# Fe VARSIT\& The Undersraduate Newspaper 

# GOVERNMENT DEFEATED AFTER SHORT REGIME 

H. J. McLaughlin will be Vice President of Lit. Next Year

SMALL VOTE POLLED
Resuls Not Determined Till Wee Sma' " Hours Saturday Morning

By an average majority of thirty two votes tha Unionists went down to defeat at the hands of the "Grand Old Lit Partee in the Gaym wast able to elect it candidate for every office except that of secretary

## the issue

It is customary in the University whe speaking of the Lit to refer in humourous rms to the lack of any teal and difference between the policies of the two an unusual degree in the last elections for the two parties made radical changes in their platiorms at the very end of the campaign so that only a very few of the voters had a very clear cut idea of the issues by which the opposing parties had pledged themselves to stand or Accordingly the victory good organizatio rather than on the intrinsic merit of any pre-election policy.
Particular credit is due to Mr. 'Bob' Frazer since this is the first time since ' 0 the one party has been in power during wo successive years.
The incoming executive is an excellent one and should be well able to carry on the business of the Literary Society and its handle in a capable way the functions that are under the wing of the Lit.

## small vote.

The vote this year was smaller than last by a round hundred due in part to the dent. This will affect the finances of the Lit. for every vote means a dollar in the coffers of the Society.

FUN, FAST AND FURIOUS. Despite the falling off in numbers no one could think that the enjoyment of previous years. Downstairs the elections for the executive of the U.C. Athletic Association were being held and the canvassing by friends of the candidates was rather strenuous. Upstairs the students Union resounded with the war cries of the two parties and the platform at the north end of the room was the scene of a perpetual struggle after the fashion of "I'm the king of the castle" of childhood memory. The piano was in constant use and the more aesto their hearts content. It was very interesting to see a two step, a the same music.

## PROLONGED SUSPENSE.

The excitement in the committee rooms was even more intense than usual. The the voting was going if everyone voted a the votraight ticket but so many men had notified the leaders that they were going to "split" that no one knew just how the "split" that no one knew and the little throng that denied Morpheus in order to hear the returning officers' verdict at five in the morning was an anxious gathering. It was the last Lit election that will ever be held in the old Gym. and it was a good

## one.

## SATURDAY "GLOBE'

We are glad to note that the leading article in the Magazine section of last Saturday's Globe is by J. H. Pedey, a the Varsity staff. Jim has written a very the Varsity staff. Jim has written a very money to the Indians in New Ontario.


#### Abstract

election restlt. President, H. C. Hindmarsh (O.L.) accl. V.P., H. J. Mclaughin (O.L.). Sec., H. N. MacCorkindale (Un.), 15 15 Curatur, W. F. Wallace (O.L.), 28 | reasurer. R. (i. MtcClelland (O.L.), |
| :--- |
| Assist. Sec., C. B. Hamil, (O.L.), 59 | 4ssist. Sec., C. B. Hamin, (O.L.), II Yr. Coun:, C.A. Procunier (O.L.) 40 II Yr. Coun., J.A. McMahon (O.L.) 40 Nore-In accordance with custom- ary precedent Mr. MacCorkindale will resign in favor of R. B. Johnston the Old Lit. candidate.


