

are being increasingly recognized, as well as the service basis of industry in its truest sense. Whatever mistakes have been made in the past, and however far industry may need to go in the future to link up its economic and social functions, it is a large claim that rejects entirely the term 'scientific management' in the way that is done by Mr. Gillespie, and substitutes for it what he describes as 'rational management'. His claim is unlikely to be accepted without demur by many concerned with the theory or with the practice of management.

When this has been said, however, it must be admitted that the author has written a stimulating book. Those who have the patience and perspicuity to penetrate the jargon in which some of his chapters are clothed will find much to repay them. Without detracting from the value of the scientific method, Mr. Gillespie indicates its limitations, particularly in the analysis of phenomena which involve social and economic factors. The failures of scientific management indeed arise not so much from its methods or tools, as from the narrow outlook with which it has sometimes been applied. Mr. Gillespie shows very clearly the

importance of the other elements which may be involved in the situations with which management in industry is confronted. He indicates, too, how much industry itself has to hope from advances in the social sciences, as well as from the utilization of the physiological and psychological data acquired, for example, by such investigations as those of the National Health Research Board and the National Institute of Industrial Psychology.

The author includes a highly suggestive section on leadership and lays a timely emphasis on the importance of the principle of authority and obedience in management—not only the obedience of authority by employees, but also the obedience of management itself to the whole purpose which industry is serving, no less than to the regulations laid down by itself. Mr. Gillespie undoubtedly writes with vision but the book would have gained in value not only by some attempt to avoid jargon, but also if the numerous cross-references to be found in some of the chapters had been collected in a systematic bibliography as a basis for the wider reading which the volume might well stimulate.

R. B.

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## GRAHAM LAND

### Southern Lights

The Official Account of the British Graham Land Expedition 1934–1937. By John Rymill, with two Chapters by A. Stephenson, and an Historical Introduction by Hugh Robert Mill. Pp. xv+296 +80 plates. (London: Chatto and Windus, 1938.) 31s. 6d. net.

"SOUTHERN LIGHTS" is the record of just over two years' work in the Falkland Islands' Dependency of South Shetland by an expedition which was probably the largest in the current style, wherein every member is a volunteer and often a material contributor to the expedition. The great value of the book lies in the amount of detail of method contained in it and in the demonstration of the manner in which experience, forethought and choice of the correct means can ensure the success of polar journeys. In addition, it indirectly emphasizes how such a mode of approach will avert 'adventures', so many of which, it may be suggested, are induced by those who experience them.

Although it may be labouring a well-recognized point, it is as well to emphasize the fact that in this sort of work, aerial survey, valuable as it is, must be supported and checked by ground work, and this is demonstrated almost with violence by

the contrast between the present map of Graham Land and its more immediate predecessor. (There is here, indeed, an aspect of the first principle of warfare—that the final decision depends on occupation by the poor infantry.) The sledging parties attained the success they deserved for their efforts in a country of almost unnatural savagery and, it may be added, beauty.

There is naturally and properly no more than passing reference to the scientific results, and we may look forward to the publication of them with interest. The finding of fossils in Alexander I Land is of great importance and at once reminds one of the collection made by the Nordenskjöld expedition on the other side of the igneous rocks which form the visible mass of Graham Land. It is known that very substantial collections and data were acquired by the biologists, and it is to be hoped that one or two of the fifty-two aeroplane flights were devoted to elucidating the obscure problems connected with the breeding of the crab-eating seal in the pack.

Although the style is rather pedestrian, Mr. Rymill is to be congratulated on the production of a very useful book and also for not having adorned himself with laurels, or a cap and bells.

J. E. H.