

"Psychology and Industrial Efficiency"

Hugo Munsterberg (1913)

I. The Best Possible Man: (The selection of workers)

- A. Argued for better tests of vocational interest. Instead of self-report type questionnaires.
- B. Felt that scientific management "...introduced most valuable suggestions which the industrial world cannot afford to ignore." (p. 50)
 - 1. Felt that the movement could benefit from experimental psychology.
 - 2. Discussed several experimental designs he had used to study industrial efficiency and vocational personnel selection. (see Chapters VI, p. 49 and VII p. 57)
- C. Two basic methods of investigation in job requirements and aptitude test development.
 - 1. Analysis of task into psychological components and development of tests to assess each component. (But this approach is often inappropriate or meaningless.)
 - 2. Develop, in the lab, a "task in miniature" which combines major elements of the job and assessment of task performance. (see Electric Railway Service p. 69)
 - 3. The former "analytic" method was used with Bell Telephone (see design p. 101) to develop a test for women applying for positions as operators.
- D. Emphasized the need to involve "men of affairs" in deciding where psychological input should be (see p. 116)
- E. Developed relationship between individuals and the group (see p. 132) in determining work attitudes, interests and abilities.

II. The Best Possible Work: (The improvement of worker efficiency.)

- A. Restated learning theory and effects of training (see p. 145).
- B. Emphasized economy of movement (see p. 181) with Gilbreth's work with masons and bricklaying.
- C. Discussed the adjustment to conditions to improve efficiency with Taylor's "shovel design" (see p. 166)
- D. He was concerned with the problems of monotony and attention and fatigue. Used Taylor's example of "pig iron" handlers (see p. 216) as example.
- E. Concluded that the "increase and decrease of the ability to do good work depends upon more than fatigue..." but also physical and social influences effect work. (see p. 221)

III. The Best Possible Effect: (The stimulation of economy through improved marketing and advertising procedures)

- A. Stressed applying psychology to study of factors which influence economic demand.
- B. Devoted to the effects of advertising by describing his experiments and those of Walter Scott's (see p. 255-270)
- C. Discussed the effects of displaying products - "too beautiful" of a display distracting.

- D. Investigated color influences (see p. 277).
- E. Concerned with copyright infringement and other forms of illegal imitation - discusses social implications (p. 286) and referred to experimental designs to assess legal aspects of this problem (see pages 285-293).