## CAISSON FOUNDATIONS

Latest Methods as Evolved by T. Kennard Thompson ' 86
T. Kennard Thomson, an S.P.S. graduate of 1886 , and now probably the foremost authority in America on the question of deep foundations requiring pneumatic caissons, has written an interesting article on the eleven-story Zinn Builing, recently built in New York on the corner
of 25 th Street and 11th Avenue, an article of 25 th Streel and is in the current number which is pubsishe Candian Engineer.
(Feb. 22) of the Cand
Mr. Thomson was the Consulting Mr. Thomson was the Consulting
Engineer for the Owners on the foundaEngineer for the Owners on the founda-
tion work, and was of the opinion that the tion work, and was of he opition for the
only really reliable foundation building would be pneumatic caissons, since the site consisted of "made ground" over river silt or mud. regular Hudson Riverous material than the much more treacherous material then which overlies the hardpan in the whole lower portion of Manhattan Island. The depth to rock from the street level varied from to rock from
A pile foundation was considered but was decided an impractical proposition was decided an in case, firstly because there is a in this case, firstly beability of a subway being constructed under Eleventh Avenue, which would tend to lower the water below the tops of any wooden piles, and secondly because it would be almost impossible to drive it would be almost wooden or conlders, sunken timbers, etc., of which the made ground or filling consisted. The features of this particular job were the number of times the caissons ran away -or got beyond control and sank method of filling the working chamber which was proposed and adopted by Mr. Thomson in view of his experience in removing caissons already sunk; where he had found that concrete "benched" and therefore put in rather dry was very poor and put in very wet was apt to shrink from one half to one inch, leaving a space between the deck and the concrete. The new method consists in placing the concrete in the working chamber as wet as possible up to about 10 inches of the deck and then allowing it to set under air pressure for least 18 hours, when the lock is removed, and wet ground is dumped from the top of the shaft followed rapidly by very wet concrete-the concrete being pushed as rapidly as possible after taking of the air Mr. Thomson considers this to be the cheapest and best way of filling the work ing chamber-the only care required being to see that there are pipes or other mean of escape for the air under the deck.
Among the other buildings of new York, which have their foundation examined and planned by Mr. Thomson, are the Manhattan Life, the Civic Invest ment, the Trust Company of America the Singer Buildings, and the Tower of Liberty.
Freshmen N.B.-For explanation of technical terms in above see "Treatise on Masonry Construction" by Ira O. Baker 10th edition, Chap. XVI, Art. 4, No 858-908, pps. 428-455; Notes of Lectúre to the Third Year by Peter Gillespie on "Foundations, Dams, and Retaining Walls"; or any member of the Fourth Year, Dept. 1.

## R. M. C. WINS OUT

Intermediate Intercollegiate
Championship goes to Kingston.

The intermediate Intercollegiate hocke championship goes to R.M.C. The cadets beat McMaster in the final game Friday night at Kingston by $5-3$. The first game on Monday at Excelsior Rink resulted 7-4;
so the soldiers win the round by 12-7. so the soldiers win the round by 12-7.
The college championships are well scparThe college championships are well separ-
ated this season, McGill, R.M.C. and Varated this season, McGill, R.M. sity winning the various series McMaster put up a great game, especi ally in the second hall, scoring 2 goals to nothing in that period. But there was no overtaking the half-time lead of $5-1$ and

 Paterson; Cover, Barwis, Rover, Galt;
Centre, Sutherland; right, Carruthers; Centre, Sutherland,
Left, McAuley. McMaster-Goal, Wilkins: Point, Silcox; Cover, Campbell; Rover, Cline;
Centre, Fairchild; Right, McCrimmon; Centre, Fairchild; Right
Left, Dobson and Davies.
Referee-A. U. Meikle, Queen's University.

## MED. FRESHMEN

HOLD DINNER
Speeches were Enjoyed by Large Gathering-Lively Musical Programme Provided.

A most successful dinner was held at McConkey's on Thursday evening by the first year Meds. In numbers the class was well represented and a thoroughly
enjoyable time was spent. The gathering enjoyable time was spent. The gathe did not break up till near midnight. 'After dinner Professor Lang proposed thold of the extent of the territory ruled by Britain and remarked that since the South Pole had been added to the Empire some of the class might sometime set up a general hospital there.
Professor Ramsay Wright said that he
Professor Ramsay Wright said that he would give serious advice and
ed the acquiring of tastes for proper recreation. Toronto was a great musical reation. saronto the students had an opportunity of hearing the best music and hearing good plays at some of the theatres. Every man should have a library of carefullychosen books to read in spare time said the speaker.
Dean Clarke was reminiscent in his remarks and told of some of his experonto University.
Professor McMurrich proposed the toast to athletics. He appealed to the members of the clast The objection to in al their sport that it tended to make professionalism was the cost of unfairness. men Messrs. Fenwich, Givens and A. M. Blakely all of whom had distinguished themselves in athletics during the year
responded. The toast to the "ladies" was proposed by Mr. McDonald and responded to by Mr. Shouldice. Mr. McClenahan proposed the toast to the ctass and remarked how the men had changed since coming to the university as strangers in
October. Now they knew each other, October. Now they knew each of the were organized and became part of the college. He complimented the officers of the year on the work they had bone in the class and on thesian, president of the
In reply Mr. Hessia In reply Mr. Hessian, presidint of the year, spoke of the class spirit shown.
Class meetings were well attended and Class meetions well patronized.
class functions well patronized. A poem with h Mr. Dagger and loudly
class was read by class was Banio selectons were given applauded. Banjo selectons were given by Messrs. Knox and Tisdale and songs
were given by Mr. Ballantyne and a were given by Mr. Ballantyne and a Tomlinson, Willoughby and Moody.

