

However useful such a work as the earlier three volumes by Dean Spencer may be for organized classroom instruction, it does not invite the man who wants to read by himself. The new book, which is being here reviewed, says in its preface that it is intended to supplement court decisions as materials of instruction in schools of business. Though well designed for such a purpose it is also exactly what a layman needs who is in earnest about reading some law for himself.

Most books which have been written on law for the business man tempt one to the hackneyed phrase "for the tired business man." They endeavor to be simple, easy reading with a result that the reader cannot get much from them because there is not much to get. Anything of substantial mental value calls for some substantial mental effort. The fact that law is not an altogether easy thing is not an adverse criticism of law. Life is seldom easy.

A reader will find Dean Spencer's new book as easy as it can be and also be substantially valuable. Difficulties are those of the law itself and not of the Dean's form of presentation. That runs page after page of the lucid statement of a man who both knows his subject and knows how to write. The layman who wishes to add some knowledge of the law to his mental equipment may profitably take Dean Spencer as his guide.

The reviewer ventures to step aside from the straight path of a review to urge the layman to read as much law as Spencer's "Law and Business" presents, and to do so both as a cultural matter and as a matter of direct practical bearing on affairs. The writer mentions the fact that he is a practicing lawyer in order to lay the foundation for testifying here that in his experience the greater acquaintance a client has with the law the easier the client is to serve and the more value he is likely to get out of a given amount of service.

HASTINGS LYON¹

Harvard Business Reports. Compiled by and published for the Graduate School of Business Administration, Harvard University, by the A. W. Shaw Company, Chicago, Vol. 5, 1928, pages 622; Vol. 6, 1928, pages 554. \$7.50 per volume.

These two volumes are continuations in the Harvard series of case material. They are based on a vast amount of first-hand study. Volume 5 consists of a miscellaneous collection of cases covering a large number of different aspects of business, with commentaries by over a score of the various members of the Harvard faculty. Volume 6 is a more specialized group of cases dealing with the subject of industrial marketing, and was done under the direction of Professors Melvin T. Copeland and Neil H. Borden, who supply the commentaries. The books are in the usual buckram binding, heavy in weight, and closely resemble the legal tomes on which they appear to be modeled.

It is difficult to appraise the value of this type of material, especially when consideration is given to the vast amount of research and funds required to produce them. As they

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are designed specifically for the Harvard School's method of teaching, they are no doubt as technically suitable for this purpose as the available time and facilities could make them. If, however, they are regarded not merely as text books for class instruction but definite source books to which active men of affairs will refer when confronted with practical problems of business, some of the issues raised in a review of the previous four volumes still arise.² The responsibility, no doubt, is upon the Harvard School to check up the actual use to which these volumes are being put outside of the classroom, so that it may either continue to improve or expand the Harvard business series as it now is, or modify it so as to make it of wider general service than one would suspect from an attempt to wade through the material in its present form.

HERMAN FELDMAN³

Scientific Sales Management Today. By Charles W. Hoyt. The Ronald Press Company, New York, 1929, pages v, 253.

The present volume brings up to date the author's viewpoint on sales management, first presented by him some years ago in his book *Scientific Sales Management*.

Unquestionably a man of wide experience and contacts in the sales and advertising world, Mr. Hoyt brought to this present work a thorough belief in the progress of sales management along scientific lines, and developed many illustrations from experience and from his extensive reading of the need for greater application of scientific methods.

The book is, however, more of an argument for such methods than an exposition of what they are and how they may be applied.

Interesting chapters on selecting and training salesmen, equipping them, establishing quotas, planning conventions, etc., are illustrated by incidents from personal experience.

It was probably inevitable that frequent reference should be made and one whole chapter devoted to the "scientific" value of direct mail support of selling effort, since the author was long recognized as a specialist in this form of advertising as a sales stimulus.

The concluding chapter is a vigorous outline of the need for self education on the part of sales managers, with a philosophical analysis of how such education may be acquired.

NORMAN HORN⁴

Planned Marketing. By Vergil D. Reed, The Ronald Press Company, New York, 1929, pages xi, 346.

In his introduction Mr. Reed states, "This book is intended to serve as a practical guide in planning the marketing of manufactured goods." Mr. Reed has done this and in doing

²*Bulletin of the Taylor Society*, Vol. XII, No. 6, December, 1927.

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so necessarily has had to analyze and discuss all of the various factors that affect or influence market planning.

All of these many and different factors together with the significance of their inter-relation are presented in a concise but complete manner and well illustrated by examples.

