

a Living, and Why Do They Work So Hard? confront one at the beginning of the table of contents. The third specification leading to the choice of this particular "representative" city for study was that it be "an industrial culture with modern high-speed machine production." No less an industrial phenomenon than a gas boom ushered in the industrial revolution which in various forms "has descended upon villages and towns, metamorphosing them into a thing of Rotary Clubs, central trade councils and Chamber of Commerce contests for 'bigger and better' cities."

Again, after reviewing the "six main trunk activities" of people in an American city—Getting a Living, Making a Home, Training the Young, Using Leisure, Engaging in Religious Practices and Engaging in Community Activities—the conclusion is drawn that "Getting a living seemingly exhibits the most pervasive change, particularly in its technological and mechanical aspects." Incidentally, everybody works. Of every 100, 43 are gainfully employed in "some largely routinized, specialized occupation," while 23 make the homes, 19 go to school and the remaining 15 are "chiefly those under six years, and the very old."

Altogether, the subject is highly relevant to the interests of management engineers. For those industrial managers who more and more evaluate their work in terms of its effects upon the living conditions of the community, the data presented will have a special interest.

Most of all, the book will interest advocates of scientific management, because it is an able effort to apply the methods of science to that most elusive subject—People and their Relationships, Attitudes and Activities. In an objective spirit which borders often upon the consciously humorous, the social observers have looked at Main Street, and what they saw has included as scientific data such familiar but usually neglected phenomena as the philosophy of Dorothy Dix and her influence, or the manifestations of the "Bearcat spirit" in the high school basketball team. One gains the impression that, unless one possesses an artistic vision (some novelists have done it, and some painters and sculptors), only science can reveal the significance of the commonplace. Middletown is so truly the "middle" town in the statistical sense, that only the aloofness of the anthropologist accustomed to study a culture not his own can bring to light what everybody knows and few understand.

MARY VAN KLEECK\*

*Community Conflict. A Formulation of Case Studies in Community Conflict, with Discussion Outlines. The Inquiry, New York, 1929, pages 127.*

This book is a "formulation of case studies in community conflict, with discussion outlines." It "addresses itself to those men and women who are concerned with the quality of their community life, and who seek to develop skill in discovering and utilizing their community resources for the understanding and solution of community problems, par-

\*Director, Department of Industrial Studies, Russell Sage Foundation, New York, N. Y.

ticularly those of a controversial nature." That the authors do not claim to have a panacea for all small-town ills is encouraging at the outset; the reformer attitude is too often associated with ideal solutions based on a one-track mind. The authors of "Community Conflict" merely hope that "an awareness of the commonly fruitless ways of conflict may assist other communities which find themselves in similar situations to view their difficulties with perspective." To this end they outline first of all the setting of the situation, and some of the devices commonly resorted to in the heat of controversy. Cases are cited to show that much factionalism is the result of a clash of personalities, oftentimes expanded to include whole groups, the conflict easily spreading and reinforced by what the psychologists call a process of "circular response."

"Community Conflict" is not merely armchair philosophy. It is based on studies of actual cases of community conflict. Its findings, therefore, represent, not so much a finely drawn hypothetical ideal, as a working program based upon factual analysis. But it is a working program in which idealism plays no small part, nevertheless. It affords us, therefore, inspiration, but it also creates practical difficulties.

In having made a scientific approach to the very difficult problem of human relationships involved in community conflict, in attempting to point to fundamental causes for such conflict, and most of all in its emphasis on the necessity for a definite technique of solution for such conflict, the book is a real contribution. It is a brave piece of pioneering in an area little known except for its difficulties.

JOHN S. KEIR<sup>19</sup>

#### Books Received

*Business Biography of John Wanamaker, Founder and Builder, The.* By Joseph H. Appel, The Macmillan Company, New York, 1930, pages xxvi, 471. (\$5.00).

*Encyclopaedia of the Social Sciences, The, Vol. I.* By Edwin R. A. Seligman, Editor in Chief, and Alvin Johnson, Associate Editor, The Macmillan Company, New York, 1930, pages xxvii, 646. (\$7.50).

*Investments of United States Capital in Latin America.* By Max Winkler, Ph. D., World Peace Foundation Pamphlets, Boston, 1929, pages 297. (\$2.00—Final edition with index not yet available).

*Meaning of Rationalization, The.\** By L. Urwick, Nesbit and Co., London, 1929, pages xx, 160. (7s 6d).

<sup>19</sup>Economist, Dennison Manufacturing Company, Framingham, Mass.

\*To be reviewed later.

BULLETIN OF THE

# TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

December Meeting Papers:

The Naumkeag Experiment  
Distribution Problems  
Men, Not Things  
Stores Room Control  
Standardization

Foreign and Other Contributions

Engineering Societies Building  
29 W. Thirty-Ninth St.  
New York

APRIL, 1930

VOL. XV, NO. 2