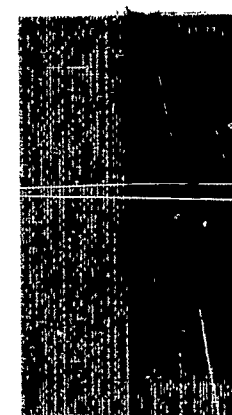


I N D E X

DEPT. 4731 FILES

Dept. 4731 Files



UNIVERSITY OF WISCONSIN - MILWAUKEE

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Equipment and Facilities
Personnel
Miscellaneous

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General - Temporary File (Dec. 1946 - May 1950)
Hiring Routines (1951-19 —)
Job Grading (Counselors)
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Leaves of Absence
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Overtime and Special Hours Authorization
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Selection of Counselors - Applicant Interview Outline
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in department chief's desk.)
Termination of Employment
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ADMINISTRATION

Budget and Expense

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Time Charges - Individual Counselors' Record of Tickets
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Vouchers

Equipment and Facilities

Conference Rooms

Furniture and Misc. Equip.

Interviewing Rooms

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Attendance

Counseling Organ. Roll (1936-1939) (1940-Nov. 1946)
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Hiring Routines

Job Grading (Counselors)

Job Grading (Secy., Steno, Dict. Mach. Oper.)

Leaves of Absence

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Military Service - Policies and Practices

Miscellaneous (Subject to periodic review)

Organization Charts - 4730

Overtime and Special Hours Authorization

Pension and Benefit Plan

Rerate, Regrade, and Transfer Authorization

Selection of Counselors - Applicant Interview Outline

Selection of Counselors - Candidates and Applicants

(Confidential file - to be retained in
department chief's desk.)

Termination of Employment

Turnover (within Counseling Organization)

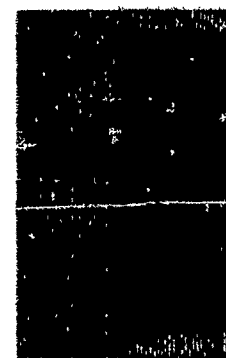
Vacation Schedule Authorization

List of Counselors and Counselors' Code Numbers

ADMINISTRATION (Continued)

Miscellaneous

Hawthorne Absence Review Committee - 1954
Levinger Conferences - 1949
Manual of Procedures - 4731-S
Merit Rating - Study Group Report - 1950
Outline of Personnel Plans and Procedures -
Western Electric Co. (1945)
Pensions - Study Group Notes
Placement and Employment - Study Group Notes - 1950
Restaurant Service at Hawthorne - Study - 1949
Safety Programs in Industry - Study Group Minutes
and Notes - 1948-1949
Sickness Absence Study - 1947
Suggestion Plan - Items Referred to Personnel
Counseling Organization
Union
Study Groups - Developmental Program Subcommittee
Meetings



UNIVERSITY OF WISCONSIN - MILWAUKEE

PUBLIC RELATIONS

Inquiries

Business and Industry (Index in folder)
Foreign Countries (" " ")
Miscellaneous (" " ")
Students and Teachers (" " ")
A. T. & T. System

Miscellaneous

Impact of Counseling and Hawthorne Studies outside
Bell System (Kirkwood memo - 1954)
"Impact of Hawthorne Studies & Counseling" (Final Kirkwood
Brochure - 1955)

Speeches

Filed separately, in alphabetical order,
or in "Miscellaneous" folder.
Index which follows lists not only speeches in
4731 files but also those in 4730 files.

Visitors

Army Personnel
Miscellaneous -- See card index for detailed informa-
tion on Visitors. Cards are filed:
(a) by name of visitor
(b) by name of organization visitor represents
(1) business and industry
(2) government agencies
(3) Bell System
(4) educational institutions
(5) welfare agencies
(6) miscellaneous
(c) by foreign countries

PUBLIC RELATIONS

Speeches

AUSTIN, W.

Hawthorne Plan of Non-directive Counseling discussed
with Thomas R. Masterson's graduate class in Personnel
Management at DePaul University, Chicago, Illinois.

March 1952 - December 2, 1949 - (No speech on file)

4731 File (Correspondence)

BLETTE, G. S.

"Personnel Counseling." (Outline)

Talk given before Professor Rarrel and eight psychology
students from the University of Illinois, visiting Haw-
thorne, December 10, 1948.

(This group also heard talks on safety, selection and
training of employees.)

4731 File

BURTON, ELEANOR

"Employee Counseling."

Conference on Interviewing, Counseling, and Testing,
Industrial Management Institute, Madison, Wisconsin.
January 1950 - (No speech or correspondence on file.)

BURTON, ELEANOR

"Skills and Techniques in Counseling."

Draft of talk presented in panel discussion on "Employee
Counseling - Why, When and How." - at meeting of
Industrial Nursing Section of National Safety Congress,
Chicago, Illinois, October 25, 1949.- 4731 File

DAVISSON, D. D.

"Western Electric's Experimental Interviewing Program
1928-1940."

Talk before the Chicago Council of Social Agencies,
March 6, 1940. - WJD File.

DENISON, EDNA B.

"Personnel Counseling."

Talk given before the West Area Business and Professional
Women's Club, January 22, 1945. WJD File - 4731 File.

DICKSON, W. J.

"An Approach to the Human Factor in Work Relations."

Presented at Cornell University as the fourth in a series of five Edward L. Bernay Lectures on "The New Industrial Relations. A Challenge to America." March 4, 1948.

Included in the book The New Industrial Relations, Hacker, Louis M. and others. Cornell University Press
WJD File - 4731 File.

DICKSON, W. J.

"Employee Counseling."

Talk at Armour Institute of Technology. February 14, 1938.
WJD File

DICKSON, W. J.

"Employee Counseling."

Speech given at Midwest Conference on Industrial Relations at the University of Chicago, October 20, 1944. WJD File

DICKSON, W. J.

"Employee Counseling."

Chicago Association of Commerce, Reconversion Problems School, May 2, 1946.

Transcript mimeographed and distributed by Lecture Reporting Service. WJD File - 4731 File.

DICKSON, W. J.

"Employee Counseling and Training Program."

Presented at Harvard Graduate School of Business Administration, February 5 and 6, 1938. WJD File.

DICKSON, W. J.

"Employee Education and Counseling Programs."

Presented at the Personnel Conference of the American Management Association held at the Palmer House, Chicago, February 15-16-17, 1938 - - - - - Published in Personnel Series Number 35, Understanding and Training Employees, Copyright 1938, American Management Association. WJD File - 4731 File

DICKSON, W. J.

"The Hawthorne Plan of Personnel Counseling."

Presented at annual meeting of The American Orthopsychiatric Association, Chicago, February 17, 1944 - - - - Published in The American Journal of Orthopsychiatry, Vol. XV, No. 2, April 1945.
WJD File - 4731 File.

DICKSON, W. J.

"The Hawthorne Program of Personnel Counseling."

