

instructor who appreciates the importance of teaching general principles instead of specific systems, so that the student may be better equipped to meet and solve a variety of problems instead of being drilled in certain specific practices as if they were panaceas and "cure-alls."

RALPH G. WELLS*

Foremanship (2 Vols.). By E. H. Fish, Associated Press, New York, 1928, pages xi, 306.

This work is the Standard Course of the United Y. M. C. A. Schools prepared for general use in classes, conferences and discussion groups, and is an augmented revision of a text used for this purpose since 1921.

It is now recognized that a text prepared for foreman training purposes is satisfactory as it is definitely constructed to meet the specific needs of a group and most satisfactory if the composition of the group is homogeneous as to the kind of industry represented. Obviously, a text such as the present one, designed to serve all industries with equal suitability, is under a very severe requirement. Practically, it is not possible to furnish a satisfactory handbook of information of every sort.

Much interesting and useful information is given. As a matter of fact, it is mostly of this kind, but after due allowance is made for the general excellency of the content and the severity of the requirement just mentioned, there are some weaknesses, some needless repetitions and some inadequacies.

It seems inconsistent when dealing with the speed of machines to make the statement that "Speeds and feeds are matters of experience and judgment. The experience may be some dim memories in the back of a man's head or it may be the result of some carefully carried out experiments. . . . There can be no doubt which is the better, and yet the shops that deliberately go to work to find out systematically what is the best way to do their work are as scarce as the proverbial 'hen's teeth,'" and in the same section to suggest as correct practice that "Machine tools, such as lathes or milling machines, are examples of machines the speeds of which are being varied frequently by the operator and which depend on his judgment for their product."

On page 116, *profits* are incorrectly represented as an element of *cost*, from a cost accounting standpoint.

Pages 79-86 constitute a chapter section "Removing Obstacles to Production." On page 106 there is a trifling paragraph with the identical heading and on page 109 another chapter section begins, "Intangible Hindrances to Production." There are other instances of this sort, one of the most noticeable of which deals with the distribution of overhead charges (pages 124 and 514). Some consolidation in these cases seems possible.

It does not seem logical under the section "Methods of Wage Payment" to introduce subsections such as "Life

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Insurance as a Means of Holding Men," "Paternalistic Insurance," "Mutual Benefit Associations," etc., especially if one is entitled to feel that the actual mechanics of various *methods* of wage payment, too seldom understood by foremen and others, are themselves inadequately treated. The same sense of inadequacy prevails in the description of the method of making time studies. There is insufficient recognition of a time study engineer's dependence upon the foreman's full co-operation based upon knowledge and understanding.

It is felt that when this text is again revised the elimination of generalities purely of an informational sort and of the real cases of repetition, with a more orderly overall presentation, will make it possible to remedy inadequacies of the sort mentioned without increasing the size of the text greatly, if at all.

ERNEST G. BROWN*

Foreman Training. By George E. Mellen, McGraw-Hill Book Company, Inc., New York, 1928, pages ix, 150.

This text is a guide for foreman training by the conference method. It consists of two volumes, the first of which is now available. The basis for the volume is the experience of the Department of Engineering Education, Pennsylvania State College, in the conduct of training courses at more than one hundred industrial plants. The various members of the college staff have collaborated in its preparation.

The order selected for the development of the text seems most logical. At the outset the "job" of foreman is defined in terms of *responsibility*, covering first the general phases of his work on through production and cost responsibilities. The following chapters are non-technical, dealing largely with the human factors. The mechanics of foreman's job handling are reserved for the second volume. The material increases in strength progressively and the concluding chapters on Supervision and Leadership are among the best.

This is a compact, well-written, easily read and informative book such as one is entitled to expect from such a source.

ERNEST G. BROWN*

The Consumer Looks at Advertising. By Paul T. Cherington, Harper & Brothers, New York, 1928, pages xiv, 196.

This is a well written, intelligent, lively book on the functions and values of advertising. The title, however, is not entirely appropriate. It suggests that in the book one may find a consumer's views on advertising. There are two or three chapters that deal very specifically with the relations of advertising to the consumer and with the need of advertising to meet present-day consumer demands. As

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a matter of fact the rest of the book presents a very professional but, be it said, a very logical statement on the uses of advertising. It makes a decided contribution in this direction by indicating the possible results from the use of advertising not only in the lines in which advertising has already been developed, but also in certain fields in which its use is still probably in its infancy, such as in banking, in law, in medicine and in religion.