## SHAKESPEARE <br> WELL RENDERED

Excellent Interpretation of 'Much Ado About Nothing.'

WOMEN'S DRAMATIC CLUB
Entertains Large Audience with Best Production of Year.
Dramatics have arrived at Toronto University. The long-sought interest in the drama has been finally and conclusively
proved to be in our midst. On Friday proved to be in our midst. On Friday
night, in spite of inclement weather and night, in spite of inclement weather and
the rival interest in the Lit. elections. Convocation Hall was crowded with an enthusiastic and well-repaid audience of "Much Ado About Nothing." The
Women's Dramatic Club is to be congratulated on the tremendous success the achieved in plaving Shakespeare with such finish.
The awkward platform of the Hall was innocent of all stage appurtenances except palms and foot-lights, making the development of the scene rely altogether on the expression. But the stage did not
for a moment seem bare, and there was for a moment seem bare, and never a drag from first to last. Miss M. Buckley as Beatrice, Miss Burris as BeneBuckley as Beatrice,
dick, were the stars of the evening and carried their heavy roles with ease. Miss Buckley is a very attractive player, whose art cannot be too highly commended. Miss Burriss played her male role with
delightful swagger and won the hearts of delightful swagger and won the hearts of all with her humourous interpretaion.
Miss H. DeLaporte, as Hero, and Miss M. Tuthill as Claudio, played the other heavy parts to perfection. In the chapel scene, Miss DeLaporte showed, but played with ability in emotional parts, but played with eral comedy. Miss Tuthill has a lovely eral comed and in the male role did splendidly. Miss Carson, as Don Pedro; Miss Smillie as Don John; Miss Farley, as Leonato; Miss Todd, as Conrade; Miss Clark, as Borachio; and Miss Gillies, as Balthazar; all played male roles well, and sustained the leading roles excellently. Miss Fulton, in the part of Balthazar, sang the song in the garden, with a very sweet voice an won hearty applause from the hateur company, are often the hardest to handle were played with a perfect comedy effect Miss McClelland as Dogberry brough down the house with her lively interpre tation. Miss Austin, as Verges, scored with her voice. Miss Madison as Seacoal Miss Wheler as Friar Francis, Miss Ed wards as the Sexton, Miss Davis, as Lord Miss O'Connor as Antonio, Miss Aiken head, Miss Wilson, and the Misses Jones Meredith, Stinson, Robb, McClellan, and Ruse, played the minor parts excellently.

## U. C. A. A. OFFICERS

Coincident with the Lit. elections, the Athletic Association of University College night. Any U. C. undergraduate could vote by paying a membership feeof 25 cent and many voted who hadn't intended doing so, coming away from the gym. poore to the extent of two bits. The candidates canvassed vigorously, appearing in sweaters, showing all the colours, shields or badges they or their friends possessed. It is not recorded whether or no ye guileless freshman was impressed thereby The incoming officers will be Hon President, L. H. Corbett, M.A. (accl.) President, W. G. Egbert; Vice-President H. B. Clark; Secretary-Treasurer, H. L. Nicholson.
Councillors-IV Yr., H. V. Hearst
III Yr., E. B. Code; II Yr., H. Aird.