Paper presented before Elfun Meeting (G.E. Executives Club),
at the Chicago Athletic Club, October 22, 1941. WJD File 4731 FILE

DICKSON, W. J.

"The Hawthorne Studies,"

At seventh meeting of Industrial Engineering Seminar,
Columbia University. March 22, 1949 - - - WJD File

DICKSON, W. J.

"How to Build Morale."

Talk at Second Personnel Institute, Ohio State University,
November 17, 1939. WJD File.

DICKSON, W. J.

"How to Handle Grievances."

Speech given at the Foremen's Council at Sears YMCA,
November 2, 1938 - WJD File - 4731 File.

DICKSON, W. J.

"How to Meet Employee Problems."

At Institute on Hospital Personnel Relations, November 19, 1947
in Baltimore, Maryland. Conducted by the American Hospital
Association, sponsored by the School of Hygiene and Public Health
of the Johns Hopkins University. (Schedule on file - no speech)
WJD File.

DICKSON, W. J.

"Human Relations as a Management Problem."

University of Chicago - March 16, 1949 - WJD File

W. J. DICKSON

"Industrial Relations Program and Personnel Counseling at Hawthorne."

Talk before Mr. Eagen's class at Loyola University, March 4, 1943.
WJD File.

DICKSON, W. J.

"Industry as a Social Institution."

Given at Teachers' Conference on Industrial Relations,
Ann Arbor, Michigan. May 6, 7, 8, 1938. WJD File

PUBLIC RELATIONS - Speeches (continued)

DICKSON, W. J.

"Keeping in Touch with Employee Attitudes."

Speech given November 20, 1944 in The University of Michigan's Series of Conferences on Personnel Management, at Detroit, Michigan. WJD File.

DICKSON, W. J.

"Performance Standards."

Given at Conference on Industrial Relations, University of Michigan, April 8, 9, 1938. WJD File.

DICKSON, W. J.

"Personnel Counseling."

Outline of talk before Office Management Association of Chicago, March 7, 1946. WJD File

DICKSON, W. J.

"Selection and Training in Relation to Problems of Social Organization."

Presented at the Fourth Annual Midwest Conference on Industrial Relations, held at the University of Chicago, November 12, 1937. WJD File.

DICKSON, W. J.

"Sharing Information with Employees."

Professor Stone's Industrial Relations Seminar, University of Chicago, November 17, 1943. WJD File.

DICKSON, W. J.

"Social Personality and the Industrial Structure."

Talk before Chicago Society for Personality Study of the University of Chicago, January 26, 1944. WJD File.

DICKSON, W. J.

"Supervisory Participation for Improved Morale."

Given at University of Minnesota's Annual Industrial Relations Conference. March 19, 1948. WJD File - 4731 File - (outline and notes prepared by JJK)

DICKSON, W. J.

"Western Electric Company's Research into Human Relations in Industry."

Talk to War Production Drive Conference, February 6, 1945. WJD File - - - - - Rough draft in 4731 File.

PUBLIC RELATIONS - Speeches (continued)

DICKSON, W. J.

Northwestern Reviewing Stand: "What do Workers Want?"
Participants: Elton Mayo, Marshall Dimock, and Rollin B. Posey.
Sunday, December 8, 1946. 10:30 WGN - - - WJD File

GARDNER, B. B.

"Mental Health in Industry."

Given at annual meeting of the Illinois Society for
Mental Hygiene, Chicago, March 1, 1941. Presented before
the Michigan Society for Mental Hygiene on October 2, 1941.
WJD File - 4731 File.

GARDNER, B. B.

"Personality Adjustment in Industry."

Talk before Social Science group at University of Chicago,
August 1939. WJD File.

GARDNER, B. B.

Talk on Personnel Counseling at Summer Workshop group of college
administrators and graduate students at the University of Chicago,
August 20, 1941. WJD File - - - (Correspondence. No speech on
file.)

GLICK, L. E.

Informal talks on personnel counseling before Mr. V. A. Hines'
class in Educational Psychology and Dr. F. H. Finch's graduate
seminar in Vocational and Educational Guidance at the University
of Illinois. July 1943. 4731 File.

KAUFMANN, J. J.

"Personnel Counseling."

Employee Services Group of the Industrial Relations Association
of Chicago. March 7, 1949. (No speech on file - correspondence
concerning this on file.) 4731 File.

KAUFMANN, J. J.

Panel discussion on Human Relations problems sponsored by the
Midwest Chapter of the American Materials Handling Society and
the Illinois Institute of Technology. 1950 - No speech on file.
4731 File (Correspondence)

KAUFMANN, J. J., KAYSER, R., BURTON, E.

Description of Hawthorne program for State Area Traffic Department
of the Illinois Bell Telephone Company. August 30, 1948.
(No speeches on file) Correspondence on file. 4731 File.

PUBLIC RELATIONS - Speeches (continued)

LANCASTER, A. P.

Personnel Counseling

Speech made before the Washington Chapter of the Society for the Advancement of Management, Washington, D.C. September 22, 1942.

WJD file - 4731 File

MOORE, A. C.

"What Makes the Worker Tick."

Third Annual Michigan-Ohio Foremen's Conference at the University of Michigan. April 19, 1941. WJD File - 4731 File. Correspondence 4731 File.

MUTCHLER, MARGARET

Informal Talk on Counseling

Apparently given before a college class at the University of Wisconsin. 1943 or 1944. 4731 File

POWELL, D. B.

Industrial Counseling

Dr. Wayne K. Clymer's class on counseling at the Evangelical Theological Seminary, Naperville, Illinois.

March 4, 1952 - March 13, 1951 - (No speech on file) 4731 file - Correspondence)

RADEBAUGH, W. C., et al.

"The Case of Tom." (Based on counseling case handled by J. J. Cunningham)

Counseling skit followed by discussion presented before the Council on Industrial Health of the American Medical Association. January 22, 1953 - 4731 File (Wire recording of "The Case of Tom" in Mr. Tessman's desk.)

TESSMAN, E. C.

"The Hawthorne Plan of Personnel Counseling."

Mr. F. J. Bagamery's class in Personnel Management, Illinois Institute of Technology, Chicago, Illinois. December 6, 1951. 4731 File.

TESSMAN, E. C.

Discussion of counseling plan with Thomas R. Masterson's class in Personnel Techniques at DePaul University, Chicago, Illinois November 16, 1953. (No speech on file) - "The Case of Tom" was presented via wire recording. 4731 file - Correspondence.

TESSMAN, E. C.

Evaluation of Counseling. Panel discussion - American Personnel & Guidance Association, Chicago, Illinois - April 6, 1955.

PUBLIC RELATIONS - Speeches (continued)

THAYER, LYMAN

"A Viewpoint of Personnel Counseling in Relation to Occupational Therapy." 1943 - - - - 4731 File

WRIGHT, H. A.

"Sociological Aspects of Research in Employee Problems."

