

CHAPTER VII: 1930-1939 - published works not available in this collection.

The works noted below are published works which could not be included in this collection due to copyright protection. Abstracts and links to the articles are provided for the reader to locate these works for themselves.

1. James Mooney and Alan Reiley (1931) *Onward Industry*. New York: Harper Bros.
Abstract: Selected pages from the beginning and the end of the book whose purpose to emphasize that an efficient organization had to have formalism which in turn were based on 4 broad principles, including: coordination, authority, leadership, and functional effect.
2. Elton Mayo (1946). The Hawthorne experiment, pp. 155-163. Reprinted from E. Mayo, *The Human Problems of an Industrial Civilization*. Boston: Harvard University.
Abstract: Reviews the famous experiment conducted among assemblers at a phone factory wherein changes in the work environment and work arrangement led to changes in output. Known as one of the first scientific experiments on the human factor in work.
3. Wrege, Charles (1976) Solving Mayo's mystery: The first complete account of the origin of the Hawthorne studies – The forgotten contributions of C. Snow and H. Hibarger. *Academy of Management Proceedings*, 12-16. <https://doi.org/10.5465/ambpp.1976.4975490>
Abstract: The Hawthorne Studies are world famous, but no details of the illumination tests that made them possible have been published. This paper discusses these tests, their origins, the men who conducted them, the procedures utilized and how these procedures influenced and were adopted to conduct the later studies.
4. Bedeian, Arthur G. (1974). Vytautas Andrius Graicunas: A biographical note. *Academy of Management Journal* 17, no. 2, 347-349. <http://www.jstor.org/stable/254986>
Abstract: The article presents a biography of Vytautas A. Graicunas, author of the essay "Relationship in Organization." Graicunas was born on August 17, 1898 in Chicago, Illinois. He entered the University of Chicago and graduated with a degree in accounting. Graicunas served in the US Air Corps and aided the Lithuanian Air Force until its disbandment by the Soviet occupiers in 1940. He was arrested by the Russian Secret Police during a business trip and died in prison following a hunger strike.
5. Urwick, L. F. (1974). VA Graicunas and the Span of Control. *Academy of Management Journal*, 17(2), 349-354. <https://doi.org/10.2307/254986>
Abstract: The article discusses the author's opinion on the span of control principle of organization conceptualized by Vytautas Andrius Graicunas.
6. Mee, John F. (1965). Pater familiae et magister. *The Academy of Management Journal* 8, no. 1, 14-23. <https://doi.org/10.2307/255128>.
Abstract: The article presents a speech honoring Academy of Management member Ralph Currier Davis, delivered at Ohio State University on November 12, 1964.

7. Davis, Ralph C. (1958). A philosophy of management. *Academy of Management Journal* 1, no. 3, 37-40. <https://doi.org/10.2307/254624>

Abstract: Presents a condensed statement of the basis of management philosophy. Obligation of private enterprises emphasized by the philosophy; Information on the philosophy of conservatism; How the philosophy recognizes the validity of the profit objective in private enterprises.

8. Dale, Ernest. (1974). Kurt Lewin: The “value” in relationships. *Wharton Quarterly*, 3-4.

Abstract: this brief article recounts the life of dr. Kurt Lewin an eminent behavioral scientist who pioneered action research in psychology which led to the group dynamics school of psychology. Many of his ideas have been used in applied organizational research. He served on the faculties of the University of Berlin, Cornell, Iowa, Harvard (visiting), and MIT.

9. Hopf, Harry Arthur. (1961). Management in perspective. *Academy of Management Journal* 4, no. 3, 235-244. <https://doi.org/10.2307/254547>

Abstract: Highlights the contributions of Harry Arthur Hopf to management. His educational background; His role in the spread of academic training in management for mature and employed graduate students; His attributes as a teacher.

10. LeBreton, Preston. (1960). Charles Laselle Jamison. *Journal of the Academy of Management* (December), 145-146. <https://doi.org/10.5465/amj.1960.5063013>

Abstract: Known as Father of the Academy of Management, this article recognizes Professor Jamison’s efforts in founding the largest group devoted to the promotion of management ideas and scholarship. He served as the group’s first president, 1936-40.

11. Newman, William H. (1953). Basic objectives which shape the character of a company.

The Journal of Business of the University of Chicago 26, no. 4 (1953): 211-23.

