnificent technique. Sanely applied it could remake the world. Think of what might be done with applied psychology in a great publicity drive for public health, for better housing, for cleaning up the slums, for honest and timely information about goods, for genuine education in a hundred fields! Many advertisers see this; a few of them try to practise it, but their hands are tied. Between the interest of the whole community in more abundant life, and of the individual in his profit and loss account, there yawns a chasm, which no optimism, no sophistries about 'service,' no bright little talks by Dr. Frank Crane and his friends, may cross. And when the technique of advertising is arrayed on the side of the private balance sheet, may the Lord have mercy on the consumer's soul, for there is no mercy in the world of dollars and cents. It is his purchasing power, not his welfare, which has first consideration with these forces struggling in the turmoil of the new competition. If he is ever to find adequate protection he must reach out and take it for himself.

"In a reasonable world, it would be a kindergarten principle that a thing good for the ultimate consumer is good for industry; that the test of business success is the excellence and serviceability of its product. This principle has operated from time to time over large sections of western civilization. Millions have been won from it—Waltham watches, Sheffield plate, English woolens, Singer sewing machines, Ford tractors—and they are not millions to be seriously grugged. It still operates in certain fields. But what protection has an honest manufacturer against the higher salesmanship in the hands of an unscrupulous rival? How many honest manufacturers have gone cascading to eternity because their goods were better than their sales appear? It is not quality but salesmanship which makes or breaks a business man today—except when he is dealing in the most primal necessities, and even then he is not always out of danger."

The remedies suggested in the book are as disappointing as the development of its main theme.

The first of these is the suggestion that there be set up a Consumers' Inspection Bureau whose business it would be to do for the consumer what the Bureau of Standards does for the United States government. This proposal probably would receive a more favorable response at some time when there is not such a strong prejudice against the meddling of the Federal government in the private life of the people. This project, moreover, has the fundamental shortcoming that it fails to differentiate between the government and the private individual in the matter of personal tastes. So far as a casual observer can make out, the Federal government is devoid of taste and personal preferences; whereas most people are largely composed of these rather elusive elements.