Talk given at the University of Chicago, Industrial Relations Conference. Fall, 1936 - - - - WJD File

WRIGHT, H. A.

"Personnel Counseling."

The Executive Leadership Forum of the Indianapolis Junior Chamber of Commerce on October 23, 1941. - - - - WJD File.

WRIGHT, H. A.

"An Approach to Problems of Personal Adjustment in Industry."

- Presented before:
- (1) The American Council of Guidance and Personnel Associations at St. Louis, Missouri, February 22, 1940.
 - (2) The Industrial Relations Association of Chicago, March 11, 1940.
 - (3) Chicago Guidance and Personnel Association, April 8, 1940.

Published in shorter form in "Occupations," May 1940, as "Personal Adjustment in Industry." WJD File - Speech and correspondence ----- 4731 File - Article and speech.

PUBLIC RELATIONS - Speeches (continued)

LANCASTER, A. P.

Personnel Counseling

Speech made before the Washington Chapter of the Society for the Advancement of Management, Washington, D. C. September 22, 1942. WJD File - 4731 File.

MOORE, A. C.

"What Makes the Worker Tick."

Third Annual Michigan-Ohio Foremen's Conference at the University of Michigan. April 19, 1941. WJD File - 4731 File. Correspondence - 4731 File.

MUTCHLER, MARGARET

Informal talk on counseling.

Apparently given before a college class at the University of Wisconsin. 1943 or 1944. 4731 File.

POWELL, D. B.

Industrial Counseling

Dr. Wayne K. Clymer's class on counseling at the Evangelical Theological Seminary, Naperville, Illinois.

March 4, 1952 - March 13, 1951 - (No speech on file) 4731 File - Correspondence)

RADEBAUGH, W. C., et al.

"The Case of Tom." (Based on counseling case handled by J. J. Cunningham.)

Counseling skit followed by discussion presented before the Council on Industrial Health of the American Medical Association. January 22, 1953 - 4731 File (Wire recording of "The Case of Tom" in Mr. Tessman's desk.)

TESSMAN, E. C.

"The Hawthorne Plan of Personnel Counseling."

Mr. F. J. Bagamery's class in Personnel Management, Illinois Institute of Technology, Chicago, Illinois. December 6, 1951. 4731 File.

TESSMAN, E. C.

Discussion of counseling plan with Thomas R. Masterson's class in Personnel Techniques at DePaul University, Chicago, Illinois. November 16, 1953. (No speech on file) - "The Case of Tom" was presented via wire recording. 4731 File - (Correspondence)

*Tessman, E. C.
Evaluation of Counseling Program -
American Personnel & Guidance Association - 1955*



UNIVERSITY OF WISCONSIN - MILWAUKEE

PERSONNEL COUNSELING (Continued)

Activity Records and Write-Ups

Record Systems
Methods for Analysis of Interviews
Periodic Review of Activity
Summary Write-Ups of Activity
Referrals
Miscellaneous
Group Write-Ups
Individual Write-Ups
Case Material - Unclassified

Miscellaneous

RESEARCH AND SPECIAL STUDIES

Hawthorne Experiments
Employee Relations Research (1936-1943)
Attitude Studies
Observational Studies
Miscellaneous

SUPERVISORY SELECTION AND TRAINING

Western Electric Co.
A. T. & T.
Bell Telephone Companies

REFERENCE MATERIALS

Counseling and Psychotherapy

Business and Industry
Clinics
Educational Institutions
Hospitals
Penal Institutions
Religious Organizations
Unions
United Nations
Miscellaneous

Industrial Management and Human Relations

Hawthorne Experiments
Attitude Surveys
Course Information and Materials
Miscellaneous
Periodicals
Library Books

PERSONNEL COUNSELING

Development and Description

Outline of Procedure - Experiment in "Personnel Work" - 1936
Proposed Plan for "Personnel Man" - 1936
Preliminary Report on Experiment in Personnel Counseling - 1936
Second Progress Report on Experiment in Personnel Counseling - 1936
Personnel Counseling Activity - 1936
Report of Personnel Counseling Activity - Jan. 1936 - March 1937
Personnel Counseling Activity - 1937
Personnel Counseling Activity - 1938
Functions of Personnel Counseling - 1939
Application of Counseling Concepts and Method - Mary Angell (?) - 1939
Interviewer's Handbook - 1940
Personnel Counseling Program - Hawthorne - 1940
Problems in Clarification of Counseling Function - 1940
Review of Personnel Counseling Program - (1936-1941)
Personnel Counseling Program - Hawthorne - 1943
Some Problems in Personnel Counseling - 1943
General Statement of Use, Results, and Methods Used in Personnel Counseling Interviews - 1943
"General Aim of Personnel Counseling" - 1943
Integrating Counseling into the Company - 1944 (?)
"Industrial Personnel Counseling" - 1944
Operation of Personnel Counseling Program - 1945
Current Emphasis in Personnel Counseling - 1945
Report on Personnel Counseling Activity - Dept. 4731 - 1945
Personnel Counseling Program - Hawthorne - 1946
History of Counseling - 1936-1946
Selected Aspects of Counseling Job - 1947
Personnel Counseling Program - Hawthorne - 1948
Personnel Counseling - Various W.E. Locations - Mfg. Staff Conference Report - 1948
Personnel Counseling Activity - Hawthorne - 1949
(Report to Mr. Beal)
Function of the Counselor - Questionnaire & Summary - 1950
Proposed Plan for Operation of Pers. Counseling - 1953
Statements on Counseling for Annual Report
Report on Counseling - Nov. 1, 1943
Review of Personnel Counseling Program - 1936-1943

PERSONNEL COUNSELING (Continued)

Selection and Training

Counselor Training Programs

Outline for Counselor Orientation
Outline for Group Training
Outline - "Scientific Method"
Outline - "Psychology of Individual Adjustment"
Outline - "Semantics"
Outline - "Counseling Theory and Practice"
Outline - "Human Organization of Industry"
Outline - "Factory and the Community"
Outline - "Social Science in Industry"
Outline - LaVerna Titus - 1948
Outline - W. Austin - 1948
Outline - 1945
Outline - Induction of New Counselor
Outline - Kolmar Group - 1945
Outline - L. R. Thayer - 1945

Reading Materials

Training Folder - 1936
Training Folder - 1942
Training Folder - 1944
Training Folder - 1949

Miscellaneous

Attributes Important to Selection and Rating
of Counselors - 1948 Study
Counselor Attributes and Effectiveness - 1941
Study
Counselor Characteristics and Effectiveness -H.C.F.
Counselor Selection & Development - D.B.Powell-1952
Counselor's Individual Progress Record
"An Example of the Interviewing Learning Process"-
E. V. Nemec - 1939
Line Supervisors - Training in Counseling
"Open Letter to a New Counselor" - Eliz.C.Stiles-
1949
"Personal Readjustment Required of the Counselor"
R. B. Kayser - 1942
Practice Materials
Principles in Training of Counselors
Qualifications of Counselors
Reflections of New Counselors (1942-1946)
Role-Playing Case
Rules for Interviewing
Suggestions for the New Counselor - J.A.Ferren-1947
Tests for Selection of Counselors
Works Training Courses (taken by counselors)
Influence of Counselor's Attitude in Development
of the Interview (Connolly, E. - 1944)

