

- Lichtner, William O., *Time Study and Job Analysis*: The Ronald Press Co., New York, 1921.  
A valuable book on phases indicated by the title.
- Merrick, Dwight V., *Time Studies for Rate Setting*: The Engineering Magazine Co., New York, 1921.  
The most detailed book on the particular phase.

#### VII. Office Management

- Clark, Wallace, *Shop and Office Forms*: The McGraw-Hill Book Co., New York, 1925.  
A collection of shop and office forms showing influence of Gantt technique.
- Galloway, Lee, *Office Management*: The Ronald Press Co., New York, 2nd edition, 1919.  
An early standard work on office management.
- Leffingwell, William Henry, *Office Management: Principles and Practice*: The A. W. Shaw Co., Chicago, 1925.  
Latest and most complete book in this special field.
- Schulze, J. Wm., *Office Administration*: The McGraw-Hill Book Co., New York, 1919.  
An early standard work on office management.

#### VIII. Purchasing

- Dinmore, J. C., *Purchasing: Principles and Practice*: Prentice-Hall, Inc., New York, 1922.
- Twyford, H. B., *Purchasing: Its Economic Aspects and Proper Methods*: D. Van Nostrand Co., New York, 1915, new edition, 1925.  
Two standard texts recommended by practical purchasing agents.

#### IX. Business Policy

- Clark, John Maurice, *The Economics of Overhead Costs*: The University of Chicago Press, Chicago, 1923.  
A valuable study of overhead costs with especial relation to business policy.
- Powell, J. E., *Payment by Results*: Longmans, Green & Co., New York, 1924.  
An English discussion and critical evaluation of various methods of payment by results.
- Shaw, A. W., *Approach to Business Problems*: Harvard University Press, Cambridge, Mass., 1916.  
Penetrating discussion of the background of the problem of general administration.
- Thorpe, W. L., *Integration of Industrial Operations*: Census Monograph No. III, U. S. Census, 1924.  
The trends of industrial organization in the United States with special reference to centralized operation and industrial integration.

#### X. Budgetary Control, Forecasting and Regularization of Operations

- Barber, Joseph H., *Budgeting to the Business Cycle*: The Ronald Press Co., New York, 1925.  
An exposition of Walworth Company methods.
- Conference on Unemployment, Washington, D. C., 1921, Committee on Seasonal Operation in the Construction Industries, *Seasonal Operation in the Construction Industries*: The McGraw-Hill Book Co., New York, 1924.  
A discussion of the necessity and possibility of all-year-round building.
- Conference on Unemployment, Washington, D. C., 1921, Committee on Unemployment and Business Cycles, *Business Cycles and Unemployment*, including an investigation made under the auspices of the National Bureau of Economic Research: The McGraw-Hill Book Co., New York, 1923.  
Probably the most important study of the cycle for the business man.
- Feldman, H., *The Regularization of Employment*, Harper & Brothers, New York, 1925.  
Excellent exposition of scientific management point of view on the problems of regularization.
- McKinsey, James O., *Budgetary Control*: The Ronald Press Co., New York, 1922.  
A standard general work on budgetary control.
- Persons, Foster & Hettinger, *The Problem of Business Forecasting*: Houghton Mifflin Co., Boston, 1924.  
A discussion of business forecasting by a group of competent authorities.

#### XI. Managerial Accounting

- Church, A. Hamilton, *Proper Distribution of Expense Burden*: The Engineering Magazine Co., New York, 1913.
- Church, A. Hamilton, *Production Factors in Cost Accounting and Works Management*: The Engineering Magazine Co., New York, 1910.
- Church, A. Hamilton, *Manufacturing Costs and Accounts*: The McGraw-Hill Book Co., New York, 1917.  
These three books have had a significant influence on the development of cost accounting.
- Harrison, G. Charter, *Cost Accounting to Aid Production*: The Engineering Magazine Co., New York, 1921.  
Approaches the scientific management point of view more nearly than any other work on accounting.

- McKinsey, James O., *Managerial Accounting*: The University of Chicago Press, Chicago, 1924.  
How accounting and statistics aid management in its control of various departments of the business.
- Woods, Clinton E., *Unified Accounting Methods for Industrials*: The Ronald Press Co., New York, 1917.  
A good exposition of the job of the industrial engineer with accounting as a practical basis of control.

#### XII. Financial Management

- Lincoln, Edmund Earle, *Applied Business Finance*: The A. W. Shaw Co., Chicago, 1923; 3rd edition, revised, 1925.  
Important aspects of corporation finance, investment banking and commercial banking; financial aspects of purchasing, producing and selling goods.
- McKinsey, J. S. & Meech, S. P., *Controlling the Finances of a Business*: The Ronald Press Co., New York, 1923.  
Everyday problems of internal financial administration in normal operations of a going concern. Scientific management emphasis on determination of capital requirements and control of disbursements.
- Montgomery, Robert H., *Financial Handbook*: The Ronald Press Co., New York, 1925.  
Standard reference work on financial phases of management.

#### XIII. Statistical and Graphic Methods

- Brinton, Willard C., *Graphic Methods for Presenting Facts*: The Engineering Magazine Co., New York, 1914.  
An early non-mathematical handbook of charts for the business man. Contains critical comment on all charts printed.
- Clark, Wallace, *The Gantt Chart*: The Ronald Press Co., New York, 1922.  
The most highly developed graphical procedure for analysis and control of operations.
- Day, Edmund E., *Statistical Analysis*: The Macmillan Co., New York, 1925.  
Emphasizes the logic rather than the technique of statistical procedure; the analysis rather than collection and tabulation of statistical material.
- Karsten, Karl G., *Charts and Graphs*: Prentice-Hall, Inc., New York, 1923.  
Practical suggestions on technique with 500 illustrations. The chapter on the geneology of numbers is especially helpful.

- Mills, Frederick C., *Statistical Methods*: Henry Holt & Co., New York, 1924.

Methods of combining and analyzing quantitative observations in the field of economics and business.

- Secrist, Horace, *Introduction to Statistical Methods*: The Macmillan Co., New York, 1917, revised edition, 1925.

A compendium of statistical practices with emphasis on the principles back of numerical calculation and manipulation.

#### XIV. Sales Management

- Cherington, Paul T., *Elements of Marketing*: The Macmillan Co., New York, 1920.  
Emphasizes the functions behind marketing mechanisms.
- Copeland, Melvin T., *Principles of Merchandising*: The A. W. Shaw Co., Chicago, 1924.  
Discusses problems of marketing different classes of goods; sound principles of merchandising under competitive conditions.
- Hall, S. Rowland, *Handbook of Sales Management*: The McGraw-Hill Book Co., New York, 1924.  
A review of modern sales practices and methods illustrated by the experience of representative selling organizations.
- Hilgert, Joseph R., *Cost Accounting for Sales*: The Ronald Press Co., New York, 1926.  
Emphasizes the relation between sales management and accounts; the dependence of sales policies on budgets.
- Kenagy, H. G. & Yoakum, C. S., *Selection and Training of Salesmen*: The McGraw-Hill Book Co., New York, 1925.  
A summary of research on problems of sales personnel carried on during 1916-24 by Carnegie Institute of Technology Bureau of Business Research.
- Lyon, Leverett S., *Salesmen in Marketing Strategy*: The Macmillan Co., New York, 1926.  
Covers the preparation of a sales force; planning the operations of a sales force; operating the sales force; organization for salesmen management and control.
- Russell, F. A., *Management of the Sales Organization*: The McGraw-Hill Book Co., New York, 1922.  
Elementary study of the relations of sales manager and traveling salesman; selection, training, assignment of task and reward.