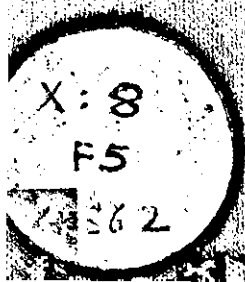


AN INTRODUCTION TO INDUSTRIAL ADMINISTRATION

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AUTHOR OF "INDUSTRIAL ORGANIZATION," "MANAGEMENT"
"PLAIN ECONOMICS," "THE PRINCIPLES OF INDUSTRIAL
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TO
FREDERICK B. PALMER
MY FRIEND

PREFACE

THIS book introduces the reader to the new science of Industrial Administration. Attention has been directed to this science largely by evidences of industrial unrest. That unrest, it is the author's claim, like other forms of discontent, is an evidence rather of the beginning of betterment in mutual relationships than of despair; in itself it is an encouragement. It is the author's view that it is to be met by calm and fearless enquiry, and not by sentiment or benevolence, though he would contend that the aim of the calm and fearless enquiry must be more justice and more frankness and more trust. Yet the book has been written from the point of view of an introductory exposition and not from the point of view of any particular propaganda. In any state of industrial ownership whatever, there must ~~be~~ direction and planning and costing and distribution. No system of production can recklessly neglect the lessons which we have learned from long experience with industrial production. Nor can we overlook the value of the somewhat changed focus of to-day, wherein the human element becomes the factor of greatest importance. The student will have his own outlook, and he is to be encouraged to have that outlook. All that this little book attempts is to suggest some other outlooks which the student may care to correlate with his own. For this is a science which is not to be learned from books. The resultant experience of men in industry may be stated in a book, and even then it is unhappily only a very imperfect statement. Direct contact with industrial conditions is the only school, and all that I propose to do is to help the student to benefit intelligently and without prejudice from his direct and personal contact, and to inspire him, if I am so fortunate,

with aims and ideals in his day-by-day task. A portion of the eleventh chapter has already appeared in the Report of the Industrial Welfare Conference at Oxford in September, 1924. It is included in this book by the kindness of the Industrial Welfare Society.

JOHN LEE.

August, 1925.

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