PERSONNEL COUNSELING (Continued)

Conferences

With Other A. T. & T. Locations

Hawthorne (Union League Club) - 1940
Hawthorne (Bell Tel. Repres.) - 1941
Hawthorne (Bell Tel. Repr.) - 1941 - Reading
Materials for Conferees
Proposed Conference - 1943
Cleveland - 1945
Hawthorne (Edgewater Beach Hotel) - 1945
Newark - 1947
Hawthorne - 1948
Proposed Conference - 1949
New York - 1954

4000 Division

4700 Branch

Counseling Department

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Counseling Supervisors

Meetings - 1944

Meetings with W.J.D. - 1945-1947
Meetings with W.J.D. on Evaluation Counseling - 1947
Meeting with WCB - 1948
Meetings with W.J.D. - 1949-1950 "Counseling Process"
Meetings with W.J.D. - 1951
Meetings with W.J.D. - 1955

Counseling Sections

4731-1 (1944-1949) D.B. Powell, S.C.
4731-2 (1944-1946-1947, 1948)
4731-3 (1944-1945) Kolmar Av. Sect.
4731-3 (1947-1948) 4731-5 (1948-1949) R. E. Baker, S. C.
4731-4 (1948-1949) A. L. Twigg, S. C.
4731-5 (1947-1948) 4731-3 ('48-'53) E. Burton, S. C.
4731-6 (1943-1944) L. R. Thayer, S. C.
4731-6 (1947) W. Radebaugh, S. C. ('48-'49) R. Kayser
4733-1 ('45-'50) 4731-2 (1950-'51)
4733-2 (1944) (1944-1947) (1947-1948)
4733-4 (1947-1949)
4731 & 4733 (1944-1952) Misc. Sect. Meeting Notes
Inter-Section Panel Conferences (1944)

Outside A. T. & T.

Institute on Counseling in Industry, Ohio State U.
Aug. 1945

Miscellaneous

New Counselors - 4731 (1945-1948)
Personnel Conference - Broadway
President's Conference - (Broadway)

PERSONNEL COUNSELING (Continued)

Counseling at Other AT&T Locations

Bell Telephone Co. of Canada
Buffalo
Chesapeake & Potomac Tel. Co.
Duluth
General Observations and Problems in Extending
Counseling to Other Locations
Indiana Bell Telephone Co.
Kearny
Lincoln
New York - W.E.
Ohio Bell Telephone Co.
Point Breeze
St. Paul
Southern California Telephone Co.
Winston-Salem
A.T.&T. (Headquarters) (Correspondence with D.J.O'Neil)

Coverage

Plant Population Data - (Temporary File)
Manual of Instructions (for Coverage Card File)
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Summaries - 1936-19__

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Introduction and Explanation of Counseling to Employees

Areas of Talk in Explaining the Counseling Job

Article about Personnel Counseling - Duluth

"Skyline Register"

"Dolores Learns about Counseling"

Employee Meetings - 1944

Explanation of Counseling (R. B. Kayser - 1941)

Explanations of Counseling - Miscellaneous

Illustration of "Building a Relationship" with an
Employee - 1950

Induction Program - Statement Made to New Employees
about Personnel Counseling

Initial Contact with New Employee

Introduction of Counseling (Lucille Link - 1945)

"Introduction of a New Counselor into a Territory
Formerly Served by Counseling" - L. Harer-1950

Microphone Article on Counseling - 1948

Observations of a Counselor in a New Territory -
S. V. Gallagher - 1944

Proposed Booklet on Counseling (Eliz. G. Stiles - 1949)

Questions Raised in regard to Personnel Counseling

"Structuring" the Counseling Job-(T. Chenoweth) - 1949

Study of Initial Interviews - Eleanor Beane and
Frances Jacobsen - 1944

Summary of Counselors' Initial Activity in a New
Territory - (LaVerna M. Titus) - 1944

Systematic Interviewing - (Eliz. L. Connelly - 1945)

Systematic Interviewing - (Frances Jacobsen - 1945-1946)

Systematic Interviewing - (Eliz. Connelly and Lucille Link -
1946)

PERSONNEL COUNSELING

(Continued)

Results and Contributions

Absenteeism

Case of Mary (1946)

Problems among Repeater Sickness-Absence Cases (1940)

Accidents

"Counseling in Relation to Accidents" - L.Hansen (1947)

Counseling with People Involved in Accidents - 1949

Individual Referred for Counseling Because of Many
Minor Work Accidents - 1943

Articles on Counseling in "The Accident Record"

Downgrading and Demotion

Case Study (J.P.Quirk - 1949-1950)

"Counseling Effectiveness with Demoted Supervisors"
(C. F. Kendall - 1950)

"Insecurity of Non-Demoted Supervisors"
(R. Puffer - 1950?)

"Problems in Adjustment of Demoted Supervisors" - 1950

Earnings and Efficiency

"Counseling in a Low Earnings Group" (E.E.Marose - 1952)

Counseling in a Machine Section (1954)

Transfers

Case Study (E. G. Tessman - 1939)

Group Study - (1944?)

Group Transfer in Post-War Period (P.Taylor - 1945)

Lamp Shop-Ceramic Dept. Move

Women in Panel Apparatus, Step-by-Step, and Crossbar
Shops (Mary Angell)

Turnover

"Interviews with Janet" - E. Mitter - 1946 (?)

"Interviews with Stella" - Phyllis Dodds - 1943-1944

"Counseling in Relation to Turnover" - E.Burton - 1944

Attention Given to New Employees - 1946

"Counseling and Turnover" - 1945 (?)

Assessment of Labor Turnover - E. V. Nemes and Edna
Denison - 1944 (?)

Miscellaneous

Alcoholic Problem Cases

"Analysis of a Counselor's Three Months' Activity"
(Mary Weber - 1943)

"Assimilation of Negroes"

Conveyor Assembly Group - Effect of Counseling
Activity (P. Dodds - 1940?)

