

## **CHAPTER VI: 1920 – 1929 – 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. Rogers, Rolf E. (1977). Max Weber: A Biography (book review). *Academy of Management Review* 2(4), 689-92. <https://doi.org/10.5465/AMR.1977.4406756>.

Abstract: This article presents a review of the book “Max Weber: A Biography,” by Marianne Weber, translated and edited by Harry Zohn.

2. Weber, M. Legal authority: The pure type with employment of a bureaucratic administrative staff. In *The Theory of Social and Economic Organizations* by Max Weber. Talcott Parsons, 1954 (reprint).

Abstract: In this article Weber explains the arms-length contractual relationship between a hired employee and his organization. This is one of the hallmarks of a modern bureaucracy where one is hired on technical merits and hold no ownership nor personal relations with members of the organization prior to employment.

3. Hoover, H. Industrial waste. In *Classics in Scientific Management*, ed. by Del Mar, D., & Collons, R. D. University of Alabama Press, 1976.

Abstract: Describes the survey to be undertaken by the Federation of Engineering Societies to examine some of the weaknesses in the industrial system. Possible sources of waste come from cyclical demand, unemployment, labor strife, failure to update equipment, etc. The survey is to establish facts from which future remedies could be developed.

4. Dale, E. (1956). Contributions to administration by Alfred P. Sloan, Jr., and GM. *Administrative Science Quarterly*, 30-62. <http://www.jstor.org/stable/2390839>

Abstract: The first part of this article describes the contrast between W. C. Durant, the innovating genius who "invented" General Motors, and Alfred P. Sloan, Jr., the organizer who made it work by introducing a series of novel administrative skills in organization, forecasting, policy- making, controls, and human relations. The second part is an evaluation of Sloan's contributions to administrative thought through his administrative ideology and methodology. He is considered to have pioneered in applying "scientific management" at the very top levels. Finally, an attempt is made to assess the extent to which Sloan's system may be deterministic beyond the period of service of himself and his associates.

5. Lynch, E. C. (1968). Walter Dill Scott: Pioneer Industrial Psychologist. *Business History Review*, 42(2), 149-170. <https://doi.org/10.2307/3112213>

Abstract: In the history of personnel management and salesmanship in the United States, the concepts and techniques developed by Professor Walter Dill Scott of Northwestern University have been pervasive. As an introduction to Scott's ideas and to his activities, Professor Lynch summarizes his contributions in the application of psychology to business problems.

6. Multiple excerpts from *The Philosophy of Management* by Sheldon, O., Isaac Pitman & Sons Ltd, 1924, including Introduction, Foreword, Author's Preface, chapter summaries, and Conclusion.

Abstract: Sheldon an executive with Cadbury for many years stresses the interface between business and its broader environment. This is an early treatise on corporate social responsibility as well as other aspects of general management.

8. Sethi, N. K. (1962). Mary Parker Follett: Pioneer in Management Theory. *Academy of Management Journal*, 5(3), 214-221. [https://doi.org/ 10.2307/254473](https://doi.org/10.2307/254473)

Abstract: Features Mary Parker Follett, a social philosopher and a business institutionalist. Principles of organization; Ways to dealing with conflict; Contributions of Follett to the study of modern administrative behavior; Explanation of Follett about delegation of authority; Aspects of leadership.

9. Wolf, W. B. (1976, August). James Oscar McKinsey: Pioneer in Modern Management. In *Academy of Management Proceedings* (Vol. 1976, No. 1, pp. 7-11). Briarcliff Manor, NY. <https://doi.org/10.5465/AMBPP.1976.4975483>

Abstract: A biography of James Oscar McKinsey, author and management theorist, is presented. McKinsey was born in poverty near Mexico, Missouri. According to the author, he received a Bachelor's degree of Pedagogy and later a Bachelor of Law degree. The author notes McKinsey's major works, including "The Organization and Methods of the Walworth Manufacturing Company."

10. Tead, O. (1942). Henry Clayton Metcalf. *Advanced Management* 7(4), 184.

Abstract: A memorial for Henry Metcalf. Dr. Metcalf had served on the faculty of Tufts University and later worked on war emergency management training courses at Columbia University during the First World War and later he served as a management consultant. Dr. Metcalf was an ardent proponent of personnel management and industrial relations as important top management responsibilities.

## **CHAPTER VI: 1920 – 1929 – 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. Review of Oliver Sheldon (1923) *The Philosophy of Management* by Nick Ovalle (1978): 4pp. Abstract: Provides a brief bio of the author and then summarizes the major themes of his book. Sheldon felt that management needed an underlying philosophy and not just actions. For Sheldon management had both scientific and ethical aspects. Most important are his views of organizations in their broader context described in Chap. 1 and the social responsibility of management in Chap. 3. The rest of the book discusses the functions of management, principles of organization, management and training of labor. Includes a

diagram of some of the author's ideas as well as two figures from his book pertaining to the functions and faculties of management.

2. Review of Graham Wallas, *The Art of Thought* (1926) and James Webb Young, *A Technique for Producing Ideas* (1940) by David Kletzing (1978). Abstract: Wallas sought to balance the rationality of the science of management with the psychology of the art of developing conscious thought and imagination. He also recommends that these be developed in schools. Abstract: This piece was produced by one of the founders of Young & Rubicam Advertising. It is described as a clear presentation of intellectual processes that underlie creative problem solving.