The book is divided into six parts.

In Part I, "Some Serious Cases and Successful Cures," several actual cases involving marketing policies are stated and analyzed.

Part II, "What Makes a Marketing Plan," discusses the different factors influencing marketing; the company and its setting, the product, the market, distribution, advertising and the co-ordination of factors.

Part III, "The Market Survey," gives the procedure of making a survey and covers the different methods employed and the value and pitfalls in each.

Part IV, "Building the Foundation of the Marketing Plan," shows the application of the survey to policy building and also discusses Budgets and Quotas.

Part V, "The Advertising Plan," is concerned entirely with advertising. In itself it is an excellent analysis of advertising purposes and plans, but the relationship of advertising to the general marketing plan is kept in the foreground. The author states, "After all, the advertising campaign is but one part of a marketing plan—not the plan." The question of the amount of the advertising appropriation is discussed in a clear-cut manner as well as the question of successes and failures in advertising.

Part VI, "Keeping the Plan Fresh," can hardly be called a summary but treats with market trends, improving old products, finding new markets and new outlets and shaving distribution costs, all of which utilize facts brought out in the preceding parts of the book and show the inter-relation of different marketing factors.

The character of the book is well expressed by Paul H. Nystrom, who wrote the introduction to the book: "It is full of practical suggestions. . . . In fact, it is veritably an encyclopedic treatment of this important subject. This work deserves the careful attention of men engaged in the difficulties of forming and executing plans for the marketing of goods."

C. L. BARNUM⁵

The Labor Movement in the United States: 1860-1895. By Norman J. Ware, D. Appleton & Company, New York, 1929, pages xvii, 409.

This volume is a continuation of the history of the American labor movement which Professor Ware presented in his earlier book, *The Industrial Worker: 1840-1860*. The present work is primarily a study of the Noble Order of the Knights of Labor, which was founded in 1869, and from about 1879 to 1890 was the most important labor organization in the country. In a series of chapters which, though often too detailed, are frequently characterized by brilliant character sketches, spirited analysis, humorous turns and a fine sense for the dramatic, the author describes the relation of the organization to the

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Catholic Church, the trade unions, and to the new American Federation of Labor and its predecessor. The unsteady career of the Order, its experience with strikes, boycotts, co-operation and politics, and the part played by its leaders, all receive attention. In spite of his justifiable preoccupation with a single union, Professor Ware does not neglect the other organizations of the period.

The study is especially important because it corrects several oft-repeated generalizations about the Knights of Labor. Instead of being primarily based upon the so-called "mixed" or "labor" local, to which workers of any craft or industry might belong, the organization originated with a strictly craft union, its early locals were all of the same type, and throughout its career such unions remained members of it, were often organized by it, and in several cases joined it as national or district trade assemblies. The Order is often cited as an example of a highly centralized union. The author shows that though on paper authority was concentrated at the top, in practice the local and district assemblies did pretty much as they pleased.

Two things stand out in one's mind after reading this book. The first is the catholicity of the Knights of Labor. It was ready and willing to organize everybody everywhere. Craft exclusiveness and trade aristocracy had no place in its philosophy. Its motto was, "An injury to one is the concern of all." The second point is the unplanned and fortuitous nature of its career. What it decided to do it could not accomplish. What it wished to avoid, as, for example, strikes and boycotts, were forced upon it. It planned centralization and experienced decentralization. It strove many years for an increase in membership, and in 1886 found its desires so well met that it had to call a halt to the formation of new assemblies. Its leaders, despite their conservatism, found themselves charged with responsibility for the Chicago anarchists and throughout the greater part of its history it was led by Terence Powderly, who neither looked nor acted like a labor leader. Indeed, Professor Ware declares that "He acted, more like Queen Victoria at a national Democratic convention." The miracle of it all is that this organization was for years the most important and influential labor union in the country.

EDWARD BERMAN⁶

Industrial Explorers. By Maurice Holland, with Henry F. Pringle, Harper & Brothers, New York, 1929, pages xii, 347.

The book aims to explain in popular form what is meant by industrial research by narrating the achievements of nineteen leaders in this field. For the most part the subjects chosen are those with which the general public comes in contact in everyday life—paper, bread, coffee, fish, glass, kodaks, leather, with the notable exception of automobiles. The methods used and the results accomplished by research workers are set forth in attractive fashion; and the chapters are not seriously marred by the efforts of the authors to bring the treatment down to the supposed level of intelligence of the average newspaper reader. When presenting

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