

## 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

Membership in the Taylor Society may be either individual or firm. The following is a statement of membership classes. The fees and dues for members in other countries than the United States are one-half of those specified. The exception is the organized branch which is permitted to remit one-quarter of the regular fees for each of its individual or firm members. 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, \$15.
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, \$7.50. 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, \$30.
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 \$15 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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XVIII	AUGUST 1933	No. 4
Contents		
Comment		77
An Interpretative Forecast of the NRA		78
Is the Trend Toward Fascist or Socialized Self-Government?		
By Ordway Tead		
Discussion		
By Benjamin A. Javits		
Management of an Industry		82
The Plan Offered by the Code of the Handkerchief Industry		
By Milton C. Herrmann and E. Johnston Coil		
Reviews		86

### Anachronism

Although this Bulletin is dated August, 1933, to meet second class mail requirements, it was not actually published until January, 1934, and therefore contains December Meeting papers and the names of new officers elected at the Annual Business Meeting on December 7.

Our plan is to issue several small Bulletins in rapid succession in order to catch up with our publication date and eliminate the necessity for anachronisms.

The proceedings of the December Business Meeting will be printed in a following issue. The significant facts will be the information concerning the new officers elected—whose names are listed on the inside back cover of this issue—and the fact that the Treasurer's report shows a slight operating surplus for the year notwithstanding serious drop in income.

### Comment

IF MEASURED by change in point of view instead of by years there is much more than two decades separating the programs of management society meetings of 1913 from those of 1933. The earlier programs were devoted to internal problems of production management; current programs give generous attention to economic problems and to social institutions affecting business.

THE RECENT annual meetings of the American Society of Mechanical Engineers and the Taylor Society were striking examples of the breadth of the present interest of engineers and executives. Both co-operated with Stevens Institute of Technology in the celebration of the fiftieth anniversary of Taylor's graduation, and of that celebration the dramatic element was an actual reproduction, under Carl Barth's direction, of the famous Midvale and Bethlehem metal cutting experiments of half a century ago. But in other parts of the programs of their meetings both societies included papers on economic problems affecting business and various aspects of the New Deal.

THERE is plenty of reason for this broad interest. Recent developments have brought out clearly that the problems of management in any individual plant are imposed upon it by the conditions and institutions of the economic environment; and that its objectives can be defined (the starting point of good management) and suitable methods developed only after it has acquired an understanding of industrial trends and the nature of the new economic institutions which are being created. Ask anyone in a position to know whether the industrial executive's preoccupation is with details of internal management or with external conditions of his business!

IN THIS issue is a collection of papers about NRA and codes. One paper comprises an interpretative forecast of the possible trends in the development of NRA. It assumes, what nearly everybody assumes, that NRA has come to stay in one form or another, and that the particular form is not yet known. It offers the judgment that, while there may be variations, there can be only two basic lines of development: one in the direction of a socialized industry in which industrial self-governments are but operating agencies of the people—in which policies and the major conditions governing industry are determined by the Federal government or a specially created representation of the people; the other in the direction of a fascism of a Mussolini, Hitler or other type. It is a matter of very great importance to industry that NRA exists and presumably will be a permanent institution; it is a matter of even greater importance which of the two lines of development noted above will be realized. We hope our readers will be stimulated by Mr. Tead's paper to read everything they can find on this matter, form independent judgments and make their judgments known in positive action.

ANOTHER paper is of equal importance but of a different kind. The Herrmann-Coil paper is an analysis of the adopted code of one of our smallest industries to discover to what degree the effort of this code to apply Scientific Management to an entire industry has been successful. Mr. Herrmann, the owner-manager of a Scientific Management handkerchief factory, was the leading influence in the construction of the code, is the chairman of the Code Authority, and his Scientific Management viewpoint is apparent throughout the document. Our readers will be very interested in the analysis, for it strikes us that the attempt to apply Scientific Management on the scale of an industry has been remarkably successful.