

#### **CHAPTER IV: 1900-1909 – 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. Gray, E. R., & Bracey, H. J. (1970). Russell Robb: Management pioneer. *Advanced Management Journal* 35(2), 71-77.  
Abstract: Cites the contributions of Russell Robb in management and organization theory. His personal background; Views on organization; Application of scientific method in business.
2. Three diagrams Karel Adamecki's Harmonogram used to track workflow in production processes taken from: Marsh, Edward, The Harmonogram of Karol Ademiecki, the *Academy of Management Journal*, 1975, 18(2): 358-364. <https://doi.org/10.2307/255537>
3. Wesolowski, Z. P. (1978). The Polish contribution to the development of scientific management. In *Academy of Management Proceedings*, vol. 1978, no. 1, pp. 12-16. <http://proceedings.aom.org/content/1978/1/12.short>  
Abstract: Karol Adamiecki (1866-1933) was a pioneer in the development of scientific management in Eastern Europe. Central to his approach was a concept which he named Harmonization of Labor and a system of production control using a Harmonogram. Although little known in the West because of the language barrier, Adamiecki compares in stature with Frederic W. Taylor.

#### **CHAPTER IV: 1900-1909 – a relevant unpublished work not available in this collection.**

*If the readers wish a copy of this unpublished item, they need to contact the author of this collection directly at [rchoffman@salisbury.edu](mailto:rchoffman@salisbury.edu).*

Review of Karol Adamiecki (Poland), "Theory of Work Harmonization" (1903), by Peter Sarkunas , 2pp. plus three diagrams from Marsh (1975) cited above in published works.  
Abstract: Author draws on both Marsh (1975) article and one from Urwick's Golden Book of Management to briefly describe Adamiecki's workflow diagrams known as harmonograms. The system draws on Gantt Charts and is considered the predecessor to PERT diagrams.