

skirmish: there are other battles ahead before the campaign is decided.

* * *

It's an old, old, boring story: give a singer an inch of the Metropolitan stage, and she'll soon be wanting every foot of it. The tendency is not limited to one sex or another: the female is indicated because of the latest manifestation of the truism in the person of Hilde Gueden, appearing for the first time as Susanna in Mozart's "Nozze di Figaro." Miss Gueden, who had been demure as Gilda ("Rigoletto"), vivacious as Rosalinda ("Fledermaus"), and coquettish as Musetta, apparently decided to be all of these things as Susanna. Unfortunately, Mozart didn't write it that way.

What resulted was a brilliant performance by Miss Gueden of Miss Gueden, in which she strutted rather than walked, played constantly to the audience, and didn't even bother to sing the music accurately. If this is the effect of a nice Metropolitan success and one TV appearance, we shudder to think what will happen to her in another year (a revival of "Countess Maritza" no doubt). Martial Singher did his own kind of hearty Figaro and Fritz Reiner his kind of cozy, undemonstrative one. In between, Victoria de los Angeles, Mildred Miller, and John Brownlee performed as is their wont, which is very good. But there was more than one bad apple to spoil this particular barrel.

Mention of Miss de los Angeles would be incomplete without tribute to her personal feat of giving luster to a Metropolitan venture previously noted as lacking point or purpose—Massenet's "Manon." It doesn't make sense that alteration of a single performer should count so much, but the substitution of De los Angeles for Albanese made the difference between "Why Manon?" and "Why—Manon!". She provided both the expressive dashes and the accentuating exclamation point in an exhibition of beautiful singing and affecting dramatic art not matched in this role since Bidu Sayao's best. Giuseppe di Stefano (Des Grieux) and Jerome Hines (Comte des Grieux) remained as God made them—which is no credit to His handiwork.

A debut in the upper brackets of pianistic promise was made by Maryan Filar, Polish pianist, at the most recent visit of the Philadelphia Orchestra under Eugene Ormandy's direction. A graduate of Miaderek and Buchenwald prison camps as well as more customary musical institutions, Filar showed an uncommon sympathy for his instrument, a large tone of individual hue and coloration, and abundant technique. —IRVING KOLODIN.

NEW EDITIONS

ANTHONY TROLLOPE's "North America," first published in 1862, went out of print in the United States in 1863. Now, thanks to Knopf, it is again available, this time in a handsome, entertainingly illustrated edition (\$6), carefully prepared by Donald Smalley and Bradford Allen Booth. The editors have reproduced the text of the first English edition, with minor corrections, but have wisely seen fit to omit five chapters and three appendices that the author felt necessary for the information of his original English readers. In exchange we are given an excellent introduction; many informative footnotes; a detailed itinerary of Trollope's American tour, taken from his account book; the chapter on his first visit to America, taken from "The West Indies and the Spanish Main"; a description of his visit to California in 1875; and a useful bibliography. Author and readers could not have been better served.

"North America" is a large, untidy, outspoken, instructive, thoroughly enjoyable book by an experienced traveler and rapid writer, who had keen eyes and a lively, practised pen. His prejudices were many, but with them dwelt a saving sense of humor. He knew very clearly what he liked and did not like in human behavior, but he did not try to erect his likes and dislikes into rules for the conduct of all mankind. He was English to his marrow, but he was wise enough to know that Americans must go their own American way; and they had his blessing, even though he could not delight in every temporary aspect of their journey. He was in the United States, save for a brief visit to Canada, from the beginning of September 1861 to March 12, 1862. The Confederate States were closed to him by the war, and it was inevitable that the war itself should take a prominent place in his pages. He examines its probable causes, speculates on its probable consequences, views the Union soldiery with a mixture of admiration and disgust, is shocked by Northern profiteering, and fears that Britain may be forced to move against the North because of the Mason-Slidell incident.

