School of Business Administration and Institute of Industrial Relations *(Los Angeles)*

UNIVERSITY OF CALIFORNIA
LOS ANGELES

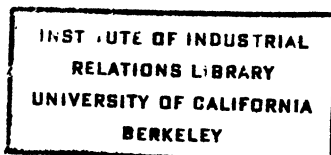INDUSTRIAL HUMAN RELATIONS: A SELECTED BIBLIOGRAPHY .

4th Revision, Summer, 1956.

Prepared by

Irving R. Weschler and Robert Tannenbaum

Los Angeles, 1956.

Table of Contents

I. SCIENCE AND HUMAN RELATIONS

Bain, R. K. "The Researcher's Role: A Case Study," Human Organization, 9 (Spring, 1950), 23-28.

Bell, Daniel. "Social Scientists Explore the World of the Factory," Commentary, 11 (January, 1947), 79-88.

Bennis, Warren G. Some Barriers to Teamwork in Social Research, Social Problems, 3, April 1956, 223-234.

Berelson, Bernard. Content Analysis. Glencoe: Free Press, 1952.

Blackwell, Gordon W. "Multidisciplinary Team Research," Social Forces, May, 1955, 33, 4, 367-374.

Caudill, W. and B. Roberts. "Pitfalls in the Organization of Interdisciplinary Research," Human Organization, 10 (Winter, 1951), 12-16.

Chalmers, W. E. and others. "An Inter-disciplinary Approach to the Study of Labor-Management Relations," Proceedings of Third Annual Meeting. Industrial Relations Research Association, 1950. Pp. 250-296

Chapin, F. S. Experimental Designs in Sociological Research. (rev. ed.). New York: Harpers, 1955.

Chapple, Eliot D. "Applied Anthropology in Industry," in Kroeber (ed.) Anthropology Today. Chicago: University of Chicago Press, 1953, 819-831.

Chase, Stuart. "Social Science: Friend of Management," Personnel, 27 (January, 1951), 246-258.

Chase, S. Proper Study of Mankind. New York: Harper, 1956. (Rev. ed.)

Combs, Arthur W., and Robert S. Fisk. "Problems and Research Needs in Administration," Journal of Social Issues, X, no. 2 (1954), 49-58.

Festinger, Leon and David Katz. Research Methods in the Behavioral Sciences. New York: Dryden, 1953.

Flanagan, John C. "The Critical Incident Technique," Psychological Bulletin, 1954, 51, 327-358.

Goode, William J. and Paul K. Hatt. Methods of Social Research. New York: Mc-Graw Hill, 1952.

Grodzins, Morton. "Public Administration and the Science of Human Relations," Public Administration Review, 11 (Spring, 1951), 88-102.

Jahoda, M., M. Deutsch, and S. Cook. Research Methods in Social Relations. New York: Dryden, 1951. 2 vols.

Lazarsfeld, Paul F. (ed.). Mathematical Thinking in the Social Sciences. Glencoe: The Free Press, 1954.

Mann, F. C. "Human Relations Skills in Social Research," Human Relations, Vol. IV, no. 4 (1951), pp. 341-354.

I. Science and Human Relations (Continued)

Massarik, Fred and Paula Brown. "Social Research Faces Industry," Personnel, XXX, no. 6 (May, 1954), 454-462.

McCloskey, Joseph F., & Trefethen, Florence N. (Eds.). Operations Research for Management. Baltimore, Md.: Johns Hopkins Press, 1954, xxiv, 409 p.

Schwartz, Morris and Charlotte Green Schwartz. "Problems in Participant Observation," The American Journal of Sociology, LX, 4 (January, 1955), 343-353.

Stogdill, R. M. Methods in the Study of Administrative Leadership. Columbus: Ohio State University, Personnel Research Board, 1955.

Tannenbaum, Robert. An Evaluative Focus on Human Relations. Los Angeles: Institute of Industrial Relations, UCLA, 1954. Mimeographed.

Thorndike, Robert L. and Elizabeth Hagen. Measurement and Evaluation in Psychology and Education. New York: John Wiley & Sons, Inc., 1955, 575 pp.

Vallance, Theodore R., Glickman, Albert S., and Suci, George J. "Criterion Rationale for a Personnel Research Program," Journal of Applied Psychology, 1953, 37, 429-431.

Whyte, William F. "Interviewing for Organizational Research," Human Organization, 12, no. 2 (Summer, 1953), 15-22.

Wohl, R. Richard. "Some Observations on the Social Organization of Interdisciplinary Social Science Research," Social Forces, May, 1955, 33, 4, 374-383.

II. UNDERSTANDING THE INDIVIDUAL

Adorno, T. W. and others. The Authoritarian Personality. New York: Harper, 1950.

Allport, Gordon W. The Nature of Prejudice. Cambridge: Addison-Wesley, 1954, pp. 537.

American Management Association, Personnel Series No. 155, Motivation: The Core of Management, 1953.

Applezweig, Dee G. "Some Determinants of Behavioral Rigidity," Journal of Abnormal and Social Psychology, 49, no. 2 (April, 1954), 224-228.

Argyris, Chris. Personality Fundamentals for Administrators. Yale University: Labor and Management Center, rev. ed., 1953.

Barron, Frank. "The Disposition Toward Originality," Journal of Abnormal and Social Psychology, 51, 3 (November, 1955), 478-485.

Barron Frank. Personal soundness in university graduate students. Berkeley, California, University of California Press, 1954.

Bell, Graham B. and Harry E. Hall, Jr. "The Relationship Between Leadership and Empathy," Journal of Abnormal and Social Psychology, 49 (January, 1954), 156-157.

II. Understanding the Individual (Continued)

Bender, I. E. and A. H. Hastorf. "On Measuring Generalized Empathic Ability (Social Sensitivity)," Journal of Abnormal and Social Psychology, 48 (October, 1953), 503-506.

Burling, Temple. Essays on Human Aspects of Administration. Cornell University: New York State School of Industrial and Labor Relations, Bulletin 25. (August, 1953).

Chodorkoff, Bernard. "Self-Perception, Perceptual Defense and Adjustment," Journal of Abnormal and Social Psychology, 49, (October, 1954), 508-512.

Christie, Richard and Marie Jahoda (eds.). Studies in the Scope and Method of "The Authoritarian Personality." Glencoe: The Free Press, 1954.

Clark, Lincoln H. (Ed.) Consumer Behavior: The Dynamics of Consumer Reaction. New York: New York University Press, 1954. viii, 128 p.

Cros, Pierre, Robert B. Gamble, George D. Mraz, Charles S. Whiting, and others. Imagination - Undeveloped Resource. Harvard Graduate School of Business Administration, 1955. 114 pp.

Eaton, W. H. "Hypotheses Relating to Worker Frustration," Journal of Social Psychology, 35 (February, 1952), 59-68.

Ferguson, Leonard W. Personality Measurement. New York: McGraw-Hill, 1952.

Fey, William F. "Acceptance by Others and Its Relation to Acceptance of Self and Others: A Revaluation," The Journal of Abnormal and Social Psychology, Volume 50, number 2 (March, 1955), 274-276.

Fishman, Joshua A. "An Examination of the Process and Function of Social Stereotyping," Journal of Social Psychology, vol. 43 (February, 1956), 27-64.

Forster, Nora Chang. W. Edgar Vinacke and John M. Digman. "Flexibility and Rigidity in a Variety of Problem Situations," The Journal of Abnormal and Social Psychology, Volume 50. number 2 (March, 1955), 211-216.

Freedman, Mervin B., T. F. Leary, and A. G. Ossorio. "The Interpersonal Dimension of Personality," Journal of Personality, 20 (December, 1951). pp. 143-61.

Gage, N. L. "Explorations in the Understanding of Others," Educational and Psychological Measurement, 13 (Spring, 1953), 14-27.

Gehlmann, Frederick, Leonard W. Ferguson and John F. Scott. Personality Tests-- Uses and Limitations. Chicago: Civil Service Assembly, 1956, 23 pp.

Goffman, Erving. "On Face-Work," Psychiatry: Journal for the Study of Interpersonal Processes, volume 18, 3 (August, 1955), 213-231.

Haire, M. and W. E. Grunes. "Perceptual Defenses: Processes Protecting an Organized Perception of Another Personality," Human Relations, III, no. 4 (November, 1950), 403-413.

II. Understanding the Individual (Continued)

Janis, Irving L. "Personality Correlates of Susceptibility to Persuasion," Journal of Personnel, 1954, 22, 504-518.

Jones, Edward E. "Authoritarianism as a Determinant of First-Impression Formation," Journal of Personality, volume 23, 1 (September, 1954), 107-127.

Kallejian, Verne. Interpersonal Understanding in the Informal Discussion Group. Los Angeles: Human Relations Research Group, UCLA, 1953. Mimeographed.

Knutson, Andie L. "The Concept of Personal Security," Journal of Soc. Psychology, vol. 40 (November, 1954), 219-235.

McMurry, Robert N. "Empathy: Management's Greatest Need," Advanced Management, 18 (July, 1953), 6-11.

McMurry, Robert N. "The Executive Neurosis," Harvard Business Review, 30, no. 6 (November, 1952), 33-47.

Manis, Melvin. "Social Interaction and the Self Concept," Journal of Abnormal and Social Psychology, 51, 3 (November, 1955), 362-370.

Maslow, A. H. Self-Actualizing People: A Study of Psychological Health. New York: Brooklyn College Book Store, 1951. pp. 21 (mimeographed).

Menninger, William C. "Effective Human Relations," Menninger Quarterly, 1954, 8 (2), 1-8.

Riesman, David, with Reuel Denney and Nathan Glazer. The Lonely Crowd, A Study of the Changing American Character, New Haven: Yale University Press, 1950.

Rogers, Carl R. "Personality Change in Psychotherapy," International Journal of Social Psychiatry, Vol. 1, no. 1 (Summer, 1955), pp. 31-41.

Rogers, Carl. "A Theory of Personality and Behavior," in his Client-Centered Therapy. Boston: Houghton Mifflin, 1951. Pp. 281-531.

Saenger, Gerhart. The Social Psychology of Prejudice. New York: Harper, 1953.

Saenger, Gerhart, and Flowerman, Samuel. "Stereotypes and Prejudicial Attitudes," Human Relations, 1954, 7, 217-238.

Sarnoff, I. and Daniel Katz. "The Motivational Bases of Attitude Change," Journal of Abnormal and Social Psychology, 49 (January, 1954), 115-124.

Schaie, K. Warner. "A Test of Behavioral Rigidity," Journal of Abnormal and Social Psychology, 51, 3 (November, 1955), 604-610.

Scodel, Alvin and Paul Mussen. "Social Perceptions of Authoritarians and Non-Authoritarians," Journal of Abnormal and Social Psychology, 48 (April, 1953). pp. 181-4.

