

**FACTORY ADMINISTRATION  
IN PRACTICE; ORGANIZATION  
AND ADMINISTRATION FROM  
THE FACTORY STANDPOINT**

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Factory administration in practice; organization and administration from the factory standpoint  
by W. J. Hiscox

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**W. J. HISCOX**

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THE FACTORY STANDPOINT**



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# FACTORY ADMINISTRATION IN PRACTICE

ORGANIZATION AND ADMINISTRATION  
FROM THE FACTORY STANDPOINT

BY  
W. J. HISCOX

UNIV. OF  
CALIFORNIA



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## PREFACE

THE publication of a book on Factory Administration is a by no means unique event, for there are at the present time many excellent volumes in existence, and it is not with the idea of challenging these that this book is presented. Each existing work, whether it be a general treatise or a reference book, has its own place in the industrial world, and it is the ambition of the author to be considered worthy to be named with those who have already contributed their quota to industrial literature.

The books on Factory Administration already in existence, seem for the most part to have been written by the accountant *for* the accountant, and as a consequence it is to be feared that real factory conditions have been to some extent disregarded. It is no doubt right and proper that, as finance and accounts are the key to the situation, factory organization should be of peculiar interest to the accountant, but unfortunately, what may be considered as near perfect as possible in the accountants' department, is not of necessity so near perfection when applied to the stern realities of the workshop.

One point, therefore, which may commend itself to the reader, is that this book has been written from the factory standpoint, from which it may be inferred that the difficulties and troubles encountered in the shops are appreciated and sympathetically referred to. In short, the book is written to appeal to the factory man, the works manager, the department foreman, and each and every active member of the factory administrative staff. The views expressed—the schemes outlined—are the results of sixteen years' practical experience, gained through the author's association with well-known engineering firms, and administration from the factory standpoint is a subject which merits consideration.

Another point which will not fail to attract notice is that the progress system is for probably the first time brought into prominence. Some of the more recent writers have recognized the progress department as a unit of factory administration, and articles on the

subject have appeared from time to time in the technical journals, and have given rise to animated discussion. The views of the author in this direction are, however, somewhat far reaching, for he is convinced that the progress system, thoroughly understood, is capable of raising factory administration to the highest degree of efficiency.

In concluding this Preface, the author is deeply sensible of the advantages derived from his association with Mr. George King, from whom, in the early days of his career, he imbibed knowledge which has since proved of incalculable worth.

W. J. H.

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