

know that the witchcraft delusion raged earlier and ceased later than the one terrible outbreak of superstition in Massachusetts. Not so the cruelty to the Indians and Quakers. The Massachusetts government under the guidance of Christian ministers destroyed relentlessly the women and children of savage enemies and ordained the sale of boys and girls of Indian or Quaker extraction as bondmen in the cruel slavery of the West Indies or Virginia. The persecution of Baptists and of Quakers was notably inhuman in an age of whippings and brandings and gallowsing. The time is gone by for minimizing the facts or inflating the motives of Puritans who treated other sects in their country far more harshly and relentlessly than the Puritans were treated by Episcopalians in the same period in England.

These disagreeable truths perhaps receive too much attention in the seventy years of New England history pictured by Mr. Adams. For alongside the facts of illiberality and passion are the equally significant and more permanent facts of the foundation of commonwealths that are still flourishing and still gathered into a general community of New England. Whatever the faults of the Massachusetts theocracy, whatever the defects in the popular government of that time, there is no denying that New England grew up a prosperous community, with less poverty perhaps

than anywhere in the civilized world, with a genuine popular government as shown in the town meetings and colonial legislatures, with a public opinion which after 1690 burst the bonds of theocracy.

John Winthrop was an aristocrat and did protest against the "unwarrantableness and unsafeness of referring matter of counsel of judicature to the body of the people,—quia the best part is always the least; and of that best part the wiser part is always the lesser." Likewise John Adams one hundred and forty years later said: "There is in the human breast a social affection which extends to our whole species. . . . It is stronger still towards the province to which we belong, and in which we had our birth. It is stronger and stronger as we descend to the country, town, parish, neighborhood, and family, which we call our own. . . . It is to this infirmity in my own heart that I must perhaps attribute that local attachment, that partial fondness, that overweening prejudice in favor of New England."

In his preface Mr. Adams hints that this book is "intended to serve as an introduction to the later history of that section." The eighteenth century will well repay the same kind of fundamental fearless treatment by the same writer; yet the broad and complete story may only increase "that overweening prejudice in favor of New England."

BOOKS ON AMERICAN BUSINESS

BY ALFRED LIEF

To say that the United States is a great commercial nation is to say what is self-evident. Who does not know that the few crude industries of the colonists have developed into a huge, ramified, efficient, wealth-producing system within the short jump of two centuries? This system challenges the world and smiles upon its rivals.

Tendencies toward change are apparent, and these strides to perfection are our present consideration. Everything has changed—manufactures, agriculture, railways, finance, and labor organization. Marketing, advertising, and selling have also improved. Business organization and vocational education have experienced reformations. Science and even psychology are now applied to business.

"If the most progressive American of 1866 were called upon to manage a modern business of any considerable size, he would probably fail." Thereby hangs the tale told in the "Economic Development of the United States."¹ We read further:

"This man would not recognize the names of some of the most populous cities of the present, or at least would think of them as insignificant towns. The words 'dynamo,' 'motor,' 'electric light,' 'electric railway,' 'telephone,' 'wireless,' and, in fact, much of the

vocabulary of electricity, which is so familiar to us, would have to be explained to him. He would discover in a list of present industries many strange and unfamiliar names. He would be in utter ignorance of the hundreds of thousands of technical improvements which are largely responsible for the growth of our manufactures. He could not understand the modern methods of finance, nor could he grasp the significance of new methods of advertising and marketing. And, what is equally significant, he would probably find it difficult to grasp our present social point of view."

So it is not only the growth of industry that we from our vantage-point can trace, but also the closer association of business men into various organizations, the introduction of new commercial facilities, and intent attention to the human element.

What with wages, hours, unions, and unrest, management finds itself confronted with ticklish situations. On the other side of the personnel question, however, is a brighter aspect. For human material will be the chief source of future progress. Dr. Lippincott points out that industrial success no longer depends on a vitality maintained by unbounded resources. Another writer, A. M. Simons, says: "Personnel relations in industry will be the determining factor in the future race for national economic supremacy, just as

mechanical relations were the deciding factor in the last century."²

Therefore we must learn the best methods of work, the best way to teach the workers, and the best means of adapting the workers to their work. The statement is simple but the situation is complex. Production is the goal of industry, and this is the surest road to that end. But how is the employee to be made more productive without being more burdened?

