

## CHAPTER V: 1910 – 1919 – relevant 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. Mee, J. F. (1963) Scientific Management, in *The Encyclopedia of Management*, Reinhold, 15pp.

Abstract: A brief history of the scientific management movement of the early 20<sup>th</sup> century. Largely developed out of necessity to improve the functioning of large factories, engineers and industrial managers developed standards for work, methods of work, and planning and control. Conventional wisdom was replaced with on-site studies to improve work and its supervision. In essence scientific management was the application of scientific method to managerial problems generated by the industrial economy.

2. Mee, J. F. (date unknown). *Pioneers of Management*. Reprinted from *Advanced Management – Executive Office*. 4pp.

Abstract: in order to understand the fundamentals of management thought and practice, the author profiles the work of five of its pioneers: Frederick Taylor, Henry Gantt, Karol Adamiecki, Frank and Lillian Gilbreth, and Wallace Clark. The work of these individuals created the basic concepts upon which modern management ideas evolved.

3. Dale, E. (1975). Frederick Winslow Taylor: Scientific management. *Wharton Quarterly*, pp.26-28.

Abstract: In the midst of the second industrial revolution of the 1970s, a key figure in the development of management thought reexamines the role of Frederick Taylor during the first industrial revolution. Dale concludes that Taylor revolutionized the work site and by separating the planning from doing, he brought system and order to each.

4. Hoagland, J. H. (1955). Management before Frederick Taylor. In *Academy of Management Proceedings*, vol. 1955, no. 1, pp. 15-24. <https://doi.org/10.5465/AMBPP.1955.5068017>

Abstract: This article presents a speech given by John H. Hoagland at the 1955 meeting of the Academy of Management, in New York City, in which he discusses management before Frederick Taylor.

5. Fry, L. W. (1975). Frederick W. Taylor – Organizational behaviorist?.

In *Academy of Management Proceedings*, vol. 1975, no. 1, pp. 1-3.

<https://doi.org/10.5465/AMBPP.1975.4975760>

Abstract: Frederick W. Taylor has been criticized for his rationalistic view of man as being motivated by economics alone. This work is an attempt to trace Taylor's thinking and the historical developments which set the stage for an intellect such as his, noting in the process criticisms of his theories. An analysis of his work. *The Principles of Scientific Management*, offers rebuttal to these criticisms and reveals that Taylor recognized and dealt with many of the phenomena being researched and discussed today by organizational behaviorists.

6. Person, H.S. (1941). Frank Barkley Copley. *Advanced Management* 6, p. 117.

Abstract: This obituary by a leading contributor to management thought shines the light on a journalist who became Frederick Taylor's biographer. This came about because Taylor felt that Copley had a good understanding of what scientific management was about. The article briefly outlines Copley's bio and other contributions.

7. Schwab, J. (1958). The Gilbreth's principles – Ideals of our profession. *Advanced Management* (volume number?), pp. 19-22.

Abstract: This is a speech given by the recipient of the Gilbreth award presented by the Society for the Advancement of Management. Mr. Schwab reminds us that the purpose of Frank and Lillian Gilbreth's works is to search for and discover the truth in order to better man's way of life.

8. Wren, D. A. (1972). In Memoriam. Lillian Moller Gilbreth (1878-1972). *Academy of Management Journal* 15(1), pp. 7-8. <https://doi.org/10.5465/AMJ.1972.4498564>

Abstract: A memorial in honor of Lillian Gilbreth the leading pioneer in applying psychology to management. The brief bio recounts her efforts at not only securing her doctorate but at balancing home and career in a man's world. She and her husband Frank contributed much to early management thought and for that she was recognized internationally over the years. She was a professor of Management at Purdue University and traveled the world writing and lecturing eventually retiring at the age of 90.

9. Schroyer, H. Q. (1975). Contributions of the Gilbreths to the development of management thought. In *Academy of Management Proceedings*, vol. 1975, no. 1, pp. 7-9.

<http://proceedings.aom.org/content/1975/1/7.short>

Abstract: In the annals of management, Frank Bunker Gilbreth (1868-1924) and Lillian Moller Gilbreth (1878-1972) are respected for their unique contributions to the advancement of motion study, fatigue study and work simplification. Their humanistic approach to the problems of management utilized the principles of psychology and the application of experimental results to improve industrial procedures. The focus of this paper is twofold. In addition to enumerating the ways that the Gilbreths influenced management thought, the Gilbreth Collection in the Purdue University Libraries is described.

10. Petersen, P. B. (1986). Correspondence from Henry L. Gantt to an old friend reveals new information about Gantt. *Journal of Management* 12(3), 339-350.

