

# **A Schedule of the Lyndall Fownes Urwick Archive**

**By**

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### **Description and origin of Urwick Archive at Henley Management College**

Lyndall Fownes Urwick (1891-1983) was one of the most influential British and European management thinkers of the first half of the twentieth century and was a key figure in the scientific management movement, not only in Britain but also throughout Europe and possibly even farther afield. Indeed, Urwick, arguably more than any of his contemporaries (except perhaps Fayol), tried to synthesise management theory through the development of a series of principles applicable to all organisations, whether engaged in profit-making activities or otherwise. Among management scholars and practitioners today, Lyndall Urwick is probably the one British figure from the first half of the twentieth century whose name might be recognised in his own country or abroad. Urwick's influence, not only at home but also abroad, was recognised, not least in the United States by the award of several key management accolades. These include the Gold Medal of the International Committee for Scientific Management (CIOS) 1951, life membership of the American Management Association in 1957, honorary fellowship of the British Institute of Management 1960, the Henry Laurence Gantt Gold Medal 1961, and the Taylor Key, 1963. In the case of both the Gantt medal and the Taylor key, neither had ever been awarded to a non-American.

The Urwick archive includes records relating to Urwick's period with Rowntree & Company at York (1922-28), including his role in the development of the Management Research Groups and his period as director of the International Management Institute at Geneva (1928-33). Although there is relatively little material relating to his work as part of Urwick, Orr and Partners since 1934 (most of the surviving papers for Urwick, Orr and Partners, management consultants, are in 2001 held by Price Waterhouse Coopers), the archives do throw important light on several important activities in which he was engaged post-1934, including his role in the Treasury during the Second World War, his activities in encouraging the development of management education in Britain after 1945 and his advisory activities in India, Norway and many other countries. For the entire period covered by the collection, i.e. from c.1910 to c.1983, its main strength is the preservation of typescript copies of every lecture and conference communication that he presented between 1910 and 1980. The collection is also notable for the series of correspondence with other leading proponents of the scientific management movement such as Mary Parker Follet, and Frank and Lillian Gilbreth. There is also material relating to his involvement with various management organisations, in particular the American Management Association and the British Institute of Management. While the archive comprises mainly written and printed materials, it also includes a large number of photographs, including those of participants at various national and international management conferences/ events and, more significantly, a set of eight early management training films 'The Lectures of Lyndall F. Urwick'.

The materials contained in this archive were collected by Lyndall Fownes Urwick, and both he, and his long serving secretary, Evelyn Cross, were instrumental in keeping the papers together. Throughout Urwick's chairmanship of UOP, the materials were kept at the partnership's various headquarters, and by 1965 were housed in the Library at the Urwick Management Centre at Bayliss House in Slough. When UOP was taken over by Price Waterhouse in 1990, Bayliss House closed, and the collection of material was in need of a new home. Sir Alan Urwick decided that due to his father's links with the former National Administrative Staff College, that the obvious repository for these papers was the Henley Management College, at Henley on Thames. Prior to the papers being moved to Henley, some weeding, of duplicated published articles and other printed matter was undertaken by UOP librarian, Doreen Mortimer. At the same time, Urwick's personal library was dispersed, with the valuable early works on management going to the family. The archive has been supplemented by two additional deposits made by Sir Alan Urwick, of materials belonging to his father, returned to him from Australia. The first of these contained largely travel ephemera, collected by Urwick over the course of his active retirement, most of which was weeded by Doreen Mortimer. Material relating to Urwick's interest in management was retained. A second deposit of material from Australia was made by Sir Alan in 2000, though some of the more personal items have subsequently been returned. Additional weeding was carried out by Doreen Mortimer in 2001, immediately prior to the start of the ESRC

funded project to list the content of the archive in order to render the material more usable to researchers. During the course of the project, some further weeding of duplicated materials has been carried out.

### **Collected papers/lectures**

Volumes marked on spine 'L.F. Urwick' front of volumes marked 'L.F. Urwick-papers. Lectures etc.'

#### **MS 5619/1/1**

##### **Volume 1**

This is a cross-reference index for the following 30 volumes of lecture notes. There are three separate indexes covering 'volume content', 'organisation/publication' and 'subject'.

#### **MS 5619/1/2**

##### **Volume 2**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1910</b>	Organisation of the defence of the Empire	1
<b>1912</b>	On battels [sic]	2
	Various poems	2a
<b>1913</b>	Compulsory military service: A criticism	3
	Review of James Stephens' 'The crock of gold'	4
<b>1913/14</b>	Review of James Stephens'	5
	Sundry book reviews	6
<b>1915</b>	The real ground for alarm	7
<b>1917</b>	The Euclid of hell	8
<b>1919</b>	The soldier, the worker, and the citizen	9
<b>1921</b>		
April	Management as a science	10
Dec.	Industry for service	11
<b>1922</b>		
March	An introduction to scientific management	12
June	Output in the office: i. The approach to the problem	13
June	The Oxford conference	14
June	Management	15
June	Philosophy and fuel	16
June	Our contemporaries	17
Sept.	Puck's girdle	18
Sept.	Output in the office: ii. The first step	19
Sept.	The raw material of history	20
Sept.	Our contemporaries	21
<b>1923</b>		
Jan.	Puck's girdle	22
Jan.	Output in the office: iii. Analysis (1)	23
Jan.	Theory and organization	24
Jan.	Human power-production	25
April	Our contemporaries	26
April	Puck's girdle	27
April	The professional masses	28
April	Simplicity	29

April	The radical Malgre Lui	30
April	Our contemporaries	31
August	Puck's girdle	32
August	Output in the office: iv. Analysis (2)	33
Sept.	The old and the new in business	34
Nov.	Safer motoring suggestions	35
	Industrial self-government	36
	Scientific management	37

**MS 5619/1/3****Volume 3**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1924</b>		
Feb.	On prejudice	1
<b>1926</b>		
	Management Research Groups: Origin of the idea	2
April	The task before industrial administrators	3
July	Experience with Management Research Groups in Great Britain	4
Sept.	Muddle and method in office management	5
	Some practical considerations in handling staff	6
<b>1927</b>		
Feb.	Promotion in industry	7
June	Divisional staff organization in the field	8
	The sharing of the product of industry	9
July	Scientific management in Great Britain	10
	Scientific management in Europe	11
	Rationalization in industry	12
Dec.	What is rationalization	13
<b>1928</b>		
March	What the Mond Conference might do	14
March	Discipline	15
	The nature of the educational training to equip foremen and Supervisors	16
	[ditto] German translation	17
	[ditto] French translation	18
May	The principles of direction and control	19
	A note on the literature of scientific management	20
	University education for business	21
Sept.	Rationalization and industrial education	22
Sept.	Reorganising and existing business	23
Dec.	Science and business	24
Dec.	Organising a sales office	25
	The International Committee for Scientific Management and the International Management Institute	26
Dec.	Scientific management and the International Management Institute	27
Dec.	Allocution	28
	An industrial Esperanto	29

**MS 5619/1/4****Volume 4**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1929</b>		
Jan.	The significance of rationalization	1
Jan.	Rationalization and peace	2

Jan.	Rationalization – Europe’s new industrial philosophy	3
Feb.	The meaning of rationalization	4
March	The service idea in rationalization and in international co-operation	5
August	The place of the trained worker in commerce and industry	6
	Rational organization	7
	Rational organization – French translation	8
	Rational organization – German translation	9
	What is a scientifically organized industry	10
	International organization for rationalization	11
	Reorganizing an existing business	12
Sept.	The training of the business administrator	13
Sept.	Rationalization abroad	14
Sept.	Scientific office management	15
Oct.	The work of the International Management Institute	16
Nov.	Recent economic changes in the United States	17
Nov.	American prosperity	18
Nov.	Rationalization - Address delivered at Vienna	19
Nov.	Rationalization - German translation	20
Nov.	Rationalization – Address delivered at Budapest	21
Nov.	The idea of Management Groups	22
Nov.	Rationalization and the workers	23
	Scientific management in Europe	24
	Project for a ‘Management map of the world’	25
<b>1930</b>		
Jan.	An international clearing house of rationalization	26
Jan.	Rationalization: ‘It is a completely new attitude of mind Towards business	27
Jan.	La rationalisation et l’Organisation scientifique du Travail	28
Feb.	An international clearing house of good management	29
April	What other countries are doing are doing to increase industrial efficiency	30
May	Europe speeds up an American idea	31
May	Management Groups: The businessman’s university	32
June	Address to the Economic Committee of the League of Nations	33
Sept.	The pure theory of organization with special reference to Business enterprises	34
Sept.	Rationalization does <u>not</u> lead to unemployment	35
Sept.	Memorandum on a market survey of Europe	36
	The principles of successful business management	37
	Memorandum and constitution for a British Institute of Management	38
	Rationalization and Russia	39

**MS 5619/1/5****Volume 5**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1931</b>		
Jan.	The organization and administration of large scale International undertakings	1
Feb.	La rationalisation et la crise économique Management research work on the basis of national and international group co-operation	2
March	La crise économique et les salaires	3
May	The International Management Institute: International clearing House of good management	4
May	International economic planning	5
May	American participation in the international management movement	6
		7

June	La rationalisation et la crise économique mondiale	8
July	Rationalization and hospital administration	9
July	The contribution of Trade Associations to business research	10
August	The new distribution	11
August	World planning and business research	12
August	Rationalization – Address delivered at Amsterdam	13
Sept.	The study of management: The international position	14
Sept.	The rationalization of distribution	15
Sept.	Problems of distribution	16

### 1932

Jan.	The reduction of distribution wastes	17
April	Market research – ‘What a manufacturer cannot do’	18
May	The importance to every business of a market research policy	19
May/June	Rationalization and unemployment	20
May/June	Rationalization and unemployment – Italian translation	21
	The cinematograph and scientific management	22
July	Scientific management: Fifth International Congress at Amsterdam	23
Oct.	Le vrai visage de la rationalisation	24

### 1933

Jan.	Best books on business in 1932	25
March	Organization as a science	26
March	Modern practices in business management	27
April	To prosperity through science	28
June	Industry awaits political stability	29
Sept.	Organisation as a technical problem	30
Nov.	Cost accounting and management	31
Nov.	Costing distribution	32
Nov.	Organisation and cost accounting	33
Nov.	Costing as an administrative necessity	34
Dec.	Ave atque vale	35

### MS 5619/1/6

#### Volume 6

Date	Title	Index No.
<b>1934</b>		
Feb.	Government and business	1
April	The advantages of a census of distribution	2
May	Mary Follett: A philosophy of management	3
June	A study of markets (in Italian)	4
June	Training for management	5
July	Review of ‘Fundamentals of Industrial Administration’	6
July	Co-partnership and management	7
July	[ditto] (‘Co-partnership’)	8
Sept.	The idea of planning	9
Nov.	Co-partnership and control	10
Nov.	The function of administration, with special reference to the work of Henri Fayol	11
	The last decade in British business government	12
<b>1935</b>		
Jan.	Management principles and practices	13
Jan.	A republic of administration	14
Jan.	Five years at Geneva: The experience of a businessman as an official	15
April	The problem of organization: A study of the work of Mary	

	Parker Follett	16
July	The significance of 'Public' – a commentary on No.14.	17
August	The organisation of voluntary associations	18
Sept.	Executive decentralization with functional co-ordination	19
Sept.	Executive decentralization... ('The Management Review')	20
Oct.	Democracy and the public service: A commentary on No.14	21
Oct.	The task of the industrial administrator	22
Dec.	Specialisation and control	23

### 1936

Jan.	Education for leadership	24
Jan.	Principles or patent medicines?	25
Jan.	The general principles of organization	26
Jan.	Management principles and management practices	27
Jan.	The nature of bureaucracy	28
April	Bureaucracy and democracy	29
June	The technique of organisation	30
Oct.	Planning for the future as it affects the personnel policy of the organization	31
Oct.	The function of management	32
Nov.	Wage incentive systems	33
Nov.	Wage incentive methods (Industry Illustrated)	34
Nov.	Wage incentive methods (Industry Illustrated)	35

### MS 5619/1/7

#### Volume 7

Date	Title	Index No.
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### 1937

Jan.	Committees in organization (abridged version)	1
Jan.	Committees in organization	2
Jan.	The contribution of scientific management to the solution of present economic difficulties	3
Feb.	Rationalisation	4
Feb.	The effect of inefficient and too costly production on the the employer, the worker the industry and the community	5
Feb.	Production and the worker	6
March	From the Crystal Palace to the Woolworth Building	7
April	Review of 'Leadership in a free society' (T.N. Whitehead)	8
April	The development of the scientific management movement in this country (up to 1935)	9
May	[ditto] ('Industry Illustrated')	10
April	Co-ordinating sales and production	11
	[ditto] ('Marketing')	12
Oct.	Why the consultant?	13
Oct.	Why the consultant? ('Business')	14
Nov.	The principles of organisation with special reference to production	15
Nov.	control in modern business	16
Dec.	How balanced control insures profits ('Business')	17

### 1938

Jan.	A census of distribution	18
Jan.	The new management in industry	19
Feb.	How to plan combine organization ('Business')	20
March	The principles of organisation with special reference to clerical management	21
March	How to control the rising cost of marketing	22

April	Co-partnership and administration	23
May	Administration and society (Studd lecture)	24
May	maintaining the 'family' type business ('Business')	25
June	Securing effective and profitable control in the small-sized business ('Business')	26
June	The executive structure of government	27
July	The Studd lectures on industrial and business management	28
July	Only real rationalization with [sic] give real economics	29
July	The importance of structure in organisation	30
August	Distribution or dissipation?	31
Sept.	Scientific principles and organisation	32
Oct.	Specialised training for and control of office operations	33
Oct.	Business management and its effect on economic theory	34
	The development of scientific management in Great Britain	35
Nov.	The principles of organisation with special reference to clerical management ('Industry Illustrated')	36
Dec.	Planning permanent profits: Applying scientific management to scientific products	37
Dec.	Office management and the outside consultant	38

**MS 5619/1/8****Volume 8**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1939</b>		
Jan.	Business efficiency as applied to public administration	1
Feb.	Market research: The limitations of our present approach to the subject and the direction of future enquiries	2
March	Management and the nation	3
March	Industrial Suggestion schemes	4
April	The making of the general manager	5
May	Les principes d'Organisation et leur application pratique	6
July	An outline of sales management (with Mr A.G. Hill)	7
Nov.	Management and war	8
Nov.	Scientific management and the machinery of government	9
Dec.	Personnel management	10
<b>1940</b>		
Jan.	The faculty of a dream	11
Jan.	Management and the war	12
<b>1941</b>		
Feb.	Industry's post-war attitude to government departments	13
July	The pioneers of scientific management (Henry S. Dennison)	14
August	[ditto] [continued?]	15
Sept.	[ditto] (Frank Bunker Gilbreth)	16
Nov.	Organization as a function of management	17
Nov.	The report of the President's Committee on administrative management	18
Nov.	The report of the President's Committee on administrative management (condensed Report)	19
<b>1942</b>		
Jan.	The importance of management training for engineering students	20
	The President's Committee on administrative management	
Feb.	1. Origin of the report	21
March	2. Second article	22



April	3. The central managerial agencies	23
April	The old lady of parliament	24
April	Organisation in action: Some thoughts from the work of Mary Parker Follett	25
May	The President's Committee on administrative management:	
	4. The great executive departments and autonomous agencies	26
June	5. General principles	27
June	Management in war and peace	28
July	Introduction on the study of management	29
August	Scientific principles and organisation – 1 <sup>st</sup> article	30
Sept.	Scientific principles and organisation – 2 <sup>nd</sup> article	31
Oct.	Scientific principles and organisation – 3 <sup>rd</sup> article	32

**MS 5619/1/9****Volume 9**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1943</b>		
Jan.	Achilles' Heel	1
April	First instalment	2
	The pioneers of scientific management: Second series: Robert Owen (1771-1858)	3
May	v. Manufacturers of the industrial revolution	4
June	vi. J. Slater Lewis: 1852-1901	5
July	vii. The acceptance of F.W. Taylor in British industry	6
July	The business of government and the government of business	7
August	Colonel Urwick examines the elements of leadership	8
Sept.	Personnel management and factory organization	9
	Personnel management in relation to factory organization	10
Oct.	The pioneers of scientific management: Second series: ix. Training for management in the commercial profession	11
	x. Some early management textbooks (1899-1914)	12
Nov.	Administration in theory and practice	13
Nov.	Bold behind the battle	14
Dec.	The pioneers of scientific management: Second series: xi. British scientific management in practice: Hans Renold, Ltd. (1879-1913)	15
<b>1944</b>		
Jan.	Management as a subject of instruction	16
Jan.	The pioneers of scientific management: Second series: xii. The human factor in management, parts 1 & 2	17
March	xii. [ditto] part 3	18
May	The human factor in management (1795-1943)	19
May	Industrial relations – retrospect and prospect	20
June	Profit, objective or incentive	21
Aug/Sept.	A teaspoon for the Atlantic	22
Sept.	Administration and leadership	23
Sept.	Relationships in organization	24
Sept.	The case for a staff college for industry	25
Nov.	Factory administration, with special reference to personnel management	26
Nov.	Industrial leadership	27
Nov.	The pioneers of scientific management: Third series: 1. The Hawthorne investigations	28
	2. The Hawthorne investigations	29

**1945**

Jan.	Management of to-morrow	30
	The pioneers of scientific management: Third series: The Hawthorne investigations – 3	
Jan.	The relay assembly test room (1)	31
Feb.	The relay assembly test room (2)	32
Jan.	A tract for the times: Part I – The achievement	33
Feb.	[ditto] Part II – The lesson	34
Feb.	Compromise and integration	35
March	Public relations and industrial regulations	36
March	The Hawthorne investigations – 5. The value of incentives	37
April	The Hawthorne investigations – 6. The bank wiring observation room (1)	38
April	The significance of management	39

**MS 5619/1/10****Volume 10**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1945</b>		
April/May	business administration – A series of 5 lectures	1
May	Co-partnership and leadership	2
June/July	Leadership and production management	3
July	Education for management No.1	4
	The pioneers of scientific management: Third series: The Hawthorne investigations – 7. The bank wiring observation room (2)	5
Aug.	Industrial citizenship	6
Aug.	The Hawthorne investigations – 8. The interview programme (1)	7
Sept.	The Hawthorne investigations – 9. The interview programme (2)	8
Oct.	The Hawthorne investigations – 10. The interview programme (3)	9
Oct.	The complete administrator	10
Nov.	The Hawthorne investigations – 11. Analysing the supervisors	11
Dec.	Economic aspects of research	12
<b>1946</b>		
Jan.	Patterns of organization No. 1	13
Jan.	The Hawthorne investigations – 12. Social relations in a working group (1). Social and economic ends	14
Feb.	The Hawthorne investigations – 13. Social relations in a working group (2). The fear of change	15
Feb.	Valley of Tennessee	16
Feb.	Education for management No.2	17
	[ditto] ('Engineering journal')	18
March	The problem of morale	19
March	The Tennessee Valley Authority: Its interest for students of management	20
	A new kind of public corporation: Management lessons of the Tennessee Valley Authority	21
March	The Hawthorne investigations – 14. Social relations in a working group (3) Consultation	22
April	The Hawthorne investigations – 15. Retrospect - (1) What makes the worker like to work?	23
May	The Hawthorne investigations – 16. Retrospect - (2) Management in action	24
June	The Hawthorne investigations – 17. Retrospect – (3) A new Conception of personnel management	25
July	The Hawthorne investigations – 18. Retrospect – (4) The social problems of an industrial civilization	26

July	A new kind of public corporation: Management lessons of the Tennessee Valley Authority (single lecture)	27
July	Notes for evidence: Working party on government business	28
Oct.	Dynamic administration	29
Oct.	Management and government	30
	The problems of an industrial democracy	31
Oct.	Individual versus card-index	32

**MS 5619/1/11****Volume 11**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1947</b>		
March	The scientific manager	1
March	Morale	2
March	Frederick Winslow Taylor	3
April	Education for management No. 3	4
April	Scientific management in action	5
April	Organization charts No.1	6
May	Chief planning officer	7
	Education for management: Report of a special committee appointed by the Minister of Education	8
June	The implications of the report of the committee on education for management	9
June	Management as the basis of a liberal education	10
June	The opportunity for an up-to-date industrial policy	11
June	Formalities	12
June	The menace of centralization	13
July	Government staffs	14
July	Organization charts and lists of duties	15
August	Here's an industrial policy	16
August	The future of management No.1	17
August	Human relations in industry	18
Sept.	The scope of management	19
Oct.	Letters to foremen No.1	20
Oct.	Organization charts No.2	21
Oct.	Education for management No. 4	22
Oct.	Learning from America – Efficiency in industry	23
Oct.	Coal and leadership	24
Nov.	Comparative organisation	25
Dec.	The future of management	26

**MS 5619/1/12****Volume 12**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1948</b>		
Jan.	Management's debt to engineering	1
Jan.	Scientific management	2
Jan.	Staff: Its recruitment and development	3
Jan.	Some aspects of education within the management world	4
Jan.	Scientific management	5
Feb.	Private business consultancy	6
Feb.	Education for management No.5	7
Feb.	Management – A search for social insight	8
Feb.	Training for leadership	9
March	Industry and individuality	10
March	Works management and leadership	11
March	Education for management No.6	12

May	The principles of management	13
	Scientific management and military organization:	
May	Lecture I – Management and war	14
May	Lecture II – The development of scientific management	15
May	Lecture III – The principles of administration	16
May	Lecture IV – The theory of organization	17
May	Lecture V – The problem of training	18
May*	Review of ‘Administrative behaviour’ by H.A. Simon (The dynamics & the mechanics of administration)	19
June	Lecture to A.S.S.E.T. on the B.I.M.	20
July	The machinery of government	21
July	The teaching of a practical art	22
July	Distribution and management – The unsolved problem	23
	Introduction to ‘Letters to private secretaries’	24
Sept.	Education for management No.7	25
Oct.	Toast of ‘The guests’ – Glover’s Livery dinner	26
Oct.	Education for management and the printing industry	27
Nov.	A blueprint for the future	28
Dec.	Discussion on ‘Control of Production’	29
Dec.	The function of management	30

**MS 5619/1/13****Volume 13**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1949</b>		
	Foreword to Henri Fayol’s ‘General and industrial management’	1
Jan.	The will to work	2
Jan.	From the amateur to the professional	3
Jan.	Problems of growth in industrial undertakings	4
Jan.	A short survey of industrial management	5
	Working together	5a
Feb.	The evolution of modern ideas about management	6
Feb./Mar.	Clinical experience	7
Feb.	Education for management No.8	8
March	Why work?	9
May	The Army staff college	10
May	Duties and responsibilities	11
May	Increased effectiveness through training	12
May	The management structure	13
Sept.	The written word	14
Oct.	The missing incentive	15
Oct.	Education for management No.9	16
Oct.	Scholar and philosopher of the management movement: Dr. Harry Hopf (1882-1949)	17
Nov.	Patterns of organization No.2	18
Nov.	Education for management No.10	19
Nov.	Thoughts on leadership	20
Nov.	Morale	21
Dec.	Morale in industry	22
<b>1950</b>		
Jan.	The application of management principles	23
March	Elton Mayo (1880-1949)	23a
March	The specialist and the symphony	24
March	Management – Principles and structure	25
April	The three classic relationships in formal organization	26
May	A British graduate school of business	27
May	Education for management No.11	28
July	Education for management No.12	29

Sept.	Management as an intelligent occupation	30
Oct.	Review of 'Industrial peace in our time'	31
Oct.	Management and the initiative	32

**MS 5619/1/14****Volume 14**

<b>Date</b>	<b>Title</b>	<b>Index No.</b>
<b>1951</b>		
Jan.	Management and organization	1
Feb.	An administrative compendium	2
Feb.	Education for management No.13	3
March	The personnel function of management	4
July	The climate of management	5
July	Education for management in Great Britain	6
Sept.	The need is urgent to make leadership a reality	7
Oct.	The problems of structure and of organization in relation to administration and management	9
	[ditto] ('Chemistry in Canada')	10
Oct.	Ignorance of basic principles wastes executive man-power ('Manufacturing & Industrial Engineering')	11
	[ditto] ('The Manager')	12
Nov.	Many chief executives are trying to carry an impossible load ('Manufacturing & Industrial engineering')	13
Nov.	Management can be an intelligent occupation [German translation]	14 14a
Nov.	Management as a mental revolution	15
Nov.	Fitting in the specialist without antagonizing the line	16
	[ditto] ('The manager')	17
	[ditto] German translation	18
	[ditto] ('Industrielle Organisation')	19
Dec.	Business management for the twentieth century	20
<b>1952</b>		
Jan.	The American challenge in industrial management	21
Jan.	The principles of administration	22
Feb.	Unity of method	23
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Mar.	Run a crooked mile	6
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June	The word game	8
July	The word ‘organization’	9
	The language of management	10
Aug.	Professors, professionals & practitioners	11
	Some Americans	12
Nov.	The ‘Assistant to – the problem child’ of business organization	13
	‘Professing’ management subjects or learning to be a manager?	14

**1974**

Feb.	Organization and ‘organizations’	15
Mar.	The ‘Assistant to – the problem child’ of business organization	16
April	Why I hate computers	17

	Communication and computers	18
<b>1975</b>		
June	V.A. Gracunas & the span of control	19
	‘It’s a wise child’	20
July	‘Staff’ and nonsense	21
Oct	BIM Council meeting dinner address	22
<b>1976</b>		
Mar.	The terminology of management	23
Dec.	Leadership lessons from the Army	24
May	George Elton Mayo 1880-1949	25
<b>1980</b>		
Nov.	Elton Mayo 1880-1949	26

**MS 5619/1/32****1/32/i**

Notebook ‘Lecture record 4<sup>th</sup> March, 1947 – June 1<sup>st</sup> 1961’

This is a chronological index of lectures given by L.F. Urwick, stating place of lecture and title of lecture, there are occasional references to the chairmen of meetings. Information in volume 1 – the cross-reference index to vols. 2-31, relates to this ‘lecture record’. It should be noted that certain lectures were repeated at later dates, hence to link the ‘lecture record’ to the ‘lecture notes’, it is advisable to first check with the subject index as this will indicate when the lecture was originally written and will give the relevant volume number. Inside the back cover of this notebook is a list of publications 1952-3, and list of all UOP staff Exmouth 1953.

