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FACTORY  
ORGANIZATION

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# FACTORY ORGANIZATION

BY

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WITH A FOREWORD

BY

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## FOREWORD

ECONOMICS is rapidly coming into its own. The value of economic study is already admitted by those who accept the obligations of leadership in social and political affairs. It is also recognized by those who determine the training of candidates for the business professions. People employed in industry and commerce, however, are less ready to admit its value in their own callings. They once regarded economics as the handmaid of politics (in its wider sense) rather than the servant of private business. Their attitude has changed to the extent that they now see the necessity for departments of economic intelligence within their associations; a small number of progressive firms have even made room for such departments in their own establishments. But business men have yet to be convinced of the value of economic study as part of the training of a business man.

Nor is their indifference to economics surprising. The number of professional economists in this country has always been so small that the field covered by the science could not be fully explored and cultivated, and until recently the analysis of those problems which fall under the title "business economics" has been largely neglected. Until the analysis of general economic conditions is supplemented by fuller analysis of special industries and types of business enterprise such indifference will continue.

It is the purpose of this series of studies to apply economic principles and the methods of economic analysis to special fields of activity. It is proposed not only to provide a more elaborate treatment of problems, such as labour, marketing, and credit, which are already discussed in books on general economics, but also to publish studies of special industrial and commercial problems which have hitherto been neglected.

It is appropriate that the first volume issued to the public should be concerned with the organization of a factory. The authors occupy responsible positions in one of the largest and best organized industrial establishments in Great Britain. The firm which employs their services has revealed qualities of industrial leadership of the highest order. The authors are in a position to see the full range of the firm's activities; their experience and success as business men, combined with their knowledge of American methods and their own earlier training in economics, fit them to be the authors of the first book of its kind published in Great Britain.

J. H. JONES.

UNIVERSITY OF LEEDS.  
*October, 1927.*

## PREFACE

THE application of systematic, scientific methods to the conduct of business is one of the most striking developments of the present day. Business is tending to become an exercise in constructive thought. "Rule of thumb," even when it is called "experience," is an inadequate guide to efficiency in an age when British trade is facing unprecedented difficulties, and when, in this and other countries, radical changes are taking place in the very structure of modern industry. The world-wide movement which is known as "rationalization" is evidence that business men themselves are feeling the need for more disciplined thinking and more system and coherence in the management of their affairs. No large-scale institution runs without plans and arrangements, and the complex organization of a modern business establishment is no exception.

The first step towards a more scientific business attitude is to formulate general principles of organization. These are fundamental, in that they prescribe the structure within which general development takes place, and set limits to what is humanly possible under given conditions. Of almost equal significance are the ends or purposes to be attained in each particular set of circumstances—the policies which a business lays down. These react upon the whole range of activities which thus become plans for the attainment of ends. Scientific method operates through various channels. It is implied in the rigorous analysis through which alone general principles of organization can be discovered or business purposes be made clear to those charged with their execution. It will be manifest in the comparison, investigation and selection of the plans and measures used to carry out business purposes. Finally, it will be used in the co-ordination of the considerable range of knowledge which must be brought into play and of the

complex of activities, all of which should unite towards the same end.

At the same time, business has become an essay in applied economics. It is the sphere from which the subject-matter of economics is drawn, and in which the principles of economics, its theories and postulates, can be tested and applied. The application of economics to business is only another instance of the tendency to use scientific results. Clear thought upon such matters as wages, costs, prices, and price-fixing is facilitated by a knowledge of economics, while the collection, analysis and study of broad economic facts are tending to illumine much of the problem of salesmanship. The factory and the warehouse are being linked with the classroom of the economist, and the student himself is tending to find in business an outlet for his practical activities.

This book is an attempt to meet the needs both of the practical business man and of the student of economics. Its purpose is to present a general survey of the more important aspects and the more advanced practices of modern factory management. It is written by a group of men trained in a variety of university schools who have taken up work in the same factory, and are engaged in the management of some of its principal functions. They have approached the subject-matter as scientifically and objectively as it was in their power to do. They have sought to describe the elements and principles of factory organization systematically and logically, but have always kept in mind the need for explaining the necessity or desirability of any arrangements they describe. They hold that organization must be considered both in the light of its general principles and of its end or conclusion. If they have succeeded in making principles and conclusions clear, they will have fulfilled their scientific purpose.

The book has been edited by one hand, but mainly to guard against repetition and overlapping, and to keep a balance and proportion between the various aspects of the

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• subject. Differences of personality and style are preserved, and the book, therefore, goes forth undisguisedly as a joint product. The contributions of the several authors are indicated by placing their names at the head of the chapters which they have written.

YORK,

*October, 1927.*



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