

agement. Finally, the group returned to Detroit and, after spending a day exchanging ideas obtained from their plant visits, presented their comments and suggestions to interested members of our Corporation management, the personnel staff, and personnel representatives from our divisions and plants.

In order to give a greater number of educators an opportunity to gain this kind of experience so that they will be in a better position to present their students with a more realistic picture of what they can expect when they accept industrial employment, this experiment should not be confined to one company or one field of education. We should consider its application or the application of other methods to the fields of science, engineering, finance, and distribution, among others.

The Scope of Science

Robert M. Yerkes

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WHEN, SOME MONTHS AGO, I FIRST read the paragraphs in British publications which provide the text and motivation for this article, I was so amazed and dismayed by what seem to me partially erroneous and wholly misleading statements that I felt impelled to make immediate reply. But on further reflection, being of a noncontroversial disposition and much averse to giving my time to expression of disagreement, I inhibited the impulse. Recently there have been developments which brought the matter to my mind again, and this time with such sense of duty and opportunity that I am now offering critical rejoinder and alternative view. Unwillingly I write in the first person, since I may not assume that the British writers speak for their scientific colleagues or the British people, and since I have no mandate to represent my scientific colleagues and my fellow citizens of the United States of America.

The first half of my text appears in the following paragraph from an editorial entitled "The method and scope of science," published in "a quarterly review designed to record the progress of the sciences in the service of mankind," which is "made and printed in Great Britain." The journal is called *Endeavour*.

It is, however, in the realm of qualities not susceptible of measurement of any kind that the scientific method—as far as it has yet developed—ought frankly to be recognized as *inapplicable*. An obvious example can be taken from the field of art. The scientific method can give a great deal of information on the chemical nature of pigments, on the wavelength of the light they reflect, and on similar factors, but *it is wholly unable to predict*

I firmly believe that by pooling the experience and "know-how" of employers with that of faculty members and administration of our colleges and universities we will find better ways of producing technical and scientific graduates who are better qualified to do their jobs and more interested in making these fields a career wherever they choose to accept employment. This cooperative attack from a long-range point of view will, it seems to me, help to insure more effective use of technical and scientific graduates in industry. This may be more important than producing a larger number of graduates, many of whom leave this field of work after they are trained for it. Let us put greater emphasis on producing quality rather than on just increasing the number of graduates in the technical and scientific fields.

whether a picture will have an aesthetic appeal to those who see it. *Nor can the scientific method be of help* in those problems relating to drama, literature, and the like, which involve *qualities that cannot be measured* and knowledge which is not communicable. In the wide field of human affairs *the scientific method cannot be applied*, even in the form of statistical analysis, to problems in which events are influenced by the philosophical values of goodness, truth, and beauty, and emotions such as patriotism, fear, or political conviction (*Endeavour*, 1946, 5, 126). [Italics by R. M. Y.]

In this emphatic statement of opinion I should wish, on the basis of my knowledge of fact, to convert all the negatives—the impossibles and improbables—into positives. Thus "inapplicable" becomes "applicable"; "it is wholly unable to predict" becomes "it is partially able to predict"; "nor can the scientific method be of help" becomes "the scientific method can be of help"; "qualities that cannot be measured" becomes "there are no qualities of natural phenomena which cannot be measured, although at present there are many which are not being measured or are measured very crudely and inaccurately"; and "the scientific method cannot be applied" becomes simply "the scientific method can be applied to all natural phenomena."

Actually, what the writer of the editorial deems impossible I have observed being done in what chances to be my country, culture, and sphere of creative scholarship, on all sides and increasingly throughout my life. For nearly 50 years most of my time and intellectual resources have been devoted to efforts, sometimes recognized as successful, to do just what is termed impossible

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