**1/32/ii**

TS ‘Some fairly recent books on management’ 1 page [covers period 1947-53]

**MS 5619/1/33**

Black binder containing 16 lectures that Urwick gave at UCLA in 1959

**Original listing suggested that the items described below were also in MS 5619/1/33, however on reboxing in 2017 the items A-M were not found:**

- A. L. Urwick – ‘The chain of command’ (lecture only; not printed)
- B. W.W. Suojanen – ‘The span of control – fact or fable?’ from *Advanced Management*, November 1956
- C. L. Urwick – ‘The manager’s span of control’ from *The Harvard Business Review*, May-June 1956
- D. L. Urwick – ‘The span of control – Some facts about the fables’ from *Advanced Management*, November 1956
- E. Herbert. A. Siman – ‘The span of control: A reply’ from *Advanced Management*, April 1957
- F. W.W. Suojanen – ‘Notes on general theory of management’ from *Advanced Management*, February 1957
- G. W.W. Suojanen – ‘Leadership, authority and the span of control’ from *Advanced Management*, September 1957
- H. L. Urwick – ‘The integrity of Frederick Winslow Taylor’ from *Advanced Management*, March 1958
- [No I]
- J. W.W. Suojanen – ‘The ends of organization: A reply’ from *Advanced Management*, July 1958
- K. L. Urwick – ‘The beginning of organization – a note’ rejected by *Advanced Management*, October 1958

- L. W.W. Suojanen – ‘Is military organization really better?’ from *Advanced Management*, September 1956
- M. Bernard Davis – ‘The Pill’s grim progress’ from *Esquire*, August 1954

### Speeches in bound volumes

#### MS 5619/2/1

vol.1 ‘contents’ this has three indexes: a. contents of all volumes b. alphabetical index of articles by subjects c. alphabetical index of publication or occasion. Note that this is not a comprehensive index as other lectures were later added to the individual volumes.

[note all of the following volumes have a TS contents page on the inside cover]

#### MS 5619/2/2

Vol.2 green binder ‘Speeches Apr. 1921 – Nov. 1928’

1921 April 16	Management as a science	
1923 Sept. 22	The old and the new in business	[Missing]
1925 Jan. 9-12	The control of industry. The functions and responsibilities of the employer	
1926	The Management Research Groups	
1926 July 2	Experience with Management Research Groups in Great Britain	
1926 Sept. 28	Muddle and method in office management	[two copies]
1927 Feb.	Promotion in industry	
1927 June	Divisional Staff Organisation in the field	[Missing]
1927	The sharing of the product of industry	
1927 July	Scientific management in Great Britain	
1927 Dec. 10	What is rationalization?	[Missing]
1928 March	What the Mond conference might do	[missing]
1928 March 26	Discipline	[two copies]
1928	The nature of the educational training to equip foremen and Supervisors (English and French)	[German copy missing]
	A note on the literature of scientific management	[missing]
	University education for business	
1928	The principals of direction and control	[missing]
1928 Sept. 12	Rationalization and industrial education	[three copies]
1928 Sept. 27	Reorganizing an existing business	
1928	The significance of rationalization	
Undated	Rationalization in industry	[added in MS - two copies]
Undated	Scientific management in Europe	[added in MS]
	Some practical considerations in handling staff	[added in MS]
	Rationalization and Russia	[added in MS]

#### MS 5619/2/3

Vol.3 green binder ‘Speeches Dec. 1928 – Dec. 1930’

[Note: The remaining volumes have not been checked against actual contents]

1928 Dec. 5 Science and business  
 1928 Dec. organising a sales office  
 1928 The International Committee for Scientific Management and the International Management Institute  
 1928 Dec. Scientific Management and the International Management Institute  
 1928 Dec. 15 Allocution (French)

1929 Jan. 11 Rationalization and peace  
 1929 Jan. Rationalization – Europe's new industrial philosophy  
 1929 Feb. 14 The meaning of rationalization  
 1929 March 8 The service idea in rationalization and in international co-operation  
 1929 Aug. 2 The place of the trained worker in commerce and industry  
 Rational organisation (English, French and German) [added in MS]  
 1929 What is a scientifically organised industry?  
 International organization for rationalization  
 Reorganizing an existing business  
 1929 Sept. 2-5 The training of the business administrator  
 1929 Sept. 13 Rationalization abroad  
 1929 Sept. 28 Scientific office management  
 1929 Oct. 21 The work of the International Management institute  
 1929 Nov. Recent economic changes in the United States  
 1929 Nov. American prosperity  
 1929 Nov. 11 An address delivered to the Management Research Groups, Vienna – Rationalization  
 1929 Nov. 18 Rationalization – Address delivered at Budapest  
 1929 Nov. 19 The idea of management groups  
 1929 Nov. 20 Rationalization and the workers  
 1929 Scientific management in Europe  
 1929 Project for a management map of the world  
 An international clearing house of rationalization

1930 Jan. 28 Rationalization: 'It is a completely new attitude of mind towards business  
 1930 Feb. La rationalisation et l'organisation scientifique du travail  
 An international clearing house of good management  
 Europe speeds up an American idea  
 1930 Apr. 5 What other countries are doing to increase industrial efficiency  
 1930 May Management groups. The business man's university  
 1930 June An address to the economic committee of the League of Nations  
 1930 Sept. 8 The pure theory of organization with special reference to business enterprises  
 1930 The principles of successful business management  
 1930 Sept. 24 Memorandum on a market survey of Europe  
 1930 Rationalization does not lead to unemployment  
 1930 Memorandum and constitution for a British Institute of Management  
 Jan. 1929 Significance of rationalization [added in MS]

#### **MS 5619/2/4**

Vol.4 green binder 'Speeches Jan. 1931 – Apr. 1934'

1931 Jan. The organisation and administration of large-scale international undertakings  
 1931 Feb. 21 La rationalisation et la crise économique  
 1931 Management research work on the basis of national and international co-operation  
 1931 March 25 La crise économique et les salaires  
 1931 May The International Management Institute: International clearing house for

	good management
1931 May 1	International economic planning: The views of a representative of an international management organisation
1931 May 12	American participation in the international management movement
1931 June	La rationalisation et la crise économique mondiale
1931 June	Rationalization and hospital administration
1931 July 1-4	The contribution of the trade associations to business research
1931 Aug.	The new distribution
1931 Aug. 22	World planning and business research
1931 Aug. 25	Rationalization: Speech delivered to World Social Economic Congress at Amsterdam
1931 Sept. 24	Research into management
1931 Sept. 28	The rationalization of distribution
1932 Jan.	The reduction of distribution wastes
1932 April 20	Market research – ‘What a manufacturer cannot do’
1932 May 21	The importance to every business of a market research policy
1932 May/June	Rationalization and unemployment (English and Italian)
1932	The cinematograph and scientific management
1932 July 18	Scientific management: Fifth International Congress at Amsterdam
1932 Oct.	Le vrai visage de la rationalization
1933 Jan.	Best books on business in 1932
1933 Feb.	Organisation as a science
1933 March	Modern practices in business management
1933 Apr. 25	To prosperity through science
1933 June 30	Industry awaits political stability
1933 Sept. 7	Organisation as a technical problem
1933 Nov. 13	Cost accounting and management
1933 Nov. 15	Costing distribution
1933 Nov. 16	Organisation and cost accounting
1933 Nov. 17	Costing as an administrative necessity
1934 Feb. 14	Government and business
1934 April 18	The advantages of a census of distribution

### MS 5619/2/5

Vol.5 green binder ‘Speeches May 1934-March 1937’

1934 May	‘Mary Follett’ – A philosophy of management
1934	A Study of markets (Italian)
1934 July	Fundamentals of Industrial Administration by E.T. Elbourne – Review by L. Urwick
1934 July 22	Co-partnership and management
1934	Co-partnership and management (as printed in Co-partnership)
1934 Nov.	Co-partnership and control
1934	Training for management
1934	The last decade in British business government
1934 Nov. 13	The function of administration with special reference to the work of Henri Fayol
1935 Jan. 16	Management principles and practices
1934 Sept. 22	The idea of planning [out of sequence]
1935 Jan. 18	A republic of administration
1935 Jan. 29	Five years at Geneva: The experience of a business man as an official
1935 Apr. 5	The problem of organisation: A study of the work of Mary Parker Follett
1935 Aug. 22	The organisation of voluntary associations
1935 Sept. 9	Executive decentralisation with functional co-ordination
1935 July	A commentary on 11
1935 Oct.	A commentary on 11

1935 Dec.	'Executive decentralisation with functional co-ordination' ( <i>The Management Review</i> )
1935 Oct. 23	The task of the industrial administrator
1935 Dec.	Specialisation and control
1936 Jan	Education for leadership
1936 Jan	Principles or patent medicines?
1936 Jan. 8	General principles of organisation
1936 Jan. 9	Management principles and management practices
1936 Jan. 20	The nature of bureaucracy
1936 Apr.	Bureaucracy and democracy
1936 June	The technique of organisation (abstract of 'Organisation as a technical problem') <i>Industry Illustrated</i>
1936 Oct. 18	Planning for the future, as it affects the personnel policy of the organisation
1936 Oct. 27	The function of management
1936 Nov.4	Wage incentive systems
1936 Nov.	Wage incentive systems ( <i>Industry Illustrated</i> )
1937 Jan.7	Committees in organisation
1937 Jan. 19	The contribution of scientific management to the solution of present economic difficulties
1937 Feb.2	Rationalization
1937 Feb. 15	Production and the worker – Ineffective organisation and the Nation's wealth
1937 Mar.22	From the Crystal Palace to the Woolworth Building

#### MS 5619/2/6

Vol.6 green binder 'Speeches Apr. 1937 – Dec. 1938'

1937 Apr. 8	The development of the scientific management movement in this country
1937 May	The development of the scientific management movement in this country ( <i>Industry Illustrated</i> )
1937 Apr.	'Leadership in a free society' (TN Whitehead) – review in <i>Public Administration</i>
1937 Apr.	Co-ordinating sales and production
1937 Aug.	Co-ordinating sales and production ( <i>Marketing</i> )
1937 Oct	Why the consultant?
1937 Oct	Why the consultant? – revised form ( <i>Business</i> )
1937 Nov 12	The principles of organisation with special reference to production
1937 Dec	How balanced control insures profits ( <i>Business</i> )
1938	
Feb.	How to plan combine organisation ( <i>Business</i> )
May	Maintaining the Family type business ( <i>Business</i> )
June	Securing effective and profitable control in the small sized business ( <i>Business</i> )
July	Rationalization and real economics ( <i>Business</i> )
1937	
Nov. 23	Control in modern business
1938	
Jan. 10	A census of distribution
Jan. 31	The new management in industry
March 14	The principles of organisation with special reference to clerical management
March	Controlling the cost of marketing
March	Controlling the cost of marketing ( <i>Advertising Monthly</i> )
Apr. 7	Co-partnership and administration
May 13	Administration and society (Studd Lecture)
June 16	The executive structure of government
July	'The Studd Lectures on Industrial and Business management' (Review – <i>Public Administration</i> )

July 18	The importance of structure on organisation
Aug. 2	Distribution or dissipation?
Sept. 15	Scientific principles and organisation
Oct. 5	Specialised training for & control of office operations
Oct 28	Business management & its effect on economic theory
Dec. 2	Planning permanent profits: Applying scientific management to scientific products
Dec. 7	Office management & the outside consultant

### **MS 5619/2/7**

Vol.7 red binder 'Speeches Jan 1939 – Nov. 1945'

1939

Jan 30	Business efficiency as applied to public administration
Feb 14	Market research: The limitations of our present approach to the subject and the direction of future enquiries
March 22	Management and the nation
April	[Crossed out and replaced in MS with] Industrial suggestion scheme
April	The making of the general manager
May 25	Les principes d'Organisation et leur application pratique (English version on file)
July	Sales Management (with Mr AG Hill)
Nov.	Management and war
Nov.	Scientific management and the machinery of government
Dec.	Personnel management

1940

Jan. 22	The faculty of a dream
Jan. 25	Management and the war

1941

Feb. 22	Industry's post-war attitude to government departments
Nov. 7	Organisation as a function of management
Nov. 22	The report of the President's Committee on Administrative Management

1942

Jan 23	The importance of management training for engineering students
Apr. 18	Organisation on action – Some thoughts from the work of Mary Parker Follett
Apr.	[Crossed out]
June 23	Management in war and peace
July 2	Introduction on the study of management
Aug	Scientific principles and organisation 1 <sup>st</sup> article
September	Scientific principles and organisation 2 <sup>nd</sup> article
Oct	Scientific principles and organisation final article

1943

Jan	[Crossed out]
April	[Crossed out]

1945

July 6	The business of government and government of business
Aug.	'Colonel Urwick examines the elements of leadership' EFL Brech
Sept. 4	Personnel management and factory organisation
Nov. 3	Administration in theory and practice
Nov. 5	Bold behind the battle

1944

Jan. 21	Management as a subject of instruction
May 22	Industrial relations – Retrospect and prospect
Sept. 5	Administration and leadership
Sept. 30	The case for a staff college for industry

Oct.4 Factory administration  
 Nov. 22 Industrial leadership

### **MS 5619/2/8**

Vol.8 red binder 'Speeches Jan 1945 – June 1947'

1945

Jan. 31 Management of tomorrow  
 Feb. 21 Compromise and integration  
 Mar. 12 Public relations and industrial relations  
 Apr. 28 The significance of management  
 May 28 Co-partnership and management  
 June  
 /July Works management and leadership, 3 lectures  
 Jul. 11 Education for management (1)  
 Oct. 23 The complete administrator  
 Dec. 8 Economic aspects of research, chairman's address

1946

Jan. 17 Patterns of organisation  
 Feb. 16 Valley of the Tennessee  
 Feb. 28 Education for management (2)  
 March/  
 April The problem of morale  
 Mar. 20 The Tennessee Valley Authority – Its interest for students of management

A new kind of public corporation – Management lessons of the Tennessee Valley Authority:

Part 1 – The plan

Part 2 – Its operation

A new kind of public corporation – Management lessons of the Tennessee Valley Authority:

Single lecture

Jul. 23 Notes for evidence: working party on government business  
 Oct. 9 Dynamic administration (BBC)  
 Oct. 11 Management and Boverment

1947

Mar. 3 The scientific manager (BBC)  
 Mar. 12 Morale (Stalag Luft XI) also long version  
 Mar. 19 Frederick Winslow Taylor (BBC)  
 Apr. 16 Education for management (3)  
 Apr. 21 scientific management in action (SB)  
 Apr. 30 Organisation charts (1)  
 May 5 Chief planning officer  
 Jun. 21  
 /22 The Committee for the Education of Management  
 Jun. 27 Management as the basis of a liberal education

### **MS 5619/2/9**

Vol.9 red binder 'Speeches July 1947 – Feb 1948'

1947

June 25 The opportunity for an up-to-date industrial policy  
 June 30 Formalitis (letter to Times)  
 June The menace of centralisation (Review)



July 14	Government staffs (letter to Times)
July	Organisation charts and lists of duties (letter)
Aug 4	The future of management (1)
Aug 5	Human relations in industry
Sept 13	The scope of management
Oct 2	Organisation charts (2)
Oct 28	Education for management (4)
Oct	Letters to foremen
Oct 29	Learning from America (letter)
Oct 30	Coal and leadership (not distributed)
Nov 13	Comparative organisation
Dec 7	The future of management (2)
1948	
Jan 2	'The dynamics and the mechanics of administration' (Review)
Jan 2	Management's debt to engineering
Jan 13	Scientific management
Jan 15	Staff: Its recruitment & development
Jan 20	Some aspects of education within the management world
Feb 3	Private business consultancy
Feb 4	Education for management (5)
Feb	Management – A search for social insight

#### **MS 5619/2/10**

[Note: Last three volumes have no dates on contents pages]

Vol. 10 red binder 'Speeches Feb. 1948 – Oct. 1948'

Training for leadership  
 Industry and individuality  
 Works management and leadership  
 Education for management (6)  
 The principles of management  
 Scientific management and military organisation  
 The development of scientific management  
 The principles of administration  
 The theory of organisation  
 The problem of training [added in MS]  
 The machinery of government  
 Teaching a practical art  
 Distribution and management – The unsolved problem  
 From the amateur to the professional [+ The Army Staff College – added in MS]  
 Lecture to ASSET on BIM (impromptu)  
 Introduction to 'Letters to Private Secretaries'  
 Education for management (7)  
 Toast – Worshipful Company of Glovers' dinner  
 Education for management and The Printing Industry  
 Review 'Administrative behaviour' (Herbert A. Simon)

#### **MS 5619/2/11**

Vol. 11 red binder marked 'L.F. Urwick speeches, Nov. 1948 – Oct. 1949'

A blueprint for the future  
 Discussion at Extra General Meeting of Institute of Mechanical Engineers on 'control of production'  
 The functions of management  
 Introduction to 'General and industrial Management' by Henri Fayol, trans. by Mrs. C. Storrs  
 The will to work, for *Nineteenth Century*, Jan. 1949  
 Problems of growth in industrial undertakings (BIM Winter Series – 1948/9 – 2nd lecture)

A short survey of industrial management (BIM occasional papers No.1)  
 The evolution of modern ideas about management  
 Clinical experience  
 Address to Ramsey Lodge on 'Education for management' (8)  
 Address to International Student Service on Why Work  
 Opening address to ASDG Conference 'Duties and responsibilities of a supervisor'  
 Increased effectiveness through training  
 The management structure  
 The missing incentive  
 Letter on 'The Written Word'  
 Harry (Dr. HA Hopf), 1882-1949  
 Education for management (9)

### **MS 5619/2/12**

Vol.12 red binder marked 'L.F. Urwick speeches, Nov. 1949 – March 1952'

Education for management (10)  
 Patterns of organisation (2)  
 Thoughts on leadership  
 Morale (2)  
 The application of management principles  
 The specialist and the symphony  
 Management- Principles and structure  
 Whether there is a need for the immediate establishment in this country, in connection with an existing University, of a residential school of Business Administration, on the American Pattern?  
 Education for management (BBC)  
 Management as an intelligent occupation  
 Management and the initiative  
 Management and organisation  
 Education for management (11)  
 The personnel function of management  
 'Administrative compendium' (Review)  
 The climate of management  
 Education for management G.B. (1)  
 American challenge in industrial management  
 Principles of administration  
 Unity of Method  
 Education for management in the USA  
 Are managers born and not made?  
 The principles of organisation [added in MS]

### **A series of black binders marked 'LU personal MSS'**

[Note that each of these binders has plastic sticky tape titles/ glued on paper titles – but as these are in danger of coming off – number marked on contents pages]

### **MS 5619/3/1**

Black binder marked 'LU personal MSS 1964' has index inside front cover, contains 20 papers/lectures [comments/review articles/ talks] by Urwick in generally chronological order – it is likely that these duplicate MS/TS elsewhere in the archive

The growth of ideas on organisation and management – 14<sup>th</sup> Jan. 1964  
 The University of NSW, Institute of Administration

The role of the manager 1- 22<sup>nd</sup> Jan. 1964  
 The University of NSW, Course for executives No.3 Institute of Administration

The Role of the manager 2 – 24<sup>th</sup> Jan.  
As above course No.4

The nature and development of modern management – 26<sup>th</sup> Nov. 1963  
Department of Supply, Melbourne

Status and function – 18<sup>th</sup> March 1964  
Australian Chartered Accountants' Research Society, Sydney

Frederick Winslow Taylor and Henri Fayol - 5<sup>th</sup> March 1964  
The University of NSW

Managers of tomorrow – 9<sup>th</sup> April 1964  
BIM Glasgow Branch

Some recent developments in organisation theory - 1<sup>st</sup> April 1964  
National Institute of Management Development, Cairo

Line & Staff – March 1964  
Egyptian Management Association, Cairo

New thinking in management – 21<sup>st</sup> May 1964  
Public Service Board, Canberra

Bureaucracy and management – 21<sup>st</sup> May 1964  
Public Service Board, Canberra

The history of management thought – 17<sup>th</sup> Aug. 1964  
Public Service Board, Canberra

The principles of management – 17<sup>th</sup> Aug. 1964  
Public Service Board, Canberra

Some coming problems in management – 7<sup>th</sup> –9<sup>th</sup> Sept. 1964  
The Australian Administrative Staff College, Mt. Eliza, Victoria

Personnel management – The past – 26<sup>th</sup> Aug. 1964  
Institute of Personnel Management, Sydney

Personnel management – The future – 16<sup>th</sup> Sept. 1964  
Institute of Personnel Management, Sydney

The nature and purpose of business – 12<sup>th</sup> Oct. 1964  
The Australian Institute of Management (Sydney Division) executive staff course

The resources available to management – 12<sup>th</sup> Oct. 1964  
The Australian Institute of Management (Sydney Division) executive staff course

The development of systematic management – 12<sup>th</sup> Oct. 1964  
The Australian Institute of Management (Sydney Division) executive staff course

The consultant's viewpoint – 29<sup>th</sup> Oct. 1964  
Public Service Board, Canberra

**MS 5619/3/2**

Black binder marked 'LU personal MSS 1965' 23 papers/lectures [in fact 24 – paper 'Manager Development' not listed in index is last item in binder]

The elements of management – no date or details

Great names in management – Lecture 1  
The University of NSW, 10/3/1965

Great names in management – Lecture 2  
The University of NSW, 10/3/1965

Manager's common vision – status  
IPCCIOS Conference, Tokyo, Japan, 8/5/1965

Management organization  
IPCCIOS Conference, Tokyo, Japan, 12/5/1965

Management consultancy – The ideals of the profession and its development in Europe  
IPCCIOS Conference, Tokyo, Japan, 12/5/1965

The profession of management consultancy – Its development and its problems  
B'nai B'rith, Sir John Monash Lodge, Sydney, 19<sup>th</sup> May 1965

The management mind and the scientific mind  
IPCCIOS Conference, Tokyo, Japan, 13/5/1965

The greatest manager of our time – a tribute to Sir Winston Churchill  
Management Review, AMA, March 1965

Have we lost our way in the jungle of management theory?  
Personnel, AMA, May/June 1965

Medicine without anatomy – Book review  
'Integrating the individual and the organisation' by C. Argyris.  
Management News, April 1965

'Generalised concepts' by D.L. Johnson, reprinted from Electronics and Power, Vol., 11, May 1965

Some reflections about communication

Human relations in management – book review. 'Human relations in industry' by B.B. Gardner and D.G. Moore, Cornell University

Organization  
Hong Kong Management Association, Sept., 1965

What is management?  
Hong Kong Management Association, Sept., 1965

Education for & training in management  
Nottingham, 16<sup>th</sup> Sept. 1965

Management as a science and as an art  
Engineering Dept. Sydney University, 29<sup>th</sup> Oct. 1965

Keeping up – The expanding literature of management  
Article for Library Bulletin, Australian Institute of Management, Nov. 1965

Development and nature of modern management  
Dept. of Supply, University of Melbourne, Nov. 30<sup>th</sup> 1965

Managers of tomorrow – ‘How to develop managers’  
20<sup>th</sup> JCI World Congress, Carlton Centre, Elizabeth St., Sydney, 25<sup>th</sup> Nov. 1965

Managers of tomorrow – ‘The attributes of a manager’  
20<sup>th</sup> Junior JCI Congress [date as above]

A message to management

### **MS 5619/3/3**

Black binder marked ‘LU personal MSS 1966’ 26 papers/lectures

Great names in management  
Institute of Administration, University of NSW, 20<sup>th</sup> Jan. 1966

Personnel management  
Lane Cove Rotary Club Luncheon, 1<sup>st</sup> March 1966

Management and ‘the American Dream’  
Advanced Management Journal, New York, April issue, 1966

The principles of organisation  
Philippine Council of Management, Manila, March 1966

Great names in management  
Philippine Council of Management, Manila, March 1966

The management missionaries  
Philippine Council of Management, Manila, March 1966

Personnel management  
Philippine Council of Management, Manila, March 1966

Peter Drucker’s analysis of the defects in modern personnel management  
From ‘Is personnel management bankrupt?’ ch. 21 of *The practice of management*, New York, Harper & Bros. 1954, pp. 273-288

Leadership  
School Prefects, Blacktown Girls’ High School, 5<sup>th</sup> May 1966

Status  
Institute of Production Engineers, Birmingham Section, 23<sup>rd</sup> March 1966

The development of management theory  
Grace Bros. Broadway, 31<sup>st</sup> May 1966

Reclaiming the jungle

The principles of organisation  
Teheran, Aug. 1966

Personnel management  
Teheran, Aug. 1966

Great names in management  
Teheran, Aug. 1966

Scientific management and semantics – The scholastic counter-revolution  
30<sup>th</sup> June 1966

The profession of management consultancy  
Management Consultants' Meeting, Sydney, July 1966

The line/staff impasse – a footnote  
Article sent to Management Review, AMA, Oct. 1966

Book Reviews - *An outline of organisation principles for management*  
B. Yuill, Oct. 1966

*Long range planning in American Industry*  
The Australian Manager, October 1966

What's in a word?  
Article for the Australian Institute of Management, Sydney 7<sup>th</sup> Nov. 1966

Management's first half-century  
Address to NSW College of Nursing, Sydney, 15<sup>th</sup> Nov. 1966

Management – Cathedral or construction project?  
Harvard Business Review, 28<sup>th</sup> Nov. 1966

Organization & theories about the nature of man  
American Academy of Management Journal, Dec. 1966

#### **MS 5619/3/4**

Black binder marked 'LU personal MSS 1967' 17 papers/lectures

Great names in management  
The Institute of Management, University of NSW, 19<sup>th</sup> Jan. 1967

The evolution of management  
The Australian Institute of Management, Sydney, Executive Staff Course, 6<sup>th</sup> Mar. 1967

Great names in management – Frederick Winslow Taylor  
The University of NSW, 8<sup>th</sup> March 1967

Personnel Management 1. Why do we have personnel management?

