

*The Principles of Scientific Management.* By F. W. TAYLOR. New York, Harper and Brothers, 1911.—144 pp.

*Works Management.* By WM. DUANE ENNIS. New York, McGraw-Hill Book Company, 1911.—iii, 194 pp.

In his little book, which grew out of a paper prepared for the American Society of Mechanical Engineers, Mr. Taylor discusses, in a general way, the principles of task management, or, to put it in the words commonly used to describe the author's theme, "efficiency engineering." Although he gives a number of examples of the actual working of the new type of management, he confines his attention for the most part to the fundamental principles underlying its methods. Much of the discussion in the newspapers and magazines has left the impression that the chief, if not the only, object of efficiency engineering is the speeding-up of the workman for the profit of the employer; and it is well that we now have a more accurate statement of its real purposes from the man who is generally recognized as its originator.

The principal object of all management, Mr. Taylor says, should be to insure maximum prosperity to employer and employee; and, "contrary to the beliefs of many, scientific or task management has for its very foundation the firm conviction that the true interests of employer and employee are one and the same; that prosperity for one cannot exist through a long term of years unless it is accompanied by prosperity for the other." There are, in the opinion of the author, three very serious obstacles to the attainment of this form of management: the attitude of the employer in desiring to secure a maximum quantity of work for a minimum amount of wage; the attitude of the employees in begrudging any profit to those for whom they work or any reasonable return on the capital invested; and the inefficiency of the workmen. This inefficiency may result either from spontaneous soldiering on the part of the employees; from a bad organization which necessitates soldiering for the self-protection of the workmen; or from the prevalence of rule-of-thumb methods of shop or works management.

Scientific management, in its attempt to overcome these difficulties, differs from other types of management chiefly in the adoption of the "task" as a "work unit" and in the more careful consideration given to the individual workmen. Under all the best forms of ordinary management which use special incentives, such as the bonus and premium systems of pay, to bring out the best initiative of the workman, the method to be pursued in doing any set task is left entirely

to him. To relieve him of some of the duties for which he is not fitted and to develop his efficiency, by scientific management, on the other hand, undertakes four new responsibilities :

(1) The development of a science for each element of a man's work, to take the place of rule-of-thumb methods.

(2) Scientific selection, training, teaching and development of the workman ; whereas under ordinary management he chooses his own work and trains himself as best he can.

(3) Hearty coöperation with the men, so as to insure all the work being done in accordance with the principles of the science which has been developed.

(4) Equal division of the work and responsibility between the management and the workmen. The management should take over all work for which it is better fitted than the workmen ; whereas in the past all of the work and the greater part of the responsibility were thrown upon the men.

In showing the application of these new principles, the author gives illustrations of the actual working of the system ; and as he himself says, these examples are truly remarkable—so remarkable in fact that many will not be convinced that it is possible for the individual, who supposedly has been doing a fair day's work, to increase his production to any such extent without increasing to a dangerous degree the energy expended. It is this feature of speeding-up that has been the object of the severest criticism on the part of labor leaders and others ; but Mr. Taylor states very distinctly that any attempt to increase production without consideration of other vital features of task management, such as the strain on the workman, is certain to result disastrously. Objection has also been made to the efficiency movement on the ground that it has a tendency to make machines of men ; but we cannot assume that training a man to do a thing in the best way is more likely to make a machine of him than permitting him to do it in the manner in which he has trained himself.

The results of scientific management, Mr. Taylor concludes, should be considered and tested with respect to three beneficiaries : the employee, who should benefit through shorter hours and higher pay ; the employer, who should benefit through increased profits resulting from increased production and consequently lower cost price ; and the consuming public, which should benefit through lower prices for manufactured articles brought about by the increased production.

Mr. Ennis's volume is confessedly a primer on business organization or works management ; and as such it should find a place, for there

are undoubtedly many men who, without desiring to go into details, would like to have a general idea of the underlying principles of business organization and methods. Such men will find in this little book a great deal of valuable information. It contains chapters on "Management Units," "Cost Elements and Classification," "Statistical Records," "Labor," "Material," "Burden," "Depreciation," "Industrial Organization," "Principles of Accounting," "Plant," and "Physical Basis of the Industry." Under each topic are given a number of exercises for the class room, in case the book is used as a text. Since the use of unfamiliar or technical accounting or business terms has for the most part been avoided, the novice may read it without perplexity.

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*Wages in the United States, 1908-1910: A Study of State and Federal Wage Statistics.* By SCOTT NEARING. New York, The Macmillan Company, 1911.—viii, 220 pp.

*Making Both Ends Meet: The Income and Outlay of New York Working Girls.* By SUE AINSLIE CLARK and EDITH WYATT. New York, The Macmillan Company, 1911.—xiii, 270 pp.

*The History and Problems of Organized Labor.* By FRANK TRACY CARLTON. Boston, D. C. Heath and Company, 1911.—xi, 483 pp.

The first of these books represents another effort to throw light upon the important question of income in the wage-earning classes. It accomplishes a double purpose. It brings together in concise form the available material on wages, arranging it cumulatively so as to gather up several lines of evidence into one final conclusion. It also makes critical comment on the material at hand, bringing to the front the value of the facts and thereby showing again what has been so generally recognized—the paucity and the unsatisfactoriness of these reports.

State wage statistics are again made to run the gauntlet of criticism. North Carolina's offerings are "ridiculous," "not worth the paper on which they are printed" (page 16). Massachusetts is the state "most successful in collecting and presenting classified wage statistics"; it "stands among the leaders in this important work," and its system "is an excellent substitute for the one which we may hope to adopt in the distant future" (pages 18, 19, 25). Other states are assigned