

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 adaptations 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 28. 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 28 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 member elected by the Board of Directors for exceptionally distinguished service in the advancement of the science and the art of management.
4. **Life Member*: Any 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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| Vol. XIII | DECEMBER, 1928 | No. 6 |
| Contents | | |
| Comment | | 221 |
| Marketing Problems of 1929 | | 223 |
| I. The Marketing Problems of a Manufacturer of Resale Goods. | | |
| By W. E. Freeland | | |
| The Shorter Work-Life or Work- Week? | | 230 |
| By H. S. Person | | |
| The Philosophy of Taylorism | | 249 |
| Translated from Henri Le Chatelier By Eleanor Bushnell Cooke | | |
| Early Steps Toward Scientific Man- agement in France. (Review) | | 255 |
| By Ethel Barbara Dietrich | | |
| Annual Business Meeting | | 256 |
| Some Introductions | | 257 |
| News of the Sections | | 258 |
| Reviews | | 258 |

Spring Meeting

The Spring Meeting of the Taylor Society will be held about the first of May in one of the industrial cities close to the North Carolina-South Carolina border. As soon as certain arrangements now under way have been completed, full announcement will be made of the time and place of the meeting.

We urge our members to watch for the announcement of the definitive date in the February issue, and to plan to attend this first management convention in the industrial south.

Comment

EVERYTHING taken into consideration, the December meeting ranks with the best of the meetings of the Society. There was an aggregate registered attendance of about four hundred, and each session had its quota of interested participants. All papers were ably conceived and inquired into the future of management—raised questions concerning tendencies, future problems and future methods. Some of them were exceptional in this respect and were rewarded by unusual enthusiasm and seriousness in discussion.

IT IS a matter of regret that all the papers and discussions cannot be published immediately. Following every meeting the question is raised anew whether it would not be better to publish the proceedings of each meeting in one volume as soon as possible after the meeting, instead of distributing them through several issues of a bi-monthly periodical. Substantial arguments can be made for either of these procedures, but in the minds of the management the weightier argument is in favor of the present practice. Perhaps the problem is on the way to solution through provision for both an occasional volume of convention proceedings and a bi-monthly periodical of special articles.

THE order in which convention papers appear in the BULLETINS has no relation to any assumed relative value or current interest. The decision has to be made on more practical grounds. Some are ready for printing at the time of presentation; some authors desire opportunity for revision. Some are printed with and some without the discussion. With respect to those printed with discussion, the stenographic report of discussion has to be sent to discussors for their revisions, and not all are equally prompt in returning revisions. It is the combination of such factors as these that determine the order of publication.

THE paper on marketing by Mr. Freeland which appears in this issue had an enthusiastic reception which reflected the judgment of the audience that it is a striking example of general analysis based on detailed knowledge of the facts. Several executives of large responsibility have remarked to the editor that it is as substantial an