

- III. Product-Development Division Duties.
1. Setting standards and writing specifications with the co-operation of the engineering group for:
 - a. Raw materials,
 - b. Materials in process,
 - c. Final product.
 2. Simplification of materials and construction of product.
 3. Development of new products and lines.
 4. Investigation of processes and the suggestion of changes in the engineering department.
 5. Comparison with competitors' lines.
- IV. Laboratories Division Duties.
1. Research:
 - a. New materials,
 - b. New processes in co-operation with engineering department,
 - c. New products.
 2. Testing:
 - a. Raw materials,
 - b. Parts in process where technical test is necessary.
 - c. Finished product where technical test is necessary.
 3. Co-ordination of activities with inspection and product development divisions of quality department for greater effectiveness of quality control. The above set-up has a tendency to produce the following results, each of which has its bearing on quality:
 1. Cleanliness and orderliness.
 2. Inspection and maintenance of equipment.
 3. Improvement and development of machinery and processes.
 4. Testing of materials; research; material handling in process.
 5. Production control—small orders, rush work, change of work, etc., all affecting quality.
 6. Improved supervision, awakening functional responsibility.
 7. Financial incentives. Pay systems must work toward quality as well as quantity standards.
 8. Consistency of management policy which ties in sales and advertising with manufacturing standards for quality of product.
- This represents, then, an outline in a general way of the regrouping of manufacturing units that will permit managing for quality and objectified quality control. To a department organized as outlined, some of the intangible problems of manu-

facturing can be referred for continuous and controlled study and action. The manufacturer of today, because of the constant change and demands in style and competition, needs to have continuous development and improvement of his product and of its quality. His producing organization, therefore, must be flexible enough to aid in this development without undue disturbance of the manufacturing units. A quality program outlined in this way, with wise executive leadership, will accomplish much in this direction.

Spring Meeting

APRIL 30—MAY 1, 1931

Hotel Benjamin Franklin, Philadelphia

Thursday, April 30

- 2:00 P.M. Planning Sales
Chairman: Henry P. Kendall, President of the Taylor Society and President of the Kendall Company
Speaker: Stuart DuBois Cowan, President, Cowan & Dengler Incorporated, New York
Discussers: Stanley I. Clark, Sales Manager, Lehn & Fink, Inc., New York; Archibald M. Crossley, President, Crossley, Inc., New York; W. E. Freeland, Freeland, Bates & Lawrence, Inc., Boston; E. H. Toussaint, Marketing Consultant, New York; Percival White, Marketing Counselor, New York.
- 5:00 P.M. Tea at Boxly
Hostess: Mrs. Frederick Winslow Taylor
- 8:00 P.M. Planning for an Entire Industry
Chairman: Philip H. Gadsden, President, Philadelphia Chamber of Commerce, and Vice-President United Gas Improvement Co.
Speakers: R. J. McFall, Chief Statistician for Distribution, Bureau of the Census, Department of Commerce, Washington; Huston Thompson, Bright, Thompson, Hinrichs & Warren, Washington; Walker D. Hines, Director, Cotton Textile Institute, New York, and Thomas L. Chadbourne, Chadbourne, Stanchfield & Levy (Sugar), New York.
- Friday, May 1
- 9:30 A.M. Planning Production
Chairman: E. A. Joline, Vice-President, The S. S. White Dental Manufacturing Co.

Speaker: Ralph E. Flanders, Manager, Jones & Lamson Machine Co., Springfield, Vt.

Cases: Production Planning in a Medium-Sized Organization, by Milton C. Herrmann, President, The Herrmann Handkerchief Co., New York.

Production Planning in a Very Small Organization, by M. S. Dowd, President, and Ralph C. C. Nourse, Plant Manager, The M. S. Dowd Carton Company, Hartford, Conn.

Simultaneous Sessions

2:00 P.M. A Concrete Case of Production Routing as Exemplified at the Proctor & Schwartz Plant
Leader: George B. Whitehead, Assistant Works Manager, Proctor & Schwartz, Inc.

2:00 P.M. Planning Labor Relations: Further Consideration of the Report of the Taylor Society Committee on an Industrial Employment Code
Chairman: Henry Tatnall Brown, President, Brown & Bailey Company

Discussers: H. V. R. Scheel, Vice-President, Botany Consolidated Mills, Inc., New York; J. O. Hopwood, Superintendent of Employment, Philadelphia Electric Company, Philadelphia, and R. W. Johnson, Head, Employment and Service Department, Leeds & Northrup Company, Philadelphia.

2:00 P.M. The Relation of Cost Accounting to Budget Making

Chairman: E. P. Moxey, Jr., Head, Accounting Department, Wharton School of Finance and Commerce, and Member of Firm, E. P. Moxey & Co., Certified Public Accountants.

Speaker: Floyd F. Hovey, Industrial Economy Department, Eastman Kodak Company, Rochester, N. Y.

Discussers: John Balch, C.P.A., Balch, Funk & Company, Philadelphia, and Arthur W. Marshall, Assistant Production Manager, General Asphalt Company, Philadelphia.

2:00 P.M. Planning Work in the Office: Illustrated by Inspection of Procedures at the Offices of the Curtis Publishing Company

Leader: Walter D. Fuller, Secretary, The Curtis Publishing Company

6:30 P.M. Dinner Meeting: Is National Planning Necessary for American Industry?
 International Planning

Chairman: E. W. Clark, 3rd, Member in Firm, E. W. Clark & Co.

Speakers: Wallace B. Donham, Dean, Graduate School of Business Administration, Harvard University, Boston, and Guests of Honor—James A. Bowie, Director, Department of Industrial Administration, College of Technology, Manchester, England, and Principal Elect, new Scottish School of Economics, Dundee, Scotland; C. H. van der Leeuw, President, International Industrial Relations Association, The Hague, and Partner, De Erven de Wed. J. van Nelle, Rotterdam, Holland, and L. Urwick, Director, International Management Institute, Geneva, Switzerland.

Major Urwick

MAJOR L. URWICK, Director of the International Management Institute in Geneva, and one of our distinguished members, arrived in this country on April 12 to spend about six weeks with us. He will lead the Distribution Section of the International Chamber of Commerce meeting in Washington, during the week of May 4-9, and is to be a guest of honor and speaker at our own dinner meeting in Philadelphia on May 1.

Summer Conferences

International Management Institute

From July 1 through 4 at Geneva this group will be devoting itself to consideration of the two subjects, "Management Research Groups" and "Rationalization: Pros and Cons."

International Industrial Relations Association

The subject of this conference will be "Social Economic Planning." The meetings will be held in Amsterdam, Holland, from August 24 to 28 inclusive. Dr. Person has prepared a key paper for this conference, "Scientific Management as a Philosophy and Technique of Progressive Stabilization."

Economic Conference for Engineers

The Stevens Institute of Technology and Columbia University Engineering Alumni are planning an Economic Conference for Engineers to be held from August 30 through Labor Day, September 7, at the Engineering Camp of Stevens