## LOST

Lost between College Street and Convocation Hall, on Friday evening a bunch of keys. Finder please return to room $67 \mathrm{C} . \& \mathrm{M}$. Building.

Announcements

President Falconer will address an open meeting of the Medical Society on Monday Year lecture room.

The Military Lecture on Wednesday the 13th inst., will be by Colonel W. G Watkin of the Headquarter Staff, Ottawa The subject is "Mobilization

The Annual meeting of the Tennis Club will be held on Friday at $5 \mathrm{p} . \mathrm{m}$. in room
37, Main Building for the purpose of 37, Main Building for the purpose of
electing officers. Ladies welcome.

The annual meeting of the U.T.R.A. will be held on Friday, March 15th, at 5 o'clock in Dr. Henderson's office in the specially requested.

The last business meeting of the Parliament will be held in the Senate Chamber, University College from 4 until 6 o'clock to-day. The report of the Glee Club will Other business of closing up the activities of the present Parliament for this year will be dealt with. It is needless to point out the importance of having a full meeting

Torontonenis will be out about Wednesday, the 20th. The copies for University College, Arts, Meds, Science Wye Varsity Ffice Main Building


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The Student Volunteers voted for their
coming Executive last Wednesday: incoming Executive last Wednesday
The President is Mr. A. L. Fleming, late The President is Mr. A. L. Fleming, la
of Baffin Land, and the Vice is Rev. M. Abraham, B.A., of South India.

## prehensive, is it not? "From Greenland's icy mountains

To India's coral strand
powerful S.V. Band, producing visible powerful
resultss
We hope that it was not-a Wycliffe man who started in a fourth year English

essay-"As Shakespeare says, ' $O$ Death | essay-"As Shakespeare says, |
| :--- |
| where is thy sting? OGrave, where is thy | victory'!. Which remind

couplet:
"We ne'er had heard that Scripture word
'Not lost but gone before
The writer once heard a degyman
quote, as from Proverbs:--"Neither
borrower nor a lender be."
It is quite a relief to have an address It a layman in layman's language, as was our privilege on Thursday morning. Mr . Dinnick gave us a fresh view-point well by his racy style. What is needed, to-day, is less mysticism and more practical simplicity
Wycliffe's conservative vote on the ref"If we must have a licking, let's have it from somebody better than ourselves.

## FACULTY OF FORESTRY

Next Wednesday's lecture finishes the course in First Aid, given by Dr. Watt. It is impossible to cover the ground at all thoroughly in a course of five lectures, and Dr. Watt, has kindly offered to give a
supplementary lecture, the following Wedsupplementary lecture, the that could be
nesday, or on any other hour found mutually satisfactory.
III Year Forestry have formed an in formal 'discussion Club' which has two sessions a week, Wednesday and Friday afternoons, in The Biolog.

| afternoons, in The Biolog. |
| :--- |
| At the initial sitting-Friday afternoon | a number of questions of lively interest England, Polar Exploration Controversies, both North and South, Woman's Suffrage Cost of living in Great Britain contrasted with that in North America; and there is a prospect of The Club soon falling apart for lack of worlds to conquer.

During the week beginning Tuesday, March 12, Dr. Herman von Schrenk wil lecture daily on "Diseases of Trees and Timber" before the third and fourth year men. Altogether 10 to 12 lectures will be given to cover the subject.
Dr. von Schrenk, formerly connected with the Botanical Institute of Shaw Gardens in St. Louis, and with the U.S. Forest Service, later Expert Adviser to a number of railroad companies on Wood Preservation, is acknowledged to be the highest authority on this sub these lecture
continent. The hours for will be announced on the bulletin board.

## trinity college

The inter-year basket-ball series began on Thursday, when the Sophomores defeated the Freshmen 20 to 11 . The game was very closely contested throughou and was characterized by close checking and rough play. The Sophomores won because of better combination and super ior shooting, but the Freshmen put up a good game, being only one point behind at - balf time. Boddy and Hately made impartial referees. The line-up was as follows:

14-Centre, Matheson; Forwards, Willis, Drew; Guards, Hayes, Wiikins. '15-Centre, Wilkes; Forwards, Whea ley, Howard; Guards, Brethour, Cluff. On Thursday evening the skating party proved quite a success. Although there was not a large number present, everyone had a good time, and enjoyed to the full the last skate of the season. The ice was fairly good considering the bad weather lately and the music was thoroughly appreciated. Coffee and biscuits were served afterwards in St. Hilda's Common room.