Counseling with a Chronic Complainer (J. Pascoe)

Counseling with an Employee Who Had Requested a
Transfer (M. Ginn - 19__)

"Counseling with an Emotionally Unstable Employee" (1942)

"Counseling and Morale"

Counseling with Negro Employees (W. Cowan - 1948)

Counseling in an Office Section (J. Wheeler - 1948)

"Counseling in Relation to an Employee Quarrel"
(L. Link - 1946)

PERSONNEL COUNSELING

Results and Contributions

Miscellaneous (Continued)

- "Counseling in Relation to A Group Problem" (Margaret Mutchler - 1945)
- Counseling in Relation to Layoffs (J.P. Quirk - 1949)
- Counseling in Relation To A "Problem" Employee (Marjorie Marlow - 1948)
- Counseling in Relation to Supervisor-Employee Friction (Mary Heagstedt - 1944)
- Counseling in the Training Organization - 1946
- Counseling with Veterans
- "A Counselor's Reflections on a Year's Activity" (Kathryn Einbecker - 1948)
- "Evaluation of Counseling"
- Evaluation of "Social Talk" - E. Connelly - 1947)
- "The Girl Who Talked Too Much" (P. Dodds - 1939)
- "Improvement in Employee's Attitudes"
- "Individual Growth and Adjustment Through Three Years of Counseling" (D. B. Powell - 1948)
- "Observation of a Department Undergoing Force Reduction" (L. J. Meiman - 1951)
- "Personnel Counseling and Its Possible Benefits to Management" (L. E. Glick - 1943)
- "Place of Counseling in Affecting Cooperative Efforts of a Workshop" (Elis. Connelly - 1947)
- "Results of Consecutive Interviews" (F. Jacobson - 1944)
- "Results of Interviewing Among Women" - R. Schnable - 1936
- "Social Talk" - Significance to Counseling - Mary Rautenbusch (?)
- "What Counseling is Contributing to Management" - J. Pascoe - 1943
- "Changes in Attitude as Shown in the Interview" - 1939

PERSONNEL COUNSELING (Continued)

Communication with Supervisors

Explanations of Counseling

Chart of Function of Personnel Counseling in Industry

Counseling and Supervision (F.G. Nelson-1946)

"A Counselor Talks to a Supervisor" -

Eliz. Connelly - 1944

Counselor-Supervisor Interaction in 1730 Sub-Branch

"Effects of Conference Activity upon Supervisory

Attitudes toward Counseling"

"Experiences in Personnel Counseling"

Experiment in Communicating the Theory and

Application of Counseling Point of View

to Supervisors (B.B. Gardner - 1941)

Explanation of Counseling to Supervisors (Mary Ginn)

Explanations of Personnel Counseling for Supervisors

Explanations of Counseling to Supervisory

Training Classes

Illustrations of On-the-Job Interviews (sent

to Div. Mgrs. - 1937)

"Information regarding Personnel Counseling"

(Distributed to supervisors - 19__)

Line Supervisors' Request for Information

Meeting - Outline for

Meetings - Outline - 1941

Meetings - Division Managers - 1945

Meetings - Division Managers and Superintendents

1950

Meetings - Ass't Supts. - 1950

Meetings - Archer Ave. Plant (1946-1947)

Meetings - Clearing Plant - 1946

Meetings - Crystal Shop

Meetings - Kolmar Ave. Plant - 1946

Meetings - Reproduction Operating Dept.

Meeting - ? Organization - 1944

Meetings - 1300 Organization (Relay Shops) -1947

Meetings - 1500 Organization (Panel Dial)

Meetings - 1600 Organization (Step-by-step)

Meetings - 1700 Organization (Crossbar) - 1948

Meetings - 2250 and 2260 Organizations - 1947

Meetings - 2300 Organization - 1944-1951

Meetings - 2920 Organization (Tool) - 1947

Meetings - 3000 Organization

Meetings - 3100 Organization (1943-1948)

Meetings - 4000 Organization (Industrial Relations)

1942-1944

Meetings - 4840 Organization (Restaurant)

Meetings - 5000 Organization

PERSONNEL COUNSELING

Communication with Supervisors

Explanations of Counseling (Continued)

Meetings - 5240 Organization - 1950
Meetings - 5300 Organization (Wage Incentives)
1945
Meetings - 5510 Organization - 1945
Meetings - 7210 Organization (Quality Control)
Memo on Understanding the Supervisor
(E. V. Nemes and W. Austin - 1945)
Notes on Contacting Supervisors (W. Austin-1943)
"Personnel Counseling Program" (Memo distributed
to supervisors - 1943)
"Personnel Counseling-Supervisory Conference
Material" (for use by Training Dept.)
Program for Working with Supervisors
(Goodwin and Hackett - 1944)
Proposed Booklet for Supervisors
Proposed Conference Program with Hawthorne
Supervisors on Personnel Counseling
Proposed Letters to Shop Supervisors
Proposed Memo for Distribution to Division
Managers
Questions from Supervisors about Counseling
Relationships between Supervisors and Counselors
(Fiser and Baker - 1944)
Relationships between Supervisors and Counselors
(Reiff and Knoernschild-1944)
Request for Information on Counseling - 1530
Organiz. Supervisors
Review of Progress in Counselor-Supervisor
Relationships - 1943
A Supervisor Talks about Counseling (Therese
Pick-1946)
Talk on Personnel Counseling

PERSONNEL COUNSELING

Communication with Supervisors (Continued)

Viewpoints in Human Relations

Development of Supervisory Conferences

(Various types held by Counseling Org.)

"Joe Blow" Letters - No. 1 - 2 - 3.

"Joe Blow" Letters - Proposed Distribution
to All Supervisors

"Joe Blow" Letters - Supervisory Discussion Meetings
Meeting - Outline for

Proposed Course for Supervisors

Restaurant Organization

"Strengthening Relations between Employees on
Different Levels" (Archer Ave. Mtgs.)

Miscellaneous

Discussions with supervisors regarding
employees to be interviewed, 1944

Periodic Reports Distributed to Upper Mgmt. Levels

Progress Report to Supts. and Ass't Supts. on

Operation of "Referral Plan" - 1953

Clarifying the Distinction between Shop Supervisor's
Function and Counseling Function

Discussions with supervisors regarding employees
to be interviewed - 1944

Outline for discussing Suggested Relationship of
Counselors to Supervisors

"A 6-Months' Experiment with Supervision at Kolmar
Ave." - E. E. Marose - 1951

PERSONNEL COUNSELING (continued)

Classification and Analysis of Activity

Activity Reports

Counselor's Activity Check Off Sheet
Counselor's Records - Samples
Experimental Activity and Results Report (1945)
Instructions and Methods
A Method for Classifying Daily Activity (based on "Anal.
of Couns. 3-Mo. Activity")
A Method of Reporting Counseling Activity (W. C. Radebaugh)
Monthly Summaries - 1941-1946
Monthly Summaries - 1947-1950
Monthly Summary - July-Aug. 1948 (Supplementary Data)
Monthly Summaries - 1951-1953
Monthly Summaries - 1954-1955
Qualitative Symbols - for Use in Daily Activity Records

Referrals

Summary and Analysis of Personnel Counseling Referral
Activity - Sept. 1953-Dec. 1954
"The Nature of Supervisory Referrals to Counselors" - 1951
Analysis of Referral Activity - Sept. 1953 - Dec. 1954
(Individual Analysis Sheets)