<http://journals.sagepub.com/doi/abs/10.1177/014920638601200303>

Abstract: This article provides fresh insights into the life of Henry L. Gantt by examining the papers of Duncan C. Lyle (1847-1938), Gantt's confidant, friend, and former teacher at the McDonogh School in Maryland. Lyle's papers at the McDonogh School include previously unrecorded articles and personal letters of Gantt's along with articles about him. These materials reveal new information about Gantt during his collaboration with Frederick W. Taylor and during his later years when he acted independently. Of particular interest are items

pertaining to Gantt's involvement with a group called The New Machine and the question of Gantt's sanity in his later years.

11. Svenson, A. (1959). The Organization Theory of Henry Gantt. *Advanced Management*, August: 16-19.

Abstract: On the 40<sup>th</sup> anniversary of Gantt, this article examines his theories of organization. Gantt focused on both technical and general management. In technical management he emphasized the control of operations processes. In general management he saw the need for the whole organization to cooperate to achieve objectives. In the latter part of his life he paid more attention to industrial democracy. As the author notes, Gantt realized, "... that the working man was a human unit in a living organization and was an integral part of the enterprise, not an attendant to a machine".

12. Dale, E. (1969). Fayol, the universalist. Reprinted from Dale, E. *Management: Theory and Practice*, 2<sup>nd</sup> Ed. McGraw-Hill, 302- 309.

Abstract: This article reviews the principle ideas of Henri Fayol a French industrialist turned management philosopher. In a paper originally published in 1916 Fayol laid out his five functions of administration a number of principles to guide managers such as: authority is not to be conceived apart from responsibility and there should be unity of command and direction among others. He believed that there is an administrative science applicable to all types of organizations.

13. Dubreuil, H. (1959). A pioneer of scientific management: Morris Llewellyn Cooke. *Advanced Management*, 32.

Abstract: In this reprint of a book review that appeared in a French journal, the author reminds us of the important work Cooke did as his biographer in translating Frederick Taylor's ideas and humanizing them for the public.

14. Greene, J. (1959). An analysis of scientific management wage theories. *Advanced Management*, 16-19.

Abstract: This article reviews current wage theories and assesses them against Frederick Taylor's writings on wages. He concludes that Taylor tended to focus more on a Just wage rather than the nuances of today, theories.

## **CHAPTER V: 1910 – 1919 – relevant unpublished works not available in this collection.**

*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](mailto:rchoffman@salisbury.edu).*

1. Anon, "An Apologetics for Classical Management and the First Apostle," 15 pp.

Abstract: Another article discussing the origins of "scientific management". It notes that much of what is considered classical management today stems from this movement. The author draws on some of its developers (Taylor, Gantt, Emerson, F. Gilbreth) in an effort to describe the movement and its processes. One of its main results was the standardization of practices

developed in the field which could be used for training and future research for improvement of management practices. A section is devoted to Frederick Taylor and a summary of his contributions to the movement.

2. Review of Frederick Taylor and *The Principles of Scientific Management* (Harper Bros., 1911) by Nick Ovalle, 3pp.

Abstract: this review provides a brief bio of Taylor, the father of scientific management and a brief synopsis of his primary work on the subject. The work is best summarized by the following quote, "Science is not rule of thumb. Harmony, not discord. Cooperation, not individualism. Maximum output, [...]. The development of each man to his greatest efficiency and prosperity."

3. Review of Henry Lawrence Gantt (1816-1919) by Edward Ottensmeyer (1978), 6pp.

Abstract: A review of the principle themes of Gantt's writings as well as his primary publications. After a brief bio the review summarizes Gantt's major contributions to management thought including: harmonious labor relations, fair compensation systems, planning and control tools (Gantt Charts). Provides example of 8 Gantt Charts drawn from, Clark, Wallace (1922), *The Gantt Chart*.

4. Review of "Alexander Hamilton Church" by David Kletzing (1978): 2 pp.

Abstract: A cost accountant by training, Church undertook the task of organizing the disparate pieces and principles into a more coherent form and published this in the *Science and Practice of Management* (1914). He identifies five organic functions and then provides a manual for how to be effective in developing each function.

5. Review "Henry Fayol" by Zulfigar Ali Khan (1978): 4 pp.

Abstract: In this review a brief bio of Fayol is provided followed by a review of his major publication *General and Industrial Management* (1919). Fayol performed a systematic analysis of his own experience as head of large mining firm. He was interested in teaching management and so developed his own theory of management that could be passed on. He identifies 14 principles of management beginning with division of work and ending with esprit de corps. Fayol identified five core elements to management: planning, organizing, commanding, coordinating and control. He believed in the universality of management for all types of organizations public and private.

6. Review of George Armstrong (1918) *Planning and Time Studies* by Khaled Al-Baz (1978): 4 pp.

Abstract: A consulting engineer, Armstrong attempts to reduce the purpose of planning (a key management function) to one phase of modern management by showing its efficacy in business.