Dividing his attention between the physical and the social scene he hymns the beauties of Niagara and West Point, and the Upper Mississippi, analyzes "the frontier character," contemplates with no little horror the up-bringing of American children, loathes Washington, ends by falling in love with Boston, is baffled by the taciturnity of Western Americans, recoils from the blackness of Pittsburgh, finds that Kentucky offers the most suitable situation for an English gentleman's rural residence, discovers nothing worth seeing in New York City, and, at Cincinnati, is nearly overcome by "the odour of hogs going up to the Ohio heavens." He abominates the American practice of overheating all dwellings, decides that American newspapers are both untrue and unreadable, holds out against woman's rights, is fascinated by the American attitude towards money, is amused by the popularity of lectures as a royal road to learning, discourses at length on methods of travel, and, while marveling at the size of our hotels, asserts that in not one of these vast establishments has he ever eaten a single comfortable meal. Most important of all, however, is his clear recognition—beneath the social superficialities—of the genuine virtues of the American democratic experiment.

Philipp Spitta's great and famous life of Bach—"Johann Sebastian Bach. His work and influence on the music of Germany, 1685-1750"—has been reissued by Dover (three volumes bound as two, \$10). Bach's life was his music, so this comprehensive history and analysis of his compositions is a book for musicians and students of music. No artist ever enjoyed a richer inheritance of talent and experience than did Bach; no artist ever lived who more fully repaid his debt to his ancestors.

Dover also gives us "The Complete Nonsense of Edward Lear"—drawings, verse, and prose—edited by Holbrook Jackson (\$2). Offhand one might think that Lear required no introduction, but Mr. Jackson's introduction to this attractive volume is both interesting and illuminating.

"How to Attract the Wombat" and "How to Become Extinct," by Will Cuppy, master of footnotes, may now be had from Garden City for \$1 each.

—BEN RAY REDMAN.



SOLO

THE BUSINESSMAN IN AMERICA

The Writer & the Entrepreneur

(Continued from page 11)

neur has changed—and so has the artists' view of him.

What Ivy Lee failed to accomplish for the elder Rockefeller a David Rockefeller achieved by working with Fiorello LaGuardia, a Nelson Rockefeller with the Coordinating Committee on Latin-American Affairs. The millions dispensed in enlightened public service by the younger John D. eroded the impression of his frugal father patronizingly dispensing dimes.

The change in the businessman's attitude towards the total community was evidenced and influenced by a development without any substantial parallel in America's history. Businessmen began to enter the arena of government, not to occupy honored sinecures, the ambassadorships and cabinet posts, but to grapple with the day-to-day administrative problems of an involved industrial society. Just as there is no stereotype that can accurately describe the businessman, there is no common denominator of background, wealth, or political view to describe these men: U. S. Steel's Stettinius, Secretary of State under Roosevelt; General Motors' Knudsen, associated with Sidney Hillman in the nation's war production; U. S. Rubber's Cyrus Ching, heading the nation's labor conciliation service; Studebaker's Hoffman, administering the entire Marshall Plan; General Electric's Wilson, directing the nation's current mobilization; the U. S. Chamber of Commerce's Johnston, directing price and wage control; Banker Harriman, international trouble shooter for Harry Truman.

The curtain fell on the old-style business baron in a scene before a Senatorial committee: J. P. Morgan, climaxing his career with a midget placed on his lap by a publicity-hungry press-agent. Morgan's successor in trade, Dillon Read's Forrestal, ended his career with the dignity of high tragedy, broken-hearted after a decade of public service. Art Young's fat-bellied tycoon mumbled the platitudes of Elbert Hubbard; banker Forrestal died after copying these words of Sophocles from a book beside his bed:

When Reason's day
Sets rayless—joyless—quenched in
cold decay
Better to die, and sleep
The never-waking sleep, than
linger on,
And dare to live, when the soul's
life is gone . . .

IN 1952 the U. S. executive is a key world figure as he manages the vast American industrial and mercantile plant, itself a bulwark of democracy and an incalculable force for freedom.

The Saturday Review believes it important that thoughtful people have a fresh appraisal of the American businessman, of his 1952 state of mind toward the public, of the problems he must solve in this year of crisis, and of the philosophy by which he lives and which he is trying more and more to articulate. *The Saturday Review* also believes that the American executive would find such an appraisal illuminating for himself as he looks at the world across his desk.

That is the theme behind this year's annual survey of the books, ideas, and issues of importance to the businessman during 1952.

It is a new generation of businessmen that is now sitting for its portrait. A Charlie Wilson who can still point with pride to his own underprivileged days is growing rarer. Now there are thousands of executives whose youth was spent studying Marx, Ricardo, and Keynes in colleges and schools of business administration, men who are not afraid of books and who at least have firsthand knowledge of the ideas and doctrines with which their times have to deal.

