

exists for the gratification of human wants. Properly conceived it falls little short of being as broad as life itself in its social obligations and ideals. Education for management must, therefore, have breadth and depth comparable to the task it undertakes.

The curriculum should not be planned to give quick training for a narrow vocation. The aim of industrial training is not to turn out specialists in accounting, advertising, transport, plant maintenance, or salesmanship. Within a developed school such training would find a place, but too early specialization tends to destroy the efficacy of its exponents. A broad and thorough grounding in the basic principles should precede any high degree of specialization. Administration in business life consists in the carrying on of a series of closely related functions, all of which are knit up in an organic unity. No one of them can be completely described except in terms of the others, nor can the administration of any one of them be carried on satisfactorily unless there is an understanding of its relationship to the others.

Everyone interested in the important problem of the education of business managers and administrators should read this extremely interesting and valuable book.

P. E. HENDERSON<sup>27</sup>

*The Trained Woman and the Economic Crisis.* A Study Conducted by the General Service Committee of the American Woman's Association, The American Woman's Association, Inc., New York, 1931, pages 102.

The General Service Committee of the American Woman's Association, in co-operation with the President's Emergency Committee for Employment, undertook this study with the primary purpose of discovering the extent of unemployment among business and professional women. Some equally interesting findings on employment are a product of the study, based on the answers of nearly 2,000 members of the American Woman's Association to a questionnaire sent out by the Committee.

The material gives every evidence of having been handled with judgment and skill. The text is amply supported by tables and at the same time attractively presented.

Some of the conclusions as to the amount of employment, salary levels, effects of education and age on the stability of employment, etc., can hardly be considered typical of business and professional women in general because of the very selected character of the group studied. For example, the large proportion of teachers included markedly affects the unemployment percentage. If this limitation is kept in mind, the professional woman should find it a helpful treatise.

HELEN A. CARNES<sup>\*</sup>

*Encyklopedia Vykonnosti II—Vyroba.* (Encyclopaedia of Efficiency, Vol. II—Production). Published under the auspices of the Masaryk Academy of Labor and edited by Ing. Dr. Stan Spacek. Sfinx, Bohumil Janda, Prague, 1932, pages 657.

Because of the language in which it is written, probably only a few of our readers will be able to profit by this volume. It

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is of interest to all of us, however, in giving evidence that Czechoslovakia, the country which planned the first International Management Congress in Prague, is still, under the leadership of our own Dr. Spacek, going forward in the field of education in scientific management.

Since the Prague Congress there has been evidence of a need for material for students of management in Czechoslovakia. This encyclopaedia brings together not only articles by Taylor, the Gilbreths, Emerson, Person, etc., but gives the works of Czech engineers as well. It is put out inexpensively for the use of university and industrial-school students.

*Emergency Work Relief.* By Joanna C. Colcord, assisted by William C. Koplovitz and Russell Kurtz, Russell Sage Foundation, 1932, New York, pages 286. (\$1.50)

This study was conducted in 1931 as a result of a request from the President's Organization on Unemployment. Thirty communities having work-relief programs were visited and twenty-six of them actually written up in the second part of this book. The first part gives the history, advantages and disadvantages of work relief. The third summarizes the plans described and suggests definite procedures for a program of work relief. A number of the forms used by the organizations described are included with the text and tables.

#### Books Received

*The Causes of Accidents.* By Eric Farmer, M.A., Isaac Pitman & Sons, New York and London, 1932, pages vii, 88. (\$1.00)

\**The Commercial Problems of the Woolen and Worsted Industries.* By Paul T. Cherrington, The Textile Foundation, Inc., Washington, D. C., 1932, pages xiii, 242. (\$2.50)

\**Industrial Management in This Machine Age.* By Francis A. Westbrook, Thomas Y. Crowell Company, New York, 1932, pages xvi, 407. (\$3.50)

\**The Irrepressible Conflict.* By David Cushman Coyle, Revised and reprinted from *The Corporate Practice Review*. Published by David Cushman Coyle, 101 Park Ave., New York, 1932, pages 44. (\$.60)

\**Manual of Public Works Records and Administrative Practice.* Published jointly by The Committee on Uniform Street and Sanitation Records and The New York State Conference of Mayors and Other Municipal Officials, 923 E. 60th Street, Chicago, 1932, pages 102. (\$1.00)

\**Principles of Marketing.* By Fred E. Clark, Ph.D., The Macmillan Company, New York, 1932, pages xv, 657. (\$3.75)

\**Unemployment Insurance in Belgium.* By Constance A. Kichel, Industrial Relations Counselors, Inc., New York, 1932, pages xiv, 509. (\$3.50)

\*To be reviewed later.

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# TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

IN THIS NUMBER

APPLIED SCIENTIFIC MANAGEMENT

Beginning a series of important articles

By KING HATHAWAY

PURCHASING POWER

An assembly of revealing data

By LOUIS I. DUBLIN, VIRGIL JORDAN, ROBERT R. DOANE,  
EMMETT H. WELCH and MAURICE ANSIAUX

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