

WORKS MANAGEMENT

Published @ 2017 Trieste Publishing Pty Ltd

ISBN 9780649230600

Works management by William Duane Ennis

Except for use in any review, the reproduction or utilisation of this work in whole or in part in any form by any electronic, mechanical or other means, now known or hereafter invented, including xerography, photocopying and recording, or in any information storage or retrieval system, is forbidden without the permission of the publisher, Trieste Publishing Pty Ltd, PO Box 1576 Collingwood, Victoria 3066 Australia.

All rights reserved.

Edited by Trieste Publishing Pty Ltd.
Cover @ 2017

This book is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, re-sold, hired out, or otherwise circulated without the publisher's prior consent in any form or binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser.

www.triestepublishing.com

WILLIAM DUANE ENNIS

**WORKS
MANAGEMENT**

Technical.

WORKS MANAGEMENT

BY

WILLIAM DUANE ENNIS, M. E.

MEMBER AMERICAN SOCIETY MECHANICAL ENGINEERS
PROFESSOR OF MECHANICAL ENGINEERING IN
THE POLYTECHNIC INSTITUTE OF BROOKLYN

McGRAW-HILL BOOK COMPANY
239 WEST 39TH STREET, NEW YORK
6 BOUVERIE STREET, LONDON, E. C.
1911

126129
28/1/13

COPYRIGHT, 1911
BY
MCGRAW-HILL BOOK COMPANY

*Printed and Electrotyped
by The Maple Press
York, Pa.*

TO
THE MEMORY OF
MY FATHER
MANAGER OF THE ONE WORKS FOR A
QUARTER OF A CENTURY

“WRITE ME AS ONE THAT LOVES HIS FELLOW MEN”

PREFACE

In a former book (*Linseed Oil: An Industrial Manual*), the present writer has undertaken to discuss some of the conditions of efficiency in a special industry. It seems to be the current belief now that there exists an art of management without regard to special application; that there are underlying principles of efficiency germane to any business. Participation in this belief has suggested the present volume.

Every American is concerned that the United States may attain and maintain industrial supremacy. We no longer hold with Carlyle and Ruskin that machinery is bad. Machinery is a blessing to man. It has permitted him to substitute head work for hand work and has made him free.

We can have no industrial supremacy as we go on now. We are the most wasteful nation on earth. We burn up money in human lives, wasted by preventable disease. We recklessly consume our natural resources of land, forest and mine. Nowhere do we waste more thoroughly or more rapidly than in our factories; nowhere are we more childish than in some of our "business" methods.

The remedy is not this or that widely heralded "system." Industrial incapacity is not a specific disease needing an antidote: it is a characteristic of our frame, which we must survive and outgrow. No one of us is individually greatly to blame; we are all greatly to blame as a people, because we do not do the best we can. Profits are no index to efficiency. A man may be rich, yet a spendthrift.

The growth of a philosophy of works management has been an American growth. This philosophy is one that comes home to every individual, no matter how far he be removed (as he may think) from industrial affairs. Every man should know something of the new ideals of industrial management. Superficial knowledge may have little available value, but there are things so important that we must all know something about them, even if that something have only the force of a suggestion. To the

administrator of the factory the subject of management comes with infinitely greater force. He has only in part originated it; it has had some portion of its genesis in extraneous sources; but he had best take hold of it and work with it if he, individually, is to survive.

This book is not (other than incidentally) a presentation of Taylorism. No one could more than the writer admire the thoroughness, the certainty, of the achievements of Mr. F. W. Taylor in cost-reduction, particularly in the machine shop and engineering works; nor the far-reaching scope of his conclusions; nor (most of all) that reticence and scientific spirit which induced him to say almost nothing about his work for nearly a generation, until he had proved it. But Mr. Taylor's machine shop accomplishments are largely matters of mechanical method rather than of management, and his plan of management is not a universal plan.

It has seemed that a presentation of some underlying principles of factory administration in general would be profitable. There are industrial management problems to be attacked by other methods than those which have had widespread recent discussion. There is no text-book on management; no primer for the novice. The subject cannot be taught in books. The novice must learn a great many things about management before he can intelligently read a book on the subject. Such books as we have are not the books that he should even then first read for his definite instruction. They deal with cost-keeping and records in a highly specialized way; with filing systems and conventions, and the mechanism of administration; with applications to some special trade which may have no interest to the reader, or with philosophical generalizations which may inspire us but give us no very clear conception of what it is all about.

The writer endeavors here to be specific as to some of the principles which underlie the methods of what seems to him good management. In truth, no one man could have had the experience to write such a book as it should be written; this book is admittedly sketchy, incomplete, in some phases very elementary; but one man may contribute what he best can. And every man should. For industrial administration is the vital human problem in its latest aspect. Increase of profit through better management costs no man anything and benefits every

man in some measure. There can be no danger that the antagonism of labor organizations or the apprehension of the public may destroy the newly-created ideals of increased production. To increase the labor-hour production has been justly called the "highest human good." Dean Swift's well known eulogy of the man who makes two blades of grass grow where one grew before appeals to universal human nature.

The man who argues for a restriction of production, for "soldiering" deliberate, or for that apathy and conservatism which are equally harmful, is arguing against progress. He is on the wrong side of a moral issue.

POLYTECHNIC INSTITUTE OF BROOKLYN,
NEW YORK, 1911.

NOTE.—A number of exercises, mostly numerical, have been incorporated at the end of the text matter (page 174). These are intended for use where the book is employed in class-room instruction, to emphasize the principles and illustrations presented. Many of these problems will seem absurdly simple to readers having had business experience; but it is thought that they are of a class in which the average student is exceedingly apt to err.

