

(estimated at \$2,500) be secured by voluntary contributions of \$100 each from twenty-five members; that the fund be used for the salary (6 mos.) of the assistant, his traveling expenses and printing, etc., incidental to the campaign. (The report was adopted.)

*Report of the Membership Committee.* Keppeler Hall, Chairman:

The Committee wished to appeal to every member of the Society to make himself an informal member of the Committee, and secure his quota of new members. The success of the plans of the Finance Committee depended upon the work of the Membership Committee. There were then 216 members and 17 sustaining members, nearly double the number at the beginning of the year; but the Committee believed there could be found 500 or 600 persons, "genuinely interested in management as a science," who would be glad to avail themselves of the privilege of membership, if they were sought out by the members and the purposes of the Society made known to them. Every member should get busy and find three to five new members. The Membership Committee had laid out the country into regions and appointed a regional sub-committee in each, but that did not free each member from his individual responsibility. The importance of members of junior grade—the young men, the leaders of the future—should be kept in mind; effort should be made to interest in membership the young men coming out of engineering schools and schools of commerce and business administration. "Every member is expected to do his duty." (The report was adopted.)

*Report of the Research Committee.* Morris L. Cooke, Chairman:

The Research Committee was not a committee which itself conducted research; its function was to initiate, foster and coordinate research, decide what problems required research and establish committees to conduct the research decided upon. Only recently appointed, its work to date had been principally one of surveying the field. It had decided not to attempt any widespread work, but to begin one or two tasks and try to make a record with respect to them. It had appointed one sub-committee on Collegiate Instruction in Management, to study the formulation of principles of management, the content of a curriculum on management and methods of teaching. It had also decided, after much encouragement resulting from discussion with leaders of labor, to undertake a study of "unemployment within employment," to ascertain whether there could not be worked out some common measure of the unemployment of those supposed to be

employed and on their jobs. There was a growing conviction among the members of the Society that the great unemployment problem is not so much concerned with people who haven't jobs as with keeping those with jobs continuously employed. A sub-committee had been appointed to outline definite plans for such a study. The committee asked for the cooperation of the members. In any such study 100 or 150 cooperating firms would be necessary; firms who would agree to keep the necessary records to furnish data for the study. (The report was adopted.)

*Report of Sub-Committee on Collegiate Instruction in Management.* Henry H. Farquhar, Chairman:

The Committee had interpreted its function to be that of surveying and comparing existing methods of instruction in management, of supervising experiments with respect to new methods and content of courses, and of working out and recommending a standard method and content. Having considered the problem, it had decided to begin work by the appointment of three special committees, the membership to be selected from the Society at large: first, a committee to formulate the principles of management to be taught; second, a committee on content of courses; and third, a committee on methods of instruction; these committees in these several fields under the supervision of the parent committee. The cooperation of every member is essential, for some of the most valuable data would come from those who use the product which comes out of the schools which teach management. (The report was adopted.)

*Committee on Resolutions.* The chairman called the attention of the Society to the recent death of Henry L. Gantt. It was voted that the President appoint a committee on resolutions, the membership of the committee and the resolutions to be published in an early issue of THE BULLETIN. (The resolutions have since been published in Vol. IV, No. 6, December, 1919.)

*Election of Officers.* The chairman then announced the results of letter balloting (during November) for officers for the ensuing year. The ballots had been opened and counted by a committee consisting of Henry W. Shelton, Henry H. Farquhar, and the Secretary to the Managing Director. The results were as follows:

For President, to serve for one year: Henry S. Dennison, 130; all others, 8.

For Vice-President, to serve for two years: Richard A. Feiss, 136; all others, 2.

For Vice-President, to serve for one year: Boyd Fisher, 130; all others, 7.

For Treasurer, to serve for one year: Edward W. Clark, 3rd, 135; all others, 3.

For Members Board of Directors, to serve for two years: Daniel M. Bates, 128; Frederic G. Coburn, 130; all others, 11.

For Members Board of Directors, to serve for one year: John G. Eagan, 128; Robert W. Bruere, 131; all others, 8.

*Committee on Nominations.* The chairman then called the attention of the members to Article C 23 of the Constitution, requiring that a nominating committee of five members shall be elected by ballot at each meeting, to nominate candidates for the next annual election. The nominations were received, a ballot was had, and the following members of the Nominating Committee were chosen: John M. Bruce, Henry P. Kendall, William H. Eaton, Mary Van Kleck and Morris L. Cooke.

*Amendments to the Constitution.* The following amendments to the Constitution, proposed from the floor or as parts of committee reports, were adopted (preliminary adoption) as provided in Article C 29 of the Constitution:

1. That Article C 11, concerning dues, shall be amended by substituting for the words "of a Sustaining Member, \$100" the clause: "of a Sustaining Member, not less than \$100 and not more than \$500, to be determined by the Board of Directors and in accordance with the applicant's ability to contribute."

2. That Article C 12, concerning life membership, be so amended that for the words "by the payment, at one time, of an amount sufficient to purchase from some legally incorporated life insurance or other company an annuity on the life of a person of the age of the applicant equal to the annual dues of his grade," there be substituted the words "by the payment of \$1,000 in four annual installments."

3. That Article 22, concerning powers of the Board of Directors, be amended by the addition of the following: "and to establish such local and other subordinate sections as in its judgment will forward the purposes of the Society, and prescribe rules and regulations for their governance."

*Message to Monsieur le Chatelier:* On motion of Morris L. Cooke it was voted that M. de Freminville be requested to convey to "our distinguished honorary member," M. le Chatelier, the sincere admiration of the Society and its gratitude for the pioneer work of M. le Chatelier on behalf of scientific management in France. (The remarks in connection with this motion

are printed elsewhere in this issue of THE BULLETIN.)

*Frequency of Meetings.* The Managing Director then asked for an expression of the opinion of the members regarding the frequency of meetings—whether four, three or two should be held each year. The opinion seemed to be equally divided between three and four meetings during the year. No vote was taken.

Thereupon the meeting was adjourned.

## INDUSTRIAL PATENT MEDICINE

The medicine man who propitiates the angry spirits and invokes the blessings of beneficent deities is a feature of primitive culture. From the minds of twentieth century, civilized folk, he evokes only an amused smile. But the secret of his hold upon the imagination has not been lost. Despite the progress of science and the diffusion of scientific, cause-and-effect ideas, a large proportion of present day people still retain a primitive faith in the efficacy of his methods. They still believe in magic, in the ability to produce effects by vicarious causes.

The vogue of patent medicine, which has prevailed so widely in this country, is a capital illustration of this popular faith. Millions of persons have purchased remedies guaranteed to cure every ailment, incidentally providing large fortunes for the manufacturers of the nostrum, solely because of their credulity in continually advertised remedies and their hankering for short-cut cures. In this they are akin to the savage and his medicine man, whose aid he implores in exorcising the evil spirits which plague him.

This faith in magic or nostrums is but an expectation of future events where the believer is ignorant of the casual sequence and seeks to encompass the desired result with the minimum disturbance of his accustomed habits. The devotee of drugs hopes to rid himself of dyspepsia without altering his unwise habits of eating. The savage who is thwarted attempts to eliminate his enemy by burying his effigy, accompanied by incantations. Belief in magic flourishes in minds ignorant of cause and effect and eager for results with the least exertion or change in their habitual activities. Patent medicine appeals to the lazy and the obstinate.

It is not just to condemn the patent medicine devotee entirely. The maker of patent medicines must be held primarily responsible for preying upon his victims' ignorance. And so long as the physicians, who should know the nature of diseases and their cures,