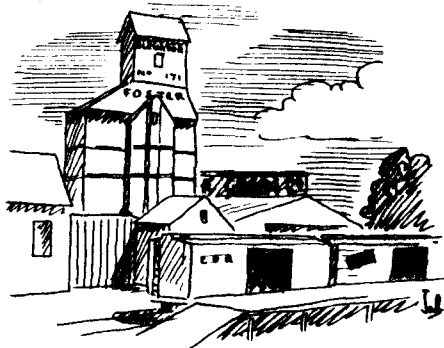
It would be easy to draw unwarranted conclusions from these and similar facts. It is not that business has lost its self-interest. Each time a Government official in RFC or Internal Revenue has betrayed his public trust, there has been in the background a businessman with his hand in the public till. Protests against the "handout" state are sometimes made by those who are quick to take the handout. Greed and blindness, vulgarity and ignorance still abound among businessmen—as in the rest of the community. But if generalization is possible, it must be said that a vast change has taken place, effected by the disciplines of knowledge, of responsibility, of culture, of basic convictions.

Business's unheralded efforts to fill a place of responsibility in the community are easily overlooked because of the throw-backs who occasionally

make the headlines. At a recent meeting of the National Association of Manufacturers Dr. Ruth Alexander addressed herself to the welfare state. She concluded with, "When anyone asks, 'What part of the welfare state must we abolish?' we must answer *all*." Such statements are more dramatic than the hundreds of thousands of welfare programs in operation within individual businesses, large and small. Yet, for every bit of bombast spoken at an NAM convention there are thousands of businessmen in the Committee for Economic Development who favor a program and speak a language that is as foreign to NAM as the NAM is to its own lustier predecessors.

NAM is not especially to blame for this kind of bad press. Businessmen generally tend to speak a language that belies their own actions. They frequently talk in outworn clichés. The cultural lag is not between their action and that of the community; the gap is between what they themselves frequently say and what they themselves actually do. But here, too, the changing nature of the executive has already had a corrective effect.

Those most profoundly shocked by "Death of a Salesman" were, interestingly enough, businessmen. Like others, they were shocked as individuals by the tragedy of waste and the agony of frustration portrayed before them. But they were also shocked by the terrible untruth of the plot. Somewhere in this country there may be a hell-hole of an executive's office where a lifelong employee can be called in and casually fired after being made to listen to the babbling of the employer's family on a new wire recorder. To be sure, discharge is an unhappy reality in business, in government, in labor unions, and the plight of the older worker a real and pressing problem. But for each such callous incident there are countless offices and factories with well-worked out and essentially humane retirement practices. There are thousands of pension systems, health and welfare plans, annuity pro-





Upton Sinclair, Theodore Dreiser, John Dos Passos, Budd Schulberg, John P. Marquand, Clifford Odets—"the American writer has helped shape America's view of its businessmen."

tections. In their absence many firms retain, and respect, employees who have lost their utility. There is actually more placement work being done within American industry today than by outside agencies. And the trend is such that ultimately there may be a greater number of psychologists and case workers functioning in business's personnel offices than in the facilities of America's social service agencies.

Perhaps the most profound change of all is in precisely this direction—the employer's understanding of his own responsibility toward those he employs.

Along with this development has come the introduction of the technician into top management. The degree of specialization and the search for scientific precision in management methods has multiplied with fantastic speed in the last decade. Annually, scores of top company executives leave their desks for courses at institutions like the Harvard School of Business. There, together with union officials, they take an intensive four months of training.

How profoundly attitudes have changed is illustrated by the new conception of employee relations. As recently as twenty years ago the law schools were still giving courses in "the law of master and servant." Under the impact of the Wagner Act the emphasis shifted to courses on "labor relations." Now the academic curriculum is again being rapidly outmoded. The specialist in "labor relations" is being replaced in corporate practice by the technician in personnel management—the practitioner of the combined disciplines of applied psychology, psychiatry, sociology, and anthropology.