Shaffer, S. F. The Psychology of Adjustment. Boston: Houghton Mifflin, Revised Edition, 1956.

II. Understanding the Individual (Continued)

Smith, M. Brewster and others. Opinions and Personality. New York: John Wiley & Sons, Inc., 1956. 294 pp.

(and others: Jerome S. Bruner and Robert W. White)

Smock, Charles D. "The Influence of Psychological Stress on the "Intolerance of Ambiguity," The Journal of Abnormal and Social Psychology, Volume 50, number 2 (March, 1955), 177-182.

Strauss, Anselm (editor), The Social Psychology of George Herbert Mead, Chicago: The University of Chicago Press, 1956, 296 pp.

Taft, Ronald. "The Ability to Judge People," Psychological Bulletin, 52, 1 (January, 1955), 1-24.

Tagiuri, R., R. R. Blake, and J. S. Bruner. "Some Determinants of the Perception of Positive and Negative Feelings in Others," Journal of Abnormal and Social Psychology, 48 (October, 1953), 485-492.

Tyler, Leona E., The Psychology of Human Differences, New York: Appleton-Century-Crofts, 1956.

Vinacke, W. Edgar. "Explorations in the Dynamic Processes of Stereotyping," Journal of Social Psychology, vol. 43 (February, 1956), 105-132.

Whiting, Charles S. "Operational Techniques of Creative Thinking," Advanced Management, vol. XX, no. 10 (October, 1955), pp. 24-30.

Winokur, George, M.D., "Brainwashing"-- A Social Phenomenon of Our Time, Human Organization, 13, 4, Winter, 1955.

Wolpert, Edward A. "A New View of Rigidity," Journal of Abnormal and Social Psychology, 51, 3 (November, 1955), 589-594.

III. UNDERSTANDING THE GROUP

A. The Group: Theory

Argyris, C. An Introduction to Interaction Theory and Field Theory. Labor and Management Center Publications. New Haven: Yale University Press, 1952.

Bakke, E. Wight. Bonds of Organization. New York: Harper, 1950.

Barnard, C. I. "The Theory and Functions of Formal Organizations," in his The Functions of the Executive. Cambridge: Harvard University Press, 1938. Part II.

Berger, M., Abel, T., and Page, C. H., Freedom and Control in Modern Society,* D. Van Nostrand Co., Inc., New York, Toronto & London.

*Especially Chapter 3: "The Problem of Authority," by Robert Bierstedt, and chapter 6: "Social Structure and Goals in Group Relations," by Milton M. Gordon.

III. Understanding the Group - A. The Group: Theory (Continued)

Bion, W. R. "Group Dynamics, A Review," International Journal of Psychoanalysis, Vol. 33, (1952). pp. 235-247.

Blum, Milton L. Industrial Psychology and Its Social Foundations. New York: Harper & Brothers, (rev. ed.), 1956, 612 pp.

Blumer, H. "Sociological Theory in Industrial Relations," American Sociological Review, 12 (June, 1947), 271-278.

Brown, J.A.C. Social Psychology and Industry, Baltimore, Maryland: Penguin Books (1954) 310 pp.

Cartwright, D. and A. Zander, eds. Group Dynamics: Research and Theory. Evanston: Row, Peterson, 1953.

Catell, Raymond B. "On the Theory of Group Learning," Journal of Social Psychology, 37, (February, 1953), 27-52.

Chapin, F. Stuart, and Tsouderos, John E. "Formalization Observed in Ten Voluntary Associations: Concepts, Morphology, Process," Social Forces, May, 1955, 33, 4, 306-309.

Dubin, R., ed. Human Relations in Administration: The Sociology of Organization. New York: Prentice-Hall, 1951.

Festinger, Leon. "A Theory of Social Comparison Processes," Human Relations, 1954, 7, 117-140.

Gardner, B. B. and D. G. Moore. Human Relations in Industry. Chicago: Irwin, Third Edition, 1955.

Graicunas, V. A. "Relationship in Organization," in L. Gulick and L. Urwick, Papers on the Science of Administration. New York: Institute of Public Adm., Columbia University, 1937. pp. 183-187.

Haiman, F. S. Group Leadership and Democratic Action. Boston: Houghton Mifflin, 1951.

Hare, P., Edgar F. Borgatta & Robert F. Bales, Small Groups, Alfred A. Knopf, 1955.

Homans, G. C. The Human Group. New York: Harcourt, Brace, 1950.

Jaques, Elliott. "On The Dynamics of Social Structure," Human Relations, Vol. 6, No. 1, (1953). pp. 3-24.

Katz, Elihu and Paul F. Lazarsfeld, Personal Influence, Glencoe: Illinois: The Free Press, 1955.

Kornhauser, Arthur, Robert Dubin, and Arthur M. Ross. Industrial Conflict. New York: McGraw-Hill, 1954.

Krech, D., and R. S. Crutchfield. "The Structure and Function of Social Groups," in their Theory and Problems of Social Psychology. New York: McGraw-Hill, 1948. Chap. 10.

III. Understanding the Group - A. The Group: Theory (Continued)

Lewin, K. Resolving Social Conflicts. New York: Harper, 1948.

Lewin, K. "The Practicality of Democracy," in G. Murphy, ed., Human Nature and Enduring Peace. Boston: Houghton Mifflin, 1945. Chap. 17. Also in S. H. Britt, Selected Readings in Social Psychology. New York: Rinehart, 1950. Pp. 408-418.

Mayo, E. Human Problems of an Industrial Civilization. New York: Macmillan, 1934.

Mayo, E. Social Problems of an Industrial Civilization. Cambridge: Harvard University Press, 1945.

Merton, R. K., A. P. Gray, B. Hockey and H. C. Selvin. Reader in Bureaucracy, Glencoe: Free Press, 1952.

Merton, R. K. and P. F. Lazarsfeld, eds. Continuities in Social Research: Studies in the Scope and Method of "The American Soldier." Glencoe: Free Press, 1950. Especially:
E. A. Shils, "Primary Groups in the American Army," pp. 16-39.
R. K. Merton, and A. S. Kitt, "Contributions to the Theory of Reference Group Behavior," pp. 40-106.

Miller, D. C. and W. H. Form. Industrial Sociology, New York: Harper, 1951.

Moreno, J. L., Who Shall Survive? Monograph Series, no. 58. Washington, D.C.: Nervous and Mental Disease Publishing Company, 1934. 440 pp.

Moore, W. E. Industrial Relations and the Social Order. Rev. ed. New York: Macmillan, 1951. Relevant chapters.

Roethlisberger, F. J. and W. J. Dickson. Management and the Worker. Cambridge: Harvard University Press, 1939. pp. 551-589.

Roethlisberger, F. J. Management and Morale. Cambridge: Harvard University Press, 1941.

Sayles, Leonard R., "Human Relations and the Organization of Work," Michigan Business Review, (November, 1954), 21-25.

Scheidlinger, Saul. Psychoanalysis and Group Behavior: A Study in Freudian Group Psychology. New York: Norton, 1952.

Schneider, Leonard I. "A Proposed Conceptual Integration of Group Dynamics and Group Therapy," The Journal of Social Psychology, 42 (November, 1955), 173-191.

Selznick, P. "Foundations of the Theory of Organization," American Sociological Review, 13 (February, 1948), 25-35.

Sheppard, Harold L. "Approaches to Conflict in American Industrial Sociology," British Journal of Sociology, V, no. 4 (December, 1954), 324-341.

III. Understanding the Group - A. The Group: Theory (Continued)

Sherif, Muzafer and M. O. Wilson, eds. Group Relations at the Crossroads. New York: Harper, 1953. Especially:
  Chap. 3, A. Anastasi, "Psychological Traits and Group Relations."
  Chap. 4, A. Strauss, "Concepts, Communication and Groups."
  Chap. 8, H. Blumer, "Psychological Import of the Human Group."
  Chap. 11, L. F. Carter, "Leadership and Small-Group Behavior."

Simon, H. A. "A Formal Theory of Interaction in Social Groups," American Sociological Review, 17 (April, 1952), 202-211.

Simon, H. A. "Loyalties and Organizational Identification," in his Administrative Behavior. New York: Macmillan, 1947. Chap. 10.

Simon, H. A. et al. Public Administration. New York: Knopf, 1950.

Smith, Mapheus. "Group-centered Behavior," Journal of Social Psychology, 37 (May, 1953), 237-248.

Stagner, Ross. The Psychology of Industrial Conflict. New York: John Wiley & Sons, Inc., 1956. 550 pp.

Stanley, William O., B. Othanel Smith, Kenneth D. Benne, and Archibald W. Anderson. Social Foundations of Education. New York: The Dryden Press, Inc., 1956. 638 pp.

Strodtbeck, Fred L. (Editor), Special issue on small group research of the American Sociological Review, 19, 6 (December, 1954)

Strodtbeck, Fred L. and A. Paul Hare. "Bibliography of Small Group Research (from 1900 to 1953)," Sociometry, vol. 17 (May, 1954), 107-179.

Tannenbaum, Robert. "The Manager Concept: A Rational Synthesis," Journal of Business, XXII (October, 1949), 225-241.

Tannenbaum, Robert. "Managerial Decision-Making," Journal of Business, XXIII (January, 1950), 26-31.

Thelen, Herbert A. Dynamics of Groups at Work. Chicago: University of Chicago Press, 1954, pp. 379.

Turner, Ralph H. "Role-Taking, Role Standpoint, and Reference-Group Behavior," American Journal of Sociology, LXI, 4 (January, 1956), 316-328.

Understanding How Groups Work. Chicago: Adult Education Association, 1955.

Viteles, Morris S. Motivation and Morale in Industry. New York: W. W. Norton, 1953.

Waldo, Dwight. "Development of a Theory of Democratic Administration," American Political Science Review, XLVI (March, 1952), 81-104.

Warner, W. L. and J. O. Low. The Social System of the Modern Factory. New Haven: Yale University Press, 1947.

III. Understanding the Group - A. The Group: Theory (Continued)

Warner, W. L. and Paul S. Lunt. The Social Life of a Modern Community. Yankee
      City Series, vol. 1. New Haven: Yale University Press, 1941. pp. 81-91.

Westerlund, Gunnar. Group Leadership. Stockholm, Sweden: Nordisk Rotogravyr,
      1952.

Whyte, W. F., ed. Industry and Society. New York: McGraw-Hill, 1946. Relevant
      chapters.

Whyte, William F., Money and Motivation, Harpers, New York, 1955.

B. The Group: Experimental and Field Studies

Adams, Stuart. "Social Climate and Productivity in Small Military Groups,"
      American Sociological Review, vol. 19, 4 (August, 1954), 421-425.

