

study will not satisfy the interest of many students of retailing in the functions and operations of these co-operative retail buying organizations because of the fact that all types of co-operative retail buying associations are not covered in it.

The book, however, can be recommended as a volume of general interest to anyone interested in the new form of retail buying and of especial interest to those who are desirous of having information on the organization and policies of co-operative retail buying associations in the drug and grocery fields.

PHILIP J. REILLY<sup>2</sup>

*Planning and Control of Public Works.* Report of the Committee on Recent Economic Changes of the President's Conference on Unemployment, Including the Report of Leo Wolman, National Bureau of Economic Research, Inc., New York, 1930, pages xxviii, 260.

This is an important and timely volume dealing with the possibility of using public works to absorb employment in times of business depression. The book consists of a brief summary report of the Committee on Recent Economic Changes, followed by an extensive study by Mr. Leo Wolman of the present status of the planning and control of public works.

The summary report is, on the whole, more optimistic than is Mr. Wolman. The committee concludes that "with a nation-wide improvement, properly safeguarded and flexible, in the financial and administrative organization of governmental agencies, and with information as to their current operations centrally located, a long step will have been taken toward the use of public construction as a steadying influence. The moderate elasticity in spending power which any reasonable budgeting system must provide will yield, by accumulating on a national scale the relatively small margins of each unit, a sum ordinarily sufficient to be an effective factor in the maintenance of economic balance."

Mr. Wolman, on the other hand, is less enthusiastic in his own claims based on his actual findings. He points out that any proposal to increase public works as bad times are coming on implies a knowledge of the time factors in each individual business cycle which, up to the present, we have never in practice had. He further points out that the withdrawal of any substantial amount of public works funds during good years might have the effect of "precipitating or hastening a decline of business that might otherwise not have been inevitable." He also points out that the needed public works are always so far behind the public demand that it might be impossible to persuade public authorities "to hold back one or more projects to meet a future eventuality of general unemployment."

He points out, however, that in the first few months of 1930, it was possible to increase the number of contracts

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awarded to public works and utilities by 30 per cent over 1929. But he also adds that "no satisfactory appraisal of the effects of various measures of acceleration can be made until some months after the close of 1930."

While as a whole this study is not discouraging about the possibilities in this direction, it does perform a valuable service in helping us to keep our estimate of the value of public works in bad times on a conservative basis. Although some moderate relief can be expected from this quarter, we must certainly look in other directions for a force that will really level off the high and low peaks of the business cycle.

ORDWAY TEAD<sup>3</sup>

*Strategy in Handling People.* By Ewing T. Webb and John J. B. Morgan, Boulton, Pierce & Company, Chicago, 1930, pages 260.

The authors of this book have been at great pains to collect innumerable anecdotes and incidents illustrating how people whose names are in the papers have shown strategy in handling people. Each chapter treats a special phase of the topic with copious examples and then concludes with a few italicized paragraphs of generalized conclusions. These abstract summaries are on the whole excellent—pointed, relevant and sound. As an aid to executives of all sorts this kind of treatment may have considerable value. It is hard to say. From my point of view, there is not enough substance of a psychological character, apart from the anecdotal data. One needs to know, I believe, not only what was done, but why it was done, and what human motives and desires were being appealed to. It seems in short too much of a scrap-book and not enough of a thought-provoking document. It needs the connecting tissue of analysis and interpretation. I am afraid the reader will be diverted and let it go at that. That my estimate may be wrong is evidenced by the fact that the jacket contains glowing endorsements of the practical utility of the book by numerous prominent business men. But then, these gentlemen have not been up against the specific job of training men to use good strategy in handling others. For this purpose, I aver, more than entertaining incidents are necessary.

ORDWAY TEAD<sup>3</sup>

*Industrial Relations in the Building Industry.* By William Haber, Harvard University Press, Cambridge, 1930, pages 593.

The purpose of this book is "to describe the major industrial problems in the construction industry, to relate them to the technical changes taking place and the business methods prevailing therein, and to present the elements out of which a more stable industrial relations policy can be evolved. It is the result of an extended investigation among the historical materials dealing with labor organizations and employers' associations and of gathering first-hand information through interviews with contractors, labor leaders, architects and engineers."