It is the exceptional factory now

where collective bargaining does not exist and where it is not conducted in an atmosphere dominated by respect and intelligence. And the more far-sighted businessmen today are concerned about aspects of organized labor far different from those that worried their predecessors of a generation ago. They are concerned lest Walter Reuther, a far cry from yesterday's knock-down and drag-out labor leader, move labor away from the tenets of Samuel Gompers towards a labor party. They are concerned that the large union is too ready to destroy the marginal shop, the weak, the dependent, the small sister in business. They are concerned with the ultimate national implications of industry-wide bargaining. They are less concerned about the unions' strength at the bargaining table than they are about the readiness of some labor leaders to rely on government to settle disputes. But even these worries are far from consistently held. Note that the key provision of the Taft-Hartley Act which they support, sanctions government intervention in certain situations.

To be sure, there are shops in the country where the "law of master and servant" still prevails. There are still front offices where the boor and buffoon hold sway. There are still thousands of up-by-their-bootstraps company executives who handle all problems and specialize in none. There is still greed and dishonesty, unethical competition, and the threat of depression. But the businessman's relationship to himself and his community has changed as profoundly as the community. In some respects he has changed more profoundly. Public opin-

ion polls demonstrate that the executive is more internationally minded than his employees, that he is more frequently in favor of Point Four than his workers, that he supported the Marshall Plan more enthusiastically than the union members in his plant.

World events have contributed to this evolution of the businessman—and to the writer's view of him. Much of America's social protest had its roots abroad. The Marxist umbilical cord tied many an artist, though native-born, to the social experiments and political upheavals of Europe and Asia. The heritage of World War I, the crumbling of the last strongholds of absolute monarchy, produced sensitive hope among many intellectuals that a new humane society would replace the crumbling dynasties. Some learned sooner, some learned later, that the great social gains were being achieved under American capitalism while injustice and degradation were compounded under Fascism and Communism. Others, never attracted by either philosophy, began to see the vast difference between capitalism as it operates here and the capitalism of France, Italy, and even England. The artist, previously in intellectual revolt against the material and mechanical aspects of life, began to fear that free choice in the market place of ideas might not long survive the collapse of free choice in the market place of commodities.

Many of the Marxist-oriented writers foreswore their former allegiance. Some, in their penance, swung sharply to the conservative extreme—John Chamberlain, Eugene Lyons, John Dos Passos. James Burnham, in his transition, discovered the then little understood fact of American life, that the owner-capitalist had been replaced in major American industry by the hired corporate manager who owned little or none of the property he directed.

It is hard to know what contributed most to the changing portrait. The impact of FDR upon the business community undoubtedly played as great a part as the voluntary changes that were taking place within American industry. As important as any one other factor was the nation's relief over the end of the great depression and its pleasure at eleven years of prosperity and continuously increasing employment. Dramatic changes in the distribution of American incomes also had their effect.

The New York Times, reporting on the findings of Dr. Simon Kuznetz of the National Bureau of Economic Research, had this to say last December:

The United States had gone nearly half the way toward absolute equal-

ity in income distribution. The trend in the Soviet Union is in the contrary direction....

The progressive income tax made the income shift sharper, but did not produce it, the survey showed. More and steadier jobs, better jobs at high wage rates, the growth of free collective bargaining and of social legislation, and the advance of progressive management were said to account for many of the changes.

But no statistics can convey the change that impels a Texaco to sponsor the Metropolitan Opera programs; or Corning Glass to appoint Dr. Edward U. Condon as its research director after he was so irresponsibly accused of un-American activities; or the Container Corporation of America to run a full page advertisement in *Fortune* magazine in tribute to Henry George. In an article, "The Businessman and Picasso," *Fortune* recently described the extraordinary impact of advertising on the nation's artistic taste. The design of American products has experienced a profound revolution in taste. The shape of America's industrial buildings has helped pioneer a new age in architecture. Here, too, of course, the picture is far from uniform. The contributions of business to vulgarity on radio and television are at least as notable as its more cultivated achievements.

What does the finished portrait look like? If the picture were still a stereotype, description would be simple. There are several vague characteristics generally shared by businessmen.

Compared with most of his fellow Americans, perhaps, the businessman is more conservative in his political views. He is apt to become as sectarian and professional in his reading as the doctor, the social worker, and the lawyer. He has a greater fear of big government than he has of big labor. He believes his enterprise is being socialized progressively by taxation and government regulation. He is more worried about government debt than the average citizen — perhaps because he has a greater knowledge of bookkeeping and balance sheets.

