

The Coming Partnership

GOVERNMENT, BUSINESS AND VALUES. By Beardsley Ruml. New York: Harper & Brothers. 1943. 52 pp. \$1.

GOVERNMENT AND BUSINESS TOMORROW. By Donald R. Richberg. New York: Harper & Brothers. 1943. 192 pp. \$2.50.

Reviewed by SAUL COHN

IN Dr. Ruml's slender volume he presents clearly the way for unity in the purposes and practices of government and free enterprise. In the last decade we have seen a great deal in writing prompted by an overweening admiration for business and government, or a bitter criticism of either or both. Dr. Ruml refreshingly takes the role of philosopher and affable arbiter and limits himself to the marking out of guide-posts. In dealing with rules he differentiates between those which make up private government involved in the operation of enterprise, and the public rules made by government to preserve human values. The important distinction is that there is an inevitable and continuing contrast between the basic purpose of government which seeks to foster the interests of citizens, and that of business which deals with commercial and money values. The effort must be, therefore, to fix the rules of the game so precisely that the activities on both sides may be harmonized in a practical way.

The rules made by public government must be designed to utilize the traits of enterprise towards a full and beneficial production. This means that government must encourage competition, regulate monopoly, safeguard employees, and make the climate for business conducive to high employment. Business, on the other hand, must observe a proper relation with those who sell raw and finished materials, the employee, the customer, the stockholder, and government itself.

Dr. Ruml's is a thought-provoking book for managers of industrial, commercial, and labor policies. Its meaningful quality lies in pointing out the need for order in the trends of conduct on the part of the government and business. There need be no conflict. The contrast in purposes need not involve any split allegiances to the welfare of society. The dissonance in the purpose of business and government can be made to produce harmony by the same method that an accomplished musician arrives at it.

Dr. Ruml stresses the need of business's doing the job in a way that will produce consent and good will and develops an interesting notion about

the state of mind necessary on the part of the customer or employee. This he calls a "sense of homefulness." This "sense" is the basis of the assent or approval which, for illustration, the employee and customer can give to the way in which an enterprise is conducted or in which government carries out its objectives. He indicates graphically that our consciousness of home is not limited to material objects; that home is also a group of people who generally know what to expect from each other. The relations between people of a home are "half-felt" and "half-understood." The essence of the home is "change within a known framework," and this framework is made up of sympathy, understanding, and peace—but there is also rivalry, conflict, and the unexpected. In short, the folks get along because of the "homefulness" in their atmosphere. So business must get along, even with the diversity of interests that may exist between it and government.

In "Government and Business Tomorrow" Donald R. Richberg has grouped empirical experience gained through an active legal career. The book "is an appeal for careful thinking about their own interests by those engaged in business—owners, managers, and workers. It is an appeal to try to reach agreement on principles and methods of protecting their common interests." Basically the outlook is the same as Dr. Ruml's.

The author reviews the archaic attitudes which have characterized business in its relations with government and labor. The unreasoning attitude with employees is discussed and the doctrine established that the size of modern business imposes upon man-



Beardsley Ruml develops an interesting notion about a state of mind.

agement the social obligation of maintaining full employment. Mr. Richberg reviews the history of labor since the Civil War and insists that the rights and obligations of management and labor have not yet been coherently established. The main cause of failure in labor-management relations has been due to policies of government, first in sticking too long to property rights, and then in winking at the force used by labor. The need of protecting the rights of investors is ably set forth and the necessary change of concepts to this end cogently stated. Responsibility to consumers is outlined and the function of competition as the essential way of preserving free enterprise is stressed as a means of affording protection to the consumer.

There is a clear exposition of foreign revolutionary programs—Fascism, Nazism, and Communism. The reader may not agree with Mr. Richberg's conclusions that America can work more understandingly with the Russian rather than with the other revolutionary forms. However, he observes that the Russians have *not* been taught that they or any other people are a master race, or that military conquest is the destiny of a great people, or that wealth, hereditary power, or special privileges should control government. Our native teachings make liberty the ultimate goal, and the Russians, he feels, come closer to the American way—though the reader might find it difficult to see how individual liberty can be preserved when the state controls property and its uses.

The book is written in a fluent style, easily understandable and is couched in lofty tones. However, a wide variety of subjects is covered; each has a far-flung influence whose basic relationships are interwoven with other powerful forces that constitute our democracy. There is therefore a constant rehearsal of principles and illustrations which might be compressed for the sake of clarity.

For those in industry or labor who have worked on the basis of mere tolerance for each other, the book is an eye-opener. It shows that this kind of tolerance is negative and fruitless. The public relations which business, labor, and government must maintain should be based on an affirmative and aggressive sense of the full measure of unity required. For those who have wondered whether capitalism can fit into a healthy democratic experience, this book is a convincing profession of faith.

Saul Cohn is a former president of the National Retail Dry Goods Association, and is now president of City Stores Company.

Getting a Ride to the War

TRANSPORT FOR WAR. By Edward Hungerford. New York: E. P. Dutton & Co. 1943. 272 pp. \$3.

Reviewed by ARTHUR TRAIN

THIS is an interesting, informative, and comprehensive account of America's vast transport world and how it has been successfully coordinated for the prodigious needs of the present war, written by a man who after thirty years experience knows what he is talking about and who has vividly dramatized the logistic problems magnificently overcome since the disruptive shock of Pearl Harbor. Mr. Hungerford's sketches of the historical development of our complex ganglia of inland waterways, steel rails, roads, and airways are picturesque and often thrilling. A lot of United States history is packed away in the divers introductory paragraphs and much geography as well, with which everyone of us ought to be familiar but usually is not. He tells us what the situation was at the outbreak of World War I and how it was handled, (not without some acrid criticism of the brief and inglorious governmental Railroad Administration under President Wilson) and then plunges into his saga of the miracle of accomplishment of today's conflict.

