

BUSINESS ORGANISATION

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Business organisation by H. E. Morgan

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H. E. MORGAN

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BY

H. E. MORGAN

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"THE MUNITIONS OF PEACE"

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D. I. S.

AUTHOR'S NOTE

A GLANCE at the Contents page of this volume will show that it is composed of a series of short essays or articles covering a very wide field.

They are addressed to the manufacturer, the merchant and the shopkeeper, as well as to members of the general public who realise the importance of business efficiency to the nation. It is obvious that such subjects as "Employers and Research," "Limitations of Production," or "Modern Retail Service," cannot be treated exhaustively within these limits; but both the business man and the general reader are apt, I think rightly, to be impatient of a long and formal treatise on theories of commerce. What I have aimed at is to provide "pointers," dealing with practical business questions from a business man's point of view, which will encourage the reader to think out further developments for himself.

Some of these articles have appeared at various times in the "Business and Organisation" Columns of the *Daily Telegraph*, and are reproduced by courtesy of the proprietors of that journal. The interest which they

excited both at home and abroad, as witnessed by many letters received from representative business men, led me to believe that their collection in a more permanent form might serve a useful purpose, especially as the subjects with which they deal are of permanent interest and will be particularly important during the period of reconstruction which must follow the war. They have been revised, and in part re-written, re-arranged and combined with a considerable amount of new matter, so as to form a connected survey of business problems both on the manufacturing and the distributive side, with special reference to the new factors introduced by the war.

Whatever may be the economic policy of this country in the future, it is on the skill, initiative and organising capacity of British business men that our national prosperity will ultimately depend. The manufacturer, the merchant and the shopkeeper are all playing an essential part in the development of our national life. It is in the hope that the points here discussed may be of some service to them in their Task, and may assist the public generally to realise its nature and the way in which they too can co-operate, that this book is published.

H. E. MORGAN.

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BUSINESS ORGANISATION

INTRODUCTION

BUSINESS AND THE WAR

FOR two years the attention of the whole country has been fixed upon the progress of the greatest conflict in history. We have all felt that everything which might divert our energies from the actual conduct of the war must stand on one side, and that even questions of great importance must wait for consideration until the close of the struggle, if they were not directly related to the one supreme object.

But the war itself has compelled us to realise more fully than ever before the part played by trade and industry in our national life. Factories and finance have proved themselves to be military factors as important as armies and Dreadnoughts. The unprecedented demand for ammunition and equipment has taught us the immense value even for war purposes of