

the work of Arthur D. Little and of Willis R. Whitney, they are very successful in giving a portrait of the man himself; in other cases, their enthusiasm for the particular wonder story in hand leads them to leave the hero standing on the sidelines.

The theme of the book is the imperative necessity of industrial research. Since the idea is kept before the reader through a wide range of examples, the iteration does not become monotonous, and the vigorous fashion in which the argument is driven home is well calculated to make the book serve the useful purpose for which it is designed.

HENRY G. PEARSON¹¹

An American Business Adventure. By Mark H. Dix. Harper & Brothers, New York, 1928, pages viii, 182.

This is an absorbing story of an adventure in human relations, simply and effectively told by one of the sons of the central figure, Henry A. Dix. For those of us who are interested in observing changing relationships in industry the book is only the beginning of a story whose continuation we should like to read some years hence.

Henry A. Dix came to this country in 1896, at the age of forty-two, to escape persecution as a Jew in Russia and to make a new life of freedom for himself and his family in America. The book tells how fully he was able to realize this aim. He brought with him considerable means, as well as high ideals, sound common sense and much real kindness. When his first farming venture did not turn out well, he invested all of these assets in a small manufacturing business beside his home in a little New Jersey town. There he made house dresses that were simple, attractive, well-made and at the same time cheap. The business grew to include two other New Jersey factories and a New York headquarters and sales office. But growth was never Mr. Dix's main idea. Quality and right conditions for all concerned in the enterprise were his interests. When we read that he operated on a five-day, forty-hour week as early as 1912; granted vacations with pay even to piece workers; went through the depression of 1920 without a reduction in working time or wages (and this in the garment industry); steadily refused to give out work to the New York contract sweat shops; that he early eliminated traveling salesmen, did not try to encroach on the territory of his competitors and succeeded in resisting the urge to expand beyond a certain point, in spite of the general tendency, it is hard to believe that we are reading facts.

After twenty-five years of this adventure Mr. Dix turned over the ownership and management of his business to a small group of his former executives. All the common stock of the company was made out to these men on the condition that they pay him in yearly instalments, on the basis of the book value of the concern, out of their net profits. They do not have to complete payment at any given time but he holds first and second preferred stock until such time as the obligation is met. In order that all the employ-

¹¹Professor of English in charge of the department, Massachusetts Institute of Technology, Cambridge, Mass.

might participate in the profits of the business, he made provision for granting them shares of a special 7 per cent preferred stock on a basis of length of service and position. Something of what these new employe-owners have done, under Mr. Dix's guidance, in the five years since the transfer is told in the book. What we are eager to hear is the story of their progress after his guidance has been withdrawn.

The writer of this book was perhaps too intimately concerned with its material to give us an unbiased account. Its very sentimentality, however, which has every evidence of being sincere, is in pleasant contrast to the stories of many industrial enterprises of the day. The book should not be described but read—especially by employers.

HELEN A. CARNES¹²

The Secretary's Handbook. By Sarah Augusta Tainter and Kate M. Monro, The Macmillan Company, New York, 1929, pages xii, 372.

This little book brings under one cover much of the information constantly needed in an office; it is being used with profit in the office of the Taylor Society. Extensive references to other authoritative works supplement it adequately.

Books Received

Arbeitspsychologische Leitsätze für den Zeitnehmer. By Walther Poppelreuter, Verlag von R. Oldenbourg, Munich and Berlin, 1929, pages viii, 99. (8 marks)

Business and Professional Speaking. (3 Vols.) By William P. Sanford and Willard H. Yeager, A. W. Shaw Company, Chicago, 1929, pages 374. (\$6.50)

Earnings of Factory Workers 1899 to 1927. An Analysis of Pay-Roll Statistics. By Paul F. Brissenden, The United States Government Printing Office, Washington, 1929, pages xxi, 424.

Fundamentals of Scientific Office Management. The. By W. H. Leffingwell, Management Research Groups, General Series, No. 8, London, 1929, pages 20.

Significant Post-War Changes in the Full-Fashioned Hosiery Industry. By George William Taylor, University of Pennsylvania Press, Philadelphia, 1929, pages xi, 130. (\$1.50)

Trends in Foundry Production (In the Philadelphia Area). By Anne Bezanson and Robert Gray, University of Pennsylvania Press, Philadelphia, 1929, pages xvi, 77. (\$1.50)

Zeitstudie und Betriebsüberwachung im Arbeitsschaubild. By Walther Poppelreuter, Verlag von R. Oldenbourg, Munich and Berlin, 1929, pages vi, 86. (5 marks)

¹²Taylor Society, New York.

Officers of the Taylor Society Incorporated

President HENRY P. KENDALL, President, The Kendall Company, Boston, Mass. (1929)
Vice-President GEORGE D. BARCOCK, Vice-President, Central Lumber Mills, Inc., Fletcher, N. C. (1929)
Vice-President HENRY BRUÈRE, 1st Vice-President, Bowery Savings Bank, New York. (1930)
Treasurer EDWARD W. CLARK, 3d, E. W. Clark & Co., Philadelphia, Pa. (1928)
Managing Director HARLOW S. PERSON, Taylor Society Incorporated, 29 W. 39th St., New York.
Associate Secretary ERNEST G. BROWN, Taylor Society Incorporated, 29 W. 39th St., New York. (Technological)
Associate Secretary MASON L. MERRILL, Taylor Society Incorporated, 29 W. 39th St., New York. (Membership)
Assistant Editor and Office-Manager HELEN A. CARNES, Taylor Society Incorporated, 29 W. 39th St., New York.

Board of Directors

George D. Babcock, Central Lumber Mills, Inc., Fletcher, N. C. (1929)
 Henry Bruère, Bowery Savings Bank, New York. (1930)
 Edward W. Clark, 3d, E. W. Clark & Co., Philadelphia, Pa. (1929)
 Henry P. Kendall, The Kendall Company, Boston, Mass. (1929)
 Morris E. Leeds, Leeds & Northrup, Philadelphia, Pa. (1930)
 B. Eugenia Lies, R. H. Macy & Co., Inc., New York. (1929)
 H. S. Person, Taylor Society Incorporated, New York (1930)
 Erwin H. Schell, Massachusetts Institute of Technology, Cambridge, Mass. (1930)
 G. E. Schulz, Consulting Engineer, New York. (1929)

Past Presidents

James Mapes Dodge (deceased)
 Harlow S. Person, Taylor Society Incorporated, New York.
 J. E. Otterson, Western Electric Company, New York.
 Henry S. Dennison, Dennison Manufacturing Co., Framingham, Mass.
 Richard A. Feiss, Consulting Management Engineer, Boston, Mass.
 Percy S. Brown, Industrial Engineer, Boston, Mass.
 Morris L. Cooke, Consulting Engineer, Philadelphia, Pa.

Local Sections, Foreign and Student Branches

Eastern Massachusetts

Secretary-Treasurer: Raymond L. Tweedy, Manufacturers Research Association, 80 Federal St., Boston, Mass.

Japan

Managing Director: Yoiti Ueno, Institute of Industrial Efficiency, Siba Park, Tokyo.

Student Branches

Colgate University, Hamilton, N. Y.
 Ohio State University, Columbus, Ohio.
 University of North Carolina, Chapel Hill, N. C.
 University of Pennsylvania, Wharton School, Philadelphia, Pa.

New York Metropolitan

Secretary-Treasurer: Chalice M. Kelly, Union Carbon and Carbide Company, 30 E. 42nd St., New York.

Central New York

Secretary-Treasurer: R. S. Gardner, L. C. Smith & Corona Typewriters, Inc., Syracuse, N. Y.