Referrals - Analysis of Referrals - Sept. 1953 - Dec. 1954
Comparison of Reasons for Supervisory Referrals & Self
Referrals - Sept. 1953 - Dec. 1954

Use of Counseling

Employee Use of Counseling - Comparison - 1948-1949
Employee Use of Counseling - Instructions
Employee Use of Counseling- Sample Form for Special Study
Employee Use of Counseling-Quarterly Summaries - 1948-1951
Supervisory Use of Counseling - Instructions
Supervisory Use of Counseling - Study Made by 4733-2 - 1946-1947
Supervisory Use of Counseling - Study made by 4733 - 1946-1947
Supervisory Use of Counseling - 1400 organization - 1950
Supervisory Use of Counseling - Quarterly Summaries - 1948-1951
Supervisory and Employee Use of Counseling - Appraisal - 1949

Miscellaneous

Analysis of Counseling Activity - 300 Organization 1st Qar. 1950
Analysis of Subjects Discussed in Counseling Contacts (1944)
Consolidated Reports and Data
Frequency of Contact Study - 1943
Indexing (1938)
Individual Classification Sheet
Initiation of Interviews - Analysis
"An Outline for Classification of Interviews" - A. Pickett - 1946
Progress Records - Tabulation of Data (Working Papers) 1946
Progress Records - Interim Reports and Analysis of Data - 1946
Study of Preoccupation Among Employees - 1939
Typical Areas of Talk

PERSONNEL COUNSELING

(Continued)

Activity Records and Write-Ups

Record Systems

Review of Development of Counseling Record System - 1938
Abstracts of Interviews - Outline of Methods - 1939
Revised Procedures - 1940 - 1941
Review of System for Recording Interviews - 1941
"The Recording Problem" - R. B. Ochsner - 1942
Proposed Policy for Maintaining Files of Interviews
("Active;" "Inactive;" "Dead"). (1942)
Instructions - 1943 (?)
"Recording the Interview" - 1943
"Thoughts on the Subject of Dictating" (W. Austin - 1943)
"Dictating - from the Counselor's Viewpoint" (M. Ginn - 1945)
Study of Problems in Verbatim Dictation (F. Jacobson - 1945-1946)
"Values and Problems of Dictation for the Supervisors"
(F. Jacobson - 1946)
Proposed Card Index for Compilation of Misc. Data - 1947

Methods for Analysis of Interviews

"Device for Examining Counseling Interaction" (L. R. Thayer - 1945)
"Evaluating Counseling Interviews" (W. C. Radebaugh - 1946?)

Periodic Review of Activity

4731-1 (E. C. Tessman) - 1942
4731-2 (?) (E. V. Nemeo) - 1942
4731-3 (J. J. Kaufmann) - 1942
4731-4 (J. N. Pascoe) - 1942
4731-6 (L. R. Thayer) - 1942
Miscellaneous - 1942
Elizabeth L. Connelly - Oct. 1946

Summary Write-Ups of Activity

Instructions (1947-1948)
4731-1 (1947-1948)
4731-3 (1947-1948)
4731-4 (1947-1948)
4731-6 (1947-1948)

Referrals

Instructions and Forms for Reporting Referrals
"The Counselor's Position in Relation to a Difficult
Referral" - Edna Dennison - 1945
"A Superintendent Refers a Department" - R. A. Jones - 1947
Charts showing Data on Referrals - 1947-1948
Summaries of Referred Cases (W. C. R. 's Sect.) 1949

PERSONNEL COUNSELLING

Activity Records and Write-Ups

(Continued)

Miscellaneous

Descriptions of Technical Functions - Flow of Work, etc. -1938
Illustrations of Relations Between Personnel Counselors,
Supervisors, and Employees
Observational Resume of Activities - Two Weeks Ending 7/30/37
Summary of Division EE70 as Presented for Structural Analysis
July 1937
Outline of Apparent Problems in Crossbar Switch Division-1937
Summary of Counseling Problems in Three Groups - 1937 (?)
Observations - 1937
Description of Shop Situation in E50-1, involving Downgrading
of Operators - 1938
Observation of the Functioning of Labor Grade Structure
in E50-1 - 1938
Progress Reports - Dec. 1936-Jan. 1938
Counseling Activity Planned in E52 - 1939
Analysis of Interviews - 1940
Counseling Problem involved in Supervisor - Operator Relation-
ship - 1941
Summaries and Appraisals of Counseling Activity in One Depart-
ment - 1940-1941
Weekly Summaries of Counseling Activity - 1940-1941
Analysis of Interviews - 1942 (Mary Angell)
Significant Contacts of 1/5/42 (R.B.O.)
Superv. Referrals, Empl. Requests, and Couns. Init. Int.
Margaret Mutchler - 1944
Experiment in Recording Activity - Mary Swanson - 1945
Progress Records - Samples - 1946
Areas of Talk in Contacting Supervisors - D.B.Powell - 1946

Group Write-Ups

Individual Write-Ups

Case Material (Unclassified)

PERSONNEL COUNSELING

(Continued)

Miscellaneous

- "Acceptance in Non-Directive Counseling" - W.Austin - 19__
- "Approaches in Counseling: Directive and Non-Directive" -L.Glick-1944
- "A Counselor's Activity over a Period of Five Days" -B.J.Moran - 1949
- "A Counselor's Day" - Lucille Link - 1946
- "A Decade in Personnel Counseling" - W.Austin - 1953
- Employees' and Supervisors' Comments re Counseling
- "Modifying Individual Behavior Through Personnel Counseling"
J. H. Rohrer - 1944
- "Problem of Counselor Morale" - L. Harer - 1950
- "'Rules'?" - W. Austin - 19__
- "The Skill of Listening" - E. D. Tripple - 1948
- "Some Thoughts on Attitude" - R.L.McDonough - 1948
- "Some Thoughts on Reflection" - R.L.McDonough - 1948
- Study Group on Counseling in Industry
- "Thoughts on Industrial Relations" - F.C.Toombs, 1943
- "Type of Counseling Essential for Effective Management" - OMRegan-1952

UNIVERSITY OF WISCONSIN - MILWAUKEE

RESEARCH AND SPECIAL STUDIES

Hawthorne Experiments

Diagrammatic Summary

An Account of the Work of the Industrial Research Division

Bank Wiring Observation Room

Growth of an Employee Relations Research Study

Interviewing Program - Benefits

- | | | |
|---|---|--|
| " | " | - Booths for Interviewing |
| " | " | - Coding of Interviews |
| " | " | - Progress Report Dec. 1936 |
| " | " | - Instructions to Interviewers |
| " | " | - "A Plan for Improving Employee Relations" |
| " | " | - Accounting Branch Interviews |
| " | " | - Employee Representation Plan Inquiry |
| " | " | - Proposed System for Cataloging Employee Comments |
| " | " | - Recording of Interviews |
| " | " | - Review of Experience |
| " | " | - Substance Analysis of Comments from Operating Branch (Part I) |
| " | " | - Substance Analysis of Comments from Operating Branch (Part II) |
| " | " | - Training Course for Interviewers |

A Plan for Improved Employee Relations on the Basis of Factual Data Obtained

Progress Report - Rest Periods, Working Conditions, and Industrial Efficiency

Reflections upon the Hawthorne Experiments
(Letter from Mayo to Penneck)

Research Studies in Employee Effectiveness and Industrial Relations

Rest Period Study - Data

" " " - Report

Rotational Training as Practiced in the Industrial Research Division

Studies in Industrial Research - Technical vs. Social Organization in an Industrial Plant

Supervisory Training Plan

Test Studies in Industrial Relations at Hawthorne

Interviewing Program - Reading List for Interviewers

RESEARCH AND SPECIAL STUDIES (Continued)

Employee Relations Research (1936-1943)

Lay-Offs - 1938

Benefit Sickness Absenteeism Among Married and Single Women at Hawthorne (1940?)