An English psychologist, Dr. Charles S. Myers, draws the conclusion (based on American as well as English observations) that a new incentive is necessary—a share in the management. In addition, there should be motion and fatigue study, with the consent and co-operation of the employees; there should be a study in the selection of the right man for the right post; there should be security against unemployment.³

Both Dr. Myers and Mr. Simons stress the need of gathering scientific data and applying standardized information to the problems. Of special value is this in the making of mental and trade tests; it decreases labor turnover and facilitates training. Such data are also helpful in improving the working environment, but if they are to be used merely for production without regard for the happiness of labor in general they will not be worth a moment's time or a whole library of personnel books.

A. Lincoln Filene, of Boston, is quoted in Mr. Simons's book as saying: "Management has sometimes lost sight of the goal which it has in common with labor. It has been blinded perhaps by a narrow point of view, a rigid devotion to rule of thumb, and indifference to the greatest factor in production—the human factor. . . . Like all other human beings, the worker is a bundle of instincts. He wants to create, to possess, to gain power, to have his work and merit properly recognized, to play to protect himself and his own. He wants to learn new things, to vary his occupation so that it does not get on his nerves. He wants the satisfaction which make life worth living."

Another writer who admits that management is often at fault and responsible for the inefficiency of a company is Floyd W. Parsons, who says: "Many cases are on record where managers have tried to foster competition in the matter of individual production, and by playing on the human qualities of the men have attempted to secure more valuable service without giving additional compensation to the workers."⁴

He sums up the worker's wants "Security of employment. A voice in fixing employment conditions. A fair share of the profits. Working hour yielding reasonable leisure. Prevention of profiteering. Suitable housing and welfare provision. Economic instru-

¹ Economic Development of the United States. By Isaac Lippincott. D. Appleton & Co., New York.

² Personnel Relations in Industry. By A. M. Simons. The Ronald Press, New York.

³ Mind and Work. By Charles S. Myers. Illustrated. G. P. Putnam's Sons, New York.

⁴ American Business Methods. By Floyd W. Parsons. G. P. Putnam's Sons, New York.

tion. Opportunity to rise." He omits the demand for a share in management.

Mr. Parsons's book contains a number of hints on office practice which are helpful, though our previously mentioned friend of 1866 would not understand them. And as for business calls, they were made somewhat differently in those days. The salesman of 1921 does not always find hospitality, but rather coldness and often rudeness. Mr. Parsons counsels against loss of confidence and "an excuse-me-for-living manner which indicates a lack of prosperity and success."

The whole business of selling has endured an upheaval. Nowadays we find huge sales organizations with branch houses and hordes of men on the road, close in communication with their district managers and co-operating with the advertising department. They provide dealers with booklets, posters, and displays, and talk to them about the firm's big advertising campaign.

The art of campaigning is highly developed. It requires manifold knowledge and penetrative judgment. It is preceded by a searching study of the market and of those qualities of a product that will win the market. These analyses are the basis of advertising, as Alex F. Osborn says again and again in his "Short Course."⁵ The trial-and-error system of marketing has been too wasteful. In an era when advertis-

⁵ A Short Course in Advertising. By Alex F. Osborn. Illustrated. Charles Scribner's Sons, New York.

THE NEW BOOKS

FICTION

FERN SEED. By Henry M. Rideout. Duffield & Co., New York. \$1.75.

A Kiplingesque tale of the East in war time and of English country life after the war. It has color, action, and originality.

INDISCRETIONS OF ARCHIE. By P. G. Wodehouse. The George H. Doran Company, New York. \$1.75.

Written in high spirits and bubbling with fun. Archie is a joyous "nut" of the British species made familiar by Mr. Wodehouse's other stories. He is the bane of existence of his stolid New York father-in-law, a hotel owner who takes his business seriously, but in the end Archie wins his friendship more by good luck than management.

MAUMBURY RINGS. By G. V. McFadden. The George H. Doran Company, New York. \$2.

An exciting plot story of a century ago or more in England. It is more reasonable than Mr. McFadden's "Trusty Servant," of which we spoke lately, but quite as tense in its suspense and better sustained in its depiction of varied characters.

SIGHT UNSEEN AND THE CONFESSION. By Mary Roberts Rinehart. The George H. Doran Company, New York. \$1.75.

Two tales made out of fictitious experiences apparently proving the truth of spiritualism but solved by "thought transference," which the reader is ex-

pecting to accept as a proved scientific fact. Too easy!

BIOGRAPHY

LIFE OF ARTEMAS WARD (THE). By Charles Martyn. Artemas Ward, New York.