Argyris, Chris. "Human Problems with Budgets," Harvard Business Review, 31
      (January-February, 1953), 97-110.

Argyris, Chris. "Human Relations in a Bank," Harvard Business Review, vol. 32
      (September-October, 1954), 63-72.

Argyris, Chris. Organization of a Bank. New Haven: Yale University, Labor and
      Management Center, 1954, pp. 282.

Bates, Alan P. and Jerry S. Cloyd. "Toward the Development of Operations for
      Defining Group Norms and Member Roles," Sociometry, 19, 1 (March, 1956),
      26-39.

Benne, K. D. and B. Muntyan. Human Relations in Curriculum Change. Selected
      Readings. Springfield: Dryden, 1951.

Blake, Robert R., Milton Rosenbaum, and Richard A. Duryea. "Gift-Giving as a
      Function of Group Standards," Human Relations, Volume VIII, number 1
      (1955), pp. 61-73.

Blau, Peter M. "Patterns of Interaction among a Group of Officials in a Govern-
      ment Agency," Human Relations, vol. 7, 3, (1954), 337-348.

Bradford, Leland P. and Jack P. Gibb. "Developments in Group Behavior in Adult
      Education," Rev. Educ. Research, vol. 23 (1953), 233-247.

Campbell, Donald T. "An Error in Some Demonstrations of the Superior Social
      Perceptiveness of Leaders," Journal of Abnormal and Social Psychology, 51,
      3 (November, 1955), 694-696.

Chamberlain, N. W. Management in Motion. New Haven: Yale University Press,
      1950.

Chase, Stuart. Roads to Agreement. New York: Harper, 1951.

Crockett, Walter H. "Emergent Leadership in Small, Decision-making Groups,"
      Journal of Abnormal and Social Psychology, 51, 3 (November, 1955), 378-383.

III. Understanding the Group - B. The Group: Experimental and Field Studies
        (Continued)

Dalton, M. "Conflicts between Staff and Line Managers," American Sociological
        Review, 15 (June, 1950), 342-350.

Deutsch, M. "An Experimental Study of the Effects of Cooperation and Competition
        upon Group Processes," Human Relations, II, no. 3 (July, 1949), 199-232.

Deutsch, Morton and Harold B. Gerard. "A Study of Normative and Informational
        Social Influences upon Individual Judgment," Journal of Abnormal and Social
        Psychology, 51, 3 (November, 1955), 629-636.

Festinger, Leon and Herman A. Huttle, "An Experimental Investigation of the
        Effect of Unstable Interpersonal Relations in a Group," Journal of Abnormal
        and Social Psychology, 49, (October, 1954), 513-522.

Festinger, L., Stanley Schacter, and Kurt Back. Social Pressures in Informal
        Groups. New York: Harper, 1950.

French, J.R.P., A. Kornhauser and A. Marrow (issue eds.) "Conflict and Coopera-
        tion in Industry," Journal of Social Issues, 2 (February, 1946), entire
        issue.

Friedmann, Georges. "Some Experiments in Industrial and Human Relations," Inter-
        national Labor Review, Volume LXXI, number 1 (January, 1955), pp. 79-87.

Guetzkow, H., ed. Groups, Leadership and Men. Pittsburgh: Carnegie Press, 1951.

Guetzkow, Harold. "An Analysis of Conflict in Decision-Making Groups," Human
        Relations, 1954, 7, 367-382.

Hemphill, J. K. and C. M. Westie, "The Measurement of Group Dimensions," The
        Journal of Psychology, 29 (April, 1950), 325-342.

Hochbaum, Godfrey M. "The Relation Between Group Members' Self-Confidence and
        Their Reactions to Group Pressures to Uniformity," American Sociological
        Review, 19, 6 (December, 1954), 678-687.

Homans, George C. "The Cash Posters: A Study of a Group of Working Girls,"
        American Sociological Review, 19, 6 (December, 1954), 724-733.

Horsfall, Alexander B. and Conrad M. Arensberg. "Teamwork and Productivity in a
        Shoe Factory," Human Organization, 8 (Spring, 1949), 13-25.

Jacobson, E., et al., eds. "Human Relations Research in Large Organizations,"
        Journal of Social Issues, VII, No. 3. (1951). entire issue.

Jacques, E. The Changing Culture of a Factory. London: Tavistock Publications,
        1951.

Kallejian, Verne, Paula Brown, and Irving R. Weschler. "The Impact of Inter-
        personal Relations on Ratings of Performance," Public Personnel Review, 14
        no. 4 (October, 1953), 166-170.

Kaplan, Max. "Telopractice: A Symphony Orchestra as it Prepares for a Concert,"
        Social Forces, 33, 4, May, 1955, 352-355.

III. Understanding the Group - B. The Group: Experimental and Field Studies
         (Continued)

Katz, D., N. Maccoby, and N. C. Morse. Productivity, Supervision and Morale in
     an Office Situation, Part I. Ann Arbor: Survey Research Center, University
     of Michigan, 1950.

Katz, D., N. Maccoby, G. Gurin, and L. G. Floor. Productivity, Supervision and
     Morale Among Railroad Workers. Ann Arbor: Survey Research Center,
     University of Michigan, 1951.

Lanzetta, John T. "Group Behavior Under Stress," Human Relations, Volume VIII,
     number 1 (1955), pp. 29-52.

Leavitt, Harold J. "Small Groups in Large Organizations," Journal of Business,
     vol. 28, 1 (January, 1955), 8-17.

Lee, Alfred McClung. Fraternities Without Brotherhood: A Study of Prejudice on
     the American Campus. Boston: The Beacon Press, 1955, xii, 159 pp.

Leighton, A. H. The Governing of Men. Princeton: Princeton University Press,
     1945.

Lippitt, R. "An Experimental Study of Authoritarian and Democratic Group
     Atmospheres," in Studies in Topological and Vector Psychology I, University
     of Iowa Studies in Child Welfare, 16. No. 3, 1940.

Lippitt, R., N. Polansky, and S. Rosen, "The Dynamics of Power," Human Relations,
     V, no. 1 (1952), 37-65.

Lombard, George F. F. Behavior in a Selling Group. Harvard University, Boston,
     1955.

Mills, Theodore M. "Power Relations in Three-Person Groups," American Socio-
     logical Review, 18, (August, 1953). pp. 351-57.

Pfiffner, John M. "Research in Organization Effectiveness," Public Personnel
     Review, 14 (April, 1953), 49-54.

"Psychological Studies of Labor-Management Relations," in A. Kornhauser, ed.,
     Psychology of Labor-Management Relations. Industrial Relations Research
     Association, 1949. Part II, pp. 63-107.

Rasmussen, Glen, and Zander, Alvin. "Group Membership and Self-Evaluation,"
     Human Relations, 1954, 7, 239-251.

Roby, Thornton B. "Prerequisites for Pair-Scores to be Used for Assembling Small
     Work Groups," USAF Personal Training Research Center Research Bulletin,
     1954, No. 54-13, iii, 17 p.

Roseborough, Mary E. "Experimental Studies of Small Groups," Psychological
     Bulletin, (July, 1953), 275-303.

Rosenbaum, Milton and Robert R. Blake. "Volunteering as a Function of Field
     Structure," The Journal of Abnormal and Social Psychology, Volume 50,
     number 2 (March, 1955), 193-196.

III. Understanding the Group - B. The Group: Experimental and Field Studies
        (Continued)

Roy, D. "Quota Restriction and Gold Bricking in a Machine Shop," American Journal of Sociology, LVII (March, 1952), 427-443.

Roy, Donald. "Efficiency and 'The Fix': Informal Intergroup Relations in a Piecework Machine Shop," American Journal of Sociology, vol. 60, 3 (November, 1954), 255-267.

Shepard, Herbert A. "The Value System of a University Research Group," American Sociological Review, vol. 19, 4 (August, 1954), 456-462.

Stagner, Ross, et al. "Dual Allegiance to Union and Management (A Symposium)," Personnel Psychology, 7, no. 1 (Spring, 1954), 41-80.

Stogdill, Ralph M. "The Sociometry of Working Relationships in Formal Organizations," Sociometry, 12, No. 4 (Nov. 1949), 276-286.

Stogdill, R. M., C. L. Shartle, E. L. Scott, A. E. Coons, and W. E. Jaynes. A Predictive Study of Administrative Work Patterns. Research Monograph No. 85. Columbus: Ohio State University, 1956.

Torrance, E. Paul. "Perception of Group Functioning as a Predictor of Group Performance," Journal of Social Psychology, 42 (November, 1955), 271-282.

Turner, Ralph H. "The Navy Disbursing Officer as a Bureaucrat," American Sociological Review, 12 (June, 1947), 342-348.

Walker, Charles R. and Robert H. Guest. The Man on the Assembly Line. Cambridge: Harvard University Press, 1952.

Weschler, I. R., M. Kahane, and R. Tannenbaum. "Job Satisfaction, Productivity and Morale: A Case Study," Occupational Psychology, XXVI (January, 1952), 1-14.

Whyte, W. F. Human Relations in the Restaurant Industry. New York: McGraw-Hill, 1948. Relevant chapters.

C. Social Class and Status

Barnard, C. I. "Functions and Pathology of Status Systems in Formal Organizations," in his Organization and Management. Cambridge: Harvard University Press, 1948. Chap. 9.

Brown, P. and C. Shepherd. "Factionalism and Organizational Change in a Research Laboratory," Social Problems, vol. 3, 4 (April, 1956), 235-243.

Burling, Temple, Edith M. Lentz, and Robert N. Wilson. The Give and Take in Hospitals. New York: G. P. Putnam's Sons, 1956, 355 pp.

Centers, R. The Psychology of Social Classes. Princeton: Princeton University Press, 1949.

Cochran, Thomas C. "Business and the Democratic Tradition," Harvard Business Review, vol. 34, 2 (March-April, 1956), 39-48.

III. Understanding the Group - C. Social Class and Status (Continued)

Gillin, John. "National and Regional Cultural Values in the United States," Social Forces, 34, 2 (December, 1955), 107-113.

Gold, R. "Janitors vs. Tenants: A Status-Income Dilemma," American Journal of Sociology, LVII (March, 1952), 486-494.

Goldschmidt, W. "Social Class in America—A Critical Review," American Anthropologist, 52 (October-December, 1950), 483-489.

Harvey, O. J. "An Experimental Approach to the Study of Status Relations in Informal Groups," American Sociological Review, 18, (August, 1953). pp. 357-367.

Kronenberger, Louis. Company Manners: A Cultural Inquiry into American Life. New York: The New American Library (A Mentor Book), 1955. 144 pp.

Leznoff, Maurice and William A. Westley, The Homosexual Community. Social Problems, 3, April 1956, 257-263.

