

will be of service to me and am going to call on several of the gentlemen who have spoken for further advice and information. The service which I head in Washington is working primarily for the government, but it is also working for every one of you. The information collected and collated in my office is at your disposal; particularly in the management of cities and of municipalities in general it might be useful. Organizations for carrying on public business might find much of the information we have very helpful to them.

Notes and News of the Sections An Historical Note

The archives of the Taylor Society have recently been enriched by the deposit of correspondence in 1909 between a writer of special articles and the editor of a prominent magazine. Note well the date—three years before the prominence given scientific management by the Eastern Rate Case Hearings.

From the letter of the writer of special articles: ". . . you ask me to let you know if I run across anything else as valuable and interesting. . . I have another matter in mind that has interested me for a number of years, which I believe can be made into a very readable and valuable article.

"There is a man named Fred W. Taylor, living in Philadelphia, who has developed and really formulated the science of shop management. . .

"To my mind a science is any combination of phenomena which, when studied out, is reducible to exact or approximately exact laws. By a study of thirty years, and by practically applying his laws as fast as discovered, Mr. Taylor has reduced management to a science.

"Scientific management' . . . has been installed in a large number of shops, employing thousands of men who benefit by it, but it is so revolutionary that it requires a large mind to really grasp its significance.

"I have discussed it with dozens of shop managers running large institutions—men of attainments—who fail to grasp the fundamental idea, which is extremely simple.

"It is that there is one way that is best to do any given thing, from loading pig iron into a car to doing the most delicate and complex operation in industry. Scientific management requires that management shall

¹Editor's Note: This term was not adopted by Taylor and his associates until the fall of 1910.

know what this one best way is, and therefore requires that a detailed study shall be made of every operation until it is reduced to an art. Then the proper man to perform the operation in the best manner as disclosed by this study shall be scientifically picked and trained by scientific rules that are the formulated result of years of experience. As a result the work he turns out is from 100 to 400 per cent more in quantity—of better quality—at a lower cost, and with higher wages to him. Each man thereby automatically reaches the highest step on the industrial ladder which he is fairly capable of attaining. . .

"Strikes are unknown under this system of management—in fact they are impossible, because the fundamental justice of rating men by a standard inevitably satisfies the workmen and eliminates all the causes of trouble that otherwise lead to strikes. . .

"I have the data from which to write such an article . . . (which) has been confined to technical literature, practically machine-shop literature. Very little of it is known among other industries where the fundamental principles are just as applicable as in machine making.

"If you would care to have me undertake such an article, I will be very glad indeed of the opportunity."

Now note the editor's reply:

" . . . It is very hard to tell from a description of an article, whether or not the article will be available. If you had not sent us the interesting piece on ———, I would say that I hardly saw a subject in this man Taylor; but now I don't know. So the only thing that I can say is that if you will write it, we shall be very glad to see the article, and let you know immediately about it; also, if we cannot use it, we shall do our best to suggest the most likely medium in which to place it. . . ."

The writer did not feel encouraged and the article was never written.

The April 14 Meeting

The second of the Special Taylor Society Meetings was held on April 14, 1932, at five o'clock at the Hotel Lexington. Three propositions looking toward the avoidance of depressions through fiscal, monetary and credit control were put before the audience for discussion after dinner. Virgil Jordan, Economist with the McGraw-Hill Publishing Company, spoke on "Stabilization through Fiscal Policy"; William T. Foster, Economist, Cambridge, on "Stabilization through Money and Credit Policy" and Dr. Person

on "Stabilization through Regulation of Investment." Miss Eleanor Dulles, an expert on international finance, Paul Gourrich, of Kuhn, Loeb & Co., and David Cushman Coyle, a consulting engineer, opened the evening's discussion, which was widely participated in from the floor.

The papers and parts of the discussion will appear in a later issue of the BULLETIN.

University of California Student Branch

The officers of the University of California Branch of the Taylor Society for the academic year 1931-32 are Ellen Hawley, President; George Toll, Treasurer, and Vera Mac Slaughter, Secretary.

The open-forum type of meeting, preceded by dinner with the guest speaker of the evening, has been featured by the University of California Branch of the Taylor Society for the current academic year. Meeting jointly with the University of California Branch of the American Management Association at the Faculty Club, the members not only have the opportunity of hearing excellent speeches by prominent leaders of the San Francisco Bay region but may also discuss specific points with the speaker. The average attendance at the meetings has been about fifteen. Two formerly active members, Mr. H. J. MacFarland, Jr., and Mr. Carson Sheetz, both now residing in Sacramento, came down for the March meeting and returned the same evening to Sacramento—a record journey of which the Branch is quite proud.

A delightfully informative account of present-day Russian life as he had witnessed it during the summer of 1931 was the contribution of one of our honorary members, Dr. Felix Flügel, Associate Professor of Economics, to the first meeting of the year on September 1, 1931.

On October-12, 1931, Mr. R. P. Templeton, General Manager of the Pacific Manifold Book Company, of Emeryville, discussed practical problems in determining the site of an industrial plant.

Mr. Raynor Anderson, Industrial Engineer with the Oakland Chamber of Commerce, told the group which met on November 9, 1931, of the work which the Chamber of Commerce was doing in pointing out the advantages of the San Francisco Bay region for manufacturing enterprises.

Dr. Webster Robinson, Business Analyst and formerly Associate Professor of Business Administration in the College of Commerce of the University of California at Berkeley, addressed the February 8, 1932,

meeting on the topic, "Fundamentals of the Promotion of Industrial Enterprises."

"The Bedeaux System of Wage Payment" furnished the topic of a concise but clear account by E. G. Peter, of the Pacific Manifold Book Company, at the meeting of March 14, 1932.

New York Metropolitan

The New York Section departed from precedent on March 24 and discussed conditions in the Far East. Robert Bruere, a member from whom we are always glad to hear, has recently returned from an extended stay in Japan as Research Economist for the Laymen's Fact-Finding Commission of the Institute of Social and Religious Research. He was well equipped to shed light on the "Economic Implications of the Sino-Japanese Conflict," the topic of the evening, and gave a most human picture of the forces at work in Japan. His talk was ably supplemented by Thomas A. Bisson's scholarly exposition of the development of the Manchurian situation. In addition to his work as a member of the Research Staff on the Far East of the Foreign Policy Association, Mr. Bisson has spent considerable time in China.

Washington, D. C.

Taylor Society members in the neighborhood of Washington again met at the Brookings Institution for an informal luncheon on March 16, together with a group of economists and political scientists, to hear Mr. Hugo von Haan, of the International Management Institute in Geneva, on "The Evolution of Internationalism." Mr. von Haan's thorough grounding in the international aspects of scientific management brought out a crowd which exceeded the seating capacity.

Reviews

Organization Engineering. By Henry S. Dennison, McGraw-Hill Book Company, Inc., New York and London, 1931, pages viii, 204.

"Organization Engineering" is an excellent shot in the darkness before the dawn. Here is a fairly distinct field yet to be explored in which there are natural laws. When once these laws are known, we can do problems in any field of group relations. "As in electrical engineering we organize a field of electrical forces and resistances by arranging them into a structure of maximum usefulness, so in organization engineering we must seek to arrange a field of human forces and resistances . . . so that they interwork for maximum usefulness."