Personnel Management 2. How modern personnel evolved

Personnel Management 3. Some criticisms of personnel management – The past

Personnel Management 4. The future

Differences in organization as between large and small undertakings

[all given] Greek Management Association, Athens, March 1967

Education and training for management  
The University of Sydney (Newcastle Division) 1<sup>st</sup> May 1967

Great names in management 2 – Henri Fayol 1841-1925  
The University of NSW, 10 May 1967

Great names in management – Benjamin Seebohm Rowntree 1871-1954  
The University of NSW, 7 June 1967

Great names in management – Henry Sturgis Dennison 1877-1952  
The University of NSW, 14 June 1967

Great names in management – Mary Parker Follett 1868-1933  
The University of NSW, 14 June 1967

Great names in management – Elton Mayo 1880-1949  
The University of NSW, 21 June 1967

The development of modern management  
Engineering students, The University of Sydney, July 7 1967

What have universities done for business management?  
Article for Management of Personnel Quarterly, The Bureau of Industrial Relations, University of Michigan, Summer 1967

The first syllable in management  
MS in reply to Harold P. Koenig's article – 'Applying military principles to business management'  
May/June issue 1967 *Personnel* AMA July 12 1967

### **MS 5619/3/5**

Black binder marked 'LU personal MSS 1968 and part 1969' 23 papers/lectures

1968

Great names in management  
University NSW Institute of Administration Feb.1 1968

The development of management thought  
University NSW, March 11

The development of scientific management  
Australian Institute of Management (Terrigal, NSW) March 17

The language of management  
Lake Head University, Fort William, Ontario. May 8. [also?] 1st Bank of Montreal Lecture, University of Manitoba, Winnipeg May 9

Great names in management – Frederick Winslow Taylor  
University NSW, June 12

Great names in management – Henri Fayol  
University NSW, June 19

Great names in management – Chester I. Barnard  
University NSW, June 26

Great names in management  
University NSW, Institute of Administration, July 1

The development of management theory  
 Arnott's Biscuits Pty. Ltd. Aug. 21

Learning and leadership  
 Fifteenth Queale Memorial Lecture, Bonython Hall, Adelaide University

#### Book Reviews

P.F. Drucker *The Successful executive*, New York, Harper, 1966...(published in *The Australian Manager*, Vol. 8, no. 5 Oct. 1968, p.24)

J.W. Humble *Improving business results*, Maidenhead (England) McGraw-Hill, 1968  
 Australian Institute of Management, Melbourne Sept. 1968

[article]  
 Benjamin Seebohm Rowntree C.H., *Industrialist 1871-1954*  
 Published in *Modern Administration*, March 1969

1969  
 The greatest of these is integrity  
 Published 'Only a President' New York, AMA 1969 319 pp. – Articles contributed to 'The President's Forum' Includes reprint of Urwick's 'And the greatest of these is integrity'

#### Comment

On  
 A. 'Technological & organizational government: A speculative enquiry into the functionality of management creeds' by W. G. Scott (Sept. 1968)  
 Published March 1969 issue *American Academy of Management Journal* Vol. 12., No. 1 pp 90-103 under title of 'Some observations'

B. Comment on above by Keith Davis (Dec. 1968)

C. 'Success of chain of command oral communication in a manufacturing group' K. Davis (Dec. 1968)

[article]  
 Now he belongs to the ages: A plea for scholarship in dealing with the work of Frederick W., Taylor  
 Submitted to Prof. H. Koontz Jan. 1969

A series of four talks [AIM Sydney]

1. The origin of management	Feb. 11
2. Early development of management	Feb. 13
3. Expansion of the field of management	May 12
4. Suggestion for a pattern	May 16

Commentary  
 Jean Predseil's paper on 'Education for management' Two pages quoted in paper read before the Advisory Board of the Deutsche Bank of the Eastern Ruhr by Dr. E.M. Scheld. Submitted to The International Academy of Management Feb. 11 1969

#### **MS 5619/3/6**

Black binder marked 'LU personal MSS part 1969' 28 papers/lectures

[Note that the first part of this index duplicates the 1969 section of the previous volume]

Then continues



Learning and leadership: some comments on education and training for management  
1<sup>st</sup> redraft submitted to Prof. Koontz Feb. 1969

Are the classics really out of date?: A plea for semantic sanity  
Published SAM Advanced Management Journal Vol. 4, No. 3 July 1969 pp. 4-12

George Elton Mayo 1880-1949 The first Australian  
Published by EPC South Australia (f. Schmidt) *Modern Administration* May 1969

Learning and leadership: some comments on education and training for management  
2<sup>nd</sup> redraft submitted to Prof. Courtney C. Brown Columbia University, USA May 1969. Published July/Aug. issue Columbia Journal of World Business with commentary by Prof. N.W. Chamberlain

Meaning of the word organization  
Submitted to John Diebold, New York May 10 1969

Mary Parker Follett 1859-1933  
Submitted to *Modern Administration*, for inclusion in July 1969 issue (May 20) published in Vol. 2, No. 3, July 1969

A series of three lectures  
1. The foundations of management                      UNSW 17 and 18 June  
2. Since Taylor and Fayol                                  UNSW 25 June  
3. An example of management                              UNSW 2 July

A story of communication  
Enclosed with letter to Prof. P. Drucker July 8

Theory Z  
Submitted to Advanced Management Journal – published vol. 35, No.1 Jan 1970

In defence of subjective executive appraisal  
Two comments in support of G. H. Labovitz's article which appeared in Sept 1969 issue of *The Academy of Management Journal* – submitted to *The Academy of Management Journal* and published in Vol. 12 No.4 Dec. 1969

Poem: Lines to a newly installed computer  
Submitted to Advanced Management Journal Sept. 9  
[later published in Shell Centre London Internal Personnel Management Review]

Essay: Peter F. Drucker – The manager's professor  
A critical essay on a selective aspect of Peter's ideas. A contribution to the volume based upon the thought and work of Drucker. To be published by New York University Press late 1969 or early 1970

MS What is management?  
Sydney University engineering students – Sept 26

Letter to an MBA  
Written to Mr. R. Delman Perkins Jr. 10 Feb. 1969. Published in *The MBA* Vol. iv, No.1 Oct 1969

Management education and management training – Are they the same or different?  
Submitted to *Indian Administrative and Management Review*, Nov. 28, published in Vol.2, no.1 Oct/Dec. 1969

Education and training for management  
University of Aston in Birmingham Oct 13 1969

**MS 5619/3/7**  
Black binder marked 'LU personal MSS 1970' 19 papers/lectures

1970

Paper tigers

Submitted to SAM Advanced Management Journal 12 March

Poem: A management alphabet

Dedicated to the Committee of American management experts currently investigating Education for Management in Australia 12 March

MS The evolution of modern management in Gt. Britain The forerunners: Boulton & Watt Robert Owen and Charles Babbage

University of Aston in Birmingham lecture 1 April 8

MS The evolution of modern management in Gt. Britain The founders: Frederick Winslow Taylor and Henri Fayol

University of Aston in Birmingham lecture 2 April 22

MS Personnel management in perspective 1970 – Stop trying to specialize personnel management  
Institute of Personnel Management, (South West Region) Annual Regional Conference, Sidmouth Devon April 10-12

Ten years' progress in management 1960-1970. Education & training for the profession of management  
American Society of Mechanical Engineers Nov. 1970. Published Transactions of the ASME Journal of Engineering for Industry, Vol. 93, series B, No.2 May 1971

'Piece' The Executive readers' club

AIM News NSW Division May 6

MS The consultant as matchmaker

The Institute of Professional Management Consultants in Australia, 14. May 1970 (adapted version printed in *Rydge's* Oct 1970)

MS Many happy returns of the day

O&M Bulletin – Organization and methods Division, Civil Service Dept. H.M. Treasury, Whitehall London. (on occasion of 25<sup>th</sup> birthday)

MS The span of control 1970

Management Dept. University of Miami, Coral Gables, Florida (for inclusion in a book entitled 'Readings in span of control' July 14 1970)

Why the so-called classicists endure

The Management International Review Aug. 4 1970

MS Education and training for management: How can we marry them?

Tilburg University, Holland, Sept. 21

MS The compass of management

Utrecht, Holland Sept. 23

'piece' What does the word organization mean?

Introduction for a collection of readings on 'Organization' by J. Diebold Aug. 21

Papers in the science of administration – and comment

Submitted to academy of Management Journal

MS Formal organization

Southern Region Seniors' Meeting, UOP Sept. 11

Film on the span of control (outline draft/ playlet)  
McGraw-Hill Book Co. New York 12/11/1970

Organization – The span of control (video/tape film series)  
McGraw-Hill Book Co. New York 19/11/1970

That word ‘organization’  
Submitted to *Rydge’s* Dec. 8 1970, published under title ‘Clearing the jungle of management obscurity’  
Vol xlv No. 4, April 1971

**MS 5619/3/8**

Black binder marked ‘LU personal MSS 1971/2’ 22 papers/lectures

1971

MS Education for management – part-time or full-time  
Royal Melbourne Institute of Technology March 24 1971

MS The first women of management  
The University of Aston in Birmingham April 22

MS Two early employers  
The University of Aston in Birmingham May 6

Reply to J.M. Walker’s ‘Some notes on Urwick’s defence of the papers Among the birds and the bees’  
Academy of Management Journal, Sept 2

Article: Redrafted. Sematic Hay – The word organization  
Submitted for projected ‘Management Journal’ Imperial College of Science & Technology,  
Management Engineering Section London, Oct. 10 1971

MS Management is engineering but engineering is not management  
Institution of Engineers, Australia (Southern Australian Division) Oct. 27

MS The changing environment of management  
Institute of Personnel Management (Australia, Southern Australian Division) delivered at week-end  
conference (Christie’s Beach Hotel) Oct. 29-31

MS Earlier days of scientific management and of management education  
Macquarie University, N. Ryde, NSW Year 2 MBA students Nov. 15

1972

MS What does the word management mean?  
Contribution to proposed Management Magazine for publication early Autumn 1972, Cambridge  
University Management Group, Jan. 25 1972

Letter What does the word management mean?  
Submitted to Finance Week Magazine for business men and investors (this letter was printed in  
considerably condensed form to fit space available) March 3 1972

Commentary LMG  
Lillian Moeller Gilbreth – for inclusion in the June 1972 issue of The Academy of Management  
Newsletter

Letter The Executive Reader’s club  
Brief account of the history and activities of the Reader’s Club. Australian Institute of Management  
NSW Division. Included in May issue 1972 of AIM NSW Division News 17/3/1972

Article: The truth about Schmidt (in form a commentary on the last and 3<sup>rd</sup> V. of the Gilbreth saga 'Time out for happiness')

Submitted to W.B. Wolf, Cornell University Ithaca, New York 21/3/1972

MS: The language of management

University of Aston in Birmingham, May 10

MS: The basis of a theory of management: Discussing the 1<sup>st</sup> section – Harold Koontz and Cyril J. Donnell 'Management: A book of readings' 1968 edn.

The Australian Institute of Management NSW Division Executive Reader's Club 24/5/1972

Article: 'Benjamin Seebohm Rowntree, C.H. 1871-1954'

Submitted to Prof. W.B. Wolf 21/6/1972

MS: Management in general

Sydney University Dept. of Mechanical Engineering 26/7/1972

Review: The restless words

Review of Dr. J. W. Hunt's book *The restless organization* J. Wiley & Sons (Australia) Pty Ltd [published in ?] AIM (NSW Division) News, for publication Sept. 1972

Introduction: The restless organization

Introduction to Dr. J. W. Hunt's book *The restless organization*, The Australian Institute of Management, 1<sup>st</sup> Literary Luncheon, Carlton-Rex Hotel, Sydney, Aug. 10

MS: Productivity and leadership

Delivered to Pyrmont Productivity group, Sydney, Australia, 13 Sept.

Elements of administration (suggested preface to the second edition)

Submitted to Pitman Publishing, London Sept. 19 1972

The professors and the professionals

After-dinner talk: Oxford Centre for Management Studies, Oxford, Oct. 12

### **MS 5619/3/9**

Black binder marked 'LU personal MSS 1973/4' 20 papers/lectures

1973

The importance of formal organization to managers

The third Tengku Abdul Raham Memorial Lecture, Malaysian Institute of Management, Kuala Lumpur, Feb. 23 1973

Formal organization

Yayasan Pengurusan Malaysia (Malaysian Institute of Management) seminar for top executives Feb. 24

Formal organization

Bank Negara Malaysia. One day seminar – top bankers (Staff Training Centre, Kuala Lumpur) Feb. 26

Learning to manage

Bank Negara Malaysia. General lecture for bankers (Staff Training Centre, Kuala Lumpur) Feb. 28

Run a crooked mile

Commentary on article published in AIM (NSW div.) *News*, No. 20 March 1973. [Commentary] published in AIM (NSW div.) *News*, No. 22 May/ June issue

A.V. Graicunas and the span of control

Enclosed in a letter to Prof. A.G. Bedeian, Georgia Southern College, Statesboro, Georgia USA April

The word game

Poem: lines on reading the notice of a new sociological study entitled 'Modern organizational theory – contextual, environmental and socio-cultural variables' ed. Anant R. Negandhi, Kent State University, USA, June 27

The word organization

University of Sydney, 4th year graduates – chemical engineering. July 4

The language of management

Submitted on request to *Indian Administrative Review*, July 5

The 'assistant to' the problem child of business organization

NOPEX – The International Organization of Professional Executives. Paper submitted to international seminar. Nov./Dec. (July 23) proposed publication of seminar papers at later date

Professors, professionals and practitioners

American academy of management, General Session, Annual Meetings, Boston, USA Aug. 20

Some Americans

Address: Annual Dinner of The Fellows Group of the Academy of Management. Boston, Mass. USA Aug. 21

The 'assistant to' status and function

Alternative address for above July 19 – not delivered

Lines on D.S. Pugh's *Theory of organization*

Light verse. A reply to D.S. Pugh's contribution to *Omega* 3 headed 'Col. Urwick and organization'. Submitted to *Omega* – The International Journal of Management Science, Aug. 6 – published Vol. 1 No. 5 1973, p. 537

The 'assistant to' the problem child of business organization

Submitted to AMA, Inc. (President J.L. Hayes) Nov. 1. For publication March/April 1974 issue of *Management Review* – Published March 1974 Vol. 63, No. 3, pp. 27-31

'Professing' management subjects or leaning to be a manager?

Submitted to Kurt Kruger, chief editor *Fortschrittliche Betriebsführung*, Verband Fur Arbeitsstudien E.V. REFA 61 Darmstadt, Wittichstraße 2, West Germany. Kurt Kruger circulated – gratis – reprints of Urwick's after-dinner talk 'The professors and the professionals' to the Oxford Centre for Management Studies, Oxford, Oct.12, 1972 following the XIV CIO World Congress held at Munich Oct. 1972

1974

Organization and organizations

Submitted to *Indian Administrative and Management Journal*, Feb.7 1974

The meaning of the word organization

An open letter to Charles Perrow on his 'Short and glorious history of organizational theory' *Organizational Dynamics*, Xmas 1973 – pp. 3-15. (Submitted to late for publication)

Why I hate computers

Submitted to *Management Review* (AMA) March 27 (Rejected). Submitted to *Omega*, April 17

Communication and computers

Submitted on request to Consultant's Communique, The quarterly newsletter of the Managerial Consultation Division of the Academy of Management. April 26

**MS 5619/3/10**

Black binder marked 'LU personal MSS 1975/6, 1980' papers/lectures

1975

That word 'organization'

Submitted to Academy of Management Journal, Feb. 10 1975. Published (new) Academy of Management Review early 1976. No copies of this publication received by L.U.

Lets' kill off the organization

Enclosed in letter to Edmund Young, South Australia, Feb. 11 1975. Published: Management Bulletin – the official journal of the Australian Institute of Management in South Australia and the Australian Capital Territory, March 1975, vol. xxii, No.2 pp. 9 & 11

Commentary: 'It's a wise child' A note on Taylor's pig-tail: A historical analysis of Frederick W.

Taylor's pit Iron experiments

Submitted to Daniel A Wren – possible inclusion in Academy of Management Review. June 18 1975

MS Staff and Nonsense

Forwarded to Prof. Arthur G. Bedeian, July 31 1975

1976

The terminology of management

Submitted (on request) to Management Review – monthly bulletin of the Australian Institute of Management. Victoria, March 31, 1976. Published in condensed form May 1976, vol. 1 no.4 p.16

A series of [2] short articles on The Pioneers – all submitted (on request) to Management Review

1. Lillian Gilbreth

No copy kept. For publication when space permits

2. George Elton Mayo 1880-1949: An appreciation by L.F. Urwick

Published July 1976, Vol. 1 No.6 pp 4-5 (in slightly condensed form)

Elton Mayo – 1880-1949 (Tribute)

Commemoration of the birth of Elton Mayo, Elton Mayo School of Management, South Australian Institute of Technology, Adelaide, Nov. 5 1980

### **MS 5619/3/11**

Black binder marked 'misc. cuttings' – this has an index, listing 12 items – but it is not complete – not all of the material listed by the index is by Urwick – there are some other 35 misc cuttings etc which are not listed in the index

## **Box 8 – These books are to be incorporated in the SC library**

[numbers placed on inside front cover]

Containing: books

### **4/1**

Urwick, L., and E.F.L. Brech *The makings of scientific management vol.1 Thirteen pioneers* (Pitman, 1963) [reprint]

### **4/2**

Urwick, L., and E.F.L. Brech *The makings of scientific management vol. 2 Management in British industry* (Management Publications Trust, 1949)

### **4/3**

Urwick, L., and E.F.L. Brech, *The makings of scientific management vol.3 The Hawthorne investigations* (Management Publications Trust, 1949)

**4/4**

Urwick, L.F., *The pattern of management* (Pitman, 1957) [second reprint]

**4/5**

T.N.Robertson ed., *Monopolies and management* (Sydney: Halstead Press, 1964) [Urwick a contributor]

**4/6**

Urwick, L., *Management of tomorrow* (Nisbet & Co., 1933)

**4/7**

*Scientific management in Great Britain* [A survey by the 36<sup>th</sup> Oxford Management Conference of the ground to be covered by the Seventh International Management Congress, Washington, September, 1938] (Management Journals Ltd, 1937)

**4/8**

Urwick, L.F., *Leadership in the 20<sup>th</sup> century* (Pitman, 1957) [reprint]

**4/9**

Urwick, L.F., *The Golden Book of Management* (Newman Neame, 1956)

**4/10**

Urwick, L.F., *The Golden Book of Management* [New expanded version] (AMACOM, 1984)

**4/11**

*Management through leadership* [A course of lectures delivered in the Sheffield City Hall under the auspices of the Institute of Industrial Administration, Feb.-Apr. 1948] printed by The Sheffield Telegraph & Star Ltd. [contributors include: Urwick, Renold, Mander]

**4/12**

Angeli, Franco, *L'addestramento nell'industria* (Milan: Franco Angeli Editore, c. 1958) [Urwick a contributor]

**4/13**

Hebrew edition of *Dynamic Administration* (1957)

**4/14**

Hebrew edition of *The Elements of Administration* (1955)

**4/15**

Japanese edition of *Leadership in the twentieth century*

**4/16**

Urwick, L., *Grundlagen und methoden der unternehmensführung* (Essen:Verlag W. Giradet, 1961)

**4/17**

Japanese edition of *The Elements of Administration* (1961) [with English introduction by Urwick]

**4/18**

Japanese edition of *The pattern of management*

**4/19**

Urwick, L.F. and E. Dale, *Staff in organization* (Mcgraw-Hill, 1960)

**4/20**

Urwick, L., *The meaning of rationalization* (Nisbet & Co., 1929)

**4/21**

Follett, M.P., *Freedom & Co-ordination* ed. L.Urwick, (Management Publications Trust, 1949)

**4/22**

Fayol, Henri, *General and industrial management*, trans. by C. Storrs, [with foreword by Urwick] (Pitman, 1949)

**4/23**

Fayol, Henri, *Direzione industriale e generale*, [Italian translation] (Milan: Franco Angeli Editore, 1961)

**4/24**

Urwick, L., *The Elements of Administration*, (Pitman, 1947)

**4/25**

*Report of the 25<sup>th</sup> International economic Course in London*, (The National Association for the Advancement of Education for Commerce, 1951)

**4/26**

Elliot M.Fox and L. Urwick, eds. *Dynamic Administration: The collected papers of Mary Parker Follett*, (Pitman, 1973)

**4/27**

H.C. Metcalfe and L. Urwick eds., *Dynamic Administration: The collected papers of Mary Parker Follett*, (Pitman, 1941)

**4/28**

*Business and science*, R.J. Mackay ed., (The Sylvan Press, 1931) [collected papers read to Department of Industrial Co-operation at the centenary meeting of The British Association for the advancement of science, 1931]

**4/29**

Urwick, L., *I principi di direzione e la teoria dell'organizzazione*, (Milan: ETAS KOMPASS, 1963)

**4/30**

unidentified book – sent to Urwick by VP of Taiwan Sugar Co., China

**4/31**

Urwick, L.F., *Ausbildung der führungskräfte in der amerikanischen wirtshaft* [Management education in American business] (1955) can't tell who publisher is

**4/32**

Persian edition of *The Elements of Administration*

**4/33**

Urwick, L., *Los elementos de la administracion*, (Mexico: Herrero Hermanos, 1960) Spanish translation

**4/34**

H.C. Metcalfe and L. Urwick eds., *Administracion Dinamica*, [Spanish translation of collected papers of M.P.Follett] (Mexico: Herrero Hermanos, 1960)

[Originally in box marked 'master files of articles, pamphlets A-M' a collection of the published and otherwise work of L.F. Urwick – note that in instances where it is unclear that Urwick was the sole author, or if the author is someone else – these entries have been marked with a \*]The box originally contained three foolscap box files. Note that while these are described as Master files, they are not comprehensive – some materials elsewhere in the collection are not represented here.



