CHAPTER IX: 1950-1959 - 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. Emery, F. (1993). An appreciation: Eric Landsdown Trist (1909-1993). *Human Relations*, *46*(10), 1171-1176.
   http://journals.sagepub.com/doi/abs/10.1177/001872679304601001
   Abstract: This is retrospective look at the man and his contributions to applied social-behavioral science by one of his long-time collaborator. Born and educated in the UK Eric later came to Yale on a scholarship. He was concerned with scientifically studying and understanding the psychological and social facts of life. This article reflects largely on the theories that underscored Trist's view of human behavior. Trist was also an institution builder as he is one of the founders of the Tavistock Institute in the UK and a teacher and mentor to many.

2. Egglestonl, K. K., & Bhagat, R. S. (1993). Organizational contexts and contingent leadership roles: A theoretical exploration. *Human Relations*, *46*(10), 1177-1192.
   http://journals.sagepub.com/doi/abs/10.1177/001872679304601002
   Abstract: This paper advances the premise that leadership roles are contingent upon the requirements of evolving organizational contexts. Leadership's substantive and symbolic role aspects are reinterpreted in a conceptual model. Emphasis is given to leadership roles in situations of decline. A transition state is proposed to illustrate the volatile and unstable nature of decline contexts. In a transition state, leaders are predicted to emphasize both their symbolic and substantive roles. During more stable convergent time periods, leaders are predicted to primarily emphasize their symbolic roles while in times of major organizational reorientation, leaders are predicted to primarily emphasize their substantive roles. A conceptual model is developed to provide a framework for understanding the contingent relationship between leadership roles and the organizational context particularly in situations of decline. Some implications of this model are discussed.

3. Argyris. 1960. The impact of the formal organization upon the individual. *Understanding Organizational Behavior*. Homewood, IL.
   Abstract: Discusses the theory by which formal organizations and human beings interact. He begins with the culture and the individual and then discusses organizations as strategy and its rationality and principles of formal organization. From this base a series of propositions is developed to explain the impact of organizations on the individual.

4. Dowling, William. (1998).Conversation … with Chris Argyris. *Organizational Dynamics 27 (2), 21-32.* https://doi.org/10.1016/S0090-2616(98)90021-3
Abstract: The interview covers a wide ranging series of topics regarding Argyris work on the individual and the formal organization. He has approached these topics scientifically and in practice as an advisor to many top executives.

5. Bennet, A. (1987). Management guru: Peter Drucker wins devotion of top firms with eclectic counsel. *The Wall Street Journal*, July 28, 2 pp.
Abstract: An update on one of the leading management thinkers of the twenty century. He has authored 22 books and is considered the number one management guru by most experts. He looks more the part of a rumpled professor, which he is, rather than a top consultant. Some of his shortcomings are noted, but are overshadowed by his contributions to management thought and practice such as management by objectives.

6. Dowling, William. (1974).Conversation … with Peter Drucker. *Organizational Dynamics 2 (4), 34-53.* https://doi.org/10.1016/S0090-2616(74)80017-3
Abstract: The author sits down with the pre-eminent management thinker of the day who has sold over three million copies of his books on management. A core theme to his work is management by objectives and self-control. His work combines wisdom with a constant testing of the logical against the real. The article permits Drucker to speak of these and other themes in his work.

7. Dowling, William. (1975). Conversation … with William F. Whyte.*Organizational Dynamics 3*(4), 51-66. https://doi.org/10.1016/0090-2616(75)90040-6
Abstract: Whyte is a pioneer in ethnographic studies of behavior in groups and organizations. A professor at Cornell he counts among his students Chris Argyris. Whyte began by studying street gangs in Boston and expanded his participant-observer studies to a variety of organizations such as: restaurants, oil refinery, and manufacturing plants. He has recently expanded his focus to examine the impact of culture on agricultural systems in Latin America. These endeavors as well as the changes that have occurred in his methods and ideas are discussed in some detail in the interview.

8. Whyte, W. F. (1957). The social structure of the restaurant. In *Organization Development in Action*, 72-84.
Abstract: This is Whyte's classic study of behavior in 12 Chicago restaurants as a participant-observer. The study examines the social relations among the various workers in the restaurants and the factors that may help or hinder the nature of those relations. Formal structure may set limits on the pattern of relationships but it does not determine the type of pattern that evolves. Some conclusions are derived with a plea for more in depth studies of organizations.

9. Walker, C. R., Guest, R. H., & A. Turner (1957). Work groups in the assembly line. In *The Foreman on the Assembly Line,* by the same authors, Cambridge, MA: Harvard University press, 329-332.
   Abstract: This is another classic ethnographic study of factory workers in the tradition of Mayo and Whyte. It examines the functioning of successful, and unsuccessful work groups and draws conclusions for improving the integration of groups and machines in the factory setting.

10. Walker, C. R. (1957). Work groups in a semi-automatic steel mill. . In *The Foreman on the Assembly Line*, by the same authors, Cambridge, MA: Harvard University Press, 333-335.
    Abstract: This study examine the group cohesiveness and joint problem solving by work groups and draws some implications for practice.

    11. Megginson, Leon. (1958).The pressure for principles: A challenge to management professors. *Journal of the Academy of Management*, 1 (2): 7 – 12. https//doi.org/10.2307/254486
    Abstract: This is a polemic on the science and art of management. The science is to discover some basic principles and the art is in appropriately applying these principles. The latter requires an insight into the nature of men, machines and materials to effectively apply principles in a given situation.

CHAPTER IX: 1950-1959 - **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.

1. Review of Edward W. Bakke (1950), *Bonds of Organization: An Appraisal of Corporate Human Relations*. New York: Harper Bros. by Edward Ottensmeyer (1978), 11pp.
   Abstract: After reviewing the author's bio, this summary examines the key themes in Bakke' major publication. The book is based on the study of two telephone companies in New England. The book is based on observations of management and union officers as well as 1500 interviews of employees at all ranks. The study identifies five bonds among employees including functional specifications, communications systems, status, reward system, and organizational charter (i.e. culture). They found culture is transmitted via symbols, key people, slogans, and company folklore.

2. Review of Chris Argyris (1953), *Executive Leadership*. New York: Harper Bros. by W. G. Hutchings (1978), 6 pp.
   Abstract: This is a portrait of leadership based on a case study of one leader; it discusses his style and how he affects his supervisors. One of the themes is that organizations create a dependency between the leader and supervisors.

3. Bross, Irwin D. (1953). "Conceptual algorithm based on a decision making mode" in Design for Decision. New York: Macmillan by David Kletzing (1978), 3pp.
   Abstract: this summary describes a statistician's view of the decision process. It consist of three phases. Decide on techniques to use in making a prediction, decide what terms you have set your values, and develop the prediction in statistical terms. Key steps in each phase are outlined. Provides some conditions under which one might to use the model.