Change from Day Work to Piece Work in Station

Apparatus Shops - Problems Involved in...

(Davisson, D. D. - 1938)

Conceptual Scheme - Notes (Wright, H. A. - 1940)

Conference with F. J. Roethlisberger (1937)

Double Pedestal Desk Problem (Gardner, B. B. - 1937)

Downgraded and Transferred Employees - Analysis

of Sample Group (Gardner, B. B. - 1939)

Employee Relations Research Program (Gardner, B. B.)

Employee Relations Policy (Gardner, B. B. - 1938)

Employee Relations Research Section - Summary Report -

(Oct. 1937 - Oct. 1939)

Group Piece Work Plan at Hawthorne and Its Acceptance at Work Level - Recommendation for Study of (19__)

Individual and the Social Structure (Gardner, B. B. - 1942)

Inspectors' Situation - Some Questions Which Might

Be Raised Regarding...(Moore, A. C. & Dickson, W. J.

- 1939?)

Introduction of Change - Proposed Study (Gardner, B. B.

- 1940)

Job Hierarchy - A Study of (Gardner, B. B. - 1939)

Mental Health in Industry (Gardner, B. B. - 1941)

Optimum No. of Employees per Supervisor (Dickson, J. J. - 1937)

Personnel Research Program - Proposal (Gardner, B. B. - 1944)

Piece Rates - Observations Concerning January Conference on.... (Moore, A. C. & Dickson, W. J. - 1940)

Product Shop - Report Recommending (19__)

Questionnaire Method and Personnel Counseling Method as Mechanisms for Personnel Control (Gardner, B. B. - 1939)

Rest Periods for Shop Departments (1940)

Specific Research Problems (Gardner, B. B. - 1937)

Social Structure of Industry (Gardner, B. B. - 1939)

Supervisors - Mobility of (1938)

Supervisory Positions - Study of Candidates for First

Line.... (Davisson, D. D. & Thayer, L. R. - 1936)

Technological Change - Effects of (Kempinors, R. G.)

Three Level Supervision, Introduction into Central Office Division - Preliminary Report

Unofficial Supervisory Hierarchy - Recommendation for Study of.... (Davisson, D. D. - 1936)

Wage Incentives, Time Standards, and Labor Grades Departments (Tessman, E. C. - 1936)

Wage Problems - Departments at Hawthorne Directly Concerned with....(Tessman, E. C. - 1936)

RESEARCH AND SPECIAL STUDIES (Continued)

Employee Relations Research (1936-1943) (cont.)

Wage Progression Plan - Some Employee Relations

Aspects of... (Dickson, W. J. & Taylor, H. C. - 1942)

Wage Structure at Hawthorne - Some Characteristics of...
(Dickson, W. J. - 1942)

Work Incentives in the Station Apparatus Shops
(Davisson, D. D. et al - 1938)

"Proposed Experiment in Development of Executive Thought
and Technique" - B. B. Gardner - 1939)

RESEARCH AND SPECIAL STUDIES (Continued)

Attitude Studies

Group - Accounting Organization
 Crossbar Shops
 Crystal Shop - 1944
 Equipment Engineers - Supervisory Candidates
 Inspectors
 Kolmar Avenue Plant
 Long Service Employees
 Negroes
 Newly Rehired Employees
 Outlying Plants
 Short and Long Service Employees
 Supervisors (Lower Levels)
 2800 Shops
 Veterans

Subject - Accepting Employees for Work after Sickness
 Absence (Superv. Attitudes) - 1954
 Air Conditioning - Archer
 Demotion of Supervisors
 Economic Conditions
 General Increase
 Hawthorne Employees' Contribution Plan - 1954
 Induction Program
 Juke Boxes
 Luncheon Conferences
 Merit Increases
 Minority Groups, Integration of
 Negro-White Relationships
 Negroes
 Open House Program - Station App. Shops
 Overtime - 1940
 Piece Work - Station App. Shops
 75th Anniversary Program
 Shifts
 Shop and Office Work
 Union
 Wage Incentive Systems
 Wages
 Women's Washrooms
 Work Incentives - Station App. Shops

Hawthorne Plant - Appraisal of Labor Situation (1937-1941)
 Employee Attitudes (1943-19)
 Employee Morale - 1938
 Methods Used in Formulating Employee Attitude
 Reports at Hawthorne
 Review of 1952-1953 Reports on Employee
 Attitudes and Conditions Affecting Morale
 Trends in Employee Relations (1940)

RESEARCH AND SPECIAL STUDIES (Continued)

Attitude Studies (continued)

Miscellaneous

A.T.&T. Survey - "Pin-Prick" Frustrations
Opinions and General Considerations Regarding
Attitude Surveys
Study Group on Methods of Assessing Employee
Attitudes and Morale

RESEARCH AND SPECIAL STUDIES

Observational Studies

Harer - Restaurant ("Location C" - Bldg. 58-1) -
Comparison of Three Supervisory Approaches
Restaurant (Bldg. 58-2)
Restaurant ("Location C" - Bldg. 58-1) -
Notes - Chronological - Vol. I
Restaurant ("Location C" - Bldg. 58-2) -
Notes - Chronological - Vol. II
Restaurant ("Location C" - Bldg. 58-1) -
Notes - Supervisors and Men Employees
(Marilyn Harer and R. H. Mickelson)
Restaurant ("Location C" - Bldg. 58-1) -
Notes - Women Employees - Vol. I
Restaurant ("Location C" - Bldg. 58-1) -
Notes - Women Employees - Vol. II
Restaurant ("Location C" - Bldg. 58-1) -
Notes - Women Employees - Vol. III
Frey - Lamp Shop Study
New Employee Group - Vol. I
New Employee Group - Vol. II
Dempsey - Inspector Group - Vol. I
Inspector Group - Vol. II
Inspector Group - Vol. III
Miscellaneous -
Wiremen (T. F. Brown)
Wiremen (L. R. Finn)
Conveyor Group (H. J. Haberkorn)
I.B.M. Accounting Section (T.P. Repsholdt)

