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Comment

IN THIS issue are published two complementary articles on Scientific management; one considering it from the point of view of the individual plant, the other from the social point of view; one emphasizing technique and the other philosophy. There is here shown, as one commentator has put it, "a sweep and perspective" not ordinarily shown in articles concerning the management of industry.

IT APPEARED to be the consensus of opinion at the December meeting that the call on Scientific Management to contribute its part in stabilization of industry involves an attack on two fronts: the stabilization of the operations of each component enterprise as well as the stabilization of industry in its collective aspects. The article by Col. Hathaway is the second of a series which considers how to go about the application of Scientific Management in the individual plant.

The paper presented by Dr. Person at the World Social Economic Congress held in Amsterdam in 1931 has not until recently been generally available because of the limited printing for use at the Congress. It has attracted considerable attention, and some consider it the most clarifying exposition of the general philosophy of Scientific Management which has been made. It is for that reason that the Directors of the Taylor Society have requested the author to secure permission for the present reprinting.

PARTICULARLY interesting, in view of economic conditions, is the concept that Scientific Management is not only a method of stabilizing any particular managerial situation, but is also a force which compels stabilization of ever larger areas in order to complete and maintain the stabilization of lesser areas. The individual machine cannot be completely stabilized until the shop is stabilized; neither shop nor machine can be completely stabilized until all production is stabilized; neither machine, shop nor all production can be stabilized until selling and general administration are stabilized; none of the above can be completely stabilized until the relations between plants and between industries have become stabilized. It is in this manner that Dr. Person develops the thesis that national planning is the logical outcome of first steps taken by Scientific Management in the individual workplace fifty years ago.

SANFORD E. THOMPSON, *President*