He wants his employees to be happy, and he has a tendency to believe they are even when they are not. He expresses an active dislike for social and economic caste, though he tends to conform to both in his own private life. Like the rest of the world, he wants to be loved by his community, his wife, and his children. He needs to feel socially useful as well as financially successful. And in these latter respects the writer's current portrait begins to emerge more accurately. It reveals a businessman who is not so different from his neighbor because, as Marquand might suggest, he is a commuter with a soul.

JUST WHAT IS AMERICA?

(Continued from page 12)

instinct for non-governmental collective action, what was implied was that Americans possess a sense of duty imposed from within, not the kind that is imposed from without by a Kremlin or a Hitlerian Braunhaus. When a panel member asserted that in America leadership is nobody's birthright but has to be earned by the acceptance of responsibility he was throwing out a moral statement for debate. When the table dealt with property, not in terms of private versus state ownership but in terms of the worker's right to property as one of the fruits of his labors, it was really discussing the rights of man and not the legal subject of property; and it was natural that the discussion should have been summed up in President Gideon's suggestion that we were moving towards an older Christian concept of property as justifiable only when it is "an extension of human personality." (The idea that the farmer and his land, the craftsman and his tools, the householder and his home are an entity, they are not affected with two different "rights," the one human and the other property.) Again the line of attack was moral and philosophical when, on centralized versus decentralized power, Mr. Davenport displayed that the centralized power is destructive of man's sense of responsibility to the local community and Dr. Tannenbaum pointed out that it does violence to the role of the family as, historically, the basic "social security institution." Competition as something basic to the American society was inescapably approached from the same point of view. Mr. Wheeler, for instance, defined it as the system which permits the individual to "real-

ize his potential"; and Mr. Hoffman took this occasion to praise our anti-trust laws as having maintained competition and thus forced business to manifest "a great outburst of mental activity which would never have taken place without it."

So much by way of example. There was a good bit of conflict about details, but not as much as will arise in subsequent round tables planned by the Advertising Council, when more debatable propositions may be advanced. Those here discussed were so basic, and in a sense obvious, that there was a danger the panel might look with excessive satisfaction and an eye too little critical upon our society; but Mr. Barnard, in particular, abetted by Mr. Canham and Mr. Davenport, frequently brought the meeting back from self-praise to reality.

ONE item of importance remains to be reported. It happened that eight French newspaper editors, then visiting America, were in the audience, complete with interpreters and ear-phones. "We should never have imagined," one of them said to me earnestly, "that American businessmen would be interested in moral and philosophical questions; in the nature of their society; in the well-being of their community." Had there been time I should have asked him where he thought our social peace and absence of class antagonism came from; and if he was not aware of the profound difference between the capitalism of the Continent and what J. W. Young has called our "socially conscious capitalism." I should have pointed out to him that American businessmen accept the burden of leadership, and that European businessmen, on the whole, do not. I should have reminded him that Continental businessmen are influential, but they are suspect. They are powerful behind the scenes, but they are not trusted or even admired by their fellow citizens. I should have asked him if it was not true that the non-Communist European labor leader is forced to be a revolutionary, is forced to think first in terms of political power and only afterwards about the welfare of the worker, because he can get no cooperation from the European businessman in what ought to be a joint effort to preserve free institutions. The Continental businessman appears to see no alternative to the continued existence of a proletariat; in our tradition there is no room for even



the idea of a proletariat. I do not mean to ignore the contributions of political thinkers, legislators, jurists, social workers when I say that if our capitalism differs from the European kind one fundamental reason is that our businessmen and labor leaders have known how to work together.

How lacking in prescience was the most brilliant of our sociologists, Thorstein Veblen, when he wrote in 1915: "Nowhere have the businessmen had so full and large a discretion [as in America], nowhere have they been favored by government regulations to the same extent . . . and nowhere have they fallen short of their opportunities by so wide a margin." How much more sharp-eyed, on the other hand, was the truly philosophic John Stuart Mill when he wrote in 1861:

The striving go-ahead character of England and the United States is only a fit subject of disapproving criticism on account of the very secondary objects on which it commonly expends its strength. In itself it is the foundation of the best hopes for the general improvement of mankind. . . . If the desires are low

placed . . . the immediate result of the energy will not be more than the continued extension of man's power over material objects; but even this makes room, and prepares the mechanical appliances, for the greatest intellectual and social achievements; and while the energy is there, some persons will apply it . . . to the perfecting . . . of man's inward nature.

