

Institute of Technology in Northern New Jersey. Graduates of other colleges and junior members of the national engineering societies are invited to attend. Lectures, conferences and round tables will deal with such subjects as the fundamentals of finance in engineering and business cycles.

#### British Association for the Advancement of Science

The Centenary Meeting of this association will be held in London from September 23 to 30 under the Presidency of General Smuts. This meeting is expected to provide the scientific workers of Britain and other lands with a unique opportunity to confer. Dr. Person has been asked to present a paper on "The Aims, Methods and Progress of Research Into Management Problems."

#### News of the Sections

##### University of California

At a meeting on April 6 at the University Faculty Club Miss Ellen Hawley reported in an informal manner on her recent year's work with Mrs. Gilbreth. Miss Hawley was elected president of the group at the same time. Joachim Pope will be Vice-President, George Toll, Treasurer, and Marguerite Thomason, Secretary.

##### Colgate University

The Annual Essay Contest of the Colgate Student Branch of the Taylor Society was announced recently in the school paper. The subject this year was "The Practicality of Co-operative Organization for Supplying Merchandise to Students and Student Organizations at Colgate, with Special Reference to Possible Savings and Methods of Administration." A first prize of \$15.00 and one or more of \$5.00 were to be awarded.

##### Eastern Massachusetts

On April 22 the combined local chapters of the Taylor Society, the Society of Industrial Engineers and the Associated Industries of Massachusetts met at the University Club in Boston to hear a group of discussions on "Materials Handling." Mr. J. A. Cronin, Editor *Material Handling and Distribution*, spoke on "Skid Shipments," C. B. Crockett,

Secretary, Industrial Truck Association, on "Material Handling and Industrial Electric Trucks," and a motion picture entitled "Modern Handling Methods" was shown.

At the meeting on March 25 C. B. Auel, Manager Employees' Service and Works Standards, Westinghouse Electric and Manufacturing Company, Pittsburgh, addressed the group on "Waste Elimination."

##### Central New York

On April 24 the meeting in Syracuse took the form of a round table discussion. E. H. Papworth, of the Brown-Lipe-Chapin Division of the General Motors Corporation, was in charge of the meeting and told of his experiences in manufacturing in Canada. Dr. Laird talked on some of the new discoveries on "Why Consumers Do Not Buy."

On March 27 Dr. Person addressed the group on "Management Problems of Small and Medium-Sized Plants."

##### New York Metropolitan

On April 9 Leverett S. Lyon, of the Robert Brookings Institute of Economics, Washington, addressed the group. He was particularly qualified to speak on the subject "Can There Be Science in Pricing?" because of his connection with the Brookings Institute study on that subject. Walter Rautenstrauch, Professor of Industrial Engineering, Columbia University, formally discussed the paper and an interesting general discussion followed from the floor.

The McGraw-Hill Publishing Company's "Plan for American Business" was presented by Mr. Carmody at the meeting on March 12. On February 18 Mr. J. Donald spoke on "The Problem of Executive Employment."

##### University of North Carolina

This student group has grown to a membership of approximately seventy-five during the year. Frequent and well attended meetings have covered a variety of subjects presented by a group of industrial and professional leaders. E. S. Draper, Landscape Architect of Charlotte and New York, spoke on "Southern Textile Village Planning." F. M. Craft, Chief Engineer of the Southern Bell Tele-

phone and Telegraph Company on "The Budget Plan of the Bell System," C. L. Holmes, of the Department of Agriculture, on "Technique and Management in Farming," George D. Babcock, Industrial Engineer, on "Research for Factory Operations," P. H. H. Dunn, of the division of Simplified Practice, Washington, on "Simplification in Modern Management," E. H. Eige, Engineer, Hawthorne Works of the Western Electric Company, Chicago, on "Time Standards Procedure in the Western Electric Company," Morris L. Cooke, Consulting Engineer in Management, Philadelphia, on "Co-operative Research as a Factor in Industry." Mrs. Gilbreth and Mr. Sloan, President of the Cotton Textile Institute, were scheduled speakers at the half dozen remaining meetings of the year.

#### Erratum

Under "Books Received" in the Review Section of the February BULLETIN OF THE TAYLOR SOCIETY the price of Henry S. Dennison's *Organization Engineering* (McGraw-Hill Book Company, New York, 1931) was wrongly given as \$3.50. The correct price is \$2.00.

#### Reviews

*Business Leadership.* A series of lectures and analyses by twenty-two experts. Edited by Henry C. Metcalf, Isaac Pitman & Sons, New York, 1931, pages x, 357.

Probably no period in business history, as developed by the depression of 1930-31, has so emphasized the great need in business of strong and effective leadership. This book, therefore, appears at an opportune moment.

It does not attempt, however, to review, discuss, or offer any suggestion of the questions before business today. Rather, with a possible view to future values, it undertakes to discuss, from twenty-two differing points of view, the elements of leadership, the qualities that make leadership, in the lower as well as the higher ranges of leadership, and the biology and the philosophy of leadership.

This book should be read with profit by executive leaders because it is too often true that leadership in the individual is not a well-rounded development, but lacks, in some respect, intention, warmth, depth of permeation, and clearness of principal purpose, or penetration. For the greater the leader the more penetrating, inspiring, and clear of purpose must his leadership be.

It is even more important that it should be read by the younger men of opportunity and ambition, for its analyses will direct experiment, and explain experiences which will lead to better results.

Probably its greatest message, however, is that leadership in business, especially in a democracy, must not tend merely to getting better results in profits, but better results in the happiness of human beings.

It is becoming more and more clear, and the present world situation has brought out a mass of evidence and admission, that our advancing civilization, if it is to be successful, must develop those things which bring happiness to the mass of those who deserve it. Since the mass of the people, at least of our so-called civilized world, is involved in business, it becomes the duty, as well as the right and privilege of our business leaders, to work to this end, which, as many think, will be the most profitable direction as well.

No pretense is made in this book that the last word is said on business leadership, but the thoughtful and interested will undoubtedly get valuable information and inspiration from it.

What more can a book give?

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*Co-operative Retail Buying Associations.* By Wilford L. White, McGraw-Hill Book Company, New York, 1930, pages xii, 207.

The marked extension of chain stores in recent years, particularly in the grocery and drug fields, has created an unusual interest on the part of independent retailers and others interested in distribution, in the growth of co-operative retail buying associations. Therefore, the appearance of Professor White's book on this subject is most opportune.

Professor White has collected, primarily through the questionnaire method, data of unusual interest which cover the activities of co-operative retail buying associations. His conclusions on the whole are in harmony with those reached by other investigators of these buying associations. The one disappointment presented to the student of co-operative retail buying associations is the fact that the book contains little, if any, information covering the activities of buying organizations organized to buy co-operatively the lines of merchandise usually handled by department stores, such as women's apparel, men's wear and home furnishings.

Partly because of the growing competition presented the retail stores by the mail-order houses in the larger cities, a great impetus was given, beginning four years ago, to the growth of co-operative retail buying associations of independent retailers handling general lines of merchandise and of associations of department stores. The rapidity of style changes and the hand-to-mouth buying practices were also causes which made it necessary that retailers located at remote distances from their principal markets become members of co-operative retail buying groups because, through such membership, they could get daily buying service and current market information.

Many of the co-operative retail buying associations serving department stores and specialty stores will not conform to the definition Professor White has formulated of what a co-operative retail buying association is. The

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