Lipset, S. M. and R. Bendix. "Social Status and Social Structure: A Re-examination of Data and Interpretations," The British Journal of Sociology, II (June, 1951), 150-168 and 230-254. Also issued as Reprint, No. 35. Berkeley: Institute of Industrial Relations, University of California.

Schatzman, Leonard and Anselm Strauss. "Social Class and Modes of Communication," The American Journal of Sociology, LX, 4 (January, 1955), 329-338.

Sherif, M., J. W. White and O. J. Harvey. "Status in Experimentally Produced Groups," American Journal of Sociology, vol. 60, 4 (January, 1955), 370-379.

Smith, Harvey L. "Psychiatry: A Social Institution in Process," Social Forces, May, 1955, 33, 4, 310-316.

Thompson, G. G., H. F. Bligh, and Witryol, "A Critical Examination of Several Methods of Determining Levels of Social Status," J. Social Psychology, 33 (February, 1951), 13-33.

Warner, W. L. Social Class in America. Chicago: Science Research Associates, 1949.

Warner, W. L., and Mildred Hall Warner. What You Should Know about Social Class. Chicago: Science Research Associates, 1953.

D. Communication

Back, K. W. "Influence Through Social Communication," Journal of Abnormal and Social Psychology, 46 (January, 1951), 9-24.

Bales, R. F., F. L. Strodtbeck, T. M. Mills, and M. E. Roseborough. "Channels of Communications in Small Groups," American Sociological Review, 16 (August, 1951), 461-468.

Bavelas, A. and Barrett Dermot. "An Experimental Approach to Organizational Communication," Personnel, 27 (March, 1951), 366-371.

III. Understanding the Group - D. Communication (Continued)

Berne, Eric. "Concerning the Nature of Communication," Psychiatric Quarterly, 27 (1953), 185-198.

Block, Jack. "The Assessment of Communication: Role Variations as a Function of Interactional Context," Journal of Personality, 21, 2, (December, 1952) pp. 272-86.

Block, Jack and Bennett, Lillian. "The Assessment of Communication," (Perception and Transmission as a Function of the Social Situation), Human Relations, VIII, no. 3 (1955), 317-325.

Burns, Tom. "The Directions of Activity and Communication in a Departmental Executive Group: A Quantitative Study in a British Engineering Factory with A Self-Recording Technique," Human Relations, 7, no. 1, 73-98.

Caudill, William and Edward Stainbrook. "Some Covert Effects of Communication Difficulties in a Psychiatric Hospital," Psychiatry, 17 (February, 1954), 27-41.

Chase, Stuart. Power of Words. New York: Harcourt, Brace, 1953.

Corson, J. J. "The Role of Communication in the Process of Administration," Public Administration Review, 4 (Winter, 1944), 7-15.

Crowell, Laura, Allan Katcher, and Miyamoto, S. Frank. "Self-concepts of Communication Skill and Performance in Small Group Discussions," Speech Monographs, 1955, 22, 20-27.

Davis, Keith. "Communication Within Management," Personnel, vol. 31, 3 (November, 1954), 212-218.

Davis, Keith. "A Method of Studying Communication Patterns in Organizations," Personnel Psychology, 6 (Autumn, 1953), 301-312.

Davis, Keith. "Management Communication and the Grapevine," Harvard Business Review, 31 (September-October, 1953), 43-49.

Deutsch, Karl. "Mechanism, Teleology, and Mind: The Theory of Communications and Some Problems In Philosophy and Social Science," Philosophical and Phenomenological Research, 12 (1951) 185-223.

Deutsch, Karl. "On Communication Models in the Social Sciences," The Public Opinion Quarterly, 16 (Fall, 1952) 356-380.

Fearing, Franklin. "Toward a Psychological Theory of Human Communication," Journal of Personality, 22 (September, 1953), 71-88.

Fearing, F. and Genevieve Rogge. "A Selected and Annotated Bibliography in Communications Research," The Quarterly of Film, Radio and Television, VI, no. 3 (1951), 283-315.

Fischer, Frank E. "A New Look at Management Communication," Personnel, May, 1955, 31, 6. 487-495.

Flesch, R. F. The Art of Plain Talk. New York: Harper, 1946.

III. Understanding the Group - D. Communication (Continued)

Flesch, R. F. The Art of Readable Writing. New York: Harper, 1949.

Flesch, R. F. "A New Readability Yardstick," Journal of Applied Psychology, 32 (June, 1948). 221-233.

Hoslett, S. D. "Barriers to Communications," Personnel, 28 (September, 1951) 108-115.

Hovland, C. I. "Changes in Attitude Through Communication," Journal of Abnormal and Social Psychology, 46 (July, 1951), 424-437.

Kolb, Harry D. "Creating the Organizational 'Atmosphere' for Improved Communication," Personnel, 1954, 30, 482-487.

Leary, Timothy. "The Theory and Measurement Methodology of Interpersonal Communication," Psychiatry, May, 1955, 18, 2, 147-161.

Leavitt, Harold J., Some Effects of Certain Communication patterns on Group Performance, Journal of Abnormal Psychology, 46, 38-50, 1951.

Leavitt, H. J. and R. A. H. Mueller. "Some Effects of Feedback on Communication," Human Relations, IV, no. 4 (1951), 401-410.

Lippitt, R. "Administrator Perception and Administrative Approval: A Communication Problem," Sociatry, I, no. 2 (1947), 209-219.

Newcomb, Theodore M. "An Approach to the Study of Communicative Acts," Psychological Review, 60 (November, 1953), 393-404.

Odiorne, George S. "An Application of the Communication Audit," Personnel Psychology, vol. 7, 2 (Summer, 1954), 235-244.

Paterson, D. G., and J. J. Jenkins. "Communication between Management and Workers," Journal of Applied Psychology, 32 (February, 1948), 71-80.

Pigors, Paul. "Communication in Industry: A Cure of Conflict?" Industrial and Labor Relations Review, Vol. 6 (July, 1953). pp. 497-509.

Pigors, P. Effective Communication in Industry. Lt. Rush Loland Memorial Study, no. 1. New York: National Association of Manufacturers, 1949.

Redfield, Charles E. Communication in Management. Chicago: University of Chicago Press, 1953.

Roethlisberger, F. J. "The Administrator's Skill: Communication," Harvard Business Review, 6 (November-December, 1953), 55-62.

Rogers, C. R. and F. J. Roethlisberger. "Barriers and Gateways to Communication," Harvard Business Review, XXX (July, 1952), 46-52.

Ruesch, Jurgen and Kees, Weldon. Nonverbal Communication, Los Angeles: University of California, 232 p., 1955.

Ruesch, Jurgen. "Psychiatry and the Challenge of Communication," Psychiatry, 17 (February, 1954), 1-18.

Ruesch, Jurgen. "Synopsis of the Theory of Human Communications," Psychiatry, 16 (August, 1953).

III. Understanding the Group - D. Communication (Continued)

Ruesch, Jurgen and Gregory Bateson. Communication: The Social Matrix of Psychiatry. New York: Norton, 1951.

Schram, Wilbur. The Process and Effects of Mass Communication. Urbana: University of Illinois Press, 1954. 586 pp.

Simon, H. A. Administrative Behavior. New York: Macmillan, 1947. Chap. 8.

Weaver, Warren. "The Mathematics of Communication," Scientific American, 181 (July, 1949), 11-15.

Whyte, W. H., Jr. and the Editors of Fortune. Is Anybody Listening? New York: Simon and Schuster, 1952.

Wiener, Norbert. The Human Use of Human Beings. New York: Houghton Mifflin, 1950.

E. Authority and Leadership

Air University, A.F.R.O.T.C. Principles of Leadership and Management, Air Science, vol. II, No. 4, (June, 1954), pp. 182.

Anderson, Thomas. Your Own Beloved Sons. New York: Random House, 1956. 230 pp.

Argyris, Chris. Executive Leadership. New York: Harper, 1953.

Argyris, Chris. "Leadership Pattern in the Plant," Harvard Business Review, 32 (January-February, 1954), 63-76.

Argyris, Chris. "Research Trends in Executive Behavior," Advanced Management, vol. XXI, 3 (March, 1956), 6-9.

Barnard, C. I. The Functions of the Executive. Cambridge: Harvard University Press, 1938. Chap. 12.

Barnard, C. I. "The Nature of Leadership," in his Organization and Management. Cambridge: Harvard University Press, 1948. Chap. 4.

Bass, Bernard M. "Authoritarianism or Acquiescence?" Journal of Abnormal and Social Psychology, 51, 3 (November, 1955), 616-623.

Bierstedt, Robert. An Analysis of Social Power, American Sociological Review, 15, December 1950, 730-738.

Borgatta, Edgar F., Robert F. Bales, and Arthur S. Couch. "Some Findings Relevant to the Great Man Theory of Leadership," American Sociological Review, 19, 6 (December 1954), 755-759.

Brameld, Theodore. "Ethics of Leadership," Adult Leadership, 4, 2 (June, 1955), 5-8.

III. Understanding the Group - E. Authority and Leadership (Continued)

Browne, C. G. "A Study of Executive Leadership in Business, I--The R, A, and
     D Scales," Journal of Applied Psychology, 33 (December, 1949), 521-527.

_____. "A Study of Executive Leadership in Business, II--Social Group Patterns,"
     Journal of Applied Psychology, 34 (February, 1950), 12-16.

_____. "A Study of Executive Leadership in Business, III--Goal and Achievement
     Index," Journal of Applied Psychology, 34 (April, 1950), 82-88.

Breed, Warren. "Social Control in the Newsroom: A Functional Analysis," Social
     Forces, May, 1955, 33, 4, 326-335.

Brooks, Earl. "What Successful Executives Do," Personnel, 32, 3 (November, 1955)
     210-225.

Cattell, R. B. "New Concepts for Measuring Leadership, In terms of Group
     Syntality," Human Relations, IV, no. 2 (1951), 161-185.

Fiedler, Fred E. "Good Leadership: Nature or Nurture." Contact, Pensacola, 1954,
     12, 22-24.

Fleishman, Edwin A. "The Description of Supervisory Behavior," Journal of
     Applied Psychology, 37 (February, 1953), 1-6.

Fleishman, Edwin A., Edwin F. Harris, and Harold E. Burtt. Leadership and
     Supervision in Industry. Columbus: Ohio State University, 1955.

Gibb, C. A. "The Principles and Traits of Leadership," Journal of Abnormal and
     Social Psychology, 42 (July, 1947) 267-284.

Goode, Cecil E. "Significant Research on Leadership," Personnel, 27 (March,
     1951), 366-371.

Gordon, T. Group-Centered Leadership. New York: Houghton Mifflin, 1955.

Gouldner, Alvin, ed. Studies in Leadership. New York: Harper, 1950.

Haiman, F. S. Group Leadership and Democratic Action. New York: Houghton
     Mifflin, 1951.