[Box file originally marked 'master files of articles, pamphlets A-E']

**MS 5619/5/1/1**

'The development of scientific management in Great Britain: A report distributed to the members of the Seventh International Management Congress...' [1938 – The Camelot Press, London and Southampton 85pp + 1 figure] reprinted from the *British Management Review*, vol. III, No. 4 [see 1/1/8 below]

**MS 5619/5/1/2**

'Committees in organisation' *British Management Review*, vol. II, no.3, 1937 pp 111-157 including 5 figures.

**MS 5619/5/1/3**

TS address 'Costing distribution' given to Sheffield branch of the National Institute of Cost and Works Accountants, Sheffield, Nov. 15 1933. 11pp including ms corrections – back of final page has notes on questions asked after address by Lightbody, Dudley Palmer, Buxton, Nicholson, Rogers, Simpson, Dixon, Vaughan and the chairman [not named]

**MS 5619/5/1/4**

'Administration and Society' *British Management Review*, vol. III, no.2, 1938 pp 28-51

**MS 5619/5/1/5**

'Bureaucracy and Democracy' offprint 7pp - originally published in the journal *Public Administration*, April 1936

**MS 5619/5/1/6**

'Business efficiency as applied to public administration' offprint from *Quarterly Review* Feb. 1939 pp 4-6.

**MS 5619/5/1/7**

'The elements of leadership' [unpublished] series of five lectures in temporary binding with ms corrections and notes 105 pp – n.d. presumed to be c. 1943 - also includes a TS 'The business of government and the government of business [given to Civil Service Group, July 6, 1943] 10 pp

**MS 5619/5/1/8**

'The development of scientific management in Great Britain' *British Management Review*, vol. III, No. 4, pp. 18-96

**MS 5619/5/1/9**

'Executive decentralisation with functional co-ordination' [paper given to] British Association for the Advancement of Science - section F – Norwich meeting Sept. 9, 1935, 15pp + xiii notes [at end]

**MS 5619/5/1/10**

'Copartnership and Management' an address delivered to the Annual Congress of The Industrial Co-Partnership Association, Somerville College, Oxford, July 22, 1934 13pp TS with some MS corrections

**MS 5619/5/1/11**

'Administration and leadership' an address given to the Production conference, organised by the Ministry of Production and the Royal Technical College, Glasgow 5 Sept. 1944 – reprinted from *British Management Review*, vol. V, no.4, 23pp.

**MS 5619/5/1/12**

'Administration and leadership' an address to the Production Conference [see previous item] 15pp

**MS 5619/5/1/13**

'Administration in theory and practice' [this is an early photocopy (negative)] originally published in *British Management Review*, no other details – pp 37-59

**MS 5619/5/1/14**

'Advancing the frontiers of management' *Systems Management* Sept/Oct. 1954 pp 6-7 [notes that this was reprinted from *Advanced Management Journal* but gives no other detail]

**MS 5619/5/1/15**

'Are the classics really out of date? A plea for semantic sanity' *S.A.M. Advanced Management Journal* vol.34, no.3 July 1969 pp 4-11

**MS 5619/5/1/16**

'The assistant-to: Problem child of business' a photocopy of an article from *Management Review*, March 1974, pp 27-31

**MS 5619/5/1/17**

'Great names in management: Chester I. Barnard 1886-1961' paper given to University of New South Wales, June 26, 1968, 13 pp TS, photocopy [note Barnard was at AT & T becoming president of New Jersey Bell in 1923, a post he held until retirement in 1948]

**MS 5619/5/1/18**

'Accounting and organisation' a paper presented at the 20<sup>th</sup> International conference of The Institute of Internal Auditors, 1961 [reprinted from the Proceedings of the 20<sup>th</sup> International conference pp.53-62]

**MS 5619/5/1/19**

'Urwick on organisation: Behind the charts, men and methods' reprint of article in *International Management Digest*, June 1958, 3pp

**MS 5619/5/1/20**

'A blueprint for the future' a booklet prepared for those unable to attend the Luton based autumn conference Nov. 26-29, 1948 [a publication of the Institute for Industrial Administration, Luton centre] 26 pp

**MS 5619/5/1/21**

'Bold behind the battle' article in *Industry Illustrated*, Feb. 1944, pp 12-16

**MS 5619/5/1/22**

'A British graduate school of business' *British Management Review*, vol. IX, no.2, July 1950, pp 15-23.

**MS 5619/5/1/23**

'British management studies' an article reprinted from *The Times Educational Supplement*, Feb. 21, 1958, 4 pp.

**MS 5619/5/1/24**

'Building integrity into an organisation' photocopy of article in *Management Review*, May 1970, pp 51-55 [note – condensed from California Management Review (Winter, 1969)]

**MS 5619/5/1/25**

'Business administration' a booklet (for private circulation) comprising a series of five lectures by Urwick, arranged by the Institute of Industrial Administration, 58pp.

**MS 5619/5/1/26**

'The lectures of Lyndall F. Urwick' this appears to be a publicity/information leaflet concerning the availability and subject of Urwick's lectures on film.

**MS 5619/5/1/27**

'Business administration' see item /1/1/25 above – a foolscap version of the earlier item – 13pp.

**MS 5619/5/1/28**

'Business management for the twentieth century' [TS, foolscap] an address given to The Canadian Club of Montreal, Dec. 3, 1951, 12 pp.

**MS 5619/5/1/29**

'Business organisation and public relations' newspaper article in *The City Observer*, Dec. 31, 1954, p.2.

**MS 5619/5/1/30**

'The case for a staff college for industry' an address given to the Birmingham Centre of the Institute of Industrial Administration, Birmingham, 30 Sept. 1944, reprinted from *Industry Illustrated*, Oct. 1944 [no other detail]

**MS 5619/5/1/31**

'The challenge of to-morrow [sic]' reprinted from *The Institute of Public Affairs Review*, July/Sept., 1960, pp 89-96

**MS 5619/5/1/32**

'Changes in BIM policy' in *Technical Education*, Oct. 1963, p. 468.

**MS 5619/5/1/33**

'The changing environment of management' an article in *Personnel Management*, May, 1972, pp 11-17

**MS 5619/5/1/34**

'The civic toast: The Worshipful company of Glovers of London' a toast given at the Annual Livery Dinner, Mansion House, Oct. 18, 1961, TS 3pp.

**MS 5619/5/1/35**

'Clearing the jungle of management obscurity' article in *Rydge's*, April 1971, pp. 115-118.

**MS 5619/5/1/36**

'Comment alléger la charge des dirigeants?' *Etudes et documents du CNBOS*, Serie gestion generale No. 20 [Comite National Belge De L'organisation Scientifique] 1957, 14 pp.

**MS 5619/5/1/37**

'Comment: Leadership and Language' in *Academy of Management Journal*, Vol.8, No.2, June 1965, pp. 146-9.

**MS 5619/5/1/38**

*Committees in organisations* (British Institute of Management: 1956) a booklet - note first published in *British Management Review*, no other details, 35 pp incl. 4 figures.

**MS 5619/5/1/39**

Reprint of a letter to the editor – printed in the 'Communications from readers' section of *California Management Review*, Fall, 1965 pp.93-96.

**MS 5619/5/1/40**

'Comparative Organization' Monographs on Higher Management No.11, Dec. 1947 [Manchester Municipal College of Technology/ Institute of Industrial Administration] 31 pp.

**MS 5619/5/1/41**

'Compromise and integration' an address to the Merseyside branch Institute of Labour Management... Feb.21, 1945 – reprint from *Industry Illustrated*, Vol. 13, No. 6, June 1945, 10pp.

**MS 5619/5/1/42/i**

[Two versions of the same thing]

'The content of management' [4 page summary, dated London May 1961 – three of the pages are diagrams – no other details]

**MS 5619/5/1/42/ii**

'The content of management' [4 pp – five definitions and three figures] this is different to the previous item, 1965

**MS 5619/5/1/43**

'Computers and cooperation' paper given to The Computer Society of Canada, Sept.27, 1967, TS 9pp.

**MS 5619/5/1/44**

'Co-partnership and management' an address given to the Liverpool Branch of the Industrial Co-partnership Association, 28 May 1945 – TS 6 pp.

**MS 5619/5/1/45**

*The Department Store* (Urwick, Orr & Partners: 1965) 25pp and three diagrams

**MS 5619/5/1/46**

'Development in management training' TS 7pp. [Notes a paper given to Summer conference 1958 – no additional detail]

**MS 5619/5/1/47**

'Development of leaders' a speech given to the Administrative Institute of Elliot Lake, May 24 1961 – reprinted from *Canadian Mining Journal*, Jan, March, May and Nov. 1962 [Gardenvale, Québec] 14 pp.

**MS 5619/5/1/48**

'La direction des entreprises face au problème du changement' *Etudes et documents du CNBOS*, Serie gestion generale No.37 (1959) 24pp.

**MS 5619/5/1/49**

*Distribution or Dissipation?* (London: Liberal Publication Department, n.d.) c. 1938 – address originally given to 18<sup>th</sup> Liberal Summer School at Oxford 1938 – 18 pp.

**MS 5619/5/1/50**

'The organisation of the defence of the Empire' negative photocopy from *The British Empire Review*, Aug. 1910, pp. 91-92 [prize essay]

**MS 5619/5/1/51**

'Education and training for management' 33 pp. (1965) note that this is reprinted from *Monopolies and Management*, T. N. Robertson ed., - published in Melbourne - no date or further detail given

**MS 5619/5/1/52**

'Education and training for the profession of management 1960-1970' photocopy from *Journal of Engineering for Industry*, May 1971, pp. 356-362.

**MS 5619/5/1/53**

'Education for Management' [an ASSET booklet – published by: Association of Supervisory Staffs Executives and Technicians] 12pp. [An address given to ASSET, London, Mar. 18, 1948]

**MS 5619/5/1/54\***

'Education for Management' [Report of a special committee appointed by the Minister of Education] HMSO, 1947, 32pp. [Note that it is unclear exactly who the author(s) were – Urwick was on the committee]

**MS 5619/5/1/55**

'Education for Management' [note that this was reprinted from *Technical Journal*, Feb. 1946 – this was the journal of The Association of Teachers in Technical Education] 7 pp. Note that Urwick was chairman of M of E committee on management education – also note that pamphlet includes a list of IIA Education Committee members]

**MS 5619/5/1/56**

'Education for Management' TS 17 pp – n.d. but from references written after 1947 HMSO publication which is referred to

**MS 5619/5/1/57**

'Education for management and the printing industry' *The Managing Printer*, Nov. 1948, pp.7-17 [including discussion]. This has a TS note attached, dated the same month.

**MS 5619/5/1/58**

'Education for management in Great Britain' n.d. n.p.[note that this is from the Report of the 25<sup>th</sup> International Economic Course, London, 23 July – 6 Aug. 1951] TS pp. 19-26

**MS 5619/5/1/59**

'Education for management in the USA' TS 11pp. Paper given to the National Institute of Industrial Psychology, Mar. 5, 1952.

**MS 5619/5/1/60**

'The engineers debt to management' *Mechanical Engineering*, Mar. 1961, pp. 34-37

**MS 5619/5/1/61**

'The engineers debt to management' TS an earlier version of the above item – this is the Towne lecture given to the American Society of Mechanical Engineers, New York, 30 Nov. 1960, 7 pp.

**MS 5619/5/1/62**

'Executive decentralization with functional coordination' *The Management Review*, Dec. 1935, pp.355-368.

**MS 5619/5/1/63**

'Experiences in public administration' – reprinted from *Public Administration Review* vol. XV, No.4, Autumn 1955, pp 247-250

**MS 5619/5/2** [originally box file marked master file of articles, pamphlets, etc. F-L]

**MS 5619/5/2/1**

'The function of administration' in Institute of Industrial Administration Papers of 1934-35 session, pp1-18 incl. six tables – note that this publication contains 4 other papers [by EDA Herbert, W.L Morgan, G. Hurford and H.G. Jenkins]

**MS 5619/5/2/2**

'The human factor in management 1795-1943' L. Urwick and E.F. L. Brech (Institute of Labour Management: 1944) 40 pp [note this was originally two articles from the series 'The pioneers of scientific management' published in *Industry Illustrated*

**MS 5619/5/2/3**

'International organization for rationalization: Rapid, but confused, growth of interest in rationalization' (IV Congrès International de L'Organisation Scientifique du Travail, Paris, 1929) Mémoire LXVI Section Enseignement et Questions Générales, pp 1-7. [With summaries in French and German]

**MS 5619/5/2/4**

'Factory administration, with special reference to personnel management' *Industry Illustrated*, May, 1945, pp 12-19

**MS 5619/5/2/5\***

'A faith for modern management: A symposium' *The Atlanta economic Review*, vol.VIII, No.9, Sept., 1958, [Urwick's contribution to the symposium is on] pp 3-4 [other contributors were: A. Rand, K. Davis, W.G. Scott, T.L. Whistler, J.F. Mee and E.E. Jennings.

**MS 5619/5/2/6**

'The father of British management' *The Manager*, Feb. 1962, pp.42-43

**MS 5619/5/2/7**

'Fitting in the specialist' [reprint from] *The Manager*, Apr. 1962, 4 pp.

**MS 5619/5/2/8**

'Mary Parker Follett 1853-1933: A pen portrait' *Modern Administration*, July, 1969, pp. 11-13

**MS 5619/5/2/9**

'Formal Organization' TS of a paper given to the Empire Club of Canada, 2 Nov. 1967, later published in *The Empire Club Addresses 1967-8*, (T.H. Best Printing Co. Ltd.: Don Mills, Ontario) n.d. pp144-155.

**MS 5619/5/2/10**

'Function and status' in *What is being done in the scientific management movement*, No.2 June (CIOS 1964), pp 3-4

**MS 5619/5/2/11**

'Functions of management' *British Boot and Shoe Journal*, Oct. 1960, pp. 231-242 [note that this is a transcript of the plenary session discussion at the Buxton conference.]

**MS 5619/5/2/12**

'The future of management consultancy' TS 10pp a paper given to the UOP annual conference, 4 July, 1964

**MS 5619/5/2/13**

'The future outlook on management' TS 10pp [one of the British Institute of Management higher management lectures, n.d. post 1959 from references]

**MS 5619/5/2/14**

'Great names in management' *The Philippine Manager*, Vol. 1, No.2, 1966, pp 2-19

**MS 5619/5/2/15**

'Great names in management: Henri Fayol, 1841-1925' TS 13pp paper given at University of New South Wales, June 19, 1968.

**MS 5619/5/2/16/i**

Two items relating to the Gannt medal: one appears to be the presentation booklet for medal winners [15 pp., published by The American Society of Mechanical Engineers] on the occasion of Urwick's award – which contains his acceptance address [1961?]

**MS 5619/5/2/16/ii**

the other is a 7 pp informational booklet of a later date n.d.

**MS 5619/5/2/17**

'The government of business and the business of government' *Journal of the Institute of Management Bangalore*, Jan. 1958, pp. 11-19

**MS 5619/5/2/18**

'V.A. Graicunas and the span of control' [photocopy of article in *Academy of Management Journal*, vol. 17, No. 4, June 1974, pp 349-354.

**MS 5619/5/2/19**

'Great names in management' TS 15 pp., appears to be a paper delivered to the Institute of Administration, university of New South Wales, n.d. post 1964 from references

**MS 5619/5/2/20**

'The greatest manager of our time: A tribute to Sir Winston Churchill' *Management Review*, Mar. 1965, pp. 42-44.

**MS 5619/5/2/21**

'Here's an Industrial Policy' *The Liberal Magazine*, Aug. 1947, pp 241-248

**MS 5619/5/2/22**

'Dr. Harry Hopf (1882-1949)' *British Management Review*, vol. VIII, No.3, Nov 1949, pp 6-21

**MS 5619/5/2/23**

'How balanced control insures profits' n.p. [possibly from *Business*, Dec. 1937, pp 13-14, 39] note in poor condition – also note contains H.S. Person's chart of progress of scientific management

**MS 5619/5/2/24**

'The content of management' 3 pp of printed diagrams ['defects in the older disciplines', 'management as a basic intellectual discipline' and 'the content of management', July 1956 – possibly a handout?

**MS 5619/5/2/25**

'How effective is education for management?' in *Developing Management Leadership for a Free Society* (A.M.A. General Management Series, No. 159, 1952), pp 18-30

**MS 5619/5/2/26**

'How far can management be scientific?' TS 20 pp., paper given at UCLA, Apr. 22, 1953

**MS 5619/5/2/27**

'How to improve executive training' reprint from *Nation's Business*, July 1958, pp 32-38 [interview with Urwick]

**MS 5619/5/2/28**

'Human factors in top management' reprinted from *Industrial Welfare and Personnel Management*, Jan.-Feb. 1955, 3 pp. [published by Industrial Welfare Society]

**MS 5619/5/2/29**

review article of *Human Relations in Industry*, (Gardner and Moore, 1964) reprinted from *Industrial and Labor Relations Review*, vol. 19, No.1, Oct. 1965, pp. 146-148

**MS 5619/5/2/30**

'Ignorance of basic principles wastes executive man-power' *Manufacturing and Industrial Engineering*, Oct. 1951, pp 15-18

**MS 5619/5/2/31**

'The importance of formal organisation to managers' TS 8 pp. - paper given as the Third Abdul Rahman Memorial Lecture, Malaysian Institute of Management, Kuala Lumpur, Feb. 23, 1973.

**MS 5619/5/2/32**

'Urwick on The Importance of Management Training For Engineering Students' pamphlet – excerpted from *Journal of The Institution of Civil Engineers*, Session 1941-42, pp. 97-113 (1942).

**MS 5619/5/2/33**

'Individual versus card-index: Lyndall Urwick on Mary Parker Follett's principles of business management' reprinted from *The Listener*, Oct. 17, 1946, 4 pp.

**MS 5619/5/2/34**

'Industrial Citizenship' *Industry Illustrated*, Aug. 1945, pp. 19-22

**MS 5619/5/2/35**

'Industrial Leadership' TS 7 pp, n.d. no other detail

**MS 5619/5/2/36**

'Industrial Relations – Retrospect and Prospect' reprint from *British Management Review*, Vol. 5, No.2 [n.d.] paper originally given to 47<sup>th</sup> Oxford management conference, May 1944.

**MS 5619/5/2/37**

'Integration and Integrity' reprinted from *California Management Review*, Winter, 1969, vol. XII, No. 2, pp. 53-56.

**MS 5619/5/2/38**

'The Integrity of Frederick Winslow Taylor' off print from *Advanced Management*, Mar. 1958, pp. 9-15.

**MS 5619/5/2/39\***

'An interview with management's elder statesman' by P. Creighton – reprinted from *Executive*, Dec. 1963, 6 pp.

**MS 5619/5/2/40**

'Introduction of Colonel L.F. Urwick by E.R. Olsen' 1 page – appears to be reprinted from *Canadian Mining Journal*, n.d. no other details

**MS 5619/5/2/41/i**

'Is management a profession?' (London: Urwick, Orr & Partners, 1954), 27 pp.

**MS 5619/5/2/41/ii**

As above – but this is fourth impression, 1961, 28 pp. slight variation on above

**MS 5619/5/2/42**

'Is a theory of organization possible & useful in practice? [part 1]' TS, 14 pp., n.d and no other details – but see following entry

**MS 5619/5/2/43**

'Is a theory of organization possible & useful in practice? [part 2]' TS, 17 pp., paper given at UCLA, Apr. 16, 1953.

**MS 5619/5/2/44**

'The language of management' TS 7 pp., notes that this was submitted to *Indian administration and Management Review*, on July 5, 1973.

**MS 5619/5/2/45**

'Leadership' *Junior Chambers International World*, Feb. 1967, pp 6-8.

**MS 5619/5/2/46**

'Leadership and Democracy [states that this is chapter 2] TS draft chapter, 52 pp. n.d. no other detail

**MS 5619/5/2/47**

'Comment: Leadership and Language' reprint from *Journal of the Academy of Management*, Vol. 8, No.2, June 1965, p. 146-149.

**MS 5619/5/2/48**

'Leadership and Morale' TS 22 pp. n.d. no other detail – but looks like lecture/paper given in US just after Urwick's 62<sup>nd</sup> birthday.

**MS 5619/5/2/49**

'Leadership lessons from the Army' photocopy of article in *International Management*, Dec. 1976, pp. 47-48

**MS 5619/5/2/50**

'Learning and Leadership' [The Fifteenth William Queale Memorial Lecture] (The Australian Institute of Management, 1968), pp. 7-23

**MS 5619/5/2/51**

'Learning and Leadership' reprinted from *Columbia Journal of World Business*, vol. IV, No. 4, July-Aug. 1969, 7 pp.



**MS 5619/5/2/52\***

'Learning and Leadership: Another point of view' by N. W. Chamberlain, reprinted from *Columbia Journal of World Business*, vol. IV, No. 4, July-Aug. 1969, 2 pp. – no page numbers

**MS 5619/5/2/53**

'Letter to an MBA' [reprinted from *The MBA*, vol. IV, No.1 Oct. 1969, pp. 36-38] 3 pp. reprint for distribution in Canada courtesy of Urwick, Currie & Partners

**MS 5619/5/2/54**

'Letters to Foremen: The foreman's place in the structure of the future No.20' TS 3 pp., n.d. no other detail

**MS 5619/5/2/55**

'Letters to foremen: To the supervisor – No.1' TS, 5 pp. n.d. [has ms note stating that this is slightly amended version]

**MS 5619/5/2/56**

'Line and Staff' (National Institute of Management Development: Cairo, 1964) 13 pp [visiting lecturers series]

**MS 5619/5/2/57**

'The line/staff impasse – a footnote' *Management Review*, vol. 56, No.1, Jan. 1967 pp. 50-53.

**MS 5619/5/2/58**

*The life and work of Frederick Winslow Taylor*, (Urwick, Orr & Partners: n.d.) 17 pp.

**MS 5619/5/2/59**

*The Load on Top Management – can it be reduced*, (Urwick, Orr & Partners: 1954) 51 pp. [note that there is a loose summary inside the front cover]

**MS 5619/5/2/60/i**

Copy of a short poem entitled 'Lines to a newly-installed computer' TS, notes that this was submitted to *Advanced Management Journal*, on Sept 9, 1969

**MS 5619/5/2/60/ii**

MS version of the same

**MS 5619/5/2/61**

*The Life and Work of Elton Mayo*, (Urwick, Orr & Partners: n.d. [1961]) 34 pp.

**MS 5619/5/2/62\***

*Letters to Private Secretaries*, (London: Management Library, n.d.)

- /62/i No.1, 'Introduction', 10 pp. [L. Urwick]
- /62/ii No.2, 'Office Machinery', 27 pp [N.E. Dock]
- /62/iii No.3, 'Mechanical Technique', 12 pp [K.G. Turton]
- /62/iv No.4, 'Layout of Documents, Correspondence and Reports', 12 pp. [J. Pridham]
- /62/v No.5, 'Plain English', 11 pp. [M.A. Cameron]
- /62/vi No.6, 'The Telephone' 13 pp. [E. Tilling]
- /62/vii No.7, 'Plan Your Day', 12 pp. [R. Harris]
- /62/viii No.8, 'Staff', 11 pp. [G. Meanwell] (ms note that Gertrude was one time P.A. to LFU)
- /62/ix No.9, 'The Complete Understudy', 16 pp. [W.R. Spencer]
- /62/x No. 10, 'So Much Depends on You' 16 pp [The Editor – anon]

**MS 5619/5/2/63\***

*Letters to Foremen*, (London: Management Library, n.d.)

- /63/i No.1, 'Introduction', 11pp [L.U.]

- /ii No.2, 'Production Control', 15 pp., [F.H. Fleck] (note pages 5-12 missing)
- /iii No.3, 'Management of Personnel', 23 pp. [W.H. Bower]
- /iv No.4, 'Trade Unions', 8 pp., R.S. Odd.
- /v No.5, 'Research in Industry', 12 pp. [W.A. L. Plews]
- /vi No.6, 'Marketing', 8 pp. [M.H. Perry]
- /vii No.7, 'Industrial Psychology', 12 pp. [H.C. Maule]
- /viii No.8, 'Industry and Training', 20 pp. [A.I.G. Hewitt]
- /ix No.9, 'Purchasing', 8 pp. [W. Gildon]
- /x No.10, 'Export', 10pp. [G.T. MacEwan]
- /xi No.11, 'Industrial Traffic Management' 16 pp. [C.F. King]
- /xii No.12, 'Budgetary Control' 12 pp. [E.E. Noyes]
- /xiii No.13, 'Auditing', 12 pp. [A.J. Hartley]
- /xiv No.14, 'Costing', 12 pp. [S.C. Roberts]
- /xv No.15, 'Statistics', 11 pp. [J. Mandeville]
- /xvi No.16, 'The Office Link with the Factory', 10 pp. [W. Coutts Donald]
- /xvii No.17, 'Management part 1', 12 pp. [E.F. L. Brech]
- /xviii No.18, 'Management part 2', 18 pp. [E.F. L. Brech]
- /xix No.19, 'Foremanship and Supervision', 12 pp. [F.J. Burns Morton]
- /xx No.20, 'The Foreman's Place in the structure of the Future', 8 pp. [n.a. – anon]

**MS 5619/5/3** [box file originally marked Master file... pamphlets... M]

**MS 5619/5/3/1**

'Specialised Training for and Control of Office Operations' in *Modern Office Management Methods*, Office Management Series Number 83, ( New York: A.M.A., 1938) pp. 29-36.

