## CONTENTS

### VOLUME I

*Acknowledgements*  
xv  
*Chronological table of reprinted articles and chapters*  
xxix  

**Introduction**  
1  

### PART I

**Beginnings**  
19  

1  **Business: the changing scene**  
   DANIEL A. WREN  
   19  

2  **American manufacturing, 1850-1930: a business history approach**  
   MANSEL BLACKFORD  
   77  

3  **The starting point**  
   88  

4  **Systematic management: the search for order and integration**  
   JOSEPH A. LITTERER  
   91  

5  **Years of good beginnings: 1886 and 1936**  
   DANIEL A. WREN  
   107  

6  **The engineer as an economist**  
   HENRY R. TOWNE  
   111
## CONTENTS

**PART 2**

Frederick W. Taylor and scientific management 117

7 The principles of scientific management 119  
FREDERICK W. TAYLOR

8 Shop management 137  
FREDERICK W. TAYLOR

9 Frederick Winslow Taylor: the messiah of time and motion 144  
SPENCER KLAW

10 Frederick Taylor's apprenticeship 156  
ROBERT KANIGEL

11 The genius of Frederick W. Taylor 165  
HARLOW S. PERSON

12 The ideas of Frederick W. Taylor: an evaluation 181  
EDWIN A. LOCKE

13 Frederick Winslow Taylor revisited 199  
JEAN BODDEWYN

14 Management before Frederick Taylor 209  
JOHN H. HOAGLAND

15 Taylor's pig-tale: a historical analysis of Frederick W. Taylor's pig-iron experiments 220  
CHARLES D. WREGE AND AMEDEO G. PERRONI

16 The principles of scientific management: a criticism by Upton Sinclair and an answer by Frederick W. Taylor 244

17 The machinist's side of Taylorism 249  
FRANK C. HUDSON

18 The truth about "Schmidt": reflections of Col. Lyndall F. Urwick, O.B.E., M.C., M.A. 252  
LYNDALL F. URWICK

19 The principles of management 272  
A. HAMILTON CHURCH AND LEON P. ALFORD

20 From boardroom to bunker: how Fred Taylor changed the game of golf forever 285  
SHANNON G. TAYLOR AND ARTHUR G. BEDEIAN

21 NewsreelXLVI 310  
JOHN DOS PASSOS

VI
CONTENTS

PART 3

The Gilbreths 315

22 Classifying the elements of work: methods of analyzing work into seventeen subdivisions 317
   FRANK B. GILBRETH AND LILLIAN M. GILBRETH

23 Finding 'The One Best Way': an appreciation of Frank B. Gilbreth, the father of motion study 327
   ARTHUR G. BEDEIAN

24 The elimination of fatigue through motion study 331
   FRANK WATTS

25 Frederick Taylor and Frank Gilbreth: competition in scientific management 341
   MILTON J. NADWORNY

26 The psychology of management—I 351
   LILLIAN M. GILBRETH

27 Lillian Gilbreth: tireless advocate for a general psychology 360
   ROBERT PERLOFF AND JOHN L. NAMAN

28 Time out for happiness 371
   FRANK B. GILBRETH, JR.

29 Assisting the handicapped: the pioneering efforts of Frank and Lillian Gilbreth 393
   J. MICHEAL GOTCHER

30 Motion study for the blinded: a review of the Gilbreths' work with the visually handicapped 403
   FRANZ T. LOHRKE

VOLUME II

Acknowledgements ix

PART 4

Scientific management—selected major players 1

31 Putting science into production 3
   KENNETH O. BJORK
CONTENTS

32 Some recollections of Henry Laurence Gantt 30
HENRY VAN RIPER SCHEEL

33 The organization theory of Henry Gantt 34
ARTHUR SVENSON

34 Brandeis and scientific management 40
OSCAR KRAINES

35 Henry Sturgis Dennison: the manager and the social critic 54
W. JACK DUNCAN AND C. RAY GULLET

36 Worker participation in the progressive era: an assessment by Harrington Emerson 67
WILLIAM F. MUHS

37 Alexander Hamilton Church and the development of modern management 74
JOSEPH A. LITTERER

38 Toward systematic management: Alexander Hamilton Church 88
MARIANN JELINEK

39 The management movement at the cross-roads 104
HARRY ARTHUR HOPF

40 Harry Hopf: management’s unheralded giant 125
EDMUND R. GRAY AND RICHARD J. VAHL

41 The father of British management 135
LYNDALL F. URWICK

PART 5
Taylorism Worldwide 141

42 The Taylor System in Europe 143
C. BERTRAND THOMPSON

43 The urgent problems of the Soviet rule 152
NIKOLAI LENINE

44 The Taylorization of Lenin: rhetoric or reality? 158
DANIEL A. WREN AND ARTHUR G. BEDEIAN

45 Scientific management and Stakhanovism in the Soviet Union: a historical perspective 172
ARTHUR G. BEDEIAN AND CARL R. PHILLIPS
PART 6
The beginnings of industrial psychology  181

46 The rise and scope of industrial psychology  183
   MORRIS S. VITELES

47 The rise and fall of Hugo Miinsterberg  200
   JUTTA SPILLMANN AND LOTHAR SPILLMANN

48 Measuring minds for the job  221
   W. JEROME ARNOLD

PART 7
Henri Fayol; Max Weber; Luther H. Gulick  225

49 General principles of management  227
   HENRIFAYOL

50 The foundations of Henri Fayol's administrative theory  246
   DANIEL A. WREN, ARTHUR G. BEDEIAN AND
   JOHN D. BREEZE

51 Fayolism as the necessary complement of Taylorism  271
   NORMAN M. PEARSON

52 *The Administrative Writings of Henri Fayol: A Bibliographic
   Investigation, 2nd edition*  284
   JOHN D. BREEZE AND ARTHUR G. BEDEIAN