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The volume represents years of laborious work, the advice and criticism of numerous authorities, and the financial support of the Wertheim Research Fellowship. The result is the production of what is undoubtedly the most comprehensive factual study of the building industry available. The book begins with an excellent explanation of the economic, technical and social developments which have given the industry the aspects which it now presents. It then discusses successively such outstanding problems as the seasonal character of building, apprenticeship, jurisdictional disputes, working laws affecting operations and the closed-shop issue. This is followed by an historical review of the growth of organized groups in the building trades, whether of unions or of employers, with special studies of the situations existing in New York, Chicago and San Francisco.

The last part of the book summarizes such efforts at industrial co-operation as the Building Congress movement and the American Construction Council, and concludes with a summary of the important elements to be considered in the stabilization of the industry. The keynote of the volume is that those engaged in construction must develop an industry-wide organization, motivated by the desire for public service, and strongly led, in order that some means for controlling the selfish and unethical practices which have been so detrimental to the industry may be instituted. This implies the presence of an outside integrating force to which employers and unions would be subordinated and which would enforce higher standards of responsibility to the public.

HERMAN FELDMAN<sup>4</sup>

*The Modern Worker.* By Mildred J. Wiese and Ruth Reticker, The Macmillan Company, New York, 1930, pages xviii, 610.

As an American labor text for those who do not reach the latter two years of college this volume is most suitable. The authors start with the background of America's working groups, follow all phases of their development and present the 1930 status and problems in a most complete manner. Each chapter opens with an outline of purpose which is thereafter followed. The main questions are set forth as thought guides for the student while reading. Numerous very well thought out problems are appended to each chapter. The book takes on a definite reference value by reason of the large amount of statistical material which supports every angle of each subject. The range of tabulated data is from "hourly rate of accidents in a ten-hour plant" and family budget figures to "hourly and weekly money and real earnings" and adjustment records of a joint plant council.

Commendably frank and impersonal is the presentation of the strong and weak points in our present treatment of unemployment, economic sufficiency and joint relationships. The text closes with an able summarization of the policies of present-day unions and of present trends in labor legislation. Both are worth the attention of all interested in these fields

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even though they be not connected with college, evening public school, trade union, or corporation classroom work.

*The Modern Worker* is a valuable addition to the advanced textbooks in the Social Studies Series, to other volumes of which the same authors have contributed. Miss Reticker's old friends, and BULLETIN readers in general, will be especially interested in this book as an excellent example of her activities since she left the Taylor Society staff in 1926.

E. T. WILLSON<sup>5</sup>

*Psychology and Industrial Efficiency.* By Harold E. Burt, D. Appleton & Company, New York, 1929, pages xviii, 395.

The subject matter of this book is of rapidly increasing importance, owing to the growing recognition on the part of industry that man-power is now the most inefficient element in our industrial scheme. The executive and the psychologist both realize—though arriving from somewhat different directions—that the answer must come from within the man himself. He must be encouraged to release the additional powers which we know are within him. This can be brought about through two avenues. The first is getting a better understanding of his mental, emotional and physical needs in his work relationship. The scientific investigation of these is primarily the function of the psychologist. The second is providing adequate facilities for work and growth, and encouraging the individual to full self-expression. This function falls on the employer, with the advice and counsel of the psychologist.

This book is a helpful discussion and outline of principles, reasons and general methods bearing on the efficiency and morale of the working force. Even the progressive executive may sometimes be uncertain as to the advisability of a proposed change in method for handling some problem of personnel efficiency, simply because he feels that he does not know enough of the whys and wherefores. Professor Burt has been considerate enough to make each topical chapter reasonably complete and self contained, so that most of the appropriate material on a particular problem can be found in one place. Specific techniques are not cited as much as the reasons and bases on which sound techniques must be built. The executive can then adapt them to his own circumstances.

The following topics are taken up in detail: Education in Industry—principles and methods—underlying considerations in training apprentices, foremen and salesmen; Methods of Work—techniques for facilitating individual and group efficiency; Fatigue and Monotony—their physical and psychological bases and remedies; The Working Environment—illumination, ventilation and noise; Satisfaction and Morale—their development and their importance to productivity and personnel efficiency; Accidents—their causes and remedies in the individual and the group; Efficiency in Executive Work—a few suggestions for the executive in organizing his own mental operating habits; The Future of Industrial Psychology—a co-operative enter-

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