

of steppes, tundras and forests in the same region, he must recognize that the time has been very long—so long, that the few thousands of years since history began seem insignificant in comparison.

JOHN J. STEVENSON

*The Psychology of Management.* By L. M. GILBERT, M.L., New York, Sturgis and Walton. 1914. Pp. 344. \$2.00 net.

The gap between psychology and industry is being bridged both by psychologists, who write of industry, and by industrial engineers, who attempt to point out the psychological laws underlying the success of their practise. This book is of special interest since it is written by a woman worker in an industrial laboratory where the give and take of psychology and technology is being encouraged in many interesting ways.

The book aims "not so much to instruct as to arouse an interest in its subject and to point the way whence instruction comes." In the mind of the reviewer, these aims are fully realized. The main theme is that modern form of management generally known as the "Taylor system." In this book the art of management attempts to become conscious and to develop or borrow a vocabulary. Management is defined as "the art of directing activity," and by the psychology of management is meant "the effect of the mind that is directing work upon that work which is directed, and the effect of undirected and directed work upon the mind of the worker." Such topics as the following indicate the general scope of the various chapters: selection of individual workers; proper instructions; functionalization of tasks; definition of duties and qualifications; motion studies and time measurements; analysis and standardization of task, tools, methods and materials; records, routing and work programs; the rôle of the various types of direct and indirect incentives (punishment, reward, prizes, bonus, profit sharing, etc.); welfare work; attitudes of employer and employee and their effect on work; methods and measurement of teaching; aids in learning; effective distribution of effort. Cooperation is urged in the

accumulation of standardized industrial records for the purposes of psychological analysis.

As might be expected, the psychology of management, in its present state, shows several traits similar to those displayed by the science of education in its earlier days. In the present book, for instance, there is artificial systematization and an occasional lapse into discursive generality. There is a somewhat labored attempt to suggest forward movement in the thought by means of divisions and paragraph headings in the text; many paragraphs consist of a single sentence. There is an apparent attempt to give text-book form to a subject that is not yet ready for it.

In spite of these remediable features the book is a real contribution to applied psychology as well as to the work of the student of efficiency engineering. It well typifies the growing tendencies toward cooperation between science and practise and suggests a stimulating program for future work. Applied psychologists should not fail to make themselves acquainted with the Gilbreth laboratory.

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*Monographien einheimischer Tiere.* Bd. 5, Die Strudelwürmer (Turbellaria). Von PRIVAT-DOZENT DR. P. STEINMANN UND PROFESSOR DR. E. BRESSLAU. Pp. xi + 380, 2 pls., 156 figs. in text. Bd. 6, Tintenfische mit besonderer Berücksichtigung von *Sepia und Octopus*. Von DR. WERNER TH. MEYER. Pp. 148, 1 pl., 81 figs. in text (Klinkhardt, Leipzig).

The latest numbers in the admirable series of monographs prepared under the editorship of Professors H. E. Ziegler, of Stuttgart, and R. Woltereck, of Leipzig, both deal with animals widely used in experimental or in morphological work in the biological laboratories of our universities and colleges, and both are particularly welcome. The volume dealing with the turbellarians is doubly welcome, since no brief and comprehensive treatise has dealt with these easily obtained and widely utilized animals since Benham's (1901) short account in Lankester's "Treatise on Zoology." More-