

Part II, "Causes and Conditions of Poverty"; and Part III, "Remedial and Preventive Measures."

The volume has a distinct value, one that will be appreciated by the general reader, as a compendium of the current literature of poverty and of the propaganda of social reform. With due recognition of this service students of social science are likely to close the book with a sense of dissatisfaction. The economic analysis, though necessarily superficial and sketchy, has an assumption of comprehensiveness and finality that can but irritate specialists in this field. The sociologists and others who had looked forward to a radically different type of analysis by the author of *The Science of Human Behavior* are disappointed. They expected a thought-provoking probe of the problems of poverty and social progress in terms of the mechanisms of conduct.

The failure of this attempt to make a significant contribution to applied sociology is due in part to an apparent disinclination of the writer to examine critically his general assumptions or to make a fundamental analysis of the problems presented. The tiresomely reiterated phrase "it goes without saying" is unconscious confession of this tendency. A concrete illustration is the statement in the Preface that "while all the important causes of poverty are discussed it goes without saying that the outstanding ones are the economic factors, *since poverty is primarily an economic condition*" (reviewer's italics). This statement is undoubtedly only a curious lapse of logic and not sophistic juggling with facts.

In his admirable enthusiasm for the future of the humanitarian movement the writer overlooks its possible inconsistencies with democratic ideals which he also approves. So insurgent a concept as the author's personal definition of normal life as "the spontaneous expression of human nature" is reserved for intuitive declaration on a concluding page. The establishment of this generalization is a thesis in itself.

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*The Human Side of Business.* By FREDERICK PEIRCE. Philadelphia: Frederick Peirce & Co., 1917. Pp. 214.

*The Human Side of Business* might well be characterized as an informal chat by an authority in the field of bond salesmanship. With but little introduction Mr. Peirce takes the reader into his confidence and in simple direct English tells an unvarnished and stimulating tale of his experience and observations as an executive in a large bond house.

It is difficult to understand why the book was given the title *The Human Side of Business*. In itself the title does not speak the truth;

or, as a jurist would say, if it tells the truth it does not tell the whole truth and nothing but the truth. The book is limited to the consideration of the bond business. More specifically, after the first three chapters, which are merely introductory, the book is devoted entirely to the problem of bond salesmanship. It is true of course that the elements of human nature present in one branch of business are present in every other; the difference is not one of kind but of degree. Possibly the author had this idea in mind. Possibly, also, he wanted to arouse the wholly justifiable impression that the contents of the book are neither technical nor intangible, but concretely and humanly told in the language of the business world.

Call the book "The Human Side of Business," or "How to Sell Bonds—Humanly Told," or use some other title, and still the book is a commendable production. To a surprising degree the writer places before the reader the ammunition used in his profession. When a problem is developed the concrete method used to meet the difficulty is produced—a list of questions helpful in determining an applicant's fitness for a position as a bond salesman, a bullish sales letter to put confidence into the sales force, a letter to stimulate the country seller, another to keep the city salesman at work, desirable devices for use in dealing with customers directly by mail, and similar suggestive material. Not all the suggestions are new; that is not to be expected. Yet there is a fair degree of freshness in the whole, and the practical feature is the fact that the same letters and the same methods have been tested and found effective through everyday use by the house of Frederick Peirce & Co.

Chapters ix, x, xi, and xii are somewhat unique, consisting as they do of talks given to salesmen by Mr. Peirce and his associates. The very informal nature of the discussions and the episodic method of instructing furnish an interesting method of leading the reader by the inductive process to a realization of effective methods in salesmanship. The degree to which the elements of dogmatism are removed in these direct, personal chapters is a tribute to the tact and skill of the author.

In the Conclusion the writer anticipates the very natural query of the reader: In this day of keen competition why are disclosures so freely made of knowledge and experience gained through years of persistent effort? That Mr. Peirce should write to "stimulate the further development of new methods, adaptable to this and other lines of activity" is particularly a tribute to him as a broad-minded business man. *The Human Side of Business* is a handbook for bond salesmen, and in a wider sense it is a contribution to the field of commercial education.

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