Miscellaneous

Developments in Personnel Research at Hawthorne -
1924-1936 (Diagram)
Research in Personnel Relations - D.J. O'Neill
Suggestions on Preparation of Pamphlet Explaining Piece
Work Incentive System to Employees
Notes on Suggested Areas for Research in Counseling
Function of Research in Counseling - 19 __
Women Employees at Hawthorne- Misc. Observations- M. Angell 19__
Induction Interviews - 19 __
Turnover - Observations and Suggestions - 1941
Problem of Improving Supervisory Cooperation - 1941
Suggestion for Research Territory - Kolmar Ave. Plant - 1942
47th St. Research - Problems in Conducting - 1942
Piece Work - Employee Problems in Introduction of - 1942
Turnover Studies - 47th St. - 1943
Absenteeism - Preliminary Study - 47th St. - 1943
Problem of Coordinating Technical and Employee Relations
Factors during Change - E. C. Tessen - 1944
Counseling Research: Its Function, Projects and a Critique
of the Reporting Method - J. W. Knoernschild - 1945

RESEARCH AND SPECIAL STUDIES

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Observations on the Adjustment of Women to Working and Its
Implication for Counseling - Eliz. Hawkins - 1948
Special Studies Section - Report - 1949
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Letters to Employees - 1951
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UNIVERSITY OF WISCONSIN - MILWAUKEE

SUPERVISORY SELECTION AND TRAINING

Western Electric Co.

Duluth - 1947 - "Supervisory Training" - Outline
Hawthorne - 1939-1940 - Supervisory Conferences on Employee Performance
Hawthorne - 1941 - "Selection of Employees"
Hawthorne - 1941 - "The Company's Employee Relations Policy"
Hawthorne - 1943 - "Introducing the New Employee to His Job"
Hawthorne - 1941 - "Personnel Counseling" - M. L. Putnam (for use by Associated Companies)
Hawthorne - 1943 - "Supervision"
Hawthorne - 1943 - "Complaints and Grievances"
Hawthorne - 1944 - List of Company Sponsored Training Courses
Hawthorne - 1948 - List of Company's Training Courses
Hawthorne - 1949 - "Supervisory Training- Manufacturing Costs"
Hawthorne - 1949 - "Approaches to Action in Human Situations"
Hawthorne - 1950 - "Supervisory Training- Basic Supervision"
Hawthorne - 1952 - "Selection and Early Training of Managerial Talent"
"Handbook for Supervisors" - Hawthorne - 1951
Hawthorne - 19 __ - "Language and Human Relations"
Hawthorne - 19 __ - "Conference Method"
Hawthorne - 19 __ - "Introduction to Problems of Supervision"
Hawthorne - Guide for Conducting Interviews regarding Exc. Absences
Headquarters - 1954 - "Alpha Bell Telephone Co." Case
Headquarters - 19 __ - Human Relations
Headquarters - 1952 - Supervisory Indoctrination - Cases Prepared by Hawthorne Counseling Staff
Headquarters - 1952 - Supervisory Indoctrination - Group Leader Supplementary Folder
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Chesapeake & Potomac Tele. Co. - 19__ "Handling Human Relationships
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Alexander & French	-	"Psychoanalytic Therapy - Principles & Application"
American Council of Education - Wash.D.C.	-	"Helping Teachers To Understand Children"
Anderson, V. V.	-	"Psychiatry in Industry"
Anshen, R. H.	-	"Science and Man"
Arensberg, C. M.	-	"The Irish Countryman"
Baker, H.	-	"Employee Counseling"
Bakke, E. Wight	-	"Bonds of Organization"
		"Mutual Survival"
Barnard, Chester I.	-	"The Functions of the Executive"
Berle and Means	-	"The Modern Corporation & Private Property"
Bingham & Moore	-	"How To Interview"
Blumer, Herbert	-	"Critiques Of Research In The Social Sciences: I"
Bridgman, P. W.	-	"The Logic of Modern Physics"
Brodman, K.	-	"Men At Work"
Brouwer, Paul J.	-	"Student Personnel Services in General Education"
Brown, A. R.	-	"The Andaman Islanders"
Cannon, W. B.	-	"Bodily Changes in Pain, Hunger, Fear and Rage"
Cantor, M.	-	"Dynamics of Learning"
	-	"Employee Counseling"
Chamberlain, Neil W.	-	"Management in Motion"
Chase, Stuart	-	"The Tyranny of Words"
Clarke, E. L.	-	"The Art of Straight Thinking"
Davis, A. & Dollard, J.	-	"Children of Bondage"
Davis & Gardner	-	"Deep South"
Davis, Kingsley	-	"Human Society"
Drucker, P. F.	-	"Concept of the Corporation"
Dunbar, Dr. F.	-	"Mind and Body"
Durkheim, Emile	-	"Elementary Forms of Religious Life"
Firth, R.	-	"Primitive Economics of the New Zealand Maori"
Fisher, & Hanna	-	"The Dissatisfied Worker"
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Homans, G. G.	- "The Human Group"
Horney, Karen	- "The Neurotic Personality of Our Time"
Hoslett, S. D.	- "Human Factors in Management"
Ind. Rel. Research Ass'n	- "Psychology of Labor-Mgmt. Relations"
Janet, Pierre, M.D.	- "Functional Nervous Diseases"
Johnson, Wendell	- "People In Quandaries"
Jung, C. G.	- "Two Essays On Analytical Psychology"
Lecky, Prescott	- "Self-Consistency - A Theory of Personality"
Lee, Irving J., Ph.D.	- "Language Habits in Human Affairs"
Leighton, A.	- "Governing of Men"
Levin, Kurt	- "Resolving Social Conflicts"
Liebman, J. L.	- "Peace of Mind"
Lynd	- "Middletown"
Malinowski, B.	- "Argonauts of the Western Pacific"
Maslow & Mittelman	- "Principles of Abnormal Psychology"
Mathewson, S. B.	- "Restriction of Output Among Unorganized Workers"
May, Rollo	- "The Art of Counseling"
Mayo, Elton	- "Human Problems of an Industrial Civilization"
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Mills, W. C.	- "White Collar"
Moore, W. E.	- "Industrial Relations and the Social Order"
Moreno, J. L.	- "Who Shall Survive?"
Nat'l Research Council	- "Fatigue of Workers"
Nyman, R. C.	- "Union Mgmt. Cooperation in the 'Stretch Out'"
Ogden & Richards	- "The Meaning of Meaning"
Overstreet, H. A.	- "About Ourselves - Psychology for Normal People"
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Porterfield, A. L.	- "Creative Factors in Scientific Research"
Preston, G. H., M.D.	- "Psychiatry For the Curious"
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Riegel, J. W.	- "Management, Labor and Technological Change"
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| Snygg, D. & Combs, A. | - "Individual Behavior" |
| Southard-Jarrett | - "The Kingdom of Evils" |
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