**MS 5619/5/3/2**

'The Machinery of Government' TS paper given at Buscot Park Conference July 17/18 1948, 5 pp.

**MS 5619/5/3/3**

'The Making of the General Manager', [pamphlet] reprinted from *British Management Review* vol. IV, No.3, n.d [23 pp]

**MS 5619/5/3/4**

'How the Organisation Affects the Man' in *The Man in Management: A Personal View*, General Management Series No. 139, (New York: A.M.A., 1957) pp. 3-10

**MS 5619/5/3/5**

'Management' in *Current Affairs Bulletin*, vol. 30, No.8 Aug., 1962, pp.114-128

**MS 5619/5/3/6**

'Management: A Search for Social Insight' in *British Management Review* vol. vii, No.2, pp. 10-26 (July 1948 I think]

**MS 5619/5/3/7**

'A management alphabet' TS 1 page, n.d.

**MS 5619/5/3/8**

'Management and the "American Dream"' reprint from *Advanced Management Journal*, Vol. 31, No.2, Apr. 1966, pp.8-16

**MS 5619/5/3/9**

'Management and Human Relations' in *Leadership and Organisation: a behavioural science approach*, Tannenbaum, R., I.R. Weschler & F. Massarik, (New York: McGraw-Hill, 1961) pp. 416-428 – this is a photocopy

**MS 5619/5/3/10**

'Management and Leadership' TS paper given to Northwestern University Chicago, 12<sup>th</sup> March 1958, 16 pp.

**MS 5619/5/3/11**

'Management and Leadership' printed version of above 18 pp including introduction

**MS 5619/5/3/12**

'Management and the Public Service' in *Administration*, Spring, 1958, pp. 34-42 [ms note on front suggests paper was originally given at Institute of Public Administration, Dublin]

**MS 5619/5/3/13**

'Management and the Problem of change' TS paper given to Hessisches Institut für betriebswirtschaft, E.V. Frankfurt, 29<sup>th</sup> Sept. 1958, 22 pp.

**MS 5619/5/3/14/i**

'Management as a subject of instruction' TS dated 21 Jan. 1944, 24 pp. with much MS editing

**MS 5619/5/3/14/ii**

'Management as a subject of instruction' *British Management Review*, vol. v, No.3, pp. 5-25

**MS 5619/5/3/15**

'Management and Government' in *Management and To-morrow*, programme and papers of the Institute of Industrial Administration Conference 1946, n.p.

**MS 5619/5/3/16**

'Management as a System of Thought' [offprint] reprinted from *The Purchasing Journal*, Oct. 1955, 14 pp.

**MS 5619/5/3/17**

'Management as an Intellectual Discipline' *British Management Review*, vol. 14, No. 4 Oct. 1956, pp. 227-240

**MS 5619/5/3/18/i**

'Management as the Basis of a Liberal Education' reprinted from *British Management Review*, vol. VI, No.3, July 1947, for use at the Association of Technical Institutions summer meeting, Cardiff, 1947, [original pagination see below] 20 pp.

**MS 5619/5/3/18/ii**

'Management as the Basis of a Liberal Education', *British Management Review*, vol. VI, No.3, July 1947, pp. 3-23.

**MS 5619/5/3/19**

'The management consultant as a matchmaker' [photocopy] *Rydge's*, Oct. 1970, pp.143-145.

**MS 5619/5/3/20**

'Management Education and Management Training – Are they the same thing?' *Indian Administration & Management Review*, Vol. 2, No.1, Oct. 1969 – Mar. 1970 pp. 4-10.

**MS 5619/5/3/21**

*Management Education in American Business*, (New York: A.M.A., 1954), 136 pp. [Note this is part one of a series of reports entitled 'Management Education for itself and its employees']

**MS 5619/5/3/22**

'Management Education in Australia' *The Australian Manager*, April 1961, pp. 5-6, 23, 27, 32.

**MS 5619/5/3/23**

'Management – Horse Trading or Trusteeship?' printed paper presented to 74<sup>th</sup> *Engineering Institute of Canada* AGM May 1960, 7 pp.

**MS 5619/5/3/24\***

This is a copy of the Institute of Industrial Administration Report of the Conference on Management in Demobilisation, May 1945, produced for private circulation only, it appears to be included in this material for the reason that Urwick chaired the discussion after the second session on the morning of May 12, as far as I can see there is nothing of Urwick material included, pp ii + 67 pp

**MS 5619/5/3/25**

'Management in Perspective: The Tactics of Jungle Warfare' reprinted from *Journal of the Academy of Management*, vol. 6, No.3, Dec. 1963, pp 316-329

**MS 5619/5/3/26**

'Foreword' [for Management Notebook] TS, 8 pp *Management Notebook*, (London: Newman Neame, n.d. given)

**MS 5619/5/3/27**

'The management structure' TS of paper given to the Management Conference 1949, pp 12-38 [note other papers not contained in soft cover]

**MS 5619/5/3/28**

'Management – Principles and Structure' reprinted from *The BSI Quarterly*, July 1950 pp. 105-119 [BSI? Building Society Institute?]

**MS 5619/5/3/29**

'Management Studies and Training for Management' [The Elbourne Memorial Lecture 1956], TS, 15 pp.

**MS 5619/5/3/30**

'Managers' Common Vision' paper given at II IPCCIOS Conference, Tokyo 1965, [second regional conference of Indo-Pacific Council of the Conseil International pour L'Organisation Scientifique], TS, 9 pp.

**MS 5619/5/3/31**

'Management's debt to Engineering' paper given to Birmingham Association of Mechanical Engineers, Jan. 1948, TS, 17 pp.

**MS 5619/5/3/32**

'Management's debt to Engineers' *Advanced Management*, Dec. 1952, pp. 5-12.

**MS 5619/5/3/33/i**

'Management's debt to the Engineer' reprinted from *Mechanical Engineering*, May 1953, pp 374-379 and 386.

**MS 5619/5/3/33/ii**

Another copy of the same article this time from *The Engineering Journal*, Sept. 1953, pp. 1148-1154

**MS 5619/5/3/34**

'Management's Second Half-Century' offprint from *The Business Quarterly*, Vol. 28, No.4, Winter 1963, pp. 29-34.

**MS 5619/5/3/35**

'Management's Second Half-Century' TS paper given to Society for the Advancement of Management Golden Anniversary Dinner, New York, Sept. 1963, 12 pp. [note that this was circulated with Management topics [whatever that is] Nov. 1963.

**MS 5619/5/3/36**

'Management's Second Half-Century' [a condensed version of above item] in *Advanced Management Journal*, Jan. 1964, pp 7-11.

**MS 5619/5/3/37**

'Management's status in Great Britain' *The Atlanta Economic Review*, Apr. 1962, pp. 14-18

**MS 5619/5/3/38**

'Managers of To-morrow' (National Institute of Management Development: Cairo, 1964) 25 pp [visiting lecturers' series] (Cairo: Atlas Press).

**MS 5619/5/3/39**

'The Manager's Span of control' reprint from *Harvard Business Review*, May-June 1956, pp. 39-47

**MS 5619/5/3/40**

'Many Chief Executives are Trying To Carry An Impossible Load' *Manufacturing and Industrial Engineering*, Nov. 1951, pp. 15-16 and 18.

**MS 5619/5/3/41**

'George Elton Mayo 1880-1949 "The First Australian"', *Modern Administration*, May 1969, pp. 3-5.

**MS 5619/5/3/42**

'The Meaning of Control' *Michigan Business Review*, Nov. 1960, pp.9-13.

**MS 5619/5/3/43**

'The Menace of Centralisation' [early photostat copy] *Industry*, June 1947, pp. 15-22.

**MS 5619/5/3/44**

'Message to Management' *The Presidents Forum*, Fall/Winter 1966, vol. 5, No.2, p.3 [published for members by the Presidents Association Inc. – an affiliate of the AMA]

**MS 5619/5/3/45**

'Morale' *Indian Administrative & Management Review*, vol. 1, No.2 Jan.-Mar. 1969, pp. 21-26.

**MS 5619/5/3/46**

'Morale and Leadership' paper given at University of Southern California Apr. 1953, TS, with card cover 23 pp.

**MS 5619/5/3/47**

*Morale*, (Manchester: J.Broad & Co., 1947), 38 pp. No. 10 in a series of monographs on higher management for the use? of Manchester Municipal College of Technology / Department of Industrial Administration.

**MS 5619/5/3/48**

'Money and Motivation' *Supervisory Management*, Oct. 1964, pp. 16-17.

**MS 5619/5/4** [box file marked pamphlets etc. N-R]

**MS 5619/5/4/1**

'The rationalization of distribution – 2' [chapter two] from *Business and Science*: a collection of papers delivered to [at?] Department of Industrial Co-operation of [the?] British Association, 1931, pp. 179-195.

**MS 5619/5/4/2**

'La rationalisation et la crise économique' in *Bulletin du Comité National de l'Organisation Française*, July 1931, pp.198-203.

**MS 5619/5/4/3**

'Rationalisation does not lead to unemployment' a note prepared with reference to the Presidential Address submitted to Section F of The British Association for the Advancement of Science, Bristol, 1930 by Prof. T.E. Gregory. TS 10pp + IV.

**MS 5619/5/4/4**

'Rationalisation and Industrial Education' a paper read to Section F (Economics) British Association, Glasgow Sept. 1928, TS 10pp.

**MS 5619/5/4/5**

'The principles of organisation with special reference to production' in *The Institution of Production Engineers*, Nov. 1938, pp. 679-715.

**MS 5619/5/4/6**

*The principles of direction and control*, [pamphlet] Management Research Groups, General Series No.4, May 1928. 19 pp.

**MS 5619/5/4/7**

'Organisation as a science' TS 14 pp. dated 20/1/1933.

**MS 5619/5/4/8**

'Office management and the outside consultant' printed pamphlet, an address to the Manchester branch of The Office Manager's Association, Manchester, Dec. 1938 [Camelot Press] 22 pp.

**MS 5619/5/4/9**

'Organisation as a technical problem' [in a fawn card cover] a paper read to the Department of Industrial Co-operation of the British Association for the Advancement of Science, Sept. 1933, TS 40 pp. incl 11 figs.

**MS 5619/5/4/10**

*A note on the literature of scientific management* [pamphlet] Management Research Groups, General Series No.5, 1928, 8 pp.

**MS 5619/5/4/11**

'Neanderthal Organisation' in *Industrial society*, July 1969, p.134, photocopy.

**MS 5619/5/4/12/i**

*The need is urgent to make leadership a reality*, (Toronto: Manufacturing and Industrial Engineering, n.d. but c. 1951) [six lectures presented at the University of Toronto] 63 pp

[Included inside this are two loose but related items – which were distributed to students attending the above lecture course]

**MS 5619/5/4/12/ii**

'Notes on the principles of administration' printed n.d. 4 pp.

**MS 5619/5/4/12/iii**

'A bibliography of scientific management' printed by Manufacturing and Industrial Engineering, Toronto, n.d. 4 pp.

**MS 5619/5/4/13**

'New views on an old problem' photocopy of review by Urwick [of Bruce Yuill, *An outline of organisation principle for management*] in *Management News*, Oct. 1966, no page no.

**MS 5619/5/4/14**

Letter to the editor of *Nineteenth Century and After*, Oct. 1949, pp. 271-276.

**MS 5619/5/4/15**

'Notes on administration and leadership' printed, 8 pp. [to accompany Urwick lectures] London, Sept. 1948, no other detail

**MS 5619/5/4/16**

'Notes on organisation' TS 10 pp. + viii, n.d.

**MS 5619/5/4/17**

'Notes on the principles of administration' printed, 5pp. No date

**MS 5619/5/4/18**

*Notes on The Theory of Organisation*, (A.M.A, 1952), 75 pp.

**MS 5619/5/4/19**

*Organization*, International Academy of Management paper No.2 (Nederlands Instituut voor Efficiency, The Hague, 1966), 103 pp.

**MS 5619/5/4/20**

'Organisation' article in *Rationisierung*, 19 Jg. 1968, pp. 7-9 [in German]

**MS 5619/5/4/21**

'Organization and "Organizations"' in *Indian Administrative & Management Review*, n.d. [but c. 1973] pp. 29-32.

**MS 5619/5/4/22**

'Organization and theories about the nature of man' in *Academy of Management Journal*, vol. 10 No.1 March 1967, pp. 9-15

**MS 5619/5/4/23/i**

TS of a letter to the editor and a some 'light verse' which was published in *Omega, The International Journal of Management Science*, vol. 1, No. 5, p.537, 1973.

**MS 5619/5/4/23/ii**

Note there is also an earlier MS draft of the same item

**MS 5619/5/4/24**

'Papers in the science of administration' in *Academy of Management Journal*, Dec. 1970 [no other detail] pp.361-371

**MS 5619/5/4/25**

'The pattern of management' in *British Management Review*, vol.13, No. 4, Oct. 1955, pp.207-217.

**MS 5619/5/4/26**

*Patterns of organization*, Manchester Municipal College of Technology/Department of Industrial Administration, Series of monographs on higher management, No.1, March 1946, 54 pp. [note introduction written by C.G. Renold]

**MS 5619/5/4/27**

'Personnel management' in *Philippine Manager*, vol.1, No.4, pp. 5-16, 1966

**MS 5619/5/4/28**

'Personnel management: The past and the future' two papers reprinted from *Personnel Management*, [papers presented at NSW Division of the Institute of Personnel Management (Aust.) in Aug. 1964] n.d., 24 pp.

**MS 5619/5/4/29**

'Personnel management and factory organisation' TS 13 pp. dated Sept. 1943 [opening paper at conference of the Institute of Labour Management]

**MS 5619/5/4/30**

*Personnel management in perspective*, Institute of Personnel Management Occasional Papers No. 13, 1959, 23 pp.

**MS 5619/5/4/31**

*Personnel management in relation to factory organization*, Institute of Personnel Management, 1955 [third reprint – revised version of 1948 originally published in 1943] 27 pp.

**MS 5619/5/4/32**

'A philosophy for developing employees' printed paper presented to a session on training during 18<sup>th</sup> mid-year meeting of the American Petroleum Institute's Division of Refining, N.Y. May 1953, 5 pp.

**MS 5619/5/4/33**

'The philosophy of management' [part of the report 'Ten years' progress in management 1950-1960] offprint from *Transactions of the ASME: Journal of Engineering for Industry*, n.d. but c. 1960/1, 6 pp.

**MS 5619/5/4/34**

'The principles of organisation' TS sheet, 1 page n.d. no other detail

**MS 5619/5/4/35**

'Planning for the future, as it affects the personnel policy of the organisation' TS address given at The Annual conference of the Institute of Labour management Oct. 1936. [Originally 13 pp. but cut into 22 sheets – presumably for ease of presentation] – top sheet detached

**MS 5619/5/4/36**

*Pola Management*, [an authorised translation of *The Pattern of Management* (University of Minnesota Press: 1956) into Indonesian? Printed in Jakarta, 1962] 100 pp

**MS 5619/5/4/37**

'The report of the President's Committee on Administrative Management' (1941) [a paper read to the London branch [of? – not specified – Nov. 1941 – being a condensed version] 16 pp + 1 loose sheet with two charts of outline structure of Federal government of the USA.

**MS 5619/5/4/38**

'The principles of organization' in *Philippine Manager*, vol.1, No.3, 1966, pp. 3-24

**MS 5619/5/4/39**

'The principles of organization' TS paper [?] Given at Imperial Defence College, London, Apr. 1952, 13 pp.

**MS 5619/5/4/40**

'The problem of management semantics' reprint from *California Management Review*, vol. II, No.3 Spring 1960, pp. 77-83

**MS 5619/5/4/41**

'The problem of organisation: A study of the work of Mary Parker Follett' TS paper read at Birmingham branch of Institute of Industrial Administration, Apr. 1935, 11 pp.

**MS 5619/5/4/42**

*Problems in the growth in industrial undertakings*, British Institute of Management, Winter Proceedings 1948/9 No. 2, 44 pp. + xiii figs



**MS 5619/5/4/43**

*Problems in the growth in industrial undertakings*, British Institute of Management, this is an uncorrected proof version of the previous item - note that it has only 17 pp. but the same figures as above.

**MS 5619/5/4/44**

'The problems of structure and organization in relation to administration and management' in *Chemistry in Canada*, Oct. 1952, pp. 45-47.

**MS 5619/5/4/45**

'The problems of structure and organization in relation to administration and management' in *The engineering Journal*, vol. 35, No.5, May 1952 – note despite the same title as the previous item – this does not appear to be the exact same article] pp. 487-490.

**MS 5619/5/4/46\***

*Profitably using the General Staff position in business*, (A.M.A. General Management Series, No. 165, 1953 [Urwick assisted by Ernest Dale]) 35 pp.

**MS 5619/5/4/47**

'Promotion in industry' proof copy of paper discussed at Institute of Public Administration Winter Conference 1927 [at this time Urwick was Organizing Secretary, Rowntree] 15 pp.

**MS 5619/5/4/48**

'The psychological bases of leadership' in *The Journal of the British Institute of Management*, Vol. 1, No.4, Apr. 1958, pp. 240 –251

**MS 5619/5/4/49**

'Public administration and business management' offprint from *Public Administration Review*, n.d. but c. 1967, pp. 77-82

**MS 5619/5/4/50**

'Public relations and industrial relation' TS an address to the London Publicity Club, March 1945, 10 pp.

**MS 5619/5/4/51**

'The qualities of a consultant' TS paper given at the Urwick, Currie & Partners Staff Meeting Sept. 1967, 9 page photostat copy.

**MS 5619/5/4/52**

'Benjamin Seebohm Rowntree, C.H. – Industrialist' article in *Modern Administration*, March 1969, pp. 3-7

**MS 5619/5/4/53**

'Principles of management (2)' in *British Management Review*, Vol. VII, No. 3, n.d., pp. 15-38 + X figs.

**MS 5619/5/4/54**

'Rationalisation' in *British Management Review*, vol. III, Jan-Mar. 1938, No.1, pp. 13-30.

**MS 5619/5/4/55**

'Relationships in organization' (Management Publications: 1944) 2 pp.

**MS 5619/5/4/56**

'The responsibility you can't escape' in *Supervisory Management*, June 1961, pp. 11- 13.

**MS 5619/5/5** [boxfile originally marked 'articles, pamphlets, S-Z']

**MS 5619/5/5/1**

Offprint 'Scientific management and the machinery of government' in *Industry Illustrated*, Nov. 1939, 3 pp.

**MS 5619/5/5/2**

'Scientific management in Great Britain' *The Management Review*, Oct. 1927, pp. 323-336

**MS 5619/5/5/3**

[Blue booklet] The Studd lectures on industrial and business management' [contains four lectures – Urwick' contribution being 'Administration and capital'] 1938, 93 pp. [other contributors are F. Pick, W.H. Coates, and Sir H. Bunbury]

**MS 5619/5/5/4**

[Red binder] 'The theory of organization' 46 pp. n.d.

**MS 5619/5/5/5**

'Scientific principles and organization' (AMA, Institute of management Series No. 19, 1938) 16 pp.

**MS 5619/5/5/6**

Manila envelope marked 'Draft MS of 'The span of control'

Contains

Bundle of MS drafts and notes – [at least two versions of 'The span of control' 1970]

**MS 5619/5/5/7**

'Science and management: Two cultures?' *Journal of Applied Behavioural Science*, vol.4, No.1, 1968, pp. 119-124

**MS 5619/5/5/8**

'Scientific management' [delivered to The Oil and Colour Chemist's Association] 1948, 12 pp.

**MS 5619/5/5/9**

'Scientific management' *The Journal of the Bradford Textile Society*, [session 1947-8] pp. 57-63

**MS 5619/5/5/10**

'A paper on the scope of management' [inaugural lecture Department of Industrial Administration, Birmingham Central Technical College] 1949, 20 pp.

**MS 5619/5/5/11**

'Semantic Hay – The word 'organization'' *OMEGA* [The International Journal of Management Science] vol.1, No.1, 1973, pp. 97-105

**MS 5619/5/5/12**

Booklet - *A short survey of industrial management* (BIM, Occasional papers No.1, [revised and reprinted] 1962) 41 pp.

**MS 5619/5/5/13**

Booklet - *A short survey of industrial management* (BIM, Occasional papers No.1, n.d. [c.1947?]) 31 pp.

**MS 5619/5/5/14**

'The significance of management' paper read to The Institute of Sewage Purification, 1945, 12 pp.

**MS 5619/5/5/15**

'Sind wir für die Zukunft gerüstet?' in *Fortschrittliche Betriebsführung* 10 Jahrgang, Heft 3, Aug. 1961, 2 pp – pagination not known

**MS 5619/5/5/16**

Booklet *16 questions about the selection and training of managers* (UOP: 4<sup>th</sup> impression, 1962) 33 pp.

**MS 5619/5/5/17**

'Some coming problems in management' [printed address] 1964, 8 pp.

**MS 5619/5/5/18**

'Some observations' *Academy of Management Journal*, vol. 12, No.1, March 1969, pp. 99-103

**MS 5619/5/5/19**

Booklet *Some recent developments in organization theory* (National Institute of Management Development [Cairo] No. 3, 1964, 17 pp.

**MS 5619/5/5/20**

'The span of control' [address] 1956, reprinted from *Scottish Journal of Political Economy*, Vol. IV, pp. 101-113.

**MS 5619/5/5/21**

'The span of control – Some facts about the fables' *Advanced Management*, vol. 21, No. 11, Nov. 1956, pp. 5-15

**MS 5619/5/5/22**

'Specialized training for, and control of office operations' copy of article in *Industry Illustrated*, n.d. no other details – pp. 14-17.

**MS 5619/5/5/23**

TS 'Staff and line' [given to Australian Police College] 1963, 14 p.

**MS 5619/5/5/24**

'Staff and line' [given at meeting of Harvard Business School Association of Montreal, 1963] 14 pp. – different version of above

**MS 5619/5/5/25**

Pamphlet 'Status' 1966, 12 pp [address to CIOS (IPCCIOS) Tokyo]

**MS 5619/5/5/26**

TS 'Status' [Management Centre Europe, 1964] 8 pp.

**MS 5619/5/5/27**

'Status and function' *The Chartered Accountant in Australia*, vol.xxxiv, No. 11, May 1964, pp. 690-694

**MS 5619/5/5/28**

'Statut et fonction' (CNBOS) Etudes et Documents du CNBOS No. 237, 1964, 13 pp. [in French]

**MS 5619/5/5/29**

Booklet 'Stocktaking on management education' [report of a conference held at FBI 27/4/1961] 81 pp. – contains Urwick's 'The part played by the management consultant' and six other contributions – e.g. Hall, Kipping.

**MS 5619/5/5/30**

'The story of Nameless Engineering Products Inc.' reprinted from *The Manager*, Nov. 1953, 12 pp [mainly charts]

**MS 5619/5/5/31**

Copy of *The Manager*, Jan 1957 [photo of Urwick on front cover] containing 'The structure of a management team' pp. 55-56, 59.

**MS 5619/5/5/32**

'The study of management – 1' from *Business and Science: A collection of papers delivered in Dept. of Industrial Co-operation of British Association*, 1931, pp. 3-17

**MS 5619/5/5/33**

'Management in perspective – The tactics of jungle warfare' reprinted from *Journal of the Academy of Management* Dec. 1963, Vol. 6, No. 4, pp. 316-329

**MS 5619/5/5/34**

'Taylor en zijn ideeën' from *Tijdschrift voor Efficiëntie en documentatie*, Feb. 1958, pp. 47-52

**MS 5619/5/5/35**

Booklet 'The life and work of Frederick Winslow Taylor' (UOP: n.d. c. 1957 – check I think there is another copy of this) 17 pp

**MS 5619/5/5/36**

'Taylor's life and work' [in English and French] Xie Congrès International de L'organisation scientifique, Paris 24-28 Juin 1957, pp. 289 –306

**MS 5619/5/5/37**

TS 'Great names in management: Frederick Winslow Taylor' [UNSW] 1968, 12 pp

**MS 5619/5/5/38**

'A teaspoon for the Atlantic' reprinted from *Industry Illustrated*, Aug/Sept. 1944, 14 pp

**MS 5619/5/5/39**

TS 'Ten years' progress in management education and training for the profession of management 1960-1970' [notes published in ASME transactions] 26 pp

**MS 5619/5/5/40**

booklet 'Notas sobre La Teoria de la Organizacion' 1965, 59 pp. [trans of AMA publication – in Spanish]

**MS 5619/5/5/41/i**

'Theory Z' from *Indian Administrative & Management Review*, pp. 11-17 n.d. no other details

**MS 5619/5/5/41/ii**

'Theory Z' from *SAM Advanced Management Journal*, Jan. 1970 pp. 14-21

**MS 5619/5/5/42**

TS 'Text of videotape recording made by L.F. Urwick on 9<sup>th</sup> April, 1969' 4 pp.

