

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 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.

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Comment

NO MATTER what the reader's particular interest may be, he should give a thoughtful reading to all of the excellent papers in this issue. Especially we call attention to the paper on organization for general administrative control, for every department is involved in that organization—is in fact a part of the lengthened shadow of general administration.

SOME may question the vital interest of departmental executives in the problems of other departments and of general administration. It may be asserted that if the latter has properly determined the task of the organization as a whole, and has broken this down into defined departmental tasks, then all a department has to do is to attend to its defined responsibility. Its results should automatically dovetail into those of the other departments and all together precisely equal the master task. One may cite in support of this assertion the good principle of separation of planning from execution.

BUT this principle of specialization has reference primarily to functions and only secondarily to persons. The function of planning should be separated from the function of execution. And in many instances persons concerned with planning should have no concern with execution, and *vice versa*. But there are instances in which persons must have a principal concern with one of the functions and an essential incidental concern with the other. Among these persons are major department executives. In the first place, they are concerned primarily with an execution which, encumbered as it is with variables which the master plan could not foresee, must be conducted in the light of the general objective and of the situations in other departments. In the second place, when determining the master task a wise general administration will call major department heads into consultation. The latter become for the time being a vital part of general administration. Therefore the department head must have the perspective of general administration. He must be informed concerning all phases of management, and especially that of general administration.