

not at all cluttered with the flora of academic expressions commonly found in many theoretical textbooks. It does tell the beginner in this field that personnel administration "is the obtaining of an efficient human force, adapted to the organization for which it is intended, and the maintenance of this force in relations, mutually harmonious and profitable to employer and employee," and subsequently presents in an attractive manner desirable information on how to select and maintain an effective personnel. To the industrial and business man, this book is a convenient means of learning of the approved personnel practices in the leading concerns with a consciousness of the need for human efficiency. It is, as well, a handy reference to the reports and publications of leading consultants in this field, none of whom seems to have been overlooked.

Importantly weighted by statistical support, Mr. Walter's treatment of his various subjects is definitely informative by case example. He pleasantly avoids the common error of being too conclusive by overgeneralization in his statements. The reader can profitably see the need for flexibility and individual adaptation of any phase of industrial relations to the particular needs of his own organization by noting the differences between the outstanding features of the various personnel-administration plans of these leading companies, as pertinently mentioned from time to time by the author.

We like his easy manner of presentation of facts, logical development of rational conclusions, broadminded analysis of a wide range of field material, and his recognition of what is new and seemingly important in the technique of applied personnel administration. Whether one is a student of, or a practitioner in, the field of general industrial relations, we believe that this book has much interesting and valuable information.—By H. R. BIXLER, Industrial Relations Department, Union Carbide and Carbon Corporation, New York, N. Y.

Equality. By R. H. Tawney, Harcourt, Brace & Company, New York, 1931, pages xii, 280.

This volume of Tawney's compares in a way with T. V. Smith's excellent "The American Philosophy of Equality." But Smith makes admirably clear what we can mean by equality, whereas Tawney is more concerned with the institutional arrangements which can secure it, especially in relation to the English scene. Somehow the study seems less trenchant and more bookish than Tawney's earlier work and certainly for the American reader it is less relevant and less stimulating than Professor Smith's essay. But as a statement of how economic institutions have to be modified if equality is to be a reality, this book is a thoughtful formulation.—By ORDWAY TEAD.

Planning Standardized Components to Secure Variety in Products, page 308, *Foreign Standards Available from A. S. A.,* page 314, *American Standards of Safety in the Construction Industry,* page 320, Volume 3, Number 12, December, 1932; *Developments in National Standardization During the Year 1932,* page 5, *Standards for School Lighting,* page 25, *Abbreviations for Scientific and Engineering Terms,* page 27, Volume 4, Number

1, January, 1933, *Industrial Standardization,* the monthly review of the American Standards Association, 29 West 39th Street, New York.

The listed articles will be found to contain information of general interest to those who follow the standardization movement. Those engaged in technical work will find in the Journal much specific material on various fields.

Books Received

The Availability of Bank Credit. By the National Industrial Conference Board, Inc., New York, 1932, pages xiv, 146. (\$3.00)

British Experience with Unemployment Insurance. Part Two, Monograph Eight, in a series on Social Insurance, 1932, pages 50; *Employee Handbooks.* By the Policyholders Service Bureau, pages 20; *Methods of Organizing and Conducting Industrial Safety Contests.* By the Policyholders Service Bureau, pages 20, Metropolitan Life Insurance Company, New York.

Cause and Control of the Business Cycle. By E. C. Harwood, Financial Publishing Company, Boston, 1932, pages xiii, 165. (\$2.00)

An Essay on the Nature and Significance of Economic Science. By Lionel Robbins, Macmillan & Co., Limited, London, 1932, pages xii, 141.

Ethics and Modern Business. By Henry S. Dennison, Houghton Mifflin Company, Boston and New York, 1932, pages 68. (\$1.00)

The History of the Quaker Oats Company. By Harrison John Thornton, The University of Chicago Press, Chicago, 1933, pages xi, 279. (\$3.00)

Individualism—An American Way of Life. By Horace M. Kallen, Liveright, Inc., New York, 1932, pages x, 241. (\$2.00)

Introduction to Technocracy. By Howard Scott and others. The John Day Company, Inc., New York, 1933, pages 61. (\$90)

The Modern Corporation and Private Property. By Adolf A. Berle, Jr., and Gardiner C. Means, Commerce Clearing House, Inc., New York, Chicago and Washington, 1932, pages xiii, 396. (\$4.50)

An Outline of Technocracy. By Wayne W. Parrish, Farrar & Rinehart, Inc., New York, 1933, pages xii, 242. (\$2.50)

The Personal Finance Business. By M. R. Neifeld, Harper & Brothers, New York and London, 1933, pages xviii, 490. (\$5.00)

Prices. By George F. Warren and Frank A. Pearson, John Wiley & Sons, Inc., New York, 1933, pages vi, 386. (\$3.90)

Readings in Economic Planning. By J. George Frederick, The Business Bourse, New York, 1932, pages xiv, 359. (\$3.50)

Recent Social Trends in the United States (2 vols.) Report of the President's Research Committee on Social Trends, McGraw-Hill Book Company, Inc., New York and London, 1933, pages xcvi, 1568.

Trend of Business—Yesterday-Today-Tomorrow. By Arthur B. Adams, Harper & Brothers, New York and London, 1932, pages x, 93. (\$1.00)

Unemployment Insurance and Relief in Germany. By the National Industrial Conference Board, Inc., New York, 1932, pages xvi, 107. (\$2.00)

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