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OBJECTS OF THE SOCIETY

(Extract from the Constitution)

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort for the accomplishment of industrial and other social purposes for the mutual benefit of
 - A. The Community
 - B. Labor
 - C. The Manager
 - D. The Employer
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 adaptation 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, labor, 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 social responsibility.

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A SOCIETY TO PROMOTE THE SCIENCE AND THE
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COMMENT

WE are reprinting in this issue the reports of the sales research committees which appeared in the December, 1920, number. The demand for these reports has exhausted the earlier printing and seems to be a continuing one. It is a happy circumstance that the reports can reappear in the issue in which appears Mr. Stanbach's paper on the Quota.

THE quota principle is undoubtedly particularly applicable in the industry in which it has been most highly developed—the computing machine industry. But is there any industry in which it may not be advantageously applied to a degree determined by the nature of the industry? As Professor Wellman put it in discussion of Mr. Staubach's paper, it is not for every sales manager to attempt to copy the Burroughs

method, but every sales manager should grasp the principle, and then, according to the well-known Bull Durham formula, "roll your own." Is the quota idea at all different from the task idea, well known to shop managers—a careful investigation and determination of things which may and should be done, and then a scheduling of the things to be done in the form of definite, carefully-defined objects of accomplishment? And why should not the task idea be sound for distribution as well as for fabrication?

ALTHOUGH the titles do not suggest it, the articles in this issue by Mr. Snyder and Mr. Feiss are definitely related. Mr. Feiss' article is about unemployment, and Mr. Snyder's about barometers of production. But barometers of production, if desirable, are not desirable simply in themselves—as columns of figures; they are desirable because practically useful, and their practical usefulness is as a guide for managers in determining schedules of production and of investment in equipment for production. It is believed that if every manager could keep informed concerning the course of production in his own and other industries throughout the country, he would be more conservative where he is now blindly speculative—on a rising market—and there would result less unbalanced production. Over-extension has to be liquidated eventually, and the liquidation takes the form in part of unemployment.

THE United States has recently entertained a distinguished foreign visitor—one of those leaders in industry whose enterprise is always several leagues ahead of most of the others because, although he walks with his feet on the ground his eyes are raised and look into the future—Mr. B. Seeborn Rowntree, President of Rowntree & Company, Limited, York, England, manufacturers of coca. In some of his talks he said that unemployment is a solvable problem, because it is a complex of detail solvable problems. He said we make the mistake of attacking and attempting to solve the complex instead of attacking and solving each detail problem. He made the remark also that the President had called together in the Conference on Unemployment a body of rare abilities, and that it would be a blunder to permit it to disappear—that it should continue to study and determine solutions of the detail problems which together make up the complex problem of unemployment. That has determined us to make unemployment the theme of the February meeting, each session being devoted to a detail of the general problem—and it will be found that these are details of good administration and good management.