Hall, Robert L. "Social Influence on the Aircraft Commander's Role," American
     Sociological Review, 20, 3 (June, 1955), 292-299.

Hawley, Cameron. Executive Suite. Boston: Houghton Mifflin, 1952. (a novel)

Hemphill, J. K. Situational Factors in Leadership. Ohio State University
     Studies, Bureau of Educ. Research Monograph, no. 32, Columbus: Ohio State
     University, 1949.

Henry, W. E. Executive Personality and Job Success. Personnel Series, no. 120
     New York: American Management Association, 1948. Pp. 3-13.

Hollander, E. P. and Wilse B. Webb. "Leadership, Followership, and Friendship:
     An Analysis of Peer Nominations," The Journal of Abnormal and Social
     Psychology, Volume 50, number 2 (March, 1955), 163-167.

III. <u>Understanding the Group</u> - E. <u>Authority and Leadership</u> (Continued)

Jenkins, David H., et al. <u>Workshop: New Light on Leadership</u>. <u>Adult Leadership</u>, vol. 5, 2 (June, 1956), pp. 43-61.

Jenkins, W. D. "A Review of Leadership Studies with Particular reference to Military Problems," <u>Psychological Bulletin</u>, 44 (January, 1947), 54-79.

Jennings, Helen Hall. <u>Leadership and Isolation: A Study of Personality in Interpersonal Relations</u>. New York: Longmans, Green, 1950.

Knickerbocker, I. "Leadership: A Conception and Some Implications," <u>Journal of Social Issues</u>, 4, no. 3 (Summer, 1948), 23-40.

Krech, D. and R. S. Crutchfield. <u>Theory and Problems of Social Psychology</u>. New York: McGraw-Hill, 1948. Pp. 417-439.

Laird, Donald A. and Eleanor C. Laird. <u>The New Psychology for Leadership</u>. New York: McGraw-Hill Book Company, Inc., 1956, 226 p.

Lippitt, R. and R. K. White. "An Experimental Study of Leadership and Group Life," in T. Newcomb and E. Hartley, eds., <u>Readings in Social Psychology</u>. New York: Holt, 1947. Pp. 315-330.

McGregor, D. "Conditions of Effective Leadership in the Industrial Organization," in S. D. Hoslett, ed., <u>Human Factors in Management</u>. rev. ed. New York: Harpers, 1946. Pp. 23-35.

Mann, Floyd C. and James K. Dent. "The Supervisor: Member of Two Organizational Families," <u>Harvard Business Review</u>, vol. 32, 6 (November-December, 1954) 103-113.

Michels, R. "Authority," in <u>Encyclopaedia of the Social Sciences</u>, II (1930), 319-321.

Morris, R. T. and M. Seeman. "The Problem of Leadership: An Interdisciplinary Approach," <u>The American Journal of Sociology</u>, 56 (September, 1950), 149-155.

O'Donnell, Cyril. "The Source of Managerial Authority," <u>Political Science Quarterly</u>, (December, 1952), 573-88.

Pelz, D. C. "Leadership Within a Hierarchical Organization," <u>Journal of Social Issues</u>, VII, no. 3 (1951), 49-55.

Pigors, P. <u>Leadership or Domination</u>. Boston and New York: Houghton, Mifflin, 1935.

Redl, Fritz, "Group Emotion and Leadership," <u>Psychiatry</u>, 5 (November, 1942), 573-596.

Richmond, Anthony H. "Conflict and Authority in Industry," <u>Occupational Psychology</u>, London, 1954, 28, 24-33.

Rosenberg, Morris, Power and Desegregation, <u>Social Problems</u>, 3, April 1956, 215-222.

III. Understanding the Group - E. Authority and Leadership (Continued)

Sanford, Fillmore H. "Research in Military Leadership," in his Psychology in the World Emergency. Pittsburg: University of Pittsburg Press, 1952. Pp. 17-74.

Scott, Ellis L. Perceptions of Organization and Leadership Behavior. Columbus: Personnel Research Board, Ohio State University, 1952.

Scott, W. H. Industrial Leadership and Joint Consultation. Liverpool: The University Press of Liverpool, 1952.

Seeman, Melvin. "Role Conflict and Ambivalence in Leadership," American Sociological Review, 18 (August, 1953), 373-380.

Shartle, Carroll L., Executive Performance and Leadership, New York, Prentice Hall, 1956.

Simon, H. A. Administrative Behavior. New York: Macmillan, 1947. Chap. 7.

Stagner, Ross. "Attitude Toward Authority: An Exploratory Study," Journal of Social Psychology, vol. 40 (November, 1954), 197-210.

Stogdill, Ralph M. "Leadership, Membership, and Organization," Psychological Bulletin, 47, no. 1 (January, 1950), 1-13.

Stogdill, Ralph M. "Personal Factors Associated with Leadership: A Survey of the Literature," Journal of Psychology, 25 (January, 1948), 35-71.

Stogdill, R. M., E. L. Scott, and W. E. Jaynes. Leadership: A Study of Role Expectations and Performance. Columbus: Ohio State University Research Foundation, 1953.

Stogdill, Ralph M. and Carroll L. Shartle. "Methods for Determining Patterns of Leadership Behavior in Relation to Organization Structure and Objectives," Journal of Applied Psychology, 32 (June, 1948), 286-291.

Tannenbaum, Robert. "Managerial Decision-Making," Journal of Business, XXIII (January, 1950), 26-31.

Learned, Edmund P., David N. Ulrich, and Donald R. Booz. Executive Action. Boston: Division of Research, Graduate School of Business Administration, Harvard University, 1951.

F. Morale

Brayfield, Arthur H. and Crockett, Walter H. "Employee Attitudes and Employee Performance," Psychological Bulletin, vol. 52, no. 5 (September, 1955), pp. 396-424.

Burns, R. K. "Employee Morale--Its Meaning and Measurement," Proceedings of Fourth Annual Meeting. Industrial Relations Research Association, 1951. Pp. 52-68.

French, R. L. "Morale and Leadership," in National Research Council, Human Factors in Undersea Warfare. Washington: National Research Council, 1949. pp. 463-488.

III. Understanding the Group - F. Morale (Continued)

Haire, M. and J. S. Gottsdanker. "Factors Influencing Industrial Morale," Personnel, 27 (May, 1951), 445-455.

Hewitt, David and Jessie Parfit. "A Note on Working Morale and Size of Group," Occupational Psychology, Vol. 27, No. 1, (January, 1953), 38-42.

Kahn, R. L. and Morse, N. C. "The Relationship of Productivity to Morale," Journal of Social Issues, Vol. VII, no. 3. (1951), pp. 8-17.

Krech, D. and R. S. Crutchfield. Theory and Problems of Social Psychology. New York: McGraw-Hill, 1948. Pp. 404-417.

Lentz, E. "Morale in a Hospital Business Office," Human Organization, 9 (Fall, 1950), 17-22.

Mayo, E. and G. F. F. Lombard. Teamwork and Labor Turnover in the Aircraft Industry of Southern California. Cambridge: Harvard University Press, 1944.

Morse, Nancy C. Satisfactions in the White-Collar Job. Ann Arbor: Survey Research Center, University of Michigan, 1953.

Watson, G., ed. Civilian Morale. 2d Yearbook of the Society for the Psychological Study of Social Issues. New York: Houghton Mifflin, 1942.

Weitz, Joseph. "A Neglected Concept in the Study of Job Satisfaction," Personnel Psychology, 5 (Autumn, 1952) 201-205.

Worthy, J. C. "Organizational Structure and Employee Morale," American Sociological Review, 15 (April, 1950) 169-179.

Worthy, J. C. "Factors Influencing Employee Morale," Harvard Business Review, XXVIII (January, 1950), 61-73.

Zentner, H. "Morale: Certain Theoretical Implications of Data in the American Soldier," American Sociological Review, 16 (June, 1951) 297-310.

IV. MANAGERIAL METHODS AND PROCEDURES

A. General

Adult Education Association. The Leader's Digest - The Best from Adult Leadership, vol. 1 (1954), and vol. II (1955).

Carey, H. H. "Consultative Supervision and Management," Personnel, 18 (March, 1942), 286-295.

Dooher, M. J. and V. Marquis, eds. The Supervisor's Management Guide--For All Those Who Supervise Others. New York: American Management Association, 1949.

Finlay, William W., A. Q. Sartain, and Willis M. Tate. Human Behavior in Industry. New York: McGraw-Hill, 1954.

IV. Managerial Methods and Procedures - A. General (Continued)

Friedmann, Georges, What Is Happening to Man's Work? (Excerpts), Human Organiza-
tion, 13, 4, Winter, 1955. (Translated by Charles R. Walker)

Ginsberg, Eli. "Perspectives on Work Motivation," Personnel, vol. 31, 4 (July,
1954), 43-49.

Guest, Robert H. "Men and Machines - An Assembly-Line Worker Looks at His Job,"
Personnel, 31, 6 (May, 1955), 496-503.

Jennings, Elizabeth and Francis. "Making Human Relations Work," Harvard Business
Review, XXIX (January, 1951), 29-55.

Kahn, Robert L. and others. "Workshop: Research on Human Relations in
Industry," Adult Leadership, vol. 3, 8 (February, 1955), 13-27.

McGregor, D., I. Knickerbocker, M. Haire, and A. Bavelas. "The Consultant Role
and Organizational Leadership: Improving Human Relations in Industry,"
Journal of Social Issues, 4, no. 3 (Summer, 1948), 1-52.

Pfiffner, J. M. Supervision of Personnel: Human Relations in the Management of
of Men. Industrial Relations and Personnel Series. New York: Prentice-
Hall, 1951. Scan relevant chapters.

Pigors, P. and C. A. Myers. Readings in Personnel Administration. New York:
McGraw-Hill, 1952.

Saltonstall, Robert. "What Employees Want from Their Work," Harvard Business
Review, 6 (November-December, 1953), 72-78.

Shafer, H. M. "Principles of the Emerging Science of Democratic Administration,"
Advanced Management, 9 (July-September, 1944), 124-128.

Stockford, L. O. and K. R. Kunze. "Psychology and the Pay Check," Personnel,
27 (September, 1950), 2-16.

Tripp, L. R., ed. Industrial Productivity. Industrial Relations Research
Association, 1951.

Whitehead, T. North. "Permission to Think," Harvard Business Review, 34, 1
(January-February, 1956), 33-40.

Whyte, W. F. "Economic Incentives and Human Relations," Harvard Business Review,
XXX (March, 1952), 73-80.

Whyte, W. F. "Social Science and Industrial Relations: How Management Can Use
the Human Relations Specialist," Personnel, 27 (January, 1951), 258-267.

Worthy, J. C. "Changing Concepts of the Personnel Function," Personnel,
25 (November, 1948), 166-175.

