

years. He taught one course at a time and used textbooks exclusively, a method now looked upon with horror by the law teaching profession. Yet so effective were Dwight's comments, so thought-provoking his questions, that he inspired in his students a desire to learn more for themselves.

Although several additional members joined the law faculty and a School actually existed, it became increasingly clear that the School of Law was Theodore W. Dwight. The president of Columbia University insisted in 1890 upon a curricular overhaul, and brought to the law faculty Professor William Albert Keener, of the Harvard Law School faculty, a strong advocate of the case system of teaching law. On the retirement of Dwight soon after, Keener became dean, and the case system was adopted, to be enriched throughout the years following by the faculty under the wise guidance of Harlan Fisk Stone, Young B. Smith, and others.

The history of the Columbia University School of Law illustrates the dispute over what law teaching should be. Should it be only a teaching of craft skills, or should it include also an understanding of the problems of the society in which those skills will be used? This book indicates that Columbia University School of Law has done a satisfactory job in both directions.

Indiana University

Leon H. Wallace

The Big Business Executive: The Factors That Made Him, 1900-1950. By Mabel Newcomer. (New York: Columbia University Press, 1955. Pp. xii, 164. Index. \$4.00.)

Mabel Newcomer's name has long been associated with high scholarship in the realm of economics. On this occasion she has turned her talents to the realm of corporate management. She is concerned with the shifts in management attributes during the first half of the twentieth century and especially with the endowments of modern "career" or "professional" managers. The book represents a logical extension or refinement of the thesis of A. A. Berle, Jr., and G. C. Means in *The Modern Corporation and Private Property* (1932).

Modern managers are no longer major stockholders or of the family. Furthermore, the officials are not well known. Advertising and public relations extol the products and

company name. The shift in the type of executive from owners, founders, and plungers prompted investigation of the personal qualifications. Major corporations were selected for the years 1900, 1925, and 1950. Detailed data was unearthed on the president and the chairman of the board in the firms as of the three years.

Dr. Newcomer is at her best in treating the variety of executive backgrounds, yet her modal man is intriguing:

The typical executive of 1950 is a native American, the son of a small, independent business man. His family's income was moderate, and such jobs as he pursued during his boyhood were for extra spending money rather than to help support the family. His parents managed to put him through college, with such contributions as he himself made to his own expenses through part-time employment, mostly in summer. Upon graduation he obtained a full-time job, with no assistance from his family. Thenceforward he was on his own. While still relatively young and inexperienced he obtained a minor position with the corporation that he eventually headed, and he gradually worked up, through operations or production, to a vice presidency, from which he was promoted to the presidency at the age of fifty-two. Although he has had specialized professional training, he has never practiced independently, nor has he at any time run a business of his own as his father did. He is a business administrator—a bureaucrat—with little job experience outside his own corporation. His investments in "his" company are nominal, in terms of potential control—less than 0.1 percent of the total stock outstanding. He is a Republican in politics; he attends the Episcopalian church, if he attends church at all; and he served the federal government in an advisory capacity during the war. He was, in 1950, sixty-one years of age, and he will probably be seventy when he retires. (p. 149).

Concern is expressed over the departure of the mode from the ideal. The self-perpetuating arrangement with internal advancement unduly limits the choice of successors. Senior executives come into power too late to develop long term policies. The more dynamic companies in terms of growth appointed younger officials than the relatively static companies. There is seemingly more democracy now as compared with 1900 in the race for the top. The poor college graduate has a better chance than ever before. Swelling ranks of products of schools of business administration may soon furnish an increasing number of leaders. Dr. Newcomer approves of the shifts since 1900 but not without sophisticated reservations. Her book represents important reading for students of corporate management whether they be in

the classrooms of universities and colleges or members of boards of directors wondering how to keep their corporate houses in good hands.

The book should be fascinating to those who dreamed of success in the ulcerous profession of top management yet somehow were shunted or wandered into another pursuit. Everyone can locate the point or points where he left or quit climbing on the corporate ladder of success.

Indiana University

L. L. Waters

American Issues. Revised and enlarged edition. Edited by Willard Thorp, Merle Curti, and Carlos Baker. Vols. I, II. (Chicago: J.B. Lippincott Company, 1954-1955. *The Social Record*, Vol. I: pp. xlvi, 1118; *The Literary Record*, Vol. II: pp. xiv, 997. Notes, bibliography, appendix, and index. \$13.00.)

In the revised and enlarged edition of *American Issues* the editors have attempted to strengthen some sections of their earlier anthology (1941 and 1944) and, by the addition of recent material which illustrates the turbulent days since the close of World War II, they have sought to give the present publication contemporary significance. Here is in part (and a very sizable part at that) a written record of American life—American thought and action as reflected in this collection of readings and documents. The coverage of these two volumes is intended to present a well-rounded picture of our political, social, and cultural development. Naturally, many authors, beginning with John Smith and Increase Mather and concluding with Karl Shapiro and Reinhold Niebuhr, are included. In short, here are northerners, southerners, easterners, and westerners responding to the issues confronting them.

The first volume, *The Social Record*, points out these issues which have permeated our society. The vast array of speeches, essays, letters, pamphlets, and excerpts from biographies and autobiographies are arranged chronologically under twenty-four special topics—for example, "The Struggle for Freedom," and "The Passing of the Frontier." The editors introduce each topic by interpretive comments which are lucid and discerning. The second volume, *The Literary Record*, includes "only such writing as can honestly be said to