

primary. Its attainment would involve a radical reform of the whole process of education itself. And there's the rub. Education constitutionally drags behind the event; it neither anticipates nor foresees; it merely reproduces. All the changes in the emphasis and perspective of history that, on the recommendation of Miss Eileen Power, the historian might make, he would be making still as an adjustment of history to an already going alteration in the effective habits of society itself. To render the individual conscious of these is not to teach him history, but to incorporate them into the conditions of his response to the stimuli of his daily life. It is a spatial and causal perspective of the present that he needs, not of the past. To supply him with this is the problem, and this problem is precisely what these benevolent discussions of the unsuccessful evolution of world peace do not solve.

H. M. KALLEN

NEW YORK CITY

*Employers' Association in the United States.* By CLARENCE E. BONNET. N. Y., The Macmillan Company, 1922.—xi, 594 pp.

*Health Service in Industry.* By W. IRVING CLARK, JR. New York, The Macmillan Company, 1922.—ix, 168 pp.

*Government and Industry.* By C. DELISLE BURNS. New York, Oxford University Press, 1921.—315 pp.

*Forms, Records and Reports in Personnel Administration.* Edited by C. L. HITCHCOCK. Chicago, University of Chicago Press, 1922.—128 pp.

*Management, A Study of Industrial Organization.* By JOHN LEE. London, Sir Isaac Pitman's Sons, Ltd., 1921.—vii, 125 pp.

*Industrial Fatigue and Efficiency.* By H. M. VERNON. New York, E. P. Dutton and Company, 1921.—viii, 264 pp.

*Practical Psychology for Business Executives.* Compiled by LIONEL D. EDIE. New York, H. W. Wilson Co., 1922. — xxvi, 392 pp.

Books which bear helpfully on aspects of the industrial relations problem continue to be published in response to the demand of students and practitioners for specialized studies which subordinate theory to methods and principles to practice. Professor Bonnet has undertaken to fill one conspicuous gap in industrial literature, although Mr. Naylor's book on *Trade Associations* was also recently

contributed to the same general field. While unquestionably of use, this new volume falls short of being a definitive study. Its material is illuminating—as informative as facts can be which are culled primarily from documentary sources, and this too in a field where written reports and actual activities tend to be quite at variance, either deliberately or because situations are in flux. The more fundamental criticism is that the theme of the book is not clearly seen. The selection of associations to be studied lacks any unifying intention. Any organization the membership of which is predominantly composed of employers comes in for mention. The possibility of any functional basis for the selection of material, or the contemplation of the extent to which the respective associations are characteristic of a type, is hardly considered. A trade association like the National Metal Trades' Association would seem functionally to be of one genus; whereas such a body as the Associated Employers of Indianapolis, composed of employers regardless of industrial affiliations, is surely in a different category and to be judged by different standards. Moreover, in respect to the many activities reported, the author seems wanting in adequate critical sense. He describes all with equal dispassionateness and a lack of relative emphasis which gives the book an almost naïve quality. This may be intentional as evidence of a scientific quality of reporting; but after all the mature student of group activity, especially if he is viewing it functionally, does not leave all evaluation to the reader. Finally, the relative attention given to past and present seems unfortunate, as it gives a somewhat distorted impression of current developments and tendencies. Evidently the author's researches were more active five years before the book came out than one year prior to its publication. Despite these critical comments, however, the volume will prove of great interest and value to the student of industrial institutions and of the balance of power in economic government, as it includes many new facts about the associations discussed.

Dr. Clark's study of *Health Service in Industry* gives us the first small handbook on industrial health methods which is easily available and useful to layman, nurse and doctor alike. He has written out of a wealth of practical knowledge, and a most workmanly and useful volume is the result.

Mr. Burns's treatise on *Government and Industry* is the kind of broad analysis and philosophical consideration of industrial problems in relation to the state and to social welfare which is all too rare in this country. His book has all the easy and adequate assur-

ance of the English scholar well in command of his subject; and his generalizations will prove of interest to those who find problems of political and economic interrelation significant and who have followed the theorizing in this field by the Webbs, G. D. H. Cole, Wallas, Laski and others. The fact that no American edition of the book is projected indicates the comparative interest on both sides of the Atlantic in speculation on the larger implications and trends of current economic developments.

Mr. Hitchcock has performed a most valuable service for all interested in the technique of personnel administration by assembling good samples of all the many forms and records typically utilized in the personnel work of factories and stores. The specialist will only regret that the volume could not be twice as long and contain more sample forms from which to draw suggestions.

Mr. Lee is another Englishman who, although himself in a managerial position, writes with the wider sweep and tolerance of the mature student of industry. His volume, *Management*, although as yet hardly noticed in this country, is one of the sanest and wisest discussions of management's problems of organization, coordination and personnel supervision which have appeared. Comparable to Mr. Webb's, *The Works Manager Today*, it is a much deeper book in its consideration of the nature of such things as discipline, promotion, morale etc. The greatest value of the study lies, perhaps, in its insistence that an organization is essentially an organization of minds and wills. Every teacher of the science of administration will profitably ponder the many truths in this book, and be the gainer by the adoption of the psychological point of view which underlies all its presentation.

Professor Vernon has now brought together in book form the results of his war studies and subsequent researches. And he has the wisdom to caution the applied scientist at every stage as to the practical results as yet obtained from the study of industrial fatigue. Indeed, he concludes frankly that "for technical reasons it may be almost impossible at any time to secure the evidence [of fatigue] desired, or it may take years to accumulate it." The present study is nevertheless of more than usual practical interest because of its presentation of methodology in this field and because of its interesting chapters on rest periods, limitation of output, the six-hour day, the causation of industrial accidents, etc. Professor Vernon is a careful scientist whose conclusions are to be relied upon because they are so conservatively and judiciously arrived at.

A conspicuously useful service both to teacher, student and business reader is rendered by Professor Edie's compilation of articles in the psychological field that are of industrial and managerial interest. He seems to have included practically all of the papers of the last few years which a complete collection should contain and his arrangement, if not necessarily growing out of any inner logic, is clear and comprehensive. It is specially interesting to see, after a résumé of all the material, to what a marked extent the psychological diagnosis of the numerous writers comes to the same thing. Again and again it is pointed out (1) that security of employment is an essential attendant condition of a productive attitude of mind; (2) that the present enforced cooperation must in some way give place to a state of mind in which the workers are voluntarily cooperating; (3) that the work process must in and of itself give some satisfaction to the workmen—be truly self-expressive; and (4) that the worker must be assured of a status in society which does not offend his dignity and does not make him feel that he lives in an atmosphere of servility and inferiority. As in so many of the current volumes of compilations, however, each individual excerpt is cut down to extreme brevity. Why cannot articles be reproduced more *in extenso* and thinner paper be used to avoid an unwieldy bulk?

ORDWAY TEAD

NEW YORK SCHOOL OF SOCIAL WORK  
NEW YORK CITY

*Railroads and Government: Their Relation in the United States, 1910-1921.* By FRANK HAIGH DIXON. New York, Charles Scribner's Sons, 1922.—xvi, 384 pp.

Professor Dixon's book is largely an historical review of events and conditions leading up to government operation of railroads, and the transportation results and problems which have developed during and since the war. The narrative is clear and impartial, and very little of the author's text can be controverted by anyone either favoring or opposed to the government's railroad policies. Professor Dixon's close association with railroad affairs just prior to the entry of the United States into the war furnishes him with the proper perspective for approaching the discussion of the problems that have arisen from government war-time operation and control of the nation's transportation facilities. It is this section of the book (The War Period) which opens up a controversial field. Whether the