Yoder, D. Personnel Management and Industrial Relations. New York: Prentice-
Hall, 4th Edition, 1956, Pp. 960.

IV. Managerial Methods and Procedures (Continued)

B. Selecting Managers or Leaders

Cattell, Raymond B., and Glen F. Stice. "Four Formulae for Selecting Leaders on the Basis of Personality," Human Relations, VII, 4 (1954), 493-507.

Crutchfield, R. S. "Assessment of Persons Through a Quasi-Group Interaction Technique," Journal of Abnormal and Social Psychology, 46 (October, 1951), 577-589.

Flanagan, J. C., D. W. Fiske, B. M. Bass, L. F. Carter, L. Kelley and R. L. Weislogel. "Situational Performance Tests: A Symposium," Personnel Psychology, vol. 7 (Winter, 1954), 461-498.

Flanagan, J. D. "Defining the Requirements of the Executive's Job," Personnel, 28 (July, 1951), 28-36.

Freeman, G. L. and E. K. Taylor. How to Pick Leaders. New York: Funk and Wagnalls, 1950.

Gardner, B. B. "What Makes Successful and Unsuccessful Executives," Advanced Management, 13 (September, 1948), 116-125.

Handyside, John D. and Davis C. Duncan. "Four Years Later: A Follow-up Experiment in Selecting Supervisors," Occupational Psychology, Vol. 28, 1 (January, 1954), 9-23.

Henry, W. E. and B. Gardner, "Personality Evaluation in the Selection of Executive Personnel," Public Personnel Review, 10 (April, 1949), 67-71.

Herbert, A. P. Number Nine or the Mind Sweepers. Garden City: Doubleday, 1952. (a novel)

Higham, M. H. "Some Recent Work with Group Selection Techniques," Occupational Psychology, 26, (July, 1952). pp. 169-176.

Holt, N. F. "Group Methods in Selection," Personnel Practice Bulletin, XI, no. 3 (September, 1955), 53-60.

Judson, Arnold S. "A New Approach to Executive Selection," Harvard Business Review, 32 (March-April, 1954), 127-136.

Lewinski, R. J. "Psychological Appraisal of Executive Personnel," Journal of Personnel Administration and Industrial Relations, 1 (January, 1954), 44-59.

McMurry, Robert N. "Man-Hunt for Top Executives," Harvard Business Review, 32 (January-February, 1954), 46-63.

Mandell, Milton M. "Supervisory Characteristics and Ratings: "A Summary of Recent Research," Personnel, vol. 32, 5 (March, 1956), 435-440.

Mandell, Milton M. "The Group Oral Performance Test I and II," Personnel Administration, XV, no. 6 (November, 1952), 1-10; and XVI, no. 1 (January, 1953), 11-17.

IV. Managerial Methods and Procedures - B. Selecting Managers or Leaders (Continued)

Meyer, Charles A. "The Group Interview Test; Its Weakness," Public Personnel Review, 11 (July, 1950), 147-154.

OSS Assessment Staff. Assessment of Men. New York: Rinehart, 1948.

Osterberg, Wesley and John Chase. "Building a Human Relations Test for Supervisors," Personnel, 30 (January, 1954), 261-266.

Randle, C. W. "How to Identify Promotable Executives," Harvard Business Review, vol. 34, 3 (May-June, 1956), 122-134.

Rock, Milton L. "A Case Study in Testing Supervisors," Personnel, 29 (September, 1952) 170-175.

Stockford, Lee. "Selection of Supervisory Personnel," Personnel, 24 (November, 1947), 186-199.

Stone, C. Harold and William E. Kendall. Effective Personnel Selection Procedures. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1956, 433 pp.

Super, Donald. Appraising Vocational Fitness. New York: Harper, 1949.

Sweezy, Eldon E. "Group Interviews in Selection of Supervisors," Personnel Administration, 15, no. 1, (November, 1952), 11-15.

Thorndike, Robert L. Personnel Selection: Test and Measurement Techniques. New York: Wiley, 1949.

Zill, Anthony. "A Further Inquiry into the Group Oral," Public Personnel Review, XIV, no. 2 (April, 1953), 55-63.

C. Supervisory Training and Management Development

American Management Association, Personnel Series No. 157, New Approaches to Industrial Human Relations, 1953; especially Eugene E. Jennings, "The Dynamics of Forced Leadership Training."

Andrews, Kenneth R. (ed.). Human Relations and Administration: The Case Method of Teaching. Cambridge: Harvard University Press, 1953. pp. 271.

Anshen, Melvin. "Executive Development: In-Company vs. University Programs," Harvard Business Review, vol. 32 (September-October, 1954), 83-91.

Applications of Group Psychotherapy Techniques in Clinical Settings - especially Milton L. Blum, "Group Dynamics in Industry," Int. Journal of Group Psychotherapy, vol. 4, 2 (April, 1954), 163-218.

Argyris, C. "Techniques of 'Member-Centered' Training," Personnel, 28 (November, 1951), 236-247.

Barnlund, Dean C. "Experiments in Leadership Training for Decision-making Discussion Groups," Speech Monographs, 1955, 22, 1-14.

IV. **Managerial Methods and Procedures** - C. Supervisory Training and Management
Development (Continued)

Barrett, F. D. "Perception Demonstrations in Human Relations Training,"
Personnel, 1954, 31, 128-133.

Baxter, B., A. Taaffe, and J. F. Hughes. "A Training Evaluation Study,"
Personnel Psychology, 6 (Winter, 1953), 403-419.

Beckman, R. O. How To Train Supervisors. New York: Harper & Brothers, 1952.

Blansfield, Michael G. "Executive Development: A Group Training Approach,"
Personnel, vol. 32, 5 (March, 1956), 441-448.

Bower, Marvin, ed. The Development of Executive Leadership. Cambridge: Harvard
University Press, 1949.

Bradford, Leland P., Gordon L. Lippitt, Jack R. Gibb. Workshop: Human Relations
Training in Three Days. Adult Leadership, vol. 4, no. 10 (April, 1956),
pp. 11-26.

Buchanan, Paul. "A System for Evaluating Supervisory Development Programs,"
Personnel, vol. 31, (January, 1955), 335-347.

Buchanan, Paul C. and Charles K. Ferguson. "Some Controversial Issues Concerning
Supervisory Development," Personnel, XXX, no. 6 (May, 1954), 473-481.

Buchanan, Paul C. and Charles K. Ferguson. "Changing Supervisory Practices
Through Training: A Case Study," Personnel, 30 (November, 1953), 218-231.

Canter, R. R. Jr. "An Experimental Study of a Human Relations Training Program,"
Journal of Applied Psychology, 35 (1951), 38-43.

Canter, R. R. Jr. "The Use of Extended Control Group Designs in Human Relations
Studies," Psychological Bulletin, 48, 340-347.

Combs, Arthur W. and Robert S. Fisk, eds. "Human Relations Training for School
Administrators," The Journal of Social Issues, X, no. 2 (1954).

Dooher, Joseph M. and Vivienne Marquis, eds. The Development of Executive Talent:
A Handbook of Management Development Techniques and Case Studies, New York:
American Management Association, 1952.

Fleischman, Edwin A. "Leadership Climate, Human Relations Training and Super-
visory Behavior," Personnel Psychology, 6 (Summer, 1953), 205-222.

Fox, Harland; Walton, Scott D., Kirchner, Wayne K., and Mahoney, Thomas A.
"Leadership and Executive Development; A Bibliography," University of
Minnesota Industrial Relations Center Bulletin, 1954, No. 14, iii, 56 p.

Fredriksen, C. W. and Helmer Martinson. "Helping Supervisors Train Themselves
in Human Relations," Personnel, vol. 31 (January, 1955), 323-334.

Golden, Olive H. Training Techniques: A Bibliographic Review. Chicago:
Industrial Relations Center, University of Chicago, 1956, 24 pp.

IV. Managerial Methods and Procedures - C. Supervisory Training and Management
        Development (Continued)

Gray, Robert D. and L. Robert Sorenson. "Practicing Supervision," Personnel, XXX,
    no. 6 (May, 1954), 491-503.

Habbe, S. Company Programs for Executive Development. Studies in Personnel
    Policies, no. 107. New York: National Industrial Conference Board, 1950.

Harris, Edwin F. and Edwin A. Fleishman. "Human Relations Training and the
    Stability of Leadership Patterns," Journal of Applied Psychology, 39, 1
    (February, 1955), 20-25.

"The Incident Process: A New Technique in Management Development," Management
    Methods, 9, 4 (February, 1956), 15-20.

Kallejian, Verne J., Irving R. Weschler and Robert Tannenbaum. "Managers in
    Transition," Harvard Business Review, Volume 33, Number 4 (July-August,
    1955), pp. 55-64.

Korb, L. David. "How To Measure the Results of Supervisory Training," Personnel,
    vol. 32, 5 (March, 1956), 378-391.

Leavitt, H. J. "On Training Managers," Personnel, 29 (July, 1952), 13-22.

Levinson, Daniel J. "The Intergroup Relations Workshop: Its Psychological Aims
    and Effects," J. Psychol., 1954, 38, 103-126.

Lindbom, Theodore R. and Wesley Osterberg. "Evaluating the Results of Supervi-
    sory Training," Personnel, vol. 31, 3 (November, 1954), 224-228.

Mace, M. L., The Growth and Development of Executives. Boston: Division of
    Research, Graduate School of Business Administration, Harvard University,
    1950.

Mahler, Walter R. "Evaluation of Management Development Programs," Personnel,
    XXX, no. 2 (September, 1953), 116-122.

Maier, N. R. F. "Improving Supervision Through Training," in A. Kornhauser,
    ed., Psychology of Labor-Management Relations. Industrial Relations
    Research Association, 1949. Pp. 27-42.

Maier, N. R. F. "A Human Relations Program for Supervision," Industrial and
    Labor Relations Review, 1 (April, 1948), 443-464.

Maier, N. R. F. Principles of Human Relations. New York: Wiley, 1952.

Malamud, Daniel A. Teaching a Human Relations Workshop, Chicago: Center for the
    Study of Liberal Education for Adults, Notes and Essays on Education for
    Adults, number 10, 1955, pp. 35.

McLarney, W. J. Management Training: Cases and Principles. Chicago: Irwin,
    Revised Edition, 1956.

Marshall, Donald L. "The 'Incident Process' of Supervisory Training," Personnel,
    vol. 31 (September, 1954), 134-140.

IV. Managerial Methods and Procedures - C. Supervisory Training and Management
        Development (Continued)

McNair, Malcolm P. The Case Method at the Harvard Business School, New York:
    McGraw-Hill Book Company, Inc., 1954.

National Training Laboratory in Group Development. Explorations in Human Rela-
    tions Training: An Assessment of Experience, 1947-1953. Washington:
    National Education Association, 1953.