**MS 5619/5/5/43**

'The three classic relationships in formal organization' *Industrielle Organisation*, Jan. 1950, pp 176-179

**MS 5619/5/5/44**

Booklet 'Thoughts on leadership' [address to Swansea and District Branch of TWI Association of South Wales and Monmouthshire, 8/3/1950, 15 pp.

**MS 5619/5/5/45**

'A tract for the times' from *Industry Illustrated*, Jan 1945, pp. 22-40 [in two parts]

**MS 5619/5/5/46**

'Training tomorrow's managers' from *Business* [The Journal of Management in Industry] Apr. 1952, pp. 41-43

**MS 5619/5/5/47**

Book [hardcover] *Training managers in the Public Service* (Royal Institute of Public Administration: 1955) – contains Urwick's 'Management developments in the USA'

**MS 5619/5/5/48**

News cutting 'The truth about Essex' *Spectator*, 12/7/1968

**MS 5619/5/5/49**

'Lyndall F. Urwick (1891-1983): British management authority and his engineering management connection' E.J. Young from *Engineering Management Journal* vol. 2, No.1, March 1990 pp. 31-36

**MS 5619/5/5/50**

'Suggesties voor een Theorie Z' (Dutch translation), photocopy, no details – pp. 14-17

**MS 5619/5/5/51**

'The universities and business' reprinted from *The Manager*, Aug. 1961, 4 pp.

**MS 5619/5/5/52**

'Urwick set out to prove sales management can be taught' by Sales Director reporter, reprinted from *Sales Director*, March 1960 1 page

**MS 5619/5/5/53/i**

'The value of eccentricity' reprinted from *Harvard Business School Bulletin*, Oct. 1959, 6 pp.

**MS 5619/5/5/51/ii**

inside the cover of the above item is letter of invitation to attend Urwick's talk.

**MS 5619/5/5/54**

TS 'The value of MTM to top management' [proceedings of annual International MTM conference, Oct. 1952] pp. 63-70

**MS 5619/5/5/55i**

'Lt.-Col. L. Urwick – Recipient of the CIOS Gold Medal 1951' in *British Management Review*, vol. x, No.4, March 1952, 27 –36 + 3 plates

**MS 5619/5/5/55/ii**

a reprint of this as booklet, 13 pp + 5 plates

**MS 5619/5/5/56**

Booklet 'The Urwick management lectures' (Industrial Administration Group: 1950) 62 pp. [contains 5 lectures]

**MS 5619/5/5/57**

'The views of a representative of an International Management Organization' from *Bulletin of the Taylor Society*, vol. xvi, No.4, Aug. 1931, pp. 152-160

**MS 5619/5/5/58**

'We need to plan for the future' from *The Australian Manager*, Feb. 1964, pp.11,13,15,27, 29-30.

**MS 5619/5/5/59**

'What have the universities done for business management?' from *Management of Personnel Quarterly*, Summer, 1967, pp. 35-40

**MS 5619/5/5/60**

'What makes a successful manager' reprinted from *International Management*, Oct. 1964, 5 pp.

**MS 5619/5/5/61**

Why can't industry learn from experience?' reprinted from *Manufacturing and Industrial Engineering*, Nov. 1952, 4 pp

**MS 5619/5/5/62i**

'Why the so-called classicists endure' *Management International Review*, 1971, pp. 3-18.

**MS 5619/5/5/62ii**

TS 'Why the so-called classicists endure' 19 pp.

**MS 5619/5/5/63**

'The will to work' reprinted from *The Nineteenth Century and After*, No. cxlv, Jan. 1949, pp. 12-21

**MS 5619/5/5/64**

'Work study from the start' reprinted from *The Times Supplement on the Spencer Steelworks*, 26/10/1962, 1 page

**MS 5619/5/5/65**

'Zweckmäßiger Einbau der Stabsstellung im Wirtschaftsleben' in *Arbeitswissenschaftlichen Auslandsdienst*, Nov. 1953, pp. 87-94 [in very poor condition]

## **Box 11 – Bound Pamphlets - These are to be incorporated in the SC library**

[originally in box marked 'pamphlets from Australia']

Contains:

**6/1**

9 bound sets of pamphlets –

Was marked on spine: 'British papers on management education 1' 11 pamphlets 1947-1962 – [listed on inside cover]

1. 'Education for management' Ministry of Education, 1947
2. 'Foremanship training in technical colleges' British Institute of Management, 1951
3. 'National Scheme for Certificates and Diplomas in Management Studies' BIM, 1951
4. 'Examinations in the study of industrial management' Industrial Administration Group, College of Technology, Birmingham, 1952
5. 'The education of the young worker' Fourth conference, University Department of Education, Oxford, July 1951
6. 'What makes a manager?' *The Economist*, Dec. 17, 1955
7. 'Managers for tomorrow' R. Stewart, Information Division, Dept. of Scientific and Industrial Research, HMSO, 1957
8. 'Report of the Advisory Committee on Further Education for Commerce (The McMeeking Committee), 1959
9. 'Management Development' F.I. de la P. Garnforth, Institute of Personnel Management, 1959
10. 'New developments in training' F. A. Heller (Ed.) Dept of Management Studies, The Regent Street Polytechnic, 1959
11. 'Management studies in technical colleges' UK Advisory Council on Education for Management, HMSO, first report, 1962

**6/2**

Marked on spine: 'British papers on management education 2' 9 pamphlets [only six listed inside cover]

1. 'Education in industrial management' E.S. Byng & G.A. Robinson, Association of Technical Institutions, 1937
2. 'Education and training in the field of management' Survey of courses, VI, 1954-1955, BIM 1955
3. 'Development of a body of management teachers' Organization for Economic Cooperation and Development, 1962

4. 'Education for Business and Management' Parliamentary Debates (Hansard) House of Lords, Vol. 261, No.10, Wed. 18 Nov. 1964
5. 'Management recruitment and development' National Economic Development Council, HMSO, 1965
6. 'Education for training and management' [Urwick] reprinted from *Monopolies and Management* T.N. Robertson (Ed), F.W. Cheshire Pty. Ltd. Melbourne
7. 'Requirements for basic and professional education for scientific management' H. Koontz, BIM, 1964
8. 'British business schools' A report by Lord Franks, BIM, 1963
9. 'British business schools: The cost' report by Lord Normanbrook, BIM n.d.

### 6/3

Marked on spine: 'Management papers since 1960' 14 pamphlets [only 12 listed inside cover]

1. 'Personnel management – The past and the future' [Urwick] two papers reprinted from *Personnel Management*
2. 'Have we lost our way in the jungle of management theory?' [Urwick] *Personnel*, AMA
3. 'Money and motivation' [Urwick] *Supervisory Management*, AMA
4. 'The greatest manager of our time' [Urwick] *Management Review*, AMA
5. 'The content of management' [Urwick – see elsewhere]
6. 'Status' address to conference of IPCCIOS, [Urwick] Tokyo, 1965
7. 'Management and the American dream' [Urwick] reprint from *Advanced Management Journal*, Vol. 31, No.2, 1966
8. 'Great names in management' [Urwick] *The Philippine Manager*, [first of a series of four lectures for Philippine Council of Management]
9. 'The principles of organization' [Urwick] *The Philippine Manager*
10. 'The line/staff impasse: a footnote' [Urwick] *Management Review*, AMA, 1967
11. 'Leadership' [Urwick] JCI World, Feb. 1967 [in two parts]
12. [part two]
13. 'Personnel management' [Urwick] *The Philippine Manager*, 1966
14. 'The management missionaries' [Urwick] *The Philippine Manager*, 1967

### 6/4

Marked on spine: 'Urwick lectures UOP papers'

1. 'Academic freedom in management education' Sir N. Hall, [The second Urwick Lecture] BIM, 1966
2. 'Technological and management education' Sir D. Pearson [third Urwick] BIM, n.d.
3. 'Management's responsibility for management education' J. Mann, [fourth Urwick] BIM, n.d.
4. 'Management education: a personal view' H.G. Lazell [fifth] BIM, 1969
5. 'Management Education' Report of a conference at Ditchley Park, 1966, The Ditchley Foundation, n.d.
6. 'An approach to the training and development of managers' Ministry of Labour: Central Training Council, HMSO, 1967
7. *Improving management performance*, J. W. Humble, BIM, 1969 [revised edition]
8. *Improving management performance*, J. W. Humble, BIM, 1965
9. *Selecting and training the training officer*, N. Taylor, IPM, 1966
10. 'Management information systems' Urwick Group, 1969 [discussion paper]

### 6/5

Marked on spine 'Papers on ... & government'

1. 'Bureaucracy and democracy' [Urwick] reprinted from *Public Administration*, 1936
2. 'The Studd lectures on industrial and business management, 1938' reprinted from *British Management Review*, Vol. III, No. 2 [contains Urwick's 'Administration and society']
3. 'The making of the general manager' [Urwick] reprinted from *British Management Review*, vol. IV, No.3
4. 'The report of the President's Committee on Administrative Management' [Urwick] 1941

5. 'Administration and leadership' [Urwick] reprinted from *British Management Review*, Vol.V, No.4
6. 'A teaspoon for the Atlantic' [Urwick? 'A Narrator'] reprinted from *Industry Illustrated*, 1944
7. 'A tract for the times' [Urwick? See previous entry] reprinted from *Industry Illustrated*
8. 'The significance of management'[Urwick] paper given to The Institute of Sewage Purification, 1945
9. 'Compromise and integration'[Urwick] reprinted from *Industry Illustrated*, 1945
10. 'Management and tomorrow' programme and papers for Institute of Industrial Administration conference, 1946
11. Review article by Urwick of Drucker's *The Practice of Management*, in The Times Review of Industry, March, 1955
12. 'A central institute of management' Board of Trade, HMSO, 1946
13. 'A short survey of industrial management'[Urwick] BIM, 1962
14. 'Management' [Urwick] *Current Affairs Bulletin*, Vol. 30, No.8, 1962

## 6/6

Marked on spine 'papers on organization'

1. 'Scientific principles and organization' [Urwick] AMA 1938
2. 'The principles of organization with special reference to production' [Urwick] *Journal of the Institution of Production Engineers*, Vol. XVII, No.11, 1938
3. 'Committees in organization' [Urwick] reprinted from *British Management Review*, n.d.
4. *Comparative organization* [Urwick] Manchester Municipal College of Technology, Series of monographs on higher management No. 11, 1947
5. 'Problems of growth in industrial undertakings' [Urwick] BIM winter proceedings No. 2 1948-9
6. *Profitably using the General Staff position in business* [Urwick & Dale] AMA, General Management Series No. 165
7. *Notes on the theory of organization* [Urwick] AMA, 1952
8. *The load on top management – can it be reduced?* [Urwick] UOP 1954
9. 'La direction des entreprises face au problème du changement' [Urwick] Etudes et documents du CNBOS, No. 137
10. *The department store*, [Urwick] UOP, 1960
11. 'The span of control' [Urwick] reprinted from *Scottish Journal of Political Economy*, Vol. IV 1956

## 6/7

Marked on spine 'papers on education 1942-1958'

1. 'Urwick on the importance of management training for engineering students' excerpt from *Journal of The Institution of Civil Engineers*, 1942
2. 'The case for a staff college' [Urwick] reprinted from *Industry Illustrated*, 1944
3. 'Management as the basis of a liberal education' [Urwick] Association of Technical Institutions, Summer meeting, Cardiff, 1947
4. 'Education for management' [Urwick] Association of Supervisory Staffs and Executives and Technicians: 1948
5. 'Education for management' Report of a special committee appointed by the Minister of Education, HMSO, 1947
6. 'A paper on the scope of management' [Urwick] Industrial Administration Group, 1949
7. 'Education for management' [Urwick] *Journal of the Royal Society for Arts*, Vol. XCVI, No. 4766, 1948
8. 'A blueprint for the future' [Urwick] Institute of Industrial Administration, n.d. c. 1948
9. 'The Urwick management lectures' Industrial Administration Group, 1950
10. 'The need is urgent to make leadership a reality' [six lectures by Urwick, University of Toronto,] n.d. (Manufacturing and Industrial Engineering)
11. 'Developing management leadership for a free society' [Urwick] AMA, General Management Series No. 159, 1952
12. 'Management as a system of thought' [Urwick] reprinted from *The Purchasing Journal*, Oct. 1955
13. 'Sixteen questions about the selection and training of managers' [Urwick] UOP 1958



**6/8**

Marked on spine 'papers on organization'

[All of these are duplicates and occur earlier in the schedule]

1. 'The principles of organization with special reference to production' [Urwick] *Journal of the Institution of Production Engineers*, Vol. XVII, No.11, 1938 – duplicate
2. 'Patterns of organization' [Urwick] Manchester Municipal College of Technology, Series of monographs on higher management No. 1, 1946
3. *Comparative organization* [Urwick] Manchester Municipal College of Technology, Series of monographs on higher management No. 11, 1947
4. 'Problems of growth in industrial undertakings' [Urwick] BIM winter proceedings No. 2 1948-9
5. *Notes on the theory of organization* [Urwick] AMA, 1952
6. *The load on top management – can it be reduced?* [Urwick] UOP 1954
7. 'The span of control' [Urwick] reprinted from *Scottish Journal of Political Economy*, Vol. IV 1956
8. *Profitably using the General Staff position in business* [Urwick & Dale] AMA, General Management Series No. 165

**6/9**

Marked on spine 'papers on personnel management and people'

1. 'Personnel management in relation to factory organization' [Urwick] Institute of Labour Management, 1943
2. 'Industrial relations – retrospect and prospect' [Urwick] reprinted from *British Management Review*, Vol. 5, No.2, 1944
3. 'The human factor in management' 1979-1943' [Urwick and Brech] Institute of Labour Management, 1944
4. 'Morale' [Urwick] Manchester Municipal College of Technology, Series of monographs on higher management No. 10, 1947
5. 'Personnel management in perspective' [Urwick] Institute of Personnel Management, Occasional paper No. 13, 1959
6. 'Is management a profession?' [Urwick] UOP, 1954
7. 'The life and work of Frederick Winslow Taylor' [Urwick] UOP, c. 1957
8. 'Chester I. Barnard' W.B. Wolf, reprinted from *Journal of the Academy of Management*, Dec. 1961
9. 'The life and work of Elton Mayo' [Urwick] UOP, c. 1960
10. 'Personnel Management' [two papers in same volume of] *Personnel Management*, Vol. 3, No. 3, 1965
11. 'Personnel management in relation to factory organization' [Urwick] Institute of Labour Management, 1943 – see 3 above

'Personnel management in perspective' [Urwick] Institute of Personnel Management, Occasional paper No. 13, 1959 – see 7 above

**MS 5619/7.** [section 7 is bibliographic materials drawn together from contents of box files]

**MS 5619/7/1**

Series of five TS booklets [compiled by UOP]

1. Writings of L. Urwick: Books 1956
2. Booklets 1956
3. Published papers 1956
4. Unpublished speeches and papers 1956 [with note on front – 'this series has been superseded by the current complete life of Urwick maintained by Mrs Rowe. The final copies are however retained in case back checking should be needed March 1959']
5. Title index 1956

**MS 5619/7/2**

copy of *L. Urwick: A bibliography* 1st edition, (UOP 1957)

**MS 5619/7/3/i**

copy of *L. Urwick: A bibliography* 2nd edn. (1958)

**MS 5619/7/3/ii**

printed addendum 1958-1965

**MS 5619/7/3/iii**

draft addendum as above including information to 1966 in MS

**MS 5619/7/4/i**

Letter from Urwick, 1967, re: bibliography

**MS 5619/7/4/ii**

Letter to D. Mortimer, 1972, re: bibliography

**MS 5619/7/4/iii**

items of correspondence re: missing items from Urwick's 'Bibliography'

**MS 5619/7/5**

TS select bibliography for scientific management, 4 pp.

**MS 5619/7/6**

folder containing 15 items MS and TS mainly relating to matters bibliographic, and the influence of Urwick's writings

[Originally in box marked 'biographical materials' part of Australian boxes]

Contains

**MS 5619/8/1**

Biographical note Dec. 1955

**MS 5619/8/2/1**

Red ring binder 'notes on life and work of LF Urwick (1959) containing much TS information categorised by section headings [original including photos] ff. 167.

**MS 5619/8/2/2**

Green ring binder 'notes on life and work of LF Urwick (1959) photocopy duplicate of above item, ff. 167 [this is probably the best one to issue]

**MS 5619/8/3/1**

Green folder marked 'LFU autobiographical MS' [also note that copies of these are held by the family – and that LFU's letters home WW1 are also held by family]

Containing

**MS 5619/8/3/1/i**

TS 'LFU autobiography contents page'

[Chapter 1 missing [or never completed/started] 'background']

**MS 5619/8/3/2/1/ii**

Chapter 2 'Soldier – The World War 1914-18' 17 pp

**MS 5619/8/3/1/iii**

Chapter 3 'The glove manufacturer' 13 pp

**MS 5619/8/3/1/iv**

Chapter 4 'Chocolate and cocoa' 19pp

[Chapter 5 – missing, this would have covered Urwick's period at the IMI]

**MS 5619/8/3/1/v**

Chapter 6 'Unemployed' 7 pp

**MS 5619/8/3/1/vi**

Chapter 7 'Management consultant 1934 - 9' 9pp.

[Chapter 8 missing (or never completed/started) 'Treasury' [also note that under the heading for this Chapter in the next item it is noted this chapter scrapped]

**MS 5619/8/3/1/vii**

Chapter 9 'Once more a soldier' 13 pp

**MS 5619/8/3/2**

Loose bound TS versions of chapters for 'Management Pilgrimage' [autobiography] containing possible earlier versions of chapters 2, 3, 4, and 9 with written annotations.

**MS 5619/8/4**

Unbound TS 'Apprentice to Management' [different version of autobiography] which only gets as far as 'Regimental Officer' c. 1915, TS dated early 1970, supra 114 pp.

**MS 5619/8/5**

[Originally in yellow folder marked 'autobiographical notes']

Containing various autobiographical TS and MS, including 2 copies of chapter 9 above – with various annotations

**MS 5619/8/6**

Loose in box 53 items - mainly correspondence, often with replies attached – largely with Brigadier Sir John Smyth, Bt. VC, MC, 1969-1976, [Smyth was appointed literary assistant for 'Management Pilgrimage'] re; publication of 'Management Pilgrimage' – contains some good material on Urwick's point of view on various aspects of his life's work

**MS 5619/8/7**

28 items, various TS and MS materials, extracts, correspondence, cuttings relating to Urwick's autobiography, including some correspondence re: Urwick family connections, a TS synopsis of 'Management Pilgrimage' by Sir J. Smyth 14 pp., copy of 'Composition of the board [UOP].

**MS 5619/8/8**

Folder containing

Various TS and MS, relating to Urwick's autobiography, including [not complete listing] news cutting re: Urwick's great grandmother, a copy of entry in DBB vol.5, 1986, a copy of TS extract from Who's Who, 1970, 6 page biographical note c. 1980, copies of TS data sheet, copies of shortened version of data sheet, MS 'summary of career' with TS version attached, MS 'career record' with 3 page TS version attached, various versions of Urwick's CV, 2 page TS 'note on academic work' [to 1965]

**MS 5619/8/9**

[originally in Box file marked 'PR']

Folder containing

1. TS 'Memorandum on the history of the development of the company's constitution' [UOP] 4 pp., n.d. n.a.
2. TS Curriculum Vitae [Urwick] 8 pp., c. 1951
3. TS detailed CV, 7 pp. c.1957
4. TS 'biographical note' 6 pp. 1973
5. TS CV, 3 pp c. 1968 [with MS annotations]
6. TS CV, 4 pp c. 1969 [with MS annotations]

7. TS press release UOP, 3 pp., 1976
8. TS CV, 4 pp. 1969
9. TS CV, 3 pp c. 1961
10. TS CV, 3 pp c. 1980
11. TS 'Text of video tape recording made by L.F. Urwick on 9th April 1969', 4 pp.
12. TS 'Kismet: A tale of management' A.G. Bedeian (asst. Prof. of Management. Georgia Southern College, 1972), 9 pp.
13. TS 'biographical notes on Lt. Col. Lyndall F. Urwick...' 2 pp. n.d.
14. [i-iv] TS 4 pages with biographical notes
15. TS 'notes on the practice of Urwick, Orr & Partners Ltd' 2 pp n.d.
16. TS CV, 3 pp c. 1964
17. TS 'books by L. Urwick', 2 pp. n.d. c. 1954
18. Bundle of 14 items of correspondence mainly to K. Pope [at Newcastle Technical College], 1963-1969

### MS 5619/8/10

[originally in Brown folder marked 'PR file']

Contains many items containing references to Urwick and UOP

1. one page photocopy from 'Stocktaking on management education' F.B. I. London 1961 – looks interesting can we find proper reference
2. copy of article 'six founding members look back' in *Innovation and Management*, Summer 1982
3. black binder marked 'The Lyndall Urwick body of management knowledge' containing paper of same title by J.C. Bacon, 13 pp [1957]
4. MS letter from G.A. Robinson [Chartered Mechanical Engineer] 1956
5. TS 'Generalised concepts' 16 pp. n.d. D.L. Johnston [UOP] 1964
6. TS circular letter 'Policies in education for management' by J. Wilson [Principal Birmingham College of Technology] c. 1954 12 pp.
7. Photocopy of article [with some annotation] 'Business schools: is the backlash justified?' A. Robertson [Sussex] in *Management Decision* Autumn 1970 pp. 12-15.
8. Photocopy of article 'In defence of subjective executive appraisal: a comment' J.L. Donovan [Gillette] in *Academy of Management Journal*, Sept. 1970 pp. 351-353
9. Photocopy of article 'The hocus pocus of management fads' E. Young, in *Rydge's*, July 1970 pp. 104-108
10. Copy of Acknowledgements page from E. Dale, *Planning and developing the company organisation structure*, [AMA, 1952]
11. Photocopy of 'Review of Industry' in Times Aug. 1951
12. Photocopy of 'Management's missing ideas' G. Forster in *Management Today*, March 1980, pp. 72-75, 152-154, 156
13. Photocopy of letter of Urwick published in *International Management*, May 1975
14. Photocopy of short review of Urwick's *Elements of Administration* in *Business Administration*, March 1974, p.14.
15. Photocopy of letter of Urwick published in *Columbia Journal of World Business*, Nov.-Dec. 1969
16. Photocopy of letter to *Management Today*, April 1984, Re: Urwick's *The Urwick Testament*
17. Copy of article 'Colonel Urwick and "organization"' D.S. Pugh, in *Omega*, Vol. 1, No.3, 1973 pp. 347-352
18. Photocopy of article [editorial?] 'BIM Report' from *Management Today*, Dec. 1975, p.81
19. Photocopy of notice of Urwick's award of honorary degree at York, Toronto, in *Slough and district chamber of Commerce Journal*, Oct. 1972, p.3
20. Photocopy of TS address at presentation of Taylor Key, 1962, 2 pp.
21. TS list of speeches given by Urwick at York University, 1967, 2pp.
22. TS letter to N.J. Cardozo, listing titles of the eight management films, 1975
23. Copy of article 'The classical organization theory and its critics' V. Subramaniam [visiting fellow, ANU] in *Public Administration*, Winter, 1966, Vol.44, pp. 435-446.
24. Copy of article 'Chinks and dilemmas in Australian management education' E. Young in *The Journal of Industry*, Feb. 1970, pp. 53-57

25. Copy of article 'Dilemmas in Australian management education', E. Young, in *Industrial Engineer*, Dec. 1969, pp. 17-21
26. TS press release 'Colonel L.F. Urwick' [UOP document] 3pp., March 1966
27. TS citation given on award of D.Sc. to Urwick, by I.F. Gibson, July 1969, 5pp.
28. Copy of article 'History of O and M in the United Kingdom' L.H. Bunker, in *O&M Bulletin*, Aug. 1968, pp. 117-125
29. Copy of article 'Let's get craft training really right!' R. Hurst and C.R. Applegate in *Skill*, No.3, Summer 1970, pp 1-2
30. Photocopy extract of 'University education for business' pp. 1014-1019 in *Pitman's Dictionary of industrial administration* [1929]
31. Photocopy of article 'Bowie and Burnham awards' in *Management Today*, June 1968, pp. 121-122.
32. Photocopy of article 'Technological forecasting' W.H.G. Armytage, in *The Chartered Mechanical Engineer*, March 1970, pp.112-117
33. Photocopy of article 'An introduction to management in municipal engineering' A.S. Martin in *Institute of Municipal Engineers Journal*, Aug. 1970 pp. 216-218
34. Photocopy of 'Discourse de M. Théodore Limperg, Vice President du CIOS' n.d. n.a., pp 45-48
35. Photocopy of article 'The McKinsey Report' n.a. in *Topic 1*, Sept. 1962, pp. 36-37
36. 2 photocopy news cuttings re: award of honorary degree, 1969
37. [i and ii] news cutting [and photocopy of same] 'Business born in the trenches of France' in *Wolverhampton Express & Star*, 6 Oct. 1965
38. photocopy of article 'De universiteit verwaarloost de managers' n.a., in *HP Haagse Post*, 3 Sept. – 6 Oct. 1970, p. 77
39. photocopy of 1 page of article 'Preface to "The Teacher-Student Relation", C.G. Eberly and D.C. Smith, in *Administrative Science Quarterly*, June 1970, p.135
40. photocopy of article 'Decentralisation at Lonsdale, Crowther' P. Judge, in *Financial Times* 2/6/1970
41. [i and ii] 2 photocopy news cuttings re: award of honorary degree, 1969
42. Copy of article 'The human side of change' n.a. in *Work Study & Management Services*, Jan. 1970 pp 32-34
43. photocopy extract 'British Business Schools' from *Management Topics*, Dec. 1963, pp. 12-16
44. [i to iv] 4 news cuttings 1969-1972 mentioning Urwick
45. TS note re: publication of article 'The consultant as matchmaker' in *Rydge's*, 1970
46. Photocopy of letter by Urwick 'Management training' in *Engineering*, 21 June 1963, pp.830-831
47. TS 'Col. Urwick in Germany' [UOP advance news item] 2 pp. 1958
48. News cutting 'People and places' from *Management Today*, Sept. 1969 re: Urwick honorary degree
49. [i to x] 10 TS notes re: published references to Urwick, c.1969

#### **MS 5619/8/11/i**

Printed pamphlet 'The achievement of Arms of Urwick, Orr & Partners' 1957 – 1 page

#### **MS 5619/8/11/ii**

TS 'to face frontispiece' 1 page n.d.