## CORRESPONDENCE

## Don't Roast the Cook--

To the Editer of The Vursity:
Sear Sir:-Briefly, consecutively,
Dear Sir:-Briefly, consecutich,
shall endeavour to answer the four que
tions
Play.
First-The Danish court did not cance
the "orders and decorations" awarded t
Dr. Cook. The verdict of the jury
merely "not proven." That must alway
merely not proven. . That must ahway
be the truly scientific verdict on such clat
as an explorer can bring back from the
Pole. The real proof-if proof is possible-
is in circumstantial evidence alone; i
ation of other explorers, and the continuit
of the final statement in book form. Second-An efficient Arctic explon did not need assistants in making calc lations. As witnesses, the two Eskim were all that could be desired, when the estified to having reached the plac where they lost thesed at ame all ude around the sky. That place must have been the Pole.
Tiird-Of course Dr. Cook never claim the reason for possible
mental and nervous strai
respondent would do well to study in th connection "Questions that enter Cale
hations for Position of the North Pole pages 578 to 583 in Dr. Cook's "My tainment of the Pole." Then let him turn to Peary's "North Pole," page 293, where he will find these significant word Various authorities will give in observations taken at the Pole, I am incline to think that an allowance of five miles an equitable one.
Fourth-Dr. Cook did not, to the best of my knowledge, "appeal to the Royal Geographical Society for recognition and
reward." No true explurer would "apreward. No true explorer would skeptic will take the trouble to refer to 'A Handbook of Polar Discoveries, will find the full recognition of Cooks Polar claim by the author, Geners
Greely, himself a tried Arctic explorer Greely, himself a tried Arctic explorer
and honored with the gold medal of the Royal Geographical Society. Among Dr. Cook are Amun sen, Baldwin,

## Admiral Schley.

The scientific bodies are naturally keep ing a neutral attiude until Dr. Cook ha cleared his reputation from the shanders
jealous and unscrupulous foes. The $\$ 100$ jealous and unscrupuaibel suit against the New Yor "Times" will be one important step to wards vindication. We can then perhaps look for the amende honorable from "A Lover of British Fair Play"

VICTORIA COLLEGE GLEE CLUB
of often that the work of such an ephemeral organization as a College Glee Club is seriously criticized from a musical standpoint; but he Club has just concluded a season remandably successful in point of thined With a ard of musical efficiency attained. Whab, membership of thirt Mr. E. R. Bowles, under the leadership ontention entirely to has this year paid unaccompanied work. "Among the Long Day lections studied were " Sulivan: "Like the Woodland Closes, Sulivan, "Mir: "Lovely Night," Roses Fair,"Franz Mair; "Oields," Adam Chivatel; "Over ${ }^{\text {Che }}$ Koschat; toGeibel; "My Shepherd, Kith lighter numbers. The regether with lighter nuted a splendid edhearsals have chnique and interpretation, ucation in techer quality of tone atand the clear aiarly in pianissiun work, tained, particularly in piass to the Contogether win called forth much favorable ductor, have cangratulation.
Throughout the season rehearsals have Throughout the meen fall have been loyal in attendance, members have bin the interests of the Club. Over thirty members enjoyed the annual tour, February $9-14 \mathrm{th}$, during annual tour, Febrers and two Sunday which three corvices were given by the Club at Hamservices St Catherines. Concerts have also been given in two City Methodist Churches, Woodgreen and High Park Churches,
The Club has been most fortunate in having the assistance of the Victoria Male Quartette, Messrs. Morrow, James, Stephenson and Asbury, whose work was a most popular feature of the programmes.