Planty, Earl G. and J. Thomas Freeston. Developing Management Ability. New York:
    Ronald, 1954.

Reigel, John W. Executive Development. Ann Arbor: University of Michigan Press,
    1953.

Roethlisberger, F. J. "Training Supervisors in Human Relations," Harvard
    Business Review, XXIX (September, 1951), 47-57.

Ronken, Harriet O. "Looking Around: Books on Supervisors' Training," Harvard
    Business Review, vol. 32, 4 (July-August, 1954).

Sampson, Robert C. "Train Executives While They Work," Harvard Business Review,
    6 (November-December, 1953), 42-54.

Surace, James R. "Resistance to Training," Harvard Business Review, 32 (March-
    April, 1954), 73-78.

Tannenbaum, Robert, Verne Kallejian and Irving R. Weschler. "Training Managers
    for Leadership," Personnel, 30 (January, 1954), 254-260.

Training Group Leaders. Chicago: Adult Education Association, 1956.

Weschler, Irving R., M. A. Klemes, Clovis Shepherd. "A New Focus in Executive
    Training," Advanced Management, Volume XX, number 5 (May, 1955), pp. 19-22.

Zaleznik, A. Foreman Training in a Growing Enterprise. Boston: Graduate School
    of Business Administration, Harvard University, 1951.

Zaleny, L. D. "Experiments in leadership Training," J. Educ. Sociology, 14
    (January, 1941), 310-313.

D. Techniques for Introducing Change

Allport, Gordon. "Psychology of Participation," The Psychological Review, 53
    (May, 1945), 119-120.

Argyris, Chris. "Organizational Leadership and Participative Management,"
    Journal of Business, vol. 28, 1 (January, 1955), 1-7.

Bavelas, A. "Some Problems of Organization Change," Journal of Social Issues, IV,
    no. 3 (Summer, 1948), 49-52.

Cartwright, Dorwin. "Achieving Change in People--The Group Dynamics Approach," in
    L. A. Cook, ed., Toward Better Human Relations. Detroit: Wayne University
    Press, 1952. Pp. 75-93.

IV. Managerial Methods and Procedures - D. Techniques for Introducing Change
            (Continued)

Cartwright, D. "Achieving Change in People: Some Applications of Group
     Dynamics Theory," Human Relations, IV, no. 4 (1951), 381-392.

Coch, L. and J. R. P. French, Jr. "Overcoming Resistance to Change," Human
     Relations, I, no. 4 (1948), 512-532.

Collins, Orvis, Melville Dalton, and Donald Roy. "Restriction of Output and
     Social Cleavage in Industry," Applied Anthropology, V, no. 3 (1946), 1-14.

Festinger, L. and Harold H. Kelley. Changing Attitudes Through Social Contact.
     Ann Arbor: Institute for Social Research, University of Michigan, 1951.

Gordon, Thomas. "What Is Gained by Group Participation,"Educational Leadership
     4 (1950), 220-226.

Jacques, E. "Interpretive Group Discussion as a Method of Facilitating Social
     Change," Human Relations, I, no. 4 (1948), 533-556.

Lawrence, Paul R. "How to Deal with Resistance to Change," Harvard Business
     Review, 32, no. 3 (May-June, 1954), 49-57.

Lewin, K. "Group Decision and Social Change," in T. Newcomb and E. Hartley, eds.
     Readings in Social Psychology. New York: Holt, 1947. Pp. 330-344.

Mace, C. A. "Resistance to Change," Occupational Psychology, 27, no. 1
     (January, 1953) 23-30.

Mann, Floyd C. and John E. Sparling. "Changing Absence Rates: An Application
     of Research Findings," Personnel, vol. 32, 5 (March, 1956), 392-408.

Marrow, A. J. Living without Hate - Scientific Approaches to Human Relations.
     New York: Harper, 1951.

Moore, Leo B. "Too Much Management, Too Little Change," Harvard Business Review,
     34, 1 (January-February, 1956), 41-48.

Ronken, Harriet and Paul Lawrence. Administering Changes. Norwood: Plimpton,
     1952.

Sayles, Leonard R. "A Case Study of Union Participation and Technological
     Change," Human Organization, II, no. 1 (Spring, 1952), 5-16.

Shultz, G. P. "Worker Participation on Production Problems," Personnel, 28
     (November, 1951), 201-211.

Sofer, Cyril. "Reactions to Administrative Change," (A Study of Staff Relations
     in Three British Hospitals), Human Relations, VIII, no. 3 (1955), 291-316.

Spicer, E. H. (ed.). Human Problems in Technological Change. New York:
     Russell Sage Foundation, 1952.

Supervision and Consultation. Chicago: Adult Education Association, 1956.

IV. Managerial Methods and Procedures - D. Techniques for Introducing Change
(Continued)

Tannenbaum, Robert. "Overcoming Barriers to the Acceptance of New Ideas and Methods," Proceedings of Fourth Annual Industrial Engineering Institute. Berkeley: University of California, 1952. Pp. 69-71.

Tannenbaum, Robert and Fred Massarik. "Participation by Subordinates in the Managerial Decision-Making Process," Canadian Journal of Economics and Political Science, 16 (August, 1950) 408-418.

Whyte, W. F. "Incentives for Productivity: The Case of the Bundy Tubing Co.," Applied Anthropology, VII, no. 2 (1948), 1-16.

Zander, A. F. "Resistance to Change--Its Analysis and Prevention," Advanced Management, 15 (January, 1950), 9-11.

E. Methods for the Measurement of Interpersonal Relations

Bales, R. F. Interaction Process Analysis: A method for the study of small groups. Cambridge: Addison-Wesley, 1950.

Bales, R. F. "A Set of Categories for the Analysis of Small Group Interaction," American Sociological Review, 15 (April, 1950), 257-261.

Chapple, E. D. "The Interaction Chronograph: Its Evolution and Present Application," Personnel, 25 (January, 1949), 295-307.

Dodd, Stuart C. and Henry Winthrop. "A Dimensional Theory of Social Diffusion," Sociometry, 16 (May, 1953), 180-202.

Eng, Erling W. "An Approach to the Prediction of Sociometric Choice," Sociometry, XVII, 4 (November, 1954), 329-339.

Foote, Nelson N. and Leonard S. Cottrell, Jr. Identity and Interpersonal Competence: A New Direction in Family Research. Chicago: The University of Chicago Press, 1955. ix, 305 pp.

Gibb, Cecil A. "Leadership," in G. Lindzey, ed., Handbook of Social Psychology, Vol. II. Cambridge: Addison-Wesley, 1954. Pp. 877-920.

Hoffman, E. L., and Rohrer, J. H. "An Objective Peer Evaluation Scale: Construction and Validity," Educational Psychology Measurement 1954, 14, 332-341.

Hollander, E. P., "Buddy Ratings: Military Research and Industrial Implications," Personnel Psychology, vol. 7, 3 (Autumn, 1954), 385-393.

Libo, Lester M. Measuring Group Cohesiveness. Ann Arbor: Institute for Social Research, 1953, pp. 111.

Loomis, C. P. and Pepinsky, H. B. "Sociometry 1937-1947," Sociometry, 11 (August, 1948), 262-301.

Massarik, Fred, Robert Tannenbaum, Murray Kahane, and Irving R. Weschler. "Sociometric Choice and Organizational Effectiveness: A Multi-Relational Approach," Sociometry, 16 (August, 1953), 211-238.

IV. Managerial Methods and Procedures - E. Methods for the Measurement of
        Interpersonal Relations (Continued)

Moreno, J. L. (ed.). Sociometry and the Science of Man. (Vol. XVIII, no. 4,
    December, 1955). New York: Beacon House.

Mouton, Jane Srygley, Blake, Robert R., and Fruchter, Benjamin. "The Validity
    of Sociometric Responses," Sociometry, Vol. XVIII, no. 3 (August, 1955),
    pp. 181-206.

Northway, Mary L. A Primer of Sociometry. Toronto: University of Toronto
    Press, 1952.

Stanton, Howard R. and Litwak, Eugene. "Toward the Development of a Short Form
    Test of Interpersonal Competence," American Sociological Review, 20, no. 6
    (December, 1955), 668-674.

Stogdill, Ralph M. "The Organization of Working Relationships: Twenty Socio-
    metric Indices," Sociometry, XIV, no. 4, (December, 1951), 366-374.

Weiss, Robert S. and Jacobson, Eugene. "A Method for the Analysis of the
    Structure of Complex Organizations," American Sociological Review, 20, no. 6
    (December, 1955), 661-668.

Weschler, I. R., R. Tannenbaum, and E. Talbot. "A New Management Tool: The
    Multi-relational Sociometric Survey," Personnel, 29 (July, 1952), 85-94.

F. Employee Counseling and Interviewing

Auld, Jr., Frank and Murray, Edward J. "Content-Analysis Studies of Psycho-
    therapy," Psychological Bulletin, vol. 52, no. 5 (September, 1955),
    pp. 377-395.

Bach, George R. Intensive Group Psychotherapy. New York: Ronald, 1953.

Bernstein, Lewis. An application of Rogerian concepts to nurse-patient relation-
    ships. Journal of Applied Psychology, 1954, 38, 324-328.

Blum, Milton L. and Benjamin Balinsky. Counseling and Psychology. New York:
    Prentice-Hall, 1951.

Brayfield, A. H. Readings in Modern Methods of Counseling. New York: Appleton-
    Century-Crofts, 1950.

Bugental, James F. T. Psychological Interviewing. Los Angeles: University of
    California, 1952. Mimeographed.

Burling, Temple. "Psychiatry in Industry," Industrial and Labor Relations
    Review, 8, 1, (October, 1954), 30-37.

Cantor, Nathaniel. Employee Counseling. New York: McGraw-Hill, 1945.

Corsini, Raymond J. and Bina Rosenberg. "Mechanisms of Group Psychotherapy:
    Processes and Dynamics," Journal of Abnormal and Social Psychology, 51, 3
    (November, 1955), 406-411.

Driver, Helen Irene. Multiple Counseling .. A Small-Group Discussion Method for
    Personal Growth; Madison, Wisconsin: Monona Publications, 1954.

Erickson, C. E. The Counseling Interview. New York: Prentice-Hall, 1950.

IV. Managerial Methods and Procedures - F. Employee Counseling and Interviewing
(Continued)

Flowerman, Samuel H. "Myths in Psychotherapy," Tex. Rpts. Biol. Med., 1954, 12, 260-277.

Fraser, J. M. A Handbook of Employment Interviewing (3rd ed.). London: MacDonald, 1954.

Gardner, B. B. and D. G. Moore. Human Relations In Industry. Chicago: Irwin, 1950. rev. ed. Chap. 16.