#### **MS 5619/8/12**

TS 'Contribution of Lt. Col. Lyndall F. Urwick to a "Unified Theory of Management"', J.F. Brixner, March 1972, 17pp

#### **MS 5619/8/13**

Copy of article 'Killing off the Father: social science and the memory of Frederick Taylor in management studies' M. Roper, [University of Essex] 1998, paper given to conference in Manchester – 20 pp. with covering letter to Sir Alan Urwick

#### **MS 5619/8/14**

TS 'Lyndall Fownes Urwick OBE MC MBE 1891-1983' E. Brech [unpublished] c. 1983? 33 pp.

**MS 5619/8/15**

copy of *The Reptonian*, New Series No. 353, Vol. XLVII, March 1926

**MS 5619/8/16**

Booklet *Structure in management*, I. Blain, (National Institute of Industrial Psychology, Report No.17, 1964), 50 pp.

**MS 5619/8/17**

Booklet *Report of a special committee on education for commerce*, (Ministry of Education HMSO 1949), 80 pp.

**MS 5619/9**

[originally in box marked 'Col. Urwick papers: Ordway Tead; Captains of Industry; sundry Rowntree papers']

[Originally from box file originally marked sundry Rowntree papers]

**MS 5619/9/1**

[non Rowntree items originally red document wallet marked sundry Rowntree papers ]

**MS 5619/9/1/1**

Organisation chart for the personnel division of the Metropolitan Life Insurance Company, c. July 1921

**MS 5619/9/1/2**

TS 9 pp 'Special course of lectures on administrative problems No.4 'Functional Management' 20/10/1924

**MS 5619/9/1/3**

TS 7 pp. 'The new responsibilities of the Buyer' by E.A. Filene – for release to the morning papers 14/2/1928, this has attached three leaflets – 1. Three questions about credit unions', 2 and 3 'An American View: Prosperous neighbours swell the nation's pocketbooks' by E.A. Filene.

**MS 5619/9/1/4**

Chart showing distribution of Britain's coal output 1928

**MS 5619/9/1/5**

Comparative selling methods chart for MRA companies, n.d.

**MS 5619/9/2**

[Originally red document wallet marked sundry Rowntree papers]

**MS 5619/9/2/1**

TS 15 pp [with ms notes and corrections 'Report to the Organization Committee – The Mechanics of Coordination' n.d. c. late 1921

**MS 5619/9/2/2**

TS 14 pp Rowntree & Co. Works Organization Committee report No. X 'The Coordination of Instructions' n.d. c. June/July 1922 [note front page lists titles of previous nine reports]

**MS 5619/9/2/3**

TS 9 pp 'The organization of a sales function' [includes chart 'hypothetical chart of sales organization for comparison with American practice'] 20/6/1923.

**MS 5619/9/2/4**

TS 20pp 'Report on the possibilities of immediate economy in the offices of Rowntree & Co. Ltd.' [appendices include fixed and variable costs of the cocoa works first half 1914, first half 1922 and first half of 1923. 13/11/1923

**MS 5619/9/2/5**

TS 4pp. 'Sales investigation in Worcester' 1923, 18/12/1923

**MS 5619/9/2/6**

TS 7 pp. 'Marketing Reorganization' 26/10/1924

**MS 5619/9/2/7**

TS 22 pp 'report on 'Rating and its acceptability to the cocoa works' n.d. c. late 1924?

**MS 5619/9/2/8**

letter from F.G. Fryer to L. Urwick, 20/9/1928 and copy of Urwick's letter to Fryer 18/9/1928, re: farewells

**MS 5619/9/2/9**

letter from A. Simpson, Vice Chairman Central Works Council (Rowntree) to L.U. 10/10/1928 and copy of Urwick's letter of resignation from said council dated 1/10/1928 on occasion of taking up post at IMI in Geneva.

**MS 5619/9/2/10**

TS 6 pp [with ms sheet of notes on front] 'note on staff grading' n.d.

**MS 5619/9/2/11**

TS 2 pp 'The case for a system of staff grading' n.d.

**MS 5619/9/2/12**

TS 5 pp. 'The Organisation of the Company' [short description of the main lines of organisation at York] n.d.

**MS 5619/9/3**

[originally blue card folder – not marked]

**MS 5619/9/3/1**

Printed graph showing the percentage increase in the rates of pay in governmental service and in certain industries since 1914' printed by National Reform Union, n.d.

**MS 5619/9/3/2**

TS chart 'The main functions of Management' lists Institutes concerned with each function described, n.d.

**MS 5619/9/3/3**

MS chart 'Distribution of clerical staff by ages' n.d.

**MS 5619/9/3/4**

Plan of Rowntree's York works n.d. [mounted on card – faded]

**MS 5619/9/3/5**

2 page printed letter Babson's Reports special letter 13/5/1924, 'What are we going to do about it?

**MS 5619/9/3/6**

1 page printed letter, Babson's Reports special letter 20/3/1928 'Seek new blood'

**MS 5619/9/3/7**

MS two quotations, one by Albert Schweitzer, the other by H.G. Wells [which I personally like – 'It is the universal weakness of mankind that what we are given to administer we presently imagine we own']

**MS 5619/9/3/8**

Printed 1 page 'A letter to the people of York from the archbishop' 12/9/1923

**MS 5619/9/3/9**

TS I page extract from Editor & Publisher 19/7/1924 subject – advertising

**MS 5619/9/3/10**

6 items of ephemera:

1. TS quote from Management and Administration
2. TS quote of William Pitt
3. 4 quotes of Henry Ford – two other unattributed
4. Printed 'Rules for Successful work' E.A. Filene
5. Newspaper cutting from The Times n.d. memorial for 2nd battalion The Worcester Regiment
6. Newspaper cutting letters to the editor, The Financial Times n.d. re: Loose-leaf pass books, written by W. Fox, cashier Rowntree & Co.

**MS 5619/9/4/1**

[note that these three items are grouped together with a paperclip]

TS report 'Further report on business research section' 5 pp. dated 5/5/1924

**MS 5619/9/4/2**

TS report 'Desirability of establishing business research section' 3pp. dated 3/4/1924

**MS 5619/9/4/3**

TS draft report 'On desirability of establishing business research section...' 11pp + 3pp appendices  
14/3/1924

**MS 5619/9/5**

TS 'Managerial Discipline' 6 pp. n.d. [relates to Cocoa Works]

**MS 5619/9/6**

TS 'Ford principles of management' 6 pp. 25/5/1923

**MS 5619/9/7/1**

white card folder [marked inside - please return to Management Research Groups...] bound into the folder is TS report, n.d. but c. 1923, with no title but which includes the following sections:

1. note on the history of Rowntree
2. the organisation of Rowntree
3. The scope and work of the labour department
4. Master chart
5. Chart showing organisation and duties of clerical function
6. Chart showing general scheme of organisation and its application to the production department
7. Chart showing the sales office organisation
8. Plan of the sales office layout
9. Weekly sales circular
10. Weekly sales bulletin
11. Cocoa works bulletin
12. Cocoa works magazine
13. Pension fund – notes on benefits/chart showing investment developments

[the following items were originally loose inside the folder]

**MS 5619/9/7/2/i**

Master chart of organisation of Rowntree's 23/4/1929

**MS 5619/9/7/2/ii**

Master chart of organisation of Rowntree's 4/3/1930

**MS 5619/9/7/3**

Master charts one before and one after reorganisation [Rowntree's] n.d.



**MS 5619/9/7/4**

TS chart 'The main functions of Management' lists Institutes concerned with each function described, n.d.

**MS 5619/9/8**

Green card folder 'Rowntree & Co. Ltd – Organisation charts' c. 1929, 55 pp [mainly charts]

**MS 5619/10**

[originally from box marked 'business combinations general/Germany']

[box file originally marked 'business combinations – Germany']

**MS 5619/10/1**

TS white card cover marked 'Investigation of Control of Foreign Associated Companies: Reports of Firms visited by L. Urwick' [only contains eight separate appendices possibly part of larger report] 28 pp – firms interviewed are: Brunner Mond, Lever, J. P. Coats, Harrison and Crosfield, Courtaulds, Reckitt & Sons, Eagle Star, Modern Business Institute. Based on interviews May to July 1926

**MS 5619/10/2**

[originally green card cover marked 'Deutsche Linoleumwerke A.G.']

3 TS pages 'concentration in the linoleum industry' 1 TS page abstracted from D.O.T. report for Germany to July 1927.

**MS 5619/10/3**

[originally green card cover marked 'I.G. Farbenindustrie'] contains:

**MS 5619/10/3/1**

2 TS pages [English] I.G. F.A.G. from Wirtschaftskurve III, 1926

**MS 5619/10/3/2**

Blue card folder marked 'potash industry' 1 TS page, n.d.

**MS 5619/10/3/3**

blue card folder marked 'chemical industry' 5 TS pp. n.d. c. 1926/7

**MS 5619/10/4**

[originally green card cover marked 'A.E.G.']

**MS 5619/10/4/1**

contains 4 TS pages [English] n.d. c. 1926/7

**MS 5619/10/4/2**

2 TS pages [English] referring to charts [not enclosed]

**MS 5619/10/4/3**

1 TS page [English]

**MS 5619/10/5**

[originally green card cover marked 'vestag' contained three blue card folders: n.d. c. 1926/7

**MS 5619/10/5/1**

'Vereinigte Stahlwerke A.G. 9pp. TS [English]

**MS 5619/10/5/2**

'Metallurgical and engineering – Germany' 17 TS pp. [English]

**MS 5619/10/5/3**

'Rohstahlgemeinschaft (ingot steel assoc.) 6 TS pp. [English]

**MS 5619/10/6**

[from box file originally marked 'business combinations general - 1' ]  
 newspaper cuttings (German, c. 1929-32). [63 separate items – some are grouped by paperclip – some are pasted onto sheets of paper – original order maintained – individual items not separately catalogued]

**MS 5619/10/7**

[original file marked 'business combinations – misc. articles']  
 contains:

**MS 5619/10/7/1**

TS 'synopsis of material handed over 6/10/28' 1 page, [this relates I think to contents of one of the German files]

**MS 5619/10/7/2**

TS extract from *Quarterly Journal of Economics*, vol. xlvii, Nov. 1931, no.1 – 'The separation of ownership and control in American industry' 17 pp. plus 3 tables

**MS 5619/10/7/3**

'Answers to the memorandum on experiences and difficulties connected with the management and control of large scale undertakings etc.' from Czechoslovak Berg und Hüttengesellschaft and Ceskomoravská Kollén-Daněk A.S.; in German (from Czechoslovak National Committee for Scientific Organisation) and with [rough?] English translation, 12 Feb. 1932.

**MS 5619/10/7/4**

TS of anonymous article 'Psychological limits of the large scale undertaking' from *Wirtschaftsdienst*, vol. xvi, No. 51, Dec. 1931, 7 pp.

**MS 5619/10/8**

[originally paper folder marked 'Committee on Industrial Combines and Rationalisation – Control of business Combinations']  
 Contains:

**MS 5619/10/8/1**

TS, [In French] Chambre De Commerce Internationale document No. 4.131, Comité Des Ententes Industrielles Internationales Et De La Rationalisation, 'Préambule du rapport établi pour le comité Economique de la S.D. N. par MM. Decugis, Olds, et Tschierschy, sur le régime juridique des Ententes industrielles dans le différents pays' 24 pp. May 1930

**MS 5619/10/8/2**

TS, [in French] Chambre De Commerce Internationale document No. 4.148, 'Rapport: soumis au comité des Ententes Industrielles Internationales et de la Rationalisation par M.J. Vanek, 10 pp. June 1930

**MS 5619/10/8/3**

TS Report (in French), Chambre De Commerce Internationale document 4.152, 'Lignes directrices pour une étude de la question des ententes industrielles internationales' [with soft cover] Comité Des Ententes Industrielles Internationales Et De La Rationalisation 1930, 50 pp. + 34 pp of annexes

**MS 5619/10/8/4**

TS, [French] Chambre De Commerce Internationale document. 4.164  
 'Ordre du Jour' for the Comité Des Ententes Industrielles Internationales Et De La Rationalisation 1930, 1 page, blue paper

**MS 5619/10/8/5**

9 MS pages of pencil notes [made by Urwick at reunion?] at Reunion de statistique ententes internationales rationalisation [?] Paris, 1930[?]

**MS 5619/10/8/6**

TS, with MS annotations Internationale Handelskammer document No. 4180, 'Internationale Industrielle Zusammenschlüsse', 2 pp. dated 23/6/1930. [possible German version of paper given to Chambre De Commerce Internationale]

**MS 5619/10/9/1**

TS [bound] 'Administration and management of Business combinations' [introductory report] issued to members of the International Management Institute, (1932) 43 pp. + xx

**MS 5619/10/9/2**

TS [bound] 'Administration and management of Business combinations: II – An International Combination producing a Luxury Article' issued to members of the International Management Institute, (1932) 43 pp.

**MS 5619/10/10**

TS 'Appendix V – Bibliographical note [English, German and French literature on business combination] 26 pp. [see below 10/15]

**MS 5619/10/11**

card folder containing: 'Speeches to the Fifth National Convention Worker's Education Bureau of American, Boston, April 1927 [there are two sets – the index on the front page only detailing the first set [of more interest to us – at back of folders are 'Notes on a visit to the United States by C.H. Northcott (Labour Manager, Rowntree & Co. Ltd, York) and F. Hawksby, (President of the Union, Rowntree & Co. Ltd, York).

**MS 5619/10/12**

card folder containing TS 'Preliminary report on the organisation and management of business consolidations in the United States of America' [note in ms on cover 'Miss Locke's report'] n.d but c. 1928, 23 pp., plus 22 appendices: Types of organisation structure (Charts), a copy of the questionnaire, appendices 3-22 are the replies from particular American Firms [of interest to us?] incl. AT&T, American Woollen Co., Armour & Co, California Fruit Growers Exchange, Drug, Inc., du Pont, W.T. Grant Co., General Electric Co., General Foods Inc., General Motors Corp., Hills Brothers, International Harvester Co., Kendall Co., Montgomery Ward & Co., Pacific Gas and Electric Co., Paramount Famous Laskey Corp., Sears Roebuck & Co., Swift & Co., United Carbon and Carbide.,

**MS 5619/10/13**

[from box file originally marked business combinations general - 2]

Folder containing largely TS (but with many MS additions/corrections) 'The Administration and Management of Business Combinations' [MS preface states that this report is to be issued by the International Management Institute, and notes that it is based on preliminary studies and a draft produced by Miss M. Locke [Mrs. Wheatcroft] 50 pp + appendices – note that appendices are a mixture of MS, TS German, and Tables, c. early 1930s.

**MS 5619/10/14/1**

TS (with MS and other additions/corrections) 'Chapter X – The Supply and Selection of Personnel' 24 pp + ii appendix, n.d.

**MS 5619/10/14/2**

Letter to L.U. dated 20/1/1934 from Mildred Wheatcroft [formerly Miss Locke] noting that she had put together and sent chapter x referred to in previous entry.

**MS 5619/10/14/3**

3 TS pages (related to previous item but different size paper) no title – tabulates 17 companies [anonymous] policy etc. towards personnel – likely to be remainder of appendix in previous item, n.d.

**MS 5619/10/15**

TS in beige card cover ‘‘The Administration and Management of Business Combinations: Report by the International Management Institute (Advance Copy) Confidential’.65 pp. + XC [40] + 26 pp bibliography [appendix V – see 10/10 above] n.d.

**MS 5619/10/16**

TS in green card cover [with MS introduction and MS corrections and additions] ‘Reports on the Administrative and Management Methods of Business Combinations: No.2 A combination... engaged in the production of a luxury item’ [The Gramophone Company] 66 pp. + vii, n.d. [produced while Urwick at Geneva possibly]

**MS 5619/10/17**

TS in green card cover [with MS corrections and additions] ‘Rationalisation and Administration’ 192 pp [note chapters 4 onwards are loose in the cover] n.d. but c. 1932

**MS 5619/10/18**

TS in green card cover [with MS corrections and additions] ‘German national economic enquiry: 1. Sub-committee; 3<sup>rd</sup> Study Group – Studies in economic Forms of Organisation – Part Three: Report: Studies in the Legal Form of Single Concerns and Combinations pp. 38-93 and Part One – Evidence: Evidence of six experts on the subject of administration – English Translation’ [note that first section in cover is entitled ‘Vol. III, Supervisory Board and Executive 67 pp. – then 24 pages of evidence – experts include Dr. Thyssen, Geheimrat Deutsch, Dr. Geiller, Dr. V. Siemens, Geheimrat Bosch, Dr Schoeller among others.

**MS 5619/11/1**

[originally in box marked ‘Col. Urwick papers: Ordway Tead; Captains of Industry; sundry Rowntree papers’]  
[box file originally marked ‘captains of industry’ containing cream card folders for individual chapters for the unpublished book ‘Captains of Industry’ n.d.]

**MS 5619/11/1/1**

chapter 1 TS 13 pp., folder also contains 3 loose leaves ms notes

**MS 5619/11/1/2**

chapter 2 TS 27 pp., folder also contains 7 loose leaves ms notes

**MS 5619/11/1/3**

chapter 3 TS 23 pp., folder also contains two other versions of this chapter, one largely TS with 5 pages of MS attached, one largely ms with three pages of TS attached

**MS 5619/11/1/4**

chapter 4 TS 25 pp.

**MS 5619/11/1/5**

chapter 5 TS 33 pp.

**MS 5619/11/1/6**

chapter 6 TS 18 pp.

**MS 5619/11/2/1**

TS 8 pp ‘Organisation as a technical problem’ paper read to the Department of Industrial Co-operation of the British Association for the Advancement of Science, Leicester, 7/9/1933.

**MS 5619/11/2/2**

Appendices pp 9-14 for above

**MS 5619/11/2/3**

pages 15-22 notes with MS notes and additions/corrections for above

**MS 5619/11/2/4**

revised draft MS plan of contents for above article, 1 page.

**MS 5619/11/2/5**

TS 30 pp. 'Organisation as a technical problem' 1933

[originally in box marked 'Mary Parker Follett papers vols 1-5']

Contains 5 boxfiles

**MS 5619/12**

boxfile marked 'MPF 1'

contains

**MS 5619/12/1**

[originally in yellow card folder]

contains

**MS 5619/12/1/1**

TS 'Persons and Ideas' 3 pp. n.d. [Urwick]

**MS 5619/12/1/2i**

letter from Urwick's personal asst. to American Psychiatric Association 18/4/1940

**MS 5619/12/1/2ii**

TS 'The psychiatrist in industry' [Follett] 18 pp. n.d.

**MS 5619/12/1/2iii**

later TS version of above article

**MS 5619/12/1/3**

TS 'Managing democracy: The political theory of Mary Parker Follett' J. Merkle, 1983. 15 pp.

**MS 5619/12/1/4**

Letter to Urwick from J.A. Merkle, 12/9/1983, re MPF

**MS 5619/12/1/5**

Photocopy of 'Situational leadership: The forgotten contributions of Mary Parker Follett' T. Sandercock, c. 1990, details of publication not obvious

**MS 5619/12/1/6**

Offprint 'Mary Parker Follett: The enduring contribution' Elliot M. Fox, reprinted from *Public Administration Review*, Vol. XXVIII, No. 6, November/December 1968, 10 pp.

**MS 5619/12/1/7**

Photocopy of 'The woman who introduced behavioural science to management' P. Chambers, in *International Management*, Nov. 1975, pp. 53-54

**MS 5619/12/1/8**

Photocopy of 'Some methods of executive efficiency' M.P.Follett 5 pp. [23<sup>rd</sup> Lecture Conference for Works Directors, Managers, Foremen and Forewomen, held at Balliol College, Oxford 1926] no detail of where this was printed – presumable conference proceedings?

**MS 5619/12/1/9**

Photocopy of 'The illusion of final responsibility' M.P.Follet, 7 pp. [23<sup>rd</sup> Lecture Conference for Works Directors, Managers, Foremen and Forewomen, held at Balliol College, Oxford 1926] no detail of where this was printed – presumable conference proceedings?

**MS 5619/12/1/10**

Photocopy of 'Leadership' M.P.Follet 8 pp. [27<sup>th</sup> Lecture Conference for Works Directors, Managers, Foremen and Forewomen, held at Balliol College, Oxford 1928] no detail of where this was printed – presumable conference proceedings?

**MS 5619/12/1/11**

Beige folder containing:

**MS 5619/12/1/11/i**

MS 'Mary Parker Follett 1858-1933', 6 pp. n.d.

**MS 5619/12/1/11/ii**

TS 'Mary Parker Follett 1858-1933' [Urwick] 5 pp. 1969

**MS 5619/12/1/12**

Blue card folder containing 33 items of correspondence [some with replies attached] between Urwick and Follett 1926-28.

**MS 5619/12/2**

folder marked 'M.P. Follett: community as a process & other political science papers' contains

**MS 5619/12/2/1**

three MS letters 1934, to Dame Katherine Furse from [looks like] Harriet F. Mixter

**MS 5619/12/2/2**

TS list of materials borrowed in 1958 by Dawn [Crawford?]

**MS 5619/12/2/3**

Printed article 'Community is a process' Mary Parker Follett, *The Philosophical Review*, pp. 576-588. No other details

**MS 5619/12/2/4**

TS [with MS corrections] 'Community is a process' [MPF] 18 pp. n.d.

**MS 5619/12/2/5**

TS [with MS corrections] 'The nature of community' [MPF] 10 pp. c. 1919 [p.3 is missing]

**MS 5619/12/3**

6 pp. MS notes by MPF re: problems of the Municipal League

**MS 5619/12/4**

TS 'The social centre and the democratic ideal' 15 pp [MPF] 1913

**MS 5619/12/5**

letter by H.C. Metcalfe to J.T. Mulroy re: publication of MPF's papers, 5/6/1935

**MS 5619/12/6**

TS bibliography of Mary Parker Follett, 2 pp. n.d. [one with MS annotation – spare copy attached in better condition]

**MS 5619/12/7**

printed article 'Mary Parker Follett, an appreciation' by R.C. Cabot, *Radcliffe Quarterly*, April 1934, pp. 80-82

**MS 5619/12/8**

reprint of 'Sovereign state or sovereign group?' W.Y. Elliott, *The American Political Science Review*, Vol.XIX, No.3, August 1925, pp. 475-499

**MS 5619/12/9**

reprint of 'The pragmatic politics of Mr. H.J. Laski' W.Y. Elliott, *The American Political Science Review*, Vol.XVIII, No.3, May 1924, pp. 251-275

**MS 5619/12/10**

reprint of 'The industrial nurse' Catherine R. Dempsey, R.N., *Clinics*, Vol.II, No.3, 1943, pp. 521-547

**MS 5619/12/11**

10 items of correspondence with American Association of Industrial Nurses, 1954

**MS 5619/12/12**

TS 'The industrial nurse – past present and future' Mary Louise Brown, R.N., [published in *Industrial Medicine and surgery*, June 1952] 6 pp.