It was precisely the concern of American business leaders with primary, not with "very secondary," objects which prompted Mr. Young, C. J. La Roche, and their colleagues of the Advertising Council to sponsor a first round table "on the basic elements of a free dynamic society." The success of that effort has encouraged the Council to project a series of round tables for the new year. It is not impossible that out of them may come evidence that, placed between the oppressive inefficiency of Communism and the greed and chicanery of exploitative capitalism, the American system offers the world that Third Force which Europe, after six years of striving, has failed to find in Socialism.

CHANGING FACE

(Continued from page 12)

have yielded to shades of gray. Some will say that business has compromised; others will say the public has softened. The truth is that they have grown up together. As often as not the "grays" in our kind of society are signs of growth and increased democratic understanding. "Compromise," an over-used word, doesn't describe what has happened to the relationship between business and the people. Instead of each giving up any of their old principles, both have gained principle through the years. Society is better off for the change.

LET'S first take a glance at how the public looks at business. The public seems to pass not one but three judgments on business. First, people pass judgment on business as a maker of products. This is easily the area in which most people have the greatest degree of experience with business. Attitudes on products are affected in turn by three conditions: whether a business's products are available or not; whether or not the quality of the product seems to be steadily improving over the years; and whether or not people's purchasing power is in a favorable or unfavorable state as far as a particular product or group of products is concerned.

Second, people pass judgment on business as a neighbor. They live in the same communities as the corporations do business. They work for them and their neighbors work for them. They feel the influence and power of business on the local community level more than perhaps anywhere else. What kind of an employer business is, whether or not the smoke and fumes from its factories annoy them, and many other personalized experiences with business can shape a powerful image in people's minds.

Third, people judge business as a citizen. People want to know if business is doing all it can to make the system work for the good of all the people, and they want to know if the economic decisions business is making are in keeping with the economic welfare of the majority.

These are neither complete nor exact classifications. Since most people do not make such distinctions consciously, there is bound to be a fair amount of overlapping between the three ways of judging business. Furthermore, there are inevitable variations; people do not, for example, necessarily pass the same judgments on department stores

Materia Medica

By George Scarbrough

O YOU dimidiate doctor, you half-faced feeler,
You needle nun! in my outrance
What fool engaged your outrecuidance?
What outriding idiot conveyed your hack
Here to plant a bodkin in my back?
And poultice my mind with a joke
Miscarried and miscellaneous like everything else in your poke?
O ye daughters of Jerusalem Oak,
But I am sick! And this is a healer?

And, cosseting capskull, I am confined
With modern medicine's fair-haired apostle
Who sings penicillin like a drugged throstle!
His hand is under my head tenderly,
But he will not comfort me with flagons of sassafras tea,
Or elderberry wine. Ye walls of shittim wood he needles me
Again! I'm going non compos in my mind!

And this is a healer, O you Lebanon cedar!
You alderliefest alder, this is a medicine man
Who does more than catnip can?
My lights and liver have both gone askew,
And I have a bit of kidney trouble and my blood, forsooth, is blue,
And, mountains of mullein, some colic too!
And he won't give me a drink of calamus water!

Send him without, ye nookshotten plain.
I shall arise and take the helm
With a dose of slippery elm.
Heartleaf and foxglove and queen of the meadow
Will accomplish a man in me where there was but a shadow,
And sassafras will change the tune in my bed! O
Ye curative country, I'll be unhandseled again!

and laundries as on industrial enterprise. But the fact remains that people do have different ways of judging business, and some approximation of just how they do it is necessary for an understanding of their opinions regarding business. The three ways of judging mentioned above represent the best analysis my colleagues and I have been able to make of the replies to questions about business which we have collected in years of extensive opinion polling on this subject.

When hundreds of specific judgments by the public on these three fronts are added up, certain major attitudes seem to emerge—what might be called the American “philosophy” of what business life should be. According to our analysis these attitudes are three:

(1) The vast majority of the people believe in and want a system of private ownership and operation.

(2) A great many people believe that too much of business is at best amoral and at worst greedy.