In this book, Paul T. Cherington has presented what is probably the best answer so far issued to recent criticisms of advertising. While the book was written in 1928, it has an exceedingly timely interest to advertisers and those interested in advertising in 1930. Considerations of advertising policy growing out of changed business conditions demand the kind of study that Mr. Cherington has given to the subject in this little volume.

PAUL H. NYSTROM*

Psychiatry in Industry. By V. V. Anderson, M.D., Harper & Brothers, New York, 1929, pages xv, 364.

Four years before this book was written, Dr. Anderson organized a unit for the study of personnel problems in R. H. Macy & Company. He composed his unit of a psychologist, a psychiatric social worker, and himself, a psychiatrist. By thus instituting what might be called a "total-situation unit," instead of confining his approach to one of the branches of the social or mental sciences, Dr. Anderson made a fundamental step forward in the study of personnel problems in commerce or industry.

During the four years of study and experiment which preceded the publication of his book, Dr. Anderson's unit dealt with three main types of problems: problems of mental maladjustment or disturbance, especially cases of work failure and of ill-health; problems of selection and placement of both employes and executives; and surveys of departments and operations from the point of view of personnel management.

The outstanding characteristic of this work is that it dealt with problems as a whole, and not with dissociated parts. Mental tests, for example, were not, as so often, considered in isolation or as instruments sufficient in themselves. Instead they were studied as an integral part of the larger problem of selection and placement and utilized jointly with job analysis and interviewing. As a result, the inter-relation of these measures was psychologically worked out and a general technique of selection, not merely an instrument of value in selection, was scientifically developed. Similarly throughout these studies, with every problem handled, instead of devising some partial measure, the total psychological situation was studied. Throughout the work, also, the importance of treating each individual as an individual, not as an instance of a type, was emphasized.

The book describes this work of Dr. Anderson's unit simply, clearly, and without generalizing. It contains many

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cases but outlines few theories. With almost the single exception of the "psychiatric guide for employment interviewers," even practical conclusions and procedures are given in terms of the particular problems and experiments from which they arose. In dealing with so complex and subtle a problem as human nature it is of value in order to avoid overgeneralization, to stick close to actual factual material and allow each person to make his own application. And yet, because of lack of explanation, much of the case material in the book is difficult for a layman to interpret. Without psychiatric background, the significance of the facts recited is often hard to discover in the factual case reports, and the principles which explain the matter-of-fact descriptions of methods and results are often far from evident. Nevertheless, even to the layman the book gives an important picture of what a broad scientific approach to problems of human relations involves.

The methods and experience of Dr. Anderson's unit are as suggestive for industrial as for mercantile companies. Although the work was confined to a single large department store, and his conclusions relate primarily to such questions as the selection of "heads of stock," the qualities distinguishing good and poor sales clerks, or the prevention of delivery automobile accidents, the fundamental problems of human nature which underlie these particular problems exist alike in merchandising and industrial concerns. In both, also, it is essential for the management of human beings to be grounded on a sound understanding of human nature, and it is becoming more and more evident that under present-day conditions, the fullest understanding is only possible if the manager utilizes all that science is able to tell him about human nature. Hence, while Dr. Anderson's book emphasizes primarily the value to industry of the professional psychiatrist, it will probably also be of wide influence in making apparent to executives the value to them of gaining as sound a psychiatric and psychological background as possible for their own work.

While only a few concerns today can afford to employ such a unit as Dr. Anderson's, intensely valuable though it is, and while even fewer psychiatrists are qualified and available for work in industry, there are few executives who would not profit from the orientation as to personnel problems, and the realization of the aid scientific understanding can render in meeting them, which this book gives.

ELLIOTT DUNLAP SMITH*

Middletown. A Study in Contemporary American Culture. By Robert S. Lynd and Helen Merrell Lynd, with a foreword by Clark Wissler, Harcourt, Brace and Company, New York, 1929, pages x, 550.

Why a sociological study of Middletown or Main Street should have space in the BULLETIN OF THE TAYLOR SOCIETY, was this reviewer's first question. The book itself does not leave it long unanswered. The Dominance of Getting

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