

zation and management, enduring social gains not otherwise possible, may be achieved. The science of managing human nature in industry has thus acquired an important place among the social sciences.

The social sciences however have continued to look on industrial problems from without, and to study the consequences of industrial management without studying the managerial problems from which these consequences flow. Sociologists, for example, have studied the problems caused by the employment of women on night shifts, but have rarely studied the economic and manufacturing conditions of which the night work of women is a consequence. Moreover, although practitioners of psychology, psychiatry, and especially medicine, have done work of great value in industry, rarely have any of these sciences been applied to the fundamental problems of management of men or of industrial relations. Thus, such special problems as determination of physical and mental attributes have been studied with valuable results; but few scientific studies, if any, have been made of the wider problems involved in the interrelation of men, materials, machines, process and product. Most of the major problems of industry are too broadly human to permit of an effective specialized approach. Indeed, except for the isolated work of rare individuals who combine in themselves a well-rounded knowledge of these sciences and of management, an effective scientific attack upon the major human problems of industry is all but impossible until some means is established for coördinating the sciences of human nature in an integrated study of industrial problems.

It is because the Institute of Human Relations provides the possibility of such coördinated effort that it contains such great potentialities for contributing to industry, and through industry to society. If it will address itself to the problems of management—and already a committee has been