53 Legal authority: the pure type with employment of
   a bureaucratic administrative staff  297
   MAX WEBER

54 Bureaucratic structure and personality  305
   ROBERT K. MERTON

55 Notes on the theory of organization  316
   LUTHER H. GULICK

56 The proverbs of administration  329
   HERBERT A. SIMON

57 In defence of Luther Gulick's 'Notes on the Theory
   of Organization'  350
   THOMAS H. HAMMOND
CONTENTS

VOLUME III

Acknowledgements ix

PART 8
The Hawthorne studies 1

58 The Western Electric researches 3
   GEORGE C. HOMANS

59 Solving Mayo's mystery: the first complete account of the origin of the Hawthorne Studies - the forgotten contributions of C. E. Snow and H. Hibarger 41
   CHARLES D. WREGE

60 Shedding light on the Hawthorne studies 51
   JEFFREY A. SONNENFELD

61 Hawthorne a half century later: relay assembly participants remember 75
   RONALD G. GREENWOOD, ALFRED A. BOLTON AND REGINA A. GREENWOOD

62 The Hawthorne plan of personnel counseling 92
   WILLIAM J. DICKSON

63 Hawthorne, Topeka, and the issue of science versus advocacy in organizational behavior 97
   LYLE YORKS AND DAVID A. WHITSETT

64 The life and work of Elton Mayo 113
   LYNDALL F. URWICK

65 Conversation with Fritz J. Roethlisberger 137
   WILLIAM F. DOWLING

PART 9
Mary P. Follett * 155

66 The essentials of leadership 157
   MARY P. FOLLETT

67 The psychological foundations: the giving of orders 167
   MARY P. FOLLETT
CONTENTS

68 The illusion of final authority: authority! must be functional and functional authority carries with it functional responsibility 181
MARY P. FOLLETT

69 The psychological foundations: constructive conflict 203
MARY P. FOLLETT

70 Mary Parker Follett: the enduring contribution 217
ELLIOT M. FOX

71 Mary Parker Follett: pioneer in management theory 231
- NARENDRA K. SETHI

PART 10
Lyndall F. Urwick 241
72 The longevity of classical theory 243
THOMAS E. STEPHENSON

73 Why the so-called "classicists" endure 252
LYNDALL F. URWICK

74 Relationship in organization 266
VYTAUTAS A. GRAICUNAS

75 V. A. Graicunas and the span of control 274
LYNDALL F. URWICK

76 A history of the span of management 280
DAVID D. VAN FLEET AND ARTHUR G. BEDEIAN

77 Kismet! A tale of management 306
ARTHUR G. BEDEIAN

78 Vytautas Andrius Graicunas: a biographical note 313

ARTHUR G. BEDEIAN

PART 11
Chester I. Barnard 317
79 The nature of leadership 319
CHESTER I. BARNARD

80 The theory of authority 340
CHESTER I. BARNARD
CONTENTS

81 Informal organizations and their relation to formal organizations
CHESTER I. BARNARD 348

82 The source of managerial authority
CYRIL J. O’DONNELL 355

83 Precepts for managers: interviews with Chester I. Barnard
WILLIAM B. WOLF 368

84 Chester I. Barnard (1886-1961)
WILLIAM B. WOLF 377

PART 12
The beginnings of industrial sociology 385

85 Industrial sociology: a revised view of its antecedents
DANIEL A. WREN 387

86 What every worker wants
WHITING WILLIAMS 400

87 The social structure of the restaurant
WILLIAM FOOTE WHYTE 410

88 "Banana time": job satisfaction and informal interaction
DONALD F. ROY 423

VOLUME IV

Acknowledgements vii

PART 13
Early leadership theory 1

89 Patterns of aggressive behavior in experimentally created "social climates"
KURT LEWIN, RONALD LIPPITT AND RALPH K. WHITE 3

90 The development of leadership power
ORDWAY TEAD 28

91 How to choose a leadership pattern
ROBERT TANNENBAUM AND WARREN H. SCHMIDT 35
CONTENTS

92 Participation by subordinates in the managerial decision-making process 48

ROBERT TANNENBAUM AND FRED MASSARIK

PART 14

Early motivation theory 61
93 A theory of human motivation 63
ABRAHAM H. MASLOW

94 Abraham H. Maslow: reconnaissance for Eupsychia 83
DEBORAH J. COON

95 Fully human 101
JOYCE MILTON

96 Memories of Abe Maslow: some roots of OD 121
WILLIAM G. DYER

97 Some reflections on Abraham Maslow 125
RICHARD GROSSMAN

98 Eulogy for Abraham H. Maslow 128
WARRENN BENNIS

99 The human side of enterprise 138
DOUGLAS M. MCGREGOR

100 One more time: how do you motivate employees? 147
FREDERICK HERZBERG

101 An interview with Frederick Herzberg: managers or animal trainers? 163
WILLIAM F. DOWLING

102 That urge to achieve 176
DAVID c. MCCLELLAND

103 Conversation with David McClelland 185

WILLIAM F. DOWLING

PART 15

The Michigan, Ohio State and Illinois leadership studies 205
104 Motivation: the core of management 207
RENSIS LIKERT
CONTENTS

105 Contributions of the Ohio State studies to the field of leadership 229
   CHESTER A. SCHRIESHEIM AND BARBARA J. BIRD

106 Engineer the job to fit the manager 240
   FRED E. FIEDLER

PART 16

Closing perspective 253
107 Exploring the past 255
   ARTHUR G. BEDEIAN

108 The gift of professional maturity 268
   ARTHUR G. BEDEIAN

Index 279