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Contents

Comment	1
The BULLETIN in New Form	1
Index to Volume XVII	1
Marketing Costs	2
A Method of Allocating to Individual Commodities	
By Frank M. Surface	
Applied Scientific Management	
III. Organization: Functions of Major Executives, Especially the General Manager	6
By King Hathaway	
Purchasing Power and Wages	
A Critical Review of Mr. Welch's Article in the October BULLETIN	8
By George E. Roberts	
Mr. Welch's Reply	12
In re 1933	15
Greetings from a British Member	
By Reginald Mackay	
The Industrial Engineer Today	16
By Harold Vinton Coes	
Reviews	19
Books Received	20

The Bulletin in New Form

In this issue we try out a new form of BULLETIN which presents the same amount of reading matter in more compact form. We hope our readers will find it pleasing, or if they do not that they will write us their objections to it.

Index to Volume XVII

The printed index to Volume XVII has been bound into the center of this issue. By opening the binding staples the index may be removed and used for binding with Volume XVII, or separately stapled. The BULLETIN pages will be found to be consecutive when the index has been removed.

Comment

DR. SURFACE and his associates in the Bureau of Foreign and Domestic Commerce of the U. S. Department of Commerce have made a very real contribution to the science of marketing in the series of studies they have been conducting over a period of years on manufacturers' costs, wholesalers' costs and the costs of handling at retail. Their work is an excellent application of the Taylor principles to the field of commodity distribution. It will be seized upon as a practical aid by those industrialists and business men who see the importance of distribution in the present picture and are eager to find an intelligent solution to their problems. This presentation is couched in simple, non-technical, though quite specific, terms. With its illustrative charts it should serve as a guide to distributors of a wide variety of products in setting up their own system of compiling and comparing cost factors and thereby working out improved methods of distribution. While the discussion in this article is based on wholesalers' costs, the same principles can be applied in analyzing manufacturers' and retailers' costs. Those who have followed this plan have seen results in an improved relative position in the competitive market. Dr. Surface is confident that a really extensive adoption of the methods described in this article will repeat these results.

THE THIRD article in the series on "Applied Scientific Management" presents another specific guide to industrialists in listing the essential qualifications and tools of the effective general manager. At the same time Mr. Hathaway gives a clear picture of how these were evolved from Mr. Taylor's teachings. While every effective organization will not measure up to Mr. Hathaway's standards, it would be well for the best of them to check their practices against his requirements.

MR. COES sees in the present economic situation an opportunity for the industrial engineer to steer management toward a more enlightened policy. He believes that the business of the future will have to meet certain definite requirements and that the industrial engineer should help management to define these in their broadest aspects. He also sees consideration of the consumer as of increasing importance in the plans of industrialists.

THIS IS interesting in the light of the critical comment of a banker on Mr. Welch's material, which was presented in the October issue of the BULLETIN OF THE TAYLOR SOCIETY (p. 169), on the importance of restoring consumer purchasing power if the lost equilibrium from which we are all suffering is to be regained. Readers will want to have Mr. Welch's original article before them in going over Mr. Robert's criticism and Mr. Welch's reply to it. Mr. Welch's material and the other articles on Purchasing Power which appeared in the October BULLETIN have been the subject of lively discussion since they appeared and we are glad to begin in this issue to share with BULLETIN readers the interesting points of view that have been revealed. It can no longer be said that the BULLETIN confines itself to "cold" facts!

A BIT OF humor and philosophy in verse form is another unique contribution to this issue. When the New-Year mail brought forth this very different—and very pertinent—greeting from one of our British members we immediately resolved to share it with our readers.