(3) Because they know that under today's conditions they have not the means to do it themselves, many people want someone to keep an eye on business—and their candidate for that “someone” is government. (Some, however, are now concerned about who keeps an eye on government!)

The American people, our analysis further indicates, are willing to give a clean bill of health to the idea of private ownership of industry, and even though it may have lessened the opportunity of the individual to “be his own boss,” they are willing to give a clean bill of health to the idea of “bigness” in business. They are willing not only to let businessmen out of the doghouse to which they were relegated during the early Thirties, but even to extend to some of them a testimonial dinner for their recent especially good efforts. They are not, however, willing to place property rights above human rights. Nor are they willing to regard dividends as more sacred than wages.

The American businessman, on the other hand, has changed his attitude toward the public and his responsibilities to it. It is not going too far to suggest that in business's more enlightened areas “the public is welcome” has replaced “the public be damned” as a guiding philosophy. America's largest privately owned corporation, Standard Oil Company (N. J.), is setting a pattern of recognizing its obligations to employees, stockholders, customers, and the general public that would have shocked the big businessmen of 1900—and the company is making good profits, too! Henry Ford II, no inventive and engineering genius as was his grandfather,



Frank M. Folsom and Henry Ford II—“attention to human engineering.”

devotes his attention to human engineering. Dwight Palmer, president of General Cable Company, spends time and money working for equal economic opportunity for Negroes. Frank Folsom, president of RCA, helps direct that company in a manner that undoubtedly shocks his old boss, Sewell Avery. The list could go on and on.

PART of the reason for this is an increased awareness and sensitivity toward public opinion on the part of the businessman. More and more, he has come to understand that there is an important human equation in the process of making and selling successfully. It isn't simply a matter of getting people to buy your product by any available means. Nor is it a matter of paternalism—of “owning” people, their destinies, and their personal lives. Rather, the businessman must understand how people think, live, and what they want and aspire to. He must have a genuine philosophy and a concrete program—not a program to force down the throats of an unknowing public but a program which clearly sets forth and implements his philosophy of living with that public.

With this new-found respect for his publics (and there are many of them), the businessman has come in many instances to realize that his problems are not the only ones in the whole of society. In fact, the modern businessman knows that he and his colleagues can no longer be isolated from society into what has been called the “world of business” or the “business community.” Free business is an institution which shares the helm of society with other free institutions: free government, a free press, free churches, free unions, and free universities. What in many quarters used to be called the “prerogative” of business is now considered business's privilege to serve. The businessman must make important decisions affecting our economic life, as a producer, employer,

and distributor. These functions are indispensable to any well-ordered society; serving them properly, the businessman has an important role to play. But, increasingly, he has come to realize that his is not the only important role in society. Other institutions have other important roles to play. Sometimes the roles conflict and the businessman has come to learn that there are times when business's role must be secondary rather than paramount.

This change in business leadership has not been a revolutionary one, and it is not yet complete, but it is a big change and it has taken place in a remarkably short period of years. The increased understanding on the part of businessmen has come gradually, just as more favorable public attitudes have developed step by step over the years. Obviously business will be in better repute in prosperous times than in times of depression. This is as it should be; for part of the businessman's responsibility—if not the prime one—is to do his job well, and to be judged on how well he does it. One of his jobs is to create employment stability at good wages. The businessman's welfare is intimately tied up with the welfare of all the people and more and more of them know it. The best public relations practice, the most successful businesses have learned, is not to hide anything, but to operate openly in a manner which will make the things you do speak for themselves.

This is not to say that Utopia has arrived. There are still politicians and members of the general public who would smear all businessmen because some are bad. There are still businessmen who feel “the public be damned” even if they dare not say so publicly. But the climate has improved—vastly improved—and as a consultant to business and a measurer of public opinion this improvement seems to be firmly rooted in a more literate understanding of what is basically a better performance on the part of business itself.

THE ISSUES AND THE BOOKS

WHAT'S AHEAD for American business?

The forces churned up by a no-war, no-peace economy confront the business community with new and critical challenges. The answers which emerge during 1952 — whether by choice, chance, or compulsion — will bear profound social and political as well as economic implications for the future.

