

more intellectual or "self-developing," but less: the foreman is to show him exactly by what motions each job is to be done, and the workman is required to repeat precisely these motions all the day through. It seeks to segregate thinking on the one hand (in the manager and foreman); and muscular effort on the other (in the laborer). The skilled artisan, as we know him, disappears. (In view of the fact that physical training experts now lay great stress on perpetually varying their muscular exercises, the proposal to keep men all day repeating exactly the same movements demands investigation as to its effects on their health, strength, and mental development. No such investigation has been made by the advocates of Scientific Management).

3. The State and "Scientific Management."

Even if a student convinces himself that the philosophy of "Scientific Management" is "good," it will be obvious to him—on its originator's own admissions—that the "mechanism" is liable to grave abuse by grasping employers. He must, therefore, set himself

to the further task of thinking out what steps Trade Unionism and the State should take to safeguard the worker's interests. For it is certain that attempts will be made to introduce "Scientific Management" in this country, in one or other form. On the other hand, if a student becomes, after careful deliberation, an opponent of the new methods, let him avoid the error of thinking that Scientific Management will not "survive his disapproval"! Under a system of Private Capitalism, a system may be socially injurious and yet become widely adopted (as was the case with Truck, child labor, etc.) Germany, besides America, may well introduce the system on a great scale to increase her output; and what Germany does today in trade-matters, England is apt to do tomorrow! The ultimate question for the student once again is: "What regulations can be framed by my Union, what laws can be passed by Parliament, in order that wherever Scientific Management is introduced, it shall be used only in such ways as will benefit the community, and not in such ways as will degrade the condition of the manual worker?"

ACKNOWLEDGMENT is made of the receipt of the following contributions to the library of the Society:

From Mrs. Frederick W. Taylor—

Clark and Wyatt: *Making Both Ends Meet*

Kalman: *Vitasorgat A Taylor-Rendzerröl*

Merrick: *Time Study Data* (9 vols.)

Symposium on Scientific Management and Efficiency in College Administration (Society for the Promotion of Engineering Education, 1902.)

Taylor: *A Piece-Rate System*

De Beginselen der Wetenschappelijke Bedrijfsleiding

Japanese Translation of *Scientific Management*

Notes on Belting

On the Art of Cutting Metals

Principes d'Organisation Scientifique des Usines

The Principles of Scientific Management

Shop Management

Taylor-Roesler: *Die Grundsätze Wissenschaftlicher Betriebsführung*

Taylor and Thompson: *Concrete Costs Concrete—Plain and Reinforced*

And numerous English, French, German and Italian monographs inspired by Mr. Taylor's publications.

From Dr. Frederick S. Lee—

Industrial Fatigue (Comm. on Labor, Advisory Commission Council of National Defense)

Lee: *The Effects of Temperature and Humidity on Fatigue*

The Human Machine and Industrial Efficiency

The Human Machine in Industry

Is the Eight-Hour Working Day Rational?

The Nature of Fatigue

And other pamphlets.

From Morris L. Cooke—

de Freninville: Time required for labor on outside course and bulkheads in construction of 1400 ton transport (mimeographed translation)

For Review—

Schultze: Office Administration; McGraw-Hill Book Co.

ATENTATIVE schedule for future meetings of the Society has been approved by the Board of Directors, as follows:

1919	October	Boston
	December	New York
1920	February	Cleveland
	May	New Haven, Conn.
	October	Chicago
	December	New York
1921	February	Rochester, N. Y.
	May	Philadelphia

THE existing attitude of Capital and Labor toward each other is too largely one of mistrust born of Fear. That was the position of the nations of Europe before the War. If Industry is to serve Humanity, this attitude must be changed to one of trust inspired by Faith. An industrial system characterized by antagonism, coercion, and resistance must yield to a new order based upon mutual confidence, real justice, and constructive good-will. The change will involve patience, but nothing short of it will solve the problems to which Industry gives rise." King, *Industry and Humanity*, p. xvi.

ON THE PRACTICE OF ENGINEERING

It is doubtful whether engineering has been practiced as a profession to a point where definite codes of ethics and canons of practice are possible. Certainly management engineering as a branch of engineering practice has not. In the effort to supply what may be looked upon as an interim standard, the Board of Directors has approved the following statement in spirit, pending a time when there can be

A MANAGEMENT ENGINEERS' CREED

The sublimest duty of the engineer is to keep the faith:

The faith of the client that he will not undertake what he knows to be beyond his ability, and that with respect to what he undertakes he will give conscientious service to the limit of his ability;

presented to the Society an adequate code born of our own experience.

The faith of his fellow engineers that he will remain true to his science and will magnify and not cheapen it; and that he will base his efforts for public recognition upon ability, scientific attainment and actual performance, and not upon ambiguous self-laudation;

The faith of the community that he will undertake no service inconsistent with the public welfare; and that in service consistent with the public welfare, but in which the interests of groups appear to come in conflict, he will judge carefully and sympathetically the claims of rival interests, and attempt to establish that unity of purpose which promotes the public welfare.