

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.
5. **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 instalments. 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.

BULLETIN OF THE
TAYLOR SOCIETY
AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT
Published by the Taylor Society Incorporated at
Engineering Societies Building
29 West Thirty-Ninth St., New York
Cable address: Taycos

The BULLETIN OF THE TAYLOR SOCIETY is included in the indexing of the Industrial Arts Index which is obtainable at Public Libraries.

The reprint of extracts up to 50 per cent of the whole of any article herein is authorized, provided the source is mentioned. In return the Society appreciates complimentary copies of the publications containing such reprints. Permission to reprint more than 50 per cent must be arranged through the office of the Society.

Copyrighted 1930, by the Taylor Society Incorporated. Published every other month. Per year to Members \$2.50; to others \$3.00. This issue \$75.

Entered as second-class matter, Dec. 12, 1921, at the Post Office at New York, N. Y. under the Act of March 3, 1879.

Vol. XV OCTOBER, 1930 No. 5

Contents

Comment	209
Methods Study	210
By King Hathaway	
Discussion by J. G. Stegemerten	
Unemployment	245
By Meredith B. Givens	
Japanese Industrialists Visit the United States	249
Scientific Management in the Program of the United Textile Workers	249
News of the Sections	250
Reviews	250

ANNUAL MEETING

December 3-5, 1930

HOTEL PENNSYLVANIA, NEW YORK

(See outside back cover for detailed program.)

Comment

THE article, "Methods Study," in this issue is not merely the record of a paper presented at a meeting of the Society, its preparation was requested as a first step in preparation for an inquiry on an international scale into methods of management, standardization and control of work.

THE program of the December Meeting, of which a condensed outline will be found on the outside back cover, strikes us as exceptionally strong all along the line. It includes the customary papers on important phases of management by competent authorities, and in addition two committee reports and a symposium.

A REPORT of a joint committee of the National Association of Credit Men and the Taylor Society will offer, *a propos* the general question of the need of balance sheets of management to supplement financial statements as a basis for credit rating, two suggestive forms of management balance sheets, one pertinent to manufacturing and the other to retail enterprises. It is obvious that discussion of these will be of interest to other than credit executives, for they raise the broad question "What are the ear-marks of good management?"

A REPORT of the Industrial Code Committee appointed early in the year by President Kendall is a significant event, for we do not know of an association which has ventured to formulate a code of employer-employee relations which goes straight to the heart of the problem. Although the tentative code which will be offered for discussion is not a definitive report of the Committee, and is offered at the present time because the Committee seeks aid by co-operative thinking out loud, we assure our readers that it contains material of the greatest interest. The symposium will continue the discussion of economic balance begun last year, and will focus about the inquiry whether present industrial disequilibrium is not a challenge to apply the scientific management principles of planning and control over a larger area than the individual plant; whether we can continue to operate successfully a technically integrated national industry by the method of individual intuition.