The story of the development of transport over the inland waterways of the Great Lakes, the Hudson, the St. Lawrence, and the Mississippi, is an enormous epic,—from Robert Fulton's *Claremont* nosing her way to

Albany in 1807, through the golden age of steamboating in the days of Mark Twain, to the great ore carriers plying between the tip of Lake Superior to the Lake Erie ports, which often follow one another through the giant locks of Sault Ste. Marie on a twelve-minute headway in each direction, the heaviest and cheapest freight service in the world. Steel is, of course, our most essential commodity and 99 per cent of the ore comes down the pathway of the upper lakes. When war was declared, the Office of Defense Transportation at Washington took over this carrying trade and set that almost incredible figure of 90,000,000 tons as the amount to be brought from Lake Superior to the south shore of Lake Erie during 1942. By organization, coöperation, and by the pooling of ports as well as ships this was topped by 2,000,000 tons.

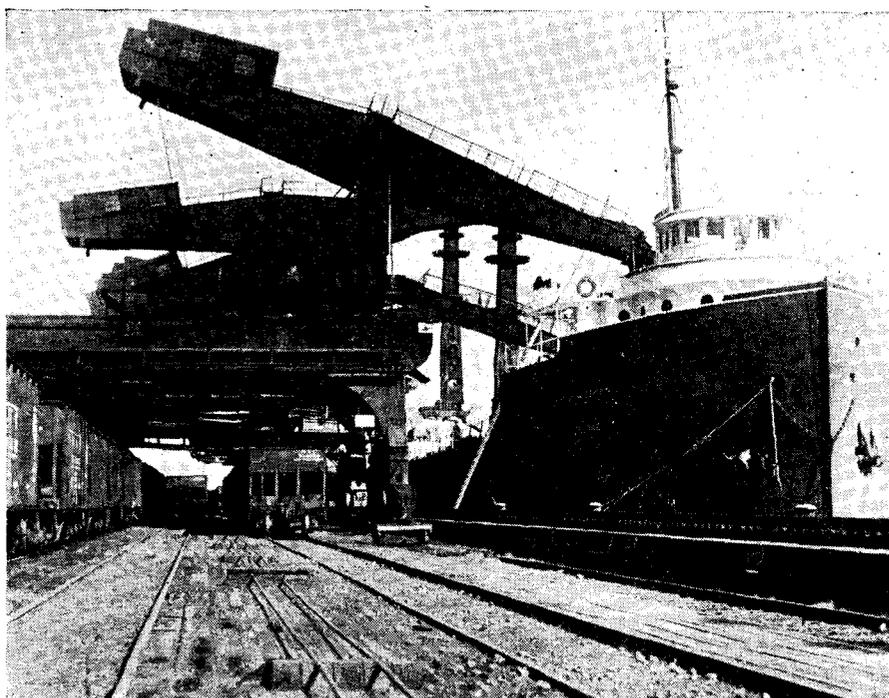
The impact of the war upon all means of transportation caused tremendous dislocation and required intricate readjustment. Not only did the nation have to be trained for war, with all which that implied, but our production had to be multiplied to the nth-power and moved to its proper destination. There were bottlenecks of supply, mounting accumulations of materials in sidings, docks, and yards, the necessity of moving whole army divisions with their complete armored equipment at short notice, and of bringing oil across the continent by rail and by water up the Mississippi. When the U-boats drove the tankers

off the sea, skill, patriotism, and heroic effort brought about an astounding result. In the first ten months of the war, the railroads handled more than 8,000,000 troops, not counting men on furlough—nearly four times as many as during the same period in 1917, delivered an average of 6000 daily carloads of material to camps, plants, and projects, and brought from the Southwest to the Northeast 34,000,000 gallons of oil a day—seventy-five times more than they had been moving eighteen months before. The astonishing fact is that our railroads, during the first half of 1942, hauled nearly 100 per cent more freight miles than in the first half of the last war—with 20,000 fewer locomotives and 500,000 fewer freight cars.

How could they do it? "Transport for War" will tell you, and how freight and passenger trains, ore carriers, tankers, canal barges, motor trucks and buses, cargo planes or "flying freight cars," have been coordinated to each other and to the movement of troops. For when a military expedition is to cross the ocean, everything has to arrive at the port of embarkation exactly on time. Hence, some transport has to be accelerated, some retarded, and export munitions or freight stored back of the major ports until the right moment is at hand. The flow has to be uninterrupted to the docks. "Keep 'em moving" is as important as "keep 'em flying!" Indeed it is the same thing. Our transport system in wartime is like the arterial system of the human body—if it is clogged, we die.

The story of how our transport has been kept moving is one to fill the reader with pride, for it is convincing as to the genius of our people and their ability to perform incredibly complicated tasks under the handicaps of a democratic form of government.

"Transport for War" gives all the facts and figures—almost too many figures perhaps, but they speak far louder than mere generalities and are essential to the narrative, which is brisk, forceful, often humorous, while on occasion Mr. Hungerford pulls no punches.



—New York Central System

Teamwork in transportation. Coördination of facilities has been one of the chief reasons for the signal success in moving men and materièl.

SOLUTION OF LAST WEEK'S DOUBLE-CROSTIC (No. 489)

HOLT:

GEORGE WASHINGTON
CARVER

He had no patience with *about*. . . . *About* is always wrong. . . . If you come to a stream five feet wide and jump four and a half feet you fall in and get drowned. You might just as well have tumbled in . . . and saved yourself the exertion. . . .