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all the rich body-building material in the whole wheat made hursthing meal in a few moments by heating the biscuin in oven to restore crisp

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Messrs. Morrow and Stephenson were also most acceptable as soloists. The work of - Miss McConnel, the Elocutionist engaged by the club added much to the
the tour. It is hard to tell what feeling predominates: among the members-alts achieved
because of the splendid result for regret that the work and fun are all over. At any rate, Mr. Bowles is to be congratulated upon the splendid record for the season. The Club is in strong fin ancial condition, and the coming elections promise to ensure a live, wide-awake,
energetic organization for next year's. work.

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MORALITY AND THEOLOGY
Compared In Sermon By Dr. Eakin Sunday Morning
A simple but eloquent sermon was that
preached by Dr Eakin to preached by Dr. Eakin to a large audience in Convocation Hall on Sunday. The whole address centred about the antithes-s between Trust and Theology, between
Intellectuallity and Goodness Intellectuallity and Goodness. The em phasis of the speaker was laid on the
fact that it was morality fact that it was morality, not theology which formed the Christian religion.
This is an age of incredulity and This is an age of incredulity and inquiry, predominated by scientific opinion the theology of the past has raised more questions than it could answer; these two
forces, Dr. Eakin maintained, were comforces, Dr. Eakin maintained, were com-
bining to braak down religious prestige in bining to braak down religious prestige in
the eyes of many types of men. These the eyes of many types of men. These
persons perceive only the forms of belief which have changed; the essential element on which life is based remains the same. Little theology is necessary for the
practical business of lising. practical business of living.
He emphasized the
He emphasized the idea that the essen-
tials of Christian life were tials of Christian life were not creeds but deeds, not the clarification of thought but
the purification of life: "Trust in the purification of life: "Trust in the Lord and do good,"-this was sufficient capital with which to begin. An illustration of this was found in the words of the Bishop of London directing a young man to
Heaven: "Just take the first turn to the Heaven: "Just take the first turn to the right and keep straight on.
The speaker admitted
The speaker admitted the fact that many would declare his words "mere
morality," but this " natural morality," but this "natural goodness," he declared, is the only kind man will ever know.
"Unless you have accepted a doctrine ou are moral but not Christian.
"All morality is God
"All morality is God working in man."
These two contradictory statements represent two opposite conceptions of
Christianity. The first is the cant phrase Christianity. The first is the cant phrase of a Pharisee, the second is the ultimate foundation of true religion. It is goodness not intellectuality which points to HeaDr. Eakin then dealt with the objection that his teaching gave no instruction in regard to the doctrine of sin. How is man to gain forgiveness? Simply, he declared, by beginning to live right and trusting to Divine mercy. Christ's gospel for a world of sin was, "Go and sin no more."
Christianity had been merged in a
hhroud of Greek dogma, Roman legalshroud of Greck dogma, Roman legalization and mediaeval rites in it's passage
through the ages. The doctrines of salthrough the ages. The doctrines of sal-
vation and penalty have obscured the more serious elementent, your work-which is to live and achieve the greatest, not to win Heaven or avoid Hell.
The true meaning of salvation, he pointed out, was to be made a co-worker
with the divine in His great purposes so that every day is vital and every deed is great. The man who gains Heaven is the nian who aims at Heaven here.
"Trust in the Lord and do good.

## VICTORIA COLLEGE

A rousing meeting marked the annual gathering of the Athletic Union in the gathering of the Athletic Union in the
Common rooms on Friday. Most gratifying reports were read by the secretary, Yying reports were read by the secretary,
treasurer and rink manager. A change in treasurer and rink manager. A changc in the constitution respectig the. It was
of the 1st year rep. was adopted. announced that extensive improvements would be made to the Athletic building.
Thesc improvements will give increased These improvements will give increased
accommodations to the rink next year and accommodations to the rink next year and
will do much to enhance the popularity of will do much to enhance the popularity of
"Little Vic." This is all made possible by the fact that the surplus hass more than by the fact that the surplus. The members
doubled in the past year. The doubled in the past year. The menibers
were all strongly urged by several speakers to take mure interest in University athletics and to try for places on Varsity teams even at the expense of Victoria
The results of the annual election were announced: President, Duff Slemin; 1st Vice-President, E. W. Burt; 2nd VicePresiclent, J. M. Bishop; Secretary, T.
McDowell; Treasurer, H.C. Burwash. McDowell; Treasurer, H.C. Burwash.
The Collegians Debating Club elected hall of their officers for 1912-13 on Thursday. The remainder are elected by the incoming first year.
Honorary Presid
Honorary President, F. G. Buchanan;
President, L. W, Moffit, Secret. President, L. W. Moffit; Secretary, Geo.
R. Weber: Councillors, Se M. R. Weher;
R. Albright.