**MS 5619/12/13**

printed 'Newnham College Roll: Letter' Jan., 1935, 194 pp – contains obituary for MPF on pp. 39 –44.

**MS 5619/12/14**

green card folder marked 'Data from Miss Balch and LU's paper contains

**MS 5619/12/14/i**

TS 'For Miss Balch – regarding MP Follett' 5 pp. 24/3/1935

**MS 5619/12/14/ii**

TS 'The problem of organisation' [Urwick] 11pp. 5/4/1935

**MS 5619/12/14/iii**

MS note from J.T. Mulroy to Miss Balch, 4/1/1936

**MS 5619/12/15**

3 TS letter to Mrs Sheffield, Mrs White and Dr. Hart re: MPF, n.d.

**MS 5619/12/16**

TS with MS additions – no title or date, 13 pp

**MS 5619/12/17**

TS no title – consists of notes from other sources on principles of organisation – 14 pp, n.d.

**MS 5619/12/18**

TS 'Power' MPF [lecture of 14/1/1925] 13 pp.

**MS 5619/12/19**

printed pamphlet 'Schoolhouse construction and equipment in their relation to school centres' (The Women's Municipal League of Boston Supplement to the bulletin April, 1915) vol.VI No.5, 17 pp.

**MS 5619/12/20**

TS 'The opportunities for leadership for the nurse in industry' n.a. 17 pp n.d.

**MS 5619/12/21**

offprint of 'Group and institution as concepts in a natural science of social phenomena' Floyd H. Allport, reprinted from *Publications of the American Sociological Society*, Vol. XXII, pp. 83-99

**MS 5619/12/22**

TS note re: MPF at Radcliffe – n.a. 6/4/1936, 1 page

**MS 5619/12/23**

offprint of 'The metaphysics of Duguit's pragmatic conception of law' W.Y. Elliott, reprinted from *Political science Quarterly*, Vol. XXXVII, No.4, Dec., 1922, pp 639 – 654 –[with MS additions etc.]

**MS 5619/12/24**

printed introduction 'Community conflict : An outline for group study' [preliminary edition] 7 pp. only] n.d. possibly published in *The Inquiry*

**MS 5619/12/25**

offprint 'Getting good discussion in the union meeting' A.D. Sheffield [on the staff of The Inquiry] reprinted from *American Federationist*, April 1927, 7 pp.

**MS 5619/12/26**

offprint 'Discussion as a teaching method' A.D. Sheffield, reprinted from *The Advance* [organ of The Amalgamated Clothing Workers of America] June 12, 1925, 1 page

**MS 5619/12/27**

offprint 'The nature of institutions' Floyd H. Allport, reprinted from *Social Forces*, Vol. VI, No.2, Dec. 1927, pp.167-179

**MS 5619/12/28**

TS letter from E.W. White [The Women's Educational and Industrial Union] to E. Balch, 26/3/1936 re MPF, 1 page

**MS 5619/12/29**

offprint of 'The inquiry as cooperative study of experience' A.D. Sheffield, n.d. n.p. 3 pp.

**MS 5619/12/30**

offprint 'Speaking of resistances' Trigant Burrow, reprinted from *Psyche*, Vol. VII, No.3, Jan 1927, 8 pp

**MS 5619/12/31**

offprint 'The reabsorbed affect and its elimination' Trigant Burrow, reprinted from *The British Journal of Medical Psychology*, Vol. VI, part 3, 1926, pp. 209-218

**MS 5619/12/32**

offprint 'The basis of group-analysis, or the analysis of the reactions of normal and neurotic individuals' Trigant Burrow, reprinted from *The British Journal of Medical Psychology*, Vol. VIII, part 3, 1928, pp. 198-206.

**MS 5619/12/33**

offprint 'The problem of transference' Trigant Burrow, reprinted from *The British Journal of Medical Psychology*, Vol. VII, part 2, 1927, pp. 193-202

[boxfile originally marked 'MPF' 2]

**MS 5619/12/34**

TS 'Individualism in a planned society' 36 pp. pagination does not follow – some MS notes included, n.d.

**MS 5619/12/35**

MS letter and reply of MPF 1933/4

**MS 5619/12/36**

copy of *The Christian News-letter*, No.132, May 6, 1942, 2 pp



**MS 5619/12/37**

copy of *The Christian News-letter*, supplement to No. 142 [July 15 1942] 'Concerning obedience' F.B. Welbourn, 4 pp.

**MS 5619/12/38**

TS 'Some discrepancies in leadership theory and practice' [n.a. – MPF?] March 1928, 34 pp.

**MS 5619/12/39**

TS 'Individualism in a planned society' [MPF] 14/4/1932, 13 pp

**MS 5619/12/40**

printed pamphlet 'Report of the East Boston Centre by committee on extended use of school buildings 1911-12' (The Women's Municipal League of Boston, Bulletin May, 1912) vol. III No.6, 24 pp.

**MS 5619/12/41**

first proof copy of chapter 4 of *Business Leadership*, (Pitman: 1930) 'Leader and expert' [MPF] pp. 55-77

**MS 5619/12/42**

3 B&W negatives and 2 B&W photographs of MPF

**MS 5619/12/43/1**

notice of death of MPF from *The Times*, also letter to *Times* re: MPF

**MS 5619/12/43/2**

1B&W negative

**MS 5619/12/43/3**

1 B&W photo of MPF mounted on card

**MS 5619/12/44**

copy of Mary Follett' [obituary] from *Social Service Review*, July 1934, pp. 118-119

**MS 5619/12/45**

two items of correspondence to Dame Katherine Furse, one 1942 from The Christian Newsletter, one 1937 from Luther Gulick [IPA, NY]

**MS 5619/12/46**

copy of *The Christian News-letter*, supplement to No. 132 [May 6, 1942] material of relevance to MPF

**MS 5619/12/47**

brown folder containing:

18 items of correspondence [some with replies etc attached] 1934 –1950, mainly relating to the papers of MPF and including letters of Dame Katherine Furse, Urwick, Stephen Follett and Nancy Follett Alvard

**MS 5619/12/48**

printed paper 'Evening centres – aims and duties of managers and leaders therein' [MPF] 28 Jan 1913 (City of Boston, Printing department: 1913) 20 pp

**MS 5619/12/49**

TS 'Tribute paid by Eva Whiting to the memory of Mary Parker Follett at the 25<sup>th</sup> anniversary banquet of the Boston School centres...' Oct. 16, 1937, 3 pp

**MS 5619/12/50**

TS [with MS additions] – two pages of notes on MPF n.d. n.a.

**MS 5619/12/51**

TS 'Report on schoolhouses as social centres' [MPF] n.d. 6 pp

**MS 5619/12/52/1**

33 items [mainly correspondence to Dame Katherine Furse] re: death of MPF, 1933-4 – also includes press cuttings, telegrams and some notes

**MS 5619/12/52/2**

16 items of correspondence to Dame Katherine Furse – re: death of MPF, 1934-5

**MS 5619/12/53**

TS 'Follet, Mary Parker' Jan 1943, n.a. 3 pp

**MS 5619/12/54**

printed booklet 'Annual report of superintendent' (Dec. 1935) Boston Printing Department – p. 79 notes death of MPF

**MS 5619/12/55**

TS 'Mary Parker Follett [A.G. Brandeis] n.d. 2 pp

**MS 5619/12/56**

TS bibliography of MPF, 2 pp.

**MS 5619/12/57/1**

MS biographical notes on MPF [by E. Balch] n.d. but c. 1934

**MS 5619/12/57/2**

TS biographical notes on MPF – [TS version of previous item] 7 pp.

**MS 5619/12/58**

TS 'MPF' 11pp, c. 1933 n.a.

**MS 5619/12/59**

TS 'The psychology of control' [MPF] 3/2/1927 – lecture, 16 pp. with MS notes

**MS 5619/12/60**

proof copy of chapter XVI 'Some discrepancies in leadership theory and practice' [MPF] dated 25 Sept. 1930, [related to 12/41 above?] pp. 206-229

[box-file originally marked 'MPF 3']  
contains:

**MS 5619/12/61**

copy of *The Journal of the National Institute of Industrial Psychology*, Vol. III No. 5 Jan., 1927 [contains MPF's 'The basis of control in business management']

**MS 5619/12/62**

offprint 'Leadership' [MPF] Sept. 28 1928 – no other detail, pp. 17-24

**MS 5619/12/63**

copy of 'Twenty third Lecture conference... Balliol Oxford 1926' [includes two papers by MPF]

**MS 5619/12/64**

copy of 'Twenty-seventh lecture conference for works directors, managers, foremen and forewomen held at Balliol college, Oxford' Sept. 1928 [contains MPF's lecture 'Leadership']

**MS 5619/12/65**

offprint 'The social philosophy of Mary P. Follett' A. Evans Wood, reprinted from *Social Forces*, Vol. IV, No.4 June, 1926, pp. 759-769

**MS 5619/12/66**

offprint 'Diverse doctrines of evolution: Their relation to the practice of science and life' H.S. Jennings, reprinted from *Science*, Jan., 14, 1927, Vol. LXV, No. 1672, pp. 1925,

**MS 5619/12/67**

TS 'Some discrepancies in leadership theory and practice' [MPF] 14 pp. with MS notes, n.d.

**MS 5619/12/68**

TS 'Individualism in a planned society' [MPF] with annotations 13 pp. n.d.

**MS 5619/12/69**

beige folder marked 'MP Follett, unpublished lectures at the London School of Economics' contains: 4 TS/MS lectures

**MS 5619/12/69/1**

'The process of control' 44 pp.

**MS 5619/12/69/2**

'The basis of authority' 18 pp.

**MS 5619/12/69/3**

'The essentials of leadership' 31 pp.

**MS 5619/12/69/4**

'Coordination' 30pp.

**MS 5619/12/70**

red folder marked 'The collected unpublished papers of Mary Parker Follett' contains – bound into folder:

**MS 5619/12/70/1/i**

TS 'The giving of orders' 41 pp.

**MS 5619/12/70/1/ii**

TS 'The basis of authority' 15 pp.

**MS 5619/12/70/1/iii**

TS 'The essentials of leadership' 15 pp

**MS 5619/12/70/1/iv**

TS 'Coordination' 20pp.

**MS 5619/12/70/1/v**

TS 'The process of control' 18 pp.

**MS 5619/12/70/1/vi**

Printed offprint 'The basis of control in business management' 9 pp. n.d. no other details

**MS 5619/12/70/1/vii**

Printed offprint 'Some methods of executive efficiency' 5 pp. [1926] no other details

**MS 5619/12/70/1/viii**

Article 'The illusion of final authority' *Bulletin of the Taylor Society*, Vol. XI, No.5, Dec. 1926, pp.243-256

**MS 5619/12/70/1/ix**

Another copy of 'Leadership' see 12/64 above

[Loose in back of folder]

**MS 5619/12/70/2/1**

TS/MS 2 pages of notes

**MS 5619/12/70/2/2/i**

MS/TS 'Preface' 7 pp. [Urwick]

**MS 5619/12/70/2/2/ii**

'Introduction' 4 pp [ by Urwick]

**MS 5619/12/70/2/3**

Alternate TS versions [not top copy]

**MS 5619/12/70/2/3/i**

TS 'The giving of orders' 24 pp.

**MS 5619/12/70/2/3/ii**

TS 'The basis of authority' 17 pp.

**MS 5619/12/70/2/3/iii**

TS 'The essentials of leadership' 18 pp

**MS 5619/12/70/2/3/iv**

TS 'Coordination' 21pp.

**MS 5619/12/70/2/3/v**

TS 'The process of control' 17 pp.

**MS 5619/12/70/2/3/vi**

TS 'The illusion of final authority' 20 pp.

[originally MPF box file 4]

**MS 5619/12/71**

TS 'A training course for group experience' 48 pp., n.d. n.a.

**MS 5619/12/72**

[5 printed pamphlets]

**MS 5619/12/72/1**

'The A-S reaction study: A scale for measuring ascendance-submission in personality' revised edition by G.W. Allport and F.H. Allport (Houghton Mifflin Company, 1928) 16 pp.

**MS 5619/12/72/2**

printed questionnaire 'A-S reaction study' [men] 1928, 12 pp

**MS 5619/12/72/3**

printed questionnaire 'A-S reaction study' [women] 1928, 8 pp

**MS 5619/12/72/4**

'A study of values: A scale for measuring the dominant interests in personality, Manual of directions' by G.W. Allport and P. E. Vernon (Houghton Mifflin Company, 1931), 11 pp.

**MS 5619/12/72/5**

printed questionnaire 'A study of values' 1931, 8 pp

**MS 5619/12/73**

*The New Republic*

**MS 5619/12/73/1**

Book review 'The high cost of distribution' by Ordway Tead, June 22 1927 – review of *The Distribution Age*, by R. Borsodi [note 1 loose page also attached]

**MS 5619/12/73/2**

'Impression of Soviet Russia IV' J. Dewey, Dec. 5 1928

**MS 5619/12/73/3**

'Impressions of Soviet Russia V' J. Dewey, Dec. 12 1928

**MS 5619/12/73/4**

'Saving labor and losing it' Lloyd Lewis, March 13, 1929

**MS 5619/12/73/5**

'The aims of education' W.R. Benét, April 17, 1929

**MS 5619/12/73/6**

'British imperialism foredoomed' H.G. Wells, *The New Republic*, Sept. 4, 1929, pp. 61-66

**MS 5619/12/73/7**

'A federal economic council' Lewis L. Lorwin, April 29, 1931

**MS 5619/12/73/8**

'Social science and social control' J. Dewey, July 29, 1931

**MS 5619/12/73/9**

'A new deal for America, I' S. Chase, June 29, 1932

**MS 5619/12/73/10**

'A new deal for America II' W. Frank, July 6 1932

**MS 5619/12/73/11**

'A new deal for America III' S. Chase. July 13, 1932

**MS 5619/12/74**

copy of *The Inquiry*, Vol.III, No. 7, Dec. 1927, 12pp.

**MS 5619/12/75**

copy of Fabian Tract No. 235 'The limitations of the expert' H.J. Laski, (London, 1931) 14 pp.

**MS 5619/12/76/1**

article from *The Listener*, part 1. 'Forms of representative government' Feb. 3, 1932 by W.G. S. Adams

**MS 5619/12/76/2**

article from *The Listener*, part 3. Feb. 17, 1932 'Relief for Westminster' by W.G. S. Adams

**MS 5619/12/77**

printed pamphlet 'Individuality' R.B. Wolf, reprinted from *The Survey*, Feb. 1, 1919, 8 pp

**MS 5619/12/78**

preprinted article 'Some principles of social thinking 1' A.D. Sheffield, *Occasional Papers of the Inquiry*, 4 pp, n.d.

**MS 5619/12/79**

printed article 'How your discussion gets somewhere' n.a. n.d. 1 page

**MS 5619/12/80**

copy of *The Inquiry*, Vol. 1. No.3, May 1925,

**MS 5619/12/81**

copy of *The Inquiry*, Vol. V, No.7, Sept-Oct., 1929

**MS 5619/12/82**

article 'Debate is not discussion' n.a. n.d. no other details 1 page

**MS 5619/12/83**

printed item 'National Federation of Settlements: Committee on unemployment: Outline for group discussion' 7 pp. n.d. n.a.

**MS 5619/12/84**

article 'Shop imponderables:' [off print from *The Inquiry*] n.d. n.a. 2 pp

**MS 5619/12/85**

article 'The worker and his job: second discussion'[off print from *The Inquiry*] n.d. n.a. 2 pp

**MS 5619/12/86**

article 'The worker and his job: third discussion'[off print from *The Inquiry*] n.d. n.a. 2 pp

**MS 5619/12/87**

article 'How we learn from experience' n.a., n.d. 2 pp

**MS 5619/12/88**

copy of *Bulletin of the Taylor Society*, vol. XI, No.5, Dec. 1926 [see 12/70/1/viii above]

**MS 5619/12/89**

[beige folder marked 'accounts of her, photographs of her']

contains

printed copy of Newnham College information booklet, Jan 1933, 46pp.

MS 5 pages, n.d. n.a. headed on first page 'The Franciscan Cross'

2 items of MS prose [one on headed paper, 1930]

3 versions in MS of a piece of prose starting 'Beloved Pan'

letter of 25 Jan 1934 G. D. Follett to Dame Furse, with reply from Furse attached

letter to Mr. Llewellyn Cooke 25/3/1945 [mentions MPF] possibly written by Urwick

letter to Dame Katharine Furse from I. Clunies Ross [Commonwealth scientific and Industrial Research Organization] 27/5/1952, with newspaper cutting and other letter attached

4 items of correspondence two from M.L. Cooke To Dame Furse, 1 reply and an unsigned letter addressed to Henry Dennison April-June 1945

brown envelope containing Xmas card from S. Follett, with illustration Follett's Privet

4 pages of *The Inquiry*, Vol. V, No.1, Jan. 1929 – pp. 1-4

white paper folder marked 'MPF Newnham memorial'  
contains

16 items – mainly correspondence between Dame Furse and J.P. Stachey at Newnham – 1934-1951

small envelope containing B&W photo of MPF

small envelope containing 3 B&W photos of MPF

letter to Dame Furse from K.M. Rose 1/8/1940 , with reply attached

copy of 'The League of Coloured Peoples Newsletter' No. 34 July 1942 – contains reference to MPF on p. 86

MS note to Miss Balch from F. T. Persons, 12/1/1942 – appears to have come loose from original attachment

Copy of entry in Who's Who in America for MPF 1936-7

Copy of article 'Of these stones' in *Christian Newsletter*, May 6<sup>th</sup> 1942, 4 pp

Copy of obituary notice by E.C. Lindeman, n.p. n.d. c. 1934, 1 page

Copy of obituary notice by F.M. Stanwell, reprinted from *Newnham College Letter* Jan 1935, 7 pp.

**MS 5619/12/90**

Printed booklet *The why and how of group discussion*, Harrison Sacket Elliot (Association Press: 1923), 56pp.

**MS 5619/12/91**

Printed booklet *The principles of direction and control*, (MRG General Series, No. 4, May 1928), 19 pp. [Urwick]

**MS 5619/12/92**

TS list of papers by MPF, 1 page, n.d.

**MS 5619/12/93**

TS 'Impression of the British industrial situation subsequent to the General Strike of 1926' M.B. Gibson [Industrial Relations Counsellors Inc.] 13 pp

**MS 5619/12/94**

TS 'Conferences' E.E. Hunt [Dept. of Commerce, Washington] Dec. 1924, 63pp. with some MS notes – last page loose

**MS 5619/12/95**

TS 'Works Committee Maxims' 9 pp. n.d. n.a.

**MS 5619/12/96**

TS 'The principles of industrial efficiency applied to the form of corporate organization' H.S. Dennison, 1915, 6 pp.

**MS 5619/12/97**

TS 'The need for the development of political science engineering' n.a. n.d. see below though

**MS 5619/12/98**

Offprint of 'Centralization versus decentralization' S.Gale Lowrie, reprinted from *The American Political Science Review*, Vol. XVI, No.3 August 1923, pp. 379-386

**MS 5619/12/99**

Copy of article 'Policing in The Saar' Lt-col. A.H. Burne, DSO, RA, from *The New Commonwealth*, April 1935, pp. 308-310

**MS 5619/12/100**

Printed booklet *Health Organization*, (League of Nation: Information Section, 1931) 31 pp.

**MS 5619/12/101**

Fabian Tract No. 236 'A new reform bill' S. Webb (Fabian Society, 1931) 22 pp

**MS 5619/12/102**

Offprint 'The political application of romanticism' W.Y. Elliot, reprinted from *Political Science Quarterly* Vol. XXXIX, No. 2 June 1924, pp.234–264

**MS 5619/12/103**

Printed booklet 'Creative discussion' A.D. Sheffield (The Inquiry, 1930), 64 pp.

**MS 5619/12/104**

Offprint 'The need of an analytic psychiatry' Trigant Burrow, reprinted from *American Journal of Psychiatry* Vo. VI, No.3, Jan. 1927pp 485-492

**MS 5619/12/105**

Printed booklet 'The Haldane Memorial Lecture' by Lord Justice Sankey 1929 [Birbeck College]

**MS 5619/12/106**

Beige envelope containing  
19 B&W photographs of MPF and others – some duplicates

**MS 5619/12/107**

copy of *Economica*, March 1927, No. 19 [contains article by Elliott]

**MS 5619/12/108**

copy of *The Philosophical Review*, Vol. XXVIII, 6, Nov. 1919 with article by MPF removed – MS notes on some of remaining papers

**MS 5619/12/109**

offprint of 'The need for the development of political science engineering' H.S. Dennison, reprinted from *The American Political Science Review*, Vol. XXVI, No.2, April 1932, pp. 241-255

**MS 5619/12/110**

printed pamphlet 'The Necessity for international labour relations' E.J. Phelan (1923) No. 140 [League of Nations Union]

**MS 5619/12/111**

printed pamphlet 'The labour section of the Treaty of Versailles' 1923, No. 8

**MS 5619/12/112**

printed pamphlet 'The labour covenant explained' 1925, No. 172

**MS 5619/12/113**

printed pamphlet 'The League of Nations: The Mandate System' (Information Section, League of Nations Secretariat: 1927 – revised edition) 40 pp.

**MS 5619/12/114**

printed pamphlet 'Social and humanitarian work' (Information Section, League of Nations Secretariat: 1926 – revised edition) 53 pp.

**MS 5619/12/115**

printed pamphlet 'The health organization of the League of Nations' (Information Section, League of Nations Secretariat: 1926 – revised edition) 48 pp.

**MS 5619/12/116**

printed pamphlet 'The League of Nations: Its constitution and organisation' (Information Section, League of Nations Secretariat: 1926 – revised edition) 68 pp.



**MS 5619/12/117**

printed pamphlet 'A co-operative technique for conflict' (The National Conference on the Christian way of life, N.Y. 1924) 31pp

**MS 5619/12/118**

printed pamphlet 'Industrial and labour problems' World's Committee of Young Men's Christian Associations, Series A, No. IV, 1931 World Conference Study Outline, 24 pp

**MS 5619/12/119**

offprint 'Qualifications of good executives' H.S. Dennison reprinted from *Administration*, March 1921, 4pp

**MS 5619/12/120**

offprint 'The conception of liberty' C. Delisle Burns, reprinted from *The Journal of Philosophical Studies*, Vol. III, No. 10, pp. 186-196

**MS 5619/12/121**

offprint 'The autonomy of the "I" from the standpoint of group analysis' Trigant Burrow, reprinted from *Psyche*, Vol. VIII No. 3 Jan. 1928, 16 pp.

**MS 5619/12/122**

printed material 'Year Book American Engineering Standards Committee 1925' pp 1-25 only

[boxfile 5, marked 'MPF 5']

**MS 5619/12/123**

copy of *Harvard Law Review*, Vol. XLV, No. 1, Nov. 1931

**MS 5619/12/124**

offprint 'Discussion, lecture-forum, and debate' A.D. Sheffield, reprinted from *The Quarterly journal of Speech*, Nov. 1932, pp. 517-530

**MS 5619/12/125**

offprint 'The theory of judicial decision' R. Pound, reprinted from *Harvard Law Review*, Vol. XXXVI, No.s 6,7, and 8, 1923

**MS 5619/12/126**

offprint 'The social thought of Mr. Justice Brandeis' M. Lerner, reprinted from *Yale Law Journal*, Nov. 1931, 32pp.

**MS 5619/12/127**

offprint 'Biological foundations and mental methods' Trigant Burrow, reprinted from *The British Journal of Medical Psychology*, Vol. VIII, part 1, 1928, pp. 49-64

**MS 5619/12/128**

offprint 'The group method of analysis' Trigant Burrow, reprinted from *The Psychoanalytic Review*, Vol. XIV, No. 3, July, 1927, pp.268-280 with annotations

**MS 5619/12/129**

copy of *The Political Quarterly*, Vol. 1, No.1, Jan. 1930

**MS 5619/12/130**

preprint 'A psychoanalytic interpretation of group formation and behaviour' T.D. Eliot, *American Journal of Sociology