Hahn, M. and M. S. MacLean. General Clinical Counseling. New York: McGraw-Hill, 1950.

Hoch, Erasmus L. and Kaufer, George. "A Process Analysis of 'Transient' Therapy Groups," International Journal of Group Psychotherapy, V, no. 4 (October, 1955), 415-421.

Ingham, Harrington V. and Leonore R. Love. The Process of Psychotherapy. New York: McGraw-Hill, 1954.

Kephart, Newall C. The Employment Interview in Industry, New York: McGraw-Hill, 1952.

Larke, Alfred G. "Industrial Psychiatry: Aid to Human Relations," Dun's Review, (February, 1954), 130-135.

Laughlin, H. P. and M. Hall. "Psychiatry for Executives: An Experiment in the Use of Group Analysis to Improve Relationships in an Organization," American Journal of Psychiatry, 107 (January, 1951), 493-497.

Marmor, Judd. "The Feeling of Superiority: An Occupational Hazard in the Practice of Psychotherapy," The American Journal of Psychiatry, 110, 5 (November, 1953) 370-376.

Powdermaker, Florence B. and J. D. Frank. Group Psychotherapy: Studies in Methodology of Research and Therapy. Cambridge: Harvard University Press, 1952.

Roethlisberger, F. J. and W. J. Dickson. Management and the Worker. Cambridge: Harvard University Press, 1939. Pp. 255-379 and 511-524.

Rogers, C. Client Centered Therapy. Boston: Houghton Mifflin, 1951.

Rogers, C. Counseling and Psychotherapy. Boston: Houghton Mifflin, 1942.

Shoestrom, E. L. and L. M. Brammer. The Dynamics of the Counseling Process. New York: McGraw-Hill, 1952.

Snyder, W. U. An investigation of the nature of non-directive psychotherapy. J. gen. Psychol., 1945, 33, 193-223.

Talland, George A. "The Working System of Psychotherapy Groups," Group Psychotherapy, VII, 1 (May, 1954), 67-80.

IV. Managerial Methods and Procedures - F. Employee Counseling and Interviewing
(Continued)

Watson, Robert I. Readings in the Clinical Method of Psychology. New York:
Harper, 1949. Pp. 528-637.

Wilensky, J. L. and H. I. Wilensky. "Personnel Counseling: The Hawthorne Case,"
American Journal of Sociology, LVII (November, 1951), 265-281.

Worters, Jane. Techniques of Counseling. New York: McGraw-Hill, 1954, pp. 384.

G. Conference Technique

Bales, Robert F. "In Conference," Harvard Business Review, 32 (March-April, 1954),
44-50.

Bass, Bernard M. "The Leaderless Group Discussion," Psychological Bulletin, vol.
51 (September, 1954), 465-492.

Benne, K. D. and Paul Sheats. "Functional Roles of Group Members," Journal of
Social Issues, 4 (Spring, 1948), 41-49.

Bennett, Edith Becker. "Discussion, Decision, Commitment, and Consensus in
'Group Decision,'" Human Relations, VIII, no. 3 (1955), 251-273.

Bradford, L. P. and J. R. P. French. "Dynamics of the Discussion Group," Special
issue of the Journal of Social Issues, 4 (Spring, 1948), 1-75.

Cantor, Nathaniel. Learning Through Discussion. Buffalo: Human Relations for
Industry, 1951.

Cantor, Nathaniel. "Skills in Conference Leadership," Personnel Journal, 31
(1952), 135-137.

Cooper, A. M. How to Conduct Conferences. New York: McGraw-Hill, 1946.

Gibb, J. R., G. N. Platts and L. Miller. Dynamics of Participative Groups.
St. Louis: Swift, 1951.

Guetzkow, Harold and John Gyr. "An Analysis of Conflict in Decision-Making
Groups," Human Relations, vol. 7, 3, (1954), 367-383.

Guetzkow, H. and M. Kriesberg. "Executive use of the Administrative Conference,"
Personnel, 26 (March, 1950), 318-323.

Hannaford, E. W. Conference Leadership in Business and Industry. New York:
McGraw-Hill, 1945.

How to Lead Discussions. Chicago: Adult Education Association, 1955.

Jennings, Eugene Emerson. "Agreement or Compromise? The 'Leveling Effect' in
Group Discussion," Personnel, 1954, 31, 61-71.

Lee, Irving J. "Procedure for 'Coercing' Agreement," Harvard Business Review,
32 (January-February, 1954), 39-46.

IV. Managerial Methods and Procedures - G. Conference Technique (Continued)

Maier, N.R.F. "The Quality of Group Decisions as Influenced by the Discussion Leader," Human Relations, III, no. 2 (1950), 155-164.

Maier, N.R.F., and Allen R. Solem. "The Contribution of a Discussion Leader to the Quality of Group Thinking: The Effective Use of Minority Opinions," Human Relations. V, no. 3 (1952), 277-288.

Maloney, R. M. "Group Learning Through Group Discussion: A Group Discussion Implementation Analysis," Journal of Social Psychology, vol. 43 (February, 1956), 3-9.

Matthews, Jack, and A. W. Bendig. "The Index of Agreement: A Possible Criterion for Measuring the Outcome of Group Discussion," Speech Monographs, 1955, 22, 39-42.

Sattler, William M. and N. Edd Miller. Discussion and Conference. New York: Prentice-Hall, 1954.

Stigers, M. F. Making Conference Programs Work. New York: McGraw-Hill, 1949.

Strauss, Bert, and Frances Strauss. New Ways to Better Meetings. New York: Viking, 1951.

Whyte, William F. Leadership and Group Participation. Bulletin 24. Ithaca: New York State School of Industrial and Labor Relations, Cornell University, 1953.

H. Role Playing

Argyris, C. Role-Playing in Action. Bulletin no. 16. Ithaca, N.Y.: New York State School of Industrial and Labor Relations, Cornell University, 1951.

Bavelas, A. "Role-Playing and Management Training," Sociatry, I, no. 2 (June, 1947).

Hetzler, Stanley A. "Variations in Role-Playing Patterns Among Different Echelons of Bureaucratic Leaders," American Sociological Review, 20, no. 6 (December, 1955), 700-706.

How to Use Role Playing and Other Tools for Learning. Chicago: Adult Education Association, 1955.

Janis, Irving L. and Bert T. King. "The Influence of Role Playing on Opinion Change," Journal of Abnormal and Social Psychology, 49, no. 2 (April, 1954), 211-218.

Maier, Norman R. F. "Dramatized Case Material as a Springboard for Role Playing," Group Psychotherapy, 6 (May-August, 1953), 30-42.

Maier, N. R. F. and L. F. Zerfoss,. "MRP: A Technique for Training Large Groups of Supervisors and Its Potential Use in Social Research," Human Relations, V, no. 2 (1952), 177-187.

Maier, N. R. F. and A. R. Solem. "Audience Role Playing: A New Method in Human Relations Training," Human Relations, IV, no. 3 (1951), 279-295.

Mann, J. H. "Experimental Evaluations of Role Playing," Psychological Bulletin, vol. 53, 3 (May, 1956), 227-234.

IV. **Managerial Methods and Procedures** - H. Role Playing (Continued)

Miller, Delbert C. "A Role Playing Workshop for Business and Government Adminis-
trators; Its Research Implications," Group Psychotherapy, 6 (May-August,
1953), 50-62.

Miller, D. C. "Introductory Demonstrations and Applications of Three Major Uses
of Role Playing for Business and Government Administrators," Sociometry,
(February, 1951), 48-59.

O'Donnell, Walter G. "Role-Playing as a Practical Training Technique," Personnel,
29 (November, 1952), 275-289.

"Role Playing." Special section in The Journal of Industrial Training, (January-
February, 1953), pp. 3-34.

Vinacke, Edgar W. "The Miniature Social Situation," University of Hawaii:
Psychological Laboratory, (February, 1954), pp. 32.

I. Evaluating Organizational Effectiveness

Albrecht, Paul. "Projective Methods in Industry," Journal of Business, vol. 28,
1 (January, 1955), 18-28.

Bass, Bernard M. "Ultimate Criteria of Organizational Worth," Personnel
Psychology, 5 (Autumn, 1952), 157-174.

Buchele, Robert B. "Company Character and the Effectiveness of Personnel
Management," Personnel, vol. 31 (January, 1955), 289-302.

Caplow, Theodore. "The Criteria of Organizational Success," Social Forces, 32
(October, 1953), 1-9.

Comrey, A. L., Pfiffner, J. M., and High, W. S. Factors Influencing Organiza-
tional Effectiveness, Los Angeles: University of Southern California, 1954.
vi, 60 p. (Final Technical Report, ONR.)

Friesen, Edward P. "The Incomplete Sentences Technique as a Measure of Employee
Attitudes," Personnel Psychology, 5 (Winter, 1952), 329-345.

Katz, D. "Good and Bad Practices in Attitude Surveys in Industrial Relations,"
Proceedings of Second Annual Meeting. Industrial Relations Research
Association, 1949. Pp. 212-221.

Luck, Thomas J., Personnel Audit and Appraisal, McGraw-Hill Company, 1955.

Marriott, R. "Some Problems in Attitude Survey Methodology," Occupational
Psychology, 27 (July, 1953), 117-127.

Massarik, Fred, Robert Tannenbaum, Murray Kahane, and Irving R. Weschler.
"Sociometric Choice and Organizational Effectiveness: A Multi-Relational
Approach," Sociometry, XVI, no. 3 (August, 1953), 211-238.

Pfiffner, John M. "The Effective Supervisor: An Organization Research Study,"
Personnel, May, 1955, 31, 6, 530-540.

IV. Managerial Methods and Procedures - I. Evaluating Organizational Effectiveness (Continued)

Remmers, H. H. Introduction to Opinion and Attitude Measurement. New York: Harper, 1954.

Saltonstall, Robert. "Evaluating Personnel Administration," Harvard Business Review, no. 6 (November, 1952), 93-104.

Science Research Associates. SRA Employee Inventory. Chicago: Science Research Associates, 1952.

Thole, Henry C. Management Controls: An Annotated Bibliography. Kalamazoo: The W. E. Upjohn Institute for Community Research, 1953.

Weschler, Irving R. and Paula Brown, eds. Evaluating Research and Development. Los Angeles: Institute of Industrial Relations, UCLA, 1953.

Weschler, I. R. "Problems in the Use of Indirect Methods of Attitude Measurement," Public Opinion Quarterly, XV, no. 1 (Spring, 1951), 133-138.

Worthy, J. C. Attitude Surveys as a Tool of Management. General Management Series, no. 3145. New York: American Management Association; 1950.

Weschler, I. R. and R. Bernberg. "Indirect Methods of Attitude Measurement," International Journal of Opinion and Attitude Research, 4, (Summer, 1950), 209-228.