On account of the play "What Happened to Jones" presented at the Curran opera house, there will be no meeting of
Richards Literary Socity this Richards Literary Society this week.
-Silver and Gold. Evidently the arrival of a theatrical sompany affair

## SCIENTIFIC

MANAGEMENT
Explained By The Originator, Mr. F. Gilbreth-Many Business Maxims Exploded

The open meeting of the Engineering Society held on Friday afternoon, in Convocation Hall was a most interesting one, and opened many new vistas of thought to the students, graduates, and engineers, of the cit
attend.
The speaker M. F. Gilbreth (pronounced Galbraith) was introduced by the Dean, nd greeted by a hearty "Toike Oike."
"My subject is the place of 'motion study' in Scientific Management and Scientific Management itself. The best example, of this will be found in baseball for on no other occupation has more time, and motion study, been expended, nor elsewhere is the man picked for his position with so much care."
There are two kinds of management. Traditional, in military and religious organizations in which each man is responsible to the one directly above him, and in charge of all those below. This is no good. "
"In Functional management the men are controlled by functions, by means of other men. In this the planning and performing departments are widely separated. This can be shown by an example of a factory. Above the line dividing the planning and performing departments is the General Manager who is absolute chief; and under him four functions which may be represented by a routine clerk, who has charge of all material and who plans the order of work. He endeavors
to make the raw material follow its natural path and the machinery is arranged accordingly
The Second is a Instruction Card man or office where cards are prepared telling the workman how he should do any work and also the time he should take. Thirdly, a time and cost data man and lastly a disciplinarian, who has charge of discipline throughout the works. This is one of the most important functions as it eliminates the "official dignity" and insures a square deal for the men. He also in charge of the bonus system. Below the line we have first the gang boss who is a teacher, not a driver and who explains the instruction cards if necessary. The next is a speed boss who
regulates the safe speed of the machinery. The third man is the repair boss who is a good all around resourceful man who prevents many accidents. He, the speed boss and the gang boss are at the beck and call of all men. The fourth function is that of inspector who makes sure that all the men understand their instruction cards, and, that they are doing things properly. Then below these comes the indendual workmen who is directly connected with all.
The bonus system is used to bring the man up to standard and will by the aid of the instruction card increase his capacity $3-400 \%$. The comparison of his day's work with that of the previous is given to him as soon as possible and also the bonus due him. The gang boss is kept interested by the fact that if all the men under him come up to standard he gets a double bonus. This cuts out gets a double bonus. This cuts out
favouritism and makes him help the slowfavouritism
est man.
Many old maxims must be dispensed with as "Strike an even gait.' This is very wrong as the best work is done by fits and starts as a man carrying pig iron one shovelling dirt about $23 \%$. "Do one shovelling dirt about $23 \%$. "Do
your work right and take your time" is your work right and take your time in
also a fallacy as a man at first should ignore also a fallacy as a man at first should ignore
quality and get the proper motions and quality and get the proper motions and
quality soon comes. Mr. Gilbreth also advocates the establishment of an international bureau of efficiency where one could get a pamph-
let telling him the best way to go about let telling him the best way to go abon
anything from keeping bees to shovelling anything from keeping bees to shovelling Mr. Gilbreth stated that scientific management was the greatest temperance agement was the greatest temperance
crusade known and that the soberest crusade known and that
men would be found under it
"The trades unions are very much opposed to scientific management, partly because of ignorance of its true aims and largely because of a fear that it may be
another gold brick the employers are get another gold brick the employers are get-
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