

## 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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### SPRING MEETING

Philadelphia, Pa.

April 30, May 1, 1931

(See page 18)

## Comment

IN THIS issue we continue publication of the papers and discussions of the December Meeting. Mr. Platte presents an interesting case of the manner in which scientific management is being applied in the field of marketing. It represents extension of the effort to stabilize operations through research, standardization and control. The first efforts to secure stability were concerned with production but so long as the flow of orders remains unstable, it is impossible to secure complete stability of the shop. Today efforts are being made by application of the same principles to secure stability in the flow of orders, both as to total volume and the relative proportion of separate items. Stabilization of selling promotes stabilization of production.

THE industrial code was one of the noteworthy products of the December Meeting and has attracted national attention. To be sure there may not be in it an item which has not already been practiced or advocated, but the assembly in one document of the progressive concepts pertaining to employer-employee relations by so representative and responsible a group as the Taylor Society is an event of public significance. It is interesting to recall that twenty years ago many believed that scientific management was harsh and cold, and looked upon labor as just another machine! The scope of scientific management is beginning to be understood and appreciated.

IN THESE days when mass production, technological unemployment and discharge of older workers are so much discussed, it is refreshing to realize that there are enterprises "in which ounceage and not tonnage prevails; where diversification prevails over simplification; where the experience of age proves an acceptable substitute for the speed of youth, and where quality and not mass distinguishes the product." Therefore Mr. Henderson's article will be read with interest. It will also suggest the interesting thought that perhaps such industries are not to disappear with the development of mass production, but that, as the latter is applied more and more to the production of commodities of common use, the purchasing power thereby saved by lower costs will be turned to the purchase of a great variety of items distinguished by quality and style, and the two types of enterprise will flourish side by side.