

**LUXURY ON WHEELS:** When the first sleeping cars appeared, gentlemen had to be asked to remove their boots upon retiring, and unescorted ladies often sat up all night rather than risk the notorious hazards of the lower berth. In the later 1800s, however, the parlor car—lavishly appointed, paneled, and upholstered, with elegant cuspidors strategically placed—was the last word in *éclat*. Ownership of a private car was a leading status symbol (Lily Langtry's was likened to Cleopatra's barge). In "Mr. Pullman's Elegant Palace Car" (Doubleday, \$17.50) Lucius Beebe records a flamboyant chapter in the saga of American railroading.



—Illustrations from the book.



second birthday he would never celebrate." It will be extremely interesting, however, to see if Mr. Baker does not speculate on these matters in the official biography. Meanwhile, Miss Ross's little profile helps to set them in deeper relief by giving us such priceless insights into the real-life Hemingway. Its value has already been proven by the number of times writers have referred to it for illustrative personal details since its first appearance in *The New Yorker*.

**PRIVATE EYE ON PRESIDENTS:** U. E. Baughman has devoted his whole working life to the United States Secret Service. He joined up in 1927, when he was twenty-two years old, as a clerk-stenographer in the Philadelphia office; he recently retired as top man, and now, like many retired persons, he is in reminiscent mood.

And in his record, "Secret Service Chief," with Leonard Wallace Robinson (Harper, \$4.95), there are events and personalities to be reminiscent about. Presidents Truman, Eisenhower,

and Kennedy have been his personal charges. Chief Baughman got along very well with all of them, though he didn't like all the things they did: Truman's early morning saunters ("they represented the kind of 'habit' that was hand-picked for the assassin"), Eisenhower's passion for the putter ("a golf course is almost a perfect place for an assassination attempt"), Kennedy's sociability ("at this juncture an assassin could very easily join the festivities unaccosted"). There is entertaining anecdote about all three Presidents—more, naturally, about the first and the second than about the third.

It is probably not generally known that the protecting arm of the Secret Service is extended to members of the President's family who are not in residence. When Margaret Truman took an apartment in New York's Hotel Carlyle, seven agents formed an around-the-clock guard, of whom two were always on duty outside her door. Even Mr. Truman's elderly sister Mary, 1,100 miles from Washington in Independ-

ence, Missouri, was guarded by a three-man detail supported by a chauffeur-driven government car. Miss Truman enjoyed fast driving, and once, in upstate New York, her Secret Service driver was caught by the local law doing seventy-five miles an hour. That made the papers.

The Secret Service, as everybody knows, has another job. It nabs counterfeiters. Chief Baughman has some good stories to tell here. A highly amusing one concerns perhaps the smallest of counterfeiting small fry. This chap (theatre of operations not identified) used to ask shop salesmen or restaurant cashiers to let him have a five-dollar bill for five singles. Glad to oblige. One—never more—of the singles was phony. Actually, the smallest operation in the counterfeiting field is the manufacture of coins. Even nickels are occasionally turned out on a do-it-yourself basis.

Other bits from Chief Baughman's recollections: There are 132 rooms in the White House. A Secret Service man is present at every purchase of food for the Presidential table; he places it in a special receptacle, locks the receptacle, and delivers it to the executive mansion's chef. When President Eisenhower went to Balmoral Castle to attend a royal picnic, Queen Elizabeth greeted him in slacks. (And her sister came over to the Secret Service shack and introduced herself: "My name is Margaret.") When Chief Baughman asked Caroline Kennedy how her brother Jack was, she replied, "It's not Jack, it's John. Jack is my father's name."

—JOHN T. WINTERICH.

#### FRASER YOUNG'S LITERARY CRYPT NO. 963

*A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 963 will be found in the next issue.*

FROM THE RIPO WHY IM  
OBOQRIMY KT YRO RCMA  
BOW, IMA RO CL  
YDTCMW YH DEM IFIT,  
CYL KOLY YH BOY RCS  
DEM.

IKDIRIS BCMXHBM.

Answer to Literary Crypt No. 962

Perhaps the only true dignity of man is his capacity to despise himself.

—SANTAYANA.

# The Businessman's Bookshelf

By Edward C. Bursk, *editor, Harvard Business Review, and educational director of the International Marketing Institute*

**MEN AT WORK.** By William Foote Whyte. Dorsey Press and Richard D. Irwin. 593 pp. \$10.60. Drawing freely on a wealth of documentary experience, Cornell's Whyte analyzes both individual and institutional relationships in industry. In a chapter on collective bargaining he offers seven useful keys to the negotiating process, and throughout the book he pays discerning attention to emotional as well as intellectual problems.

**THE MAN IN THE MIDDLE.** By Nathan W. Shefferman with Dale Kramer. Doubleday. 292 pp. \$4.50. A veteran labor relations expert sees "more of war than of peace" on the industrial relations horizon. His text is full of insights and vivid personal glimpses of men ranging from Beck and Hoffa to "Charlie the Psalm Singer," a strong-willed manufacturing executive.

**A NEW APPROACH TO INDUSTRIAL ECONOMICS.** By James F. Lincoln. Devin-Adair. 166 pp. \$3.50. The board chairman of Lincoln Electric Company confesses that his approach to labor-management relations, profits, and business policy is heretical but argues that it has proven itself by long experience. Besides, he adds, "It is obvious that any plan that will succeed must be contrary to present custom, since present custom has failed."