<http://www.jstor.org/stable/2350272>

Abstract: This article discusses the fact that every business has its own character apart from its people and legal documents. The constellation of traditions, habits, and attitudes endows a company with character. This understanding has value to those who work for the firm, for when people work with the knowledge of the firm’s character, their activities will be more in tune with the firm, and this should lead to greater effectiveness.

12. Bedeian, Arthur G. (1972). Kismet!: A tale of management. In *Academy of Management Proceedings*, vol. 1972, no. 1, pp. 134-137. <http://proceedings.aom.org/content/1972/1/134.short>

Abstract: A biography of Lyndall Fownes Urwick, a business consultant based in Great Britain, is presented. It states that he studied at New College in Oxford, England. It mentions that he concentrated upon the Officers Training Corps in lieu of his history studies. It states that he was a Junior Second Lieutenant in World War I. It mentions that as a result of poor combat living conditions he contracted a bad case of enteritis and was assigned as Assistant Adjutant to the Reinforcement Depots at Rouen.

13. Urwick, Lyndall F. (1970). Papers in the science of administration. *Academy of Management Journal* 13, no. 4, 361-371. <https://doi.org/10.2307/254827>

Abstract: The article reports on the writing of the landmark book "Papers in the Science of Administration," edited by Luther Gulick and LF Urwick. The author focuses on the unusual circumstances surrounding the book's compilation and publication. He discusses career endeavors of the book's editors prior to the publication of the book. The book "General and Industrial Management," by Henri Fayol is discussed as another landmark text. Professor Harold Koontz, former president of the American Academy of Management, is mentioned.

14. Gulick, Luther. (1965). Management is a science." *Academy of Management Journal* 8, no. 1, 7-13. <https://doi.org/10.2307/255127>

Abstract: The article presents information on the implementation of management science to everyday management practice and describes the evolution of scientific thinking and the structural design of humans as it relates to memory and management. The author claims that management is a legitimate science because it seeks to understand why and how people work together systematically to accomplish common objectives and to make cooperative systems more useful to mankind. A discussion is presented about management's reliance on a number of other sciences in order to advance.

15. Wolf, William B. (1961). Chester I. Barnard (1886–1961). *Academy of Management Journal* 4, no. 3, 167-173. <https://doi.org/10.5465/AMJ.1961.5066700>

Abstract: Pays tribute to Chester L. Barnard, author of management books, who died in 1961. His impact on the development of management theory; Information on some of his written works; His accomplishments.

16. Conversation... with Fritz J. Roethlisberger. (1972). *Organizational Dynamics*, 1(2), 31-45. [https://doi.org/10.1016/0090-2616\(72\)90010-1](https://doi.org/10.1016/0090-2616(72)90010-1)

Abstract: this is an interview conducted by the journal's editor. Fritz Roethlisberger along with Elton Mayo were the two leading pioneers in studying what made people productive. Roethlisberger worked with Mayo on the famous Hawthorne studies. The interview examines this and other ideas and works by Roethlisberger. It also investigates his views on contemporary behavior theories such as group dynamics.

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If the readers wish a copy of one of these unpublished items, they need to contact the author of this collection directly at rchoffman@salisbury.edu.

1. Review of Mooney & Reiley (1931), *Onward industry* by Edward Ottensmeyer (1978).

Abstract: After briefly reviewing the bios of the authors, their major work is reviewed. They identify fundamental principles of organization that may be found in every form of human association and that an orderly coordination of these principles can facilitate all forms of human association.

2. Hopf, Arthur (1932) "The management movement at the cross-roads" an address delivered at the Engineers Club in New York.

Abstract: in the address Hopf reviews the development of management thought and practice during the previous thirty years including the growth of professional associations supporting this effort. Management is still being challenged by the economic uncertainty of the time and needs to continue to develop ideas/solutions if it is to be useful at the national and international level.

3. Review of Luther Gulick and L. Urwick, Eds. (1937). *Papers in the Science of Administration*, Concord, NH: Rumford Press by Bill Hutchings (undated): 6 pp.

Abstract: Provides a brief overview of the era 1937 during which the papers were written as well as a brief bio of the authors. It then summarizes the collection of 11 essays by seven different contributors who hoped to develop a theory of administration. Some of the key topics include theories of organization, science and public administration, and the function of administration.