Readers who are careful as to their spelling will note that "Artemas" in this book's title is not "Artemus" and so will be saved the embarrassment of discovering that it is not a new biography of the humorist who made the name famous. Artemas Ward, whose career the book describes sympathetically and with fullness of historic detail, was really a "bigger" man than Charles F. Browne, the humorist. He was a soldier of the American Revolution; was commander-in-chief of the Yankee troops at Boston when the battle of Bunker Hill was fought; was a member of the Continental Congress; was Chief Justice of Massachusetts; and withal was a man whose character and achievements make him well worthy of an elaborate biography such as this.

TRAVEL AND DESCRIPTION

LET 'ER BUCK. By Charles Wellington Furlong. G. P. Putnam's Sons, New York. \$2.25.

The thrill of the Old West is in both the pictures and the text of this book about the feats of the cowboy and the bulldogger. The author is himself a famous "buckaroo," and he has made a book that will stir the pulses of old and

young Americans alike and make them eager to see the annual Round-Up at Pendleton, Oregon.

SILVER FIELDS. By Rowland E. Robinson. Houghton Mifflin Company, Boston. \$1.75.

Many of us remember with pleasure Mr. Robinson's "Uncle Lisha's Shop," "Sam Lovel's Camps," and other stories of Vermont long ago. Here he gives us agreeably written papers of the outdoor life of a farmer-sportsman in Vermont. Fishing, shooting, fox-hunting, and memories of woods, fields, and streams make up a delightful volume.

MISCELLANEOUS

TEXT, TYPE, AND STYLE: A COMPENDIUM OF ATLANTIC USAGE. By George B. Ives. The Atlantic Monthly Press, Boston. \$2.

Punctuation, spelling, typographical style, and other vexed subjects are discussed in this volume with a reasonableness, open-mindedness, and fullness of detail scarcely to be found in any other manual of the kind. The book is one primarily for specialists in such matters, but will also appeal to fastidious authors and writers, and to educators as an arbiter in disputed questions in the teaching of English.

BOOKS RECEIVED

MUSIC, PAINTING, AND OTHER ARTS

PRODUCING AMATEUR ENTERTAINMENTS. By Helen Ferris. Illustrated. E. P. Dutton & Co., New York. \$2.50.

RHYTHM, MUSIC, AND EDUCATION. By Emile Jaques-Dalcroze. Translated from the French by Harold F. Rubenstein. Illustrated. G. P. Putnam's Sons, New York. \$3.50.

HISTORY AND POLITICAL ECONOMY

BALKANIZED EUROPE. By Paul Scott Mowrer. E. P. Dutton & Co., New York. \$5.

FEDERAL ADMINISTRATION AND THE ALIEN. By Frances Kellor. The George H. Doran Company, New York. 50c.

GREAT BRITAIN IN THE LATEST AGE: FROM LAISSER FAIRE TO STATE CONTROL. By A. S. Turberville and F. A. Howe. E. P. Dutton & Co., New York. \$3.50.

IS AMERICA SAFE FOR DEMOCRACY? By William McDougall. Charles Scribner's Sons, New York. \$1.75.

LABOR PROBLEM AND THE SOCIAL CATHOLIC MOVEMENT IN FRANCE (THE). A Study in the History of Social Politics. By Parker Thomas Moon. The Macmillan Company, New York. \$3.25.

LABOR MOVEMENT (THE). By Frank Tannenbaum. G. P. Putnam's Sons, New York. \$2.

LOCAL GOVERNMENT IN THE UNITED STATES. By Herman G. James, J.D., Ph.D. D. Appleton & Co., New York. \$2.50.

MORMON SETTLEMENT IN ARIZONA. By James H. McClintock. J. H. McClintock, Arizona Historian, Phoenix, Arizona. \$2.10.

VOICE OF RUSSIA (THE). By M. Alexander Schwartz. E. P. Dutton & Co., New York. \$2.

WHAT SHALL I THINK OF JAPAN? By George Gleason. The Macmillan Company, New York. \$2.25.

EDUCATIONAL

BOOKS AND FOLKS. By Edward N. Teall. G. P. Putnam's Sons, New York. \$1.75.

HISTORIC ENGLISH. By James C. Fernald, L.H.D. The Funk & Wagnall's Company, New York. \$1.90.

UNITED STATES CITIZENSHIP. By George Preston Mains. The Abingdon Press, New York. \$2.