**COLLECTIVE BARGAINING IN THE BASIC STEEL INDUSTRY.** By E. Robert Livernash. U.S. Government Printing Office. 317 pp. \$1.25. On the basis of extensive fact finding, the author contends that the effects of steel strikes have been exaggerated, and that early and formal government intervention should be avoided in the future. Although focused on steel, this unusual study has implications for the bargaining process in general.

**UNDERSTANDING PROFITS.** By Claude Robinson. Van Nostrand. 517 pp. \$13.75. A pioneer in public opinion analysis plunges into the great profits debate, scrutinizes a whole series of tough issues, and tests numerous ideas. The result is a clear, factual, thorough contribution to understanding of our capitalist system. Business, labor, and government leaders in particular can profit from it.

**MEN, MONEY AND MOTIVATION.** By Arch Patton. McGraw-Hill. 233 pp. \$7.50. Making full use of lengthy experience in wrestling with administrative problems and

observing management at work, one of McKinsey's top consultants looks at both financial and nonfinancial motivations. He points out that a more conscious (as opposed to intuitive) understanding of these drives is needed to meet growing demands for leadership.

**NEW PATTERNS OF MANAGEMENT.** By Rensis Likert. McGraw-Hill. 279 pp. \$6.95. Successful managers are showing the way, this author believes, to more effective kinds of administration. He outlines "a generalized theory of organization based on the management practices of these highest producers."

**THE FOLKLORE OF MANAGEMENT.** By Clarence B. Randall. Little, Brown. 204 pp. \$4.75. The former president of Inland Steel combines a devastating satire on common management myths, including organization-chart thinking and cost-cutting myopia, with sage suggestions for vitalizing of business enterprise.

**MANAGEMENT USES OF ACCOUNTING.** By Ralph E. Lewis. Harper. 139 pp. \$3.95. "It is high time to dispel the confusion between bookkeeping and accounting," Mr. Lewis states. Paying particular attention to budgeting, he shows how accounting for planning and control can improve profits.

**THE MARKETING JOB.** Edited and published by the American Management Association. 448 pp. \$9. Nearly fifty contributors, most of them businessmen, analyze sales policy, marketing research, pricing, organization, and a host of other aspects. This volume, while not "deep," has fine coverage. The emphasis throughout is on practical help for the practitioner.

**INDUSTRIAL DYNAMICS.** By Jay W. Forrester. M.I.T. Press and John Wiley. 464 pp. \$18. Advances in information feedback systems, experimental models, simulation studies, and decision-making analysis are key elements in this highly sophisticated approach to the problem of creating more successful management policies.

**JOB STRATEGY.** By Allan Rood. McGraw-Hill. 281 pp. \$4.95. Concerned with the common tendency of young men to dash off in all directions "without much rhyme or reason," an experienced counselor urges more patience, reflection, self-evaluation, and personal planning. The book contains practical guidance, too, for senior executives who want better selection and upgrading of tomorrow's key men.

**AMERICAN MANAGEMENT ABROAD.** By George D. Bryson. Harper. 240 pp. \$5. A former vice president of General Foods

Corporation takes a knowing look at the middle road through the conflicts that beset the overseas manager—short-term vs. long-term profit demands, local freedom vs. headquarters control, opportunism vs. adherence to established company policies, and other issues.

**FEDERAL TAX REFORM.** By Dan Throop Smith. McGraw-Hill. 328 pp. \$7. A noted professor and former Treasury official analyzes in nontechnical terms the inequities and weaknesses of present-day taxation—general concepts as well as specific provisions regarding stock options, capital gains, and other matters. The volume blends conservative values with professional alertness to needs for change.

**MONEY AND CREDIT.** By the Commission on Money and Credit. Prentice-Hall. 285 pp. \$3.95. This report is the result of three years' work by the twenty-five members of the Commission, their staff, and numerous advisers and consultants, under the sponsorship of the Committee for Economic Development. Although the conclusions are not as ambitious as those of the historic Aldrich Commission, the findings are important to all people concerned with prices, unemployment, and economic growth.

**CORPORATE DEBT CAPACITY.** By Gordon Donaldson. Division of Research, Harvard Business School. 294 pp. \$4. Management's popular rules of thumb concerning the proper limits of long-term debt are poor guides to policy, Donaldson believes, and may even threaten corporate solvency.

**THE REAL NATIONAL INCOME OF SOVIET RUSSIA SINCE 1928.** By Adam Bergson. Harvard University Press. 472 pp. \$9. A long, scholarly probe into raw data on Russian production and distribution shows that the USSR's economic advances have been real indeed—although not quite as earthshaking as the Kremlin would have us believe.

**EXCELLENCE—CAN WE BE EQUAL AND EXCELLENT TOO?** By John W. Gardner. Harper. 171 pp. \$3.95. (For further comments see SR, Feb. 18 and April 15, 1961.) What kinds of equality can and cannot be forced? How much talent can we absorb? How can our society be "toned up," brought to that fine edge of morale, conviction, and zest that makes for greatness?

**MANIFESTO FOR AMERICANS.** By Harry A. Bullis. McGraw-Hill. 213 pp. \$4.95. A broad and imaginative view of "the high road the American people must follow into the future" is taken by the former board chairman of General Mills. The route marked out crosses many subject areas including the farm problem, international trade, business responsibilities, and education or the "race for inner space."

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## LITERARY I.Q. ANSWERS

Column Two should read: 13, 5, 11, 1, 6, 9, 8, 4, 10, 3, 12, 14, 2, 7.