On this and succeeding pages The Saturday Review presents analyses of eight major present-day issues, together with lists of recent books which throw light on them. The lists were compiled by Robert Cousins, editor of

Executive Books. The analyses of the issues are the work of the following members of the Board of Editors of the Research Institute of America:

Mobilizing Industry, by Henry Bund

Paying for Security, by Leon Gold

Inflation, by Gerald J. Doyle

Business in '52, by Eli Cantor

Business & Society, by Peter F.

Drucker

Making Executive Decisions, by

Marjorie E. Noppel and Raymond

F. Concannon

Employee Relations, by Aaron Lev-

enstein

Labor Unions, by George Moskowitz

is capable of achieving these combined goals, protecting the free world against totalitarianism without sacrificing or even temporarily surrendering our own freedom. —H. B.

QUARTERLY REPORTS TO THE PRESIDENT. By the Director of Defense Mobilization (Wilson Reports). Washington: U. S. Government Printing Office.

REPORT OF THE ARMED SERVICES PREPAREDNESS SUBCOMMITTEE ON "DEFENSE MOBILIZATION" (Lyndon Johnson Report). Washington: U. S. Government Printing Office. 30 cents each.

1. Mobilizing Industry

FIVE short years after the end of the last world-wide conflict America again faces the threat of totalitarian aggression. But this time we must arm under uniquely difficult circumstances, lacking the compulsive of all-out war, yet forced to prepare against an enigmatic enemy who may strike tomorrow, or not until next year—or never. Preparing for all-out war would be simple by comparison; we have had the plans for total mobilization on the shelves for a long time.

The fateful question is whether our economy, already working at top speed, can superimpose the burden of partial mobilization in the absence of actual open hostilities. Can the immediate objective of adequate armament for ourselves and our allies be successfully combined with the long-range goals of growth and expansion of our industrial potential for both war and peace? Can we, in the midst of this effort, nevertheless maintain and improve our standard of living?

Russia has made an historic bet that it cannot be done, that our economy will crack under the strain or that we will grow weary and give up. Against that wager stands our achievement to date, which carries every promise that we can and will succeed. In terms of immediate armament output, defense contracts will soon reach a rate of more than four billion dollars per month against a bare one million right after Korea. Though not quite up to the more optimistic goals, tanks, planes, guns, and munitions are beginning to roll off our assembly lines in impressive quantities. At the same time, expansion and modernization of

our industrial plant is going forward with giant strides. During this year great new facilities will augment the supply of key materials like steel by more than 10 per cent, aluminum by almost 100 per cent. Electric power output is due to rise a full 40 per cent over three years.

And more will be done as we steadily improve the utilization of all our resources, both material and human. Better technology and higher productivity are raising industrial output even faster than the mere addition of new plants and facilities might indicate. Improved training and organization permit us to extend the skills and productivity of our work force.

The nation proposes to achieve its objectives within the framework of individual initiative and free enterprise with a minimum of controls and restrictions. The ultimate test may thus well transcend purely economic considerations. We will have to prove that the self-discipline of our people



The Wilson Reports offer the best available summaries of the progress of our mobilization as well as the long-range goals of our preparedness effort. Though necessarily colored by the official Government position on both armament and controls, they are nevertheless vital source material for everyone concerned with mobilization. In sharp contrast to the optimism of the Wilson Reports, the Johnson Senate Subcommittee is much more critical of our progress to date. The attempt to reconcile these two sharply differing viewpoints will set the direction and speed of our mobilization in 1952 and beyond.

MOBILIZING RESOURCES FOR WAR: The Economic Alternatives. By Tibor Scitovsky, Edward Shaw, and Lorie Tarshis. New York: McGraw-Hill Book Co. 249 pp. \$4.50.

A critical appraisal of government controls used in the current and past mobilization periods as well as a comprehensive outline of an alternative approach. The authors are at their best in analyzing the stresses and tensions to which the economy must necessarily be subject during this rearmament period. Equally cogent is their critique of the means employed by Washington to date. However, the alternative proposals—based essentially on a rationing of expenditure, supplemented by more limited use of conventional controls—lacks realism both politically and economically.

MANPOWER RESOURCES AND UTILIZATION: Principles of Working Forces Analysis. By A. J. Jaffe and Charles D. Stewart. New York: John Wiley & Sons. 544 pp. \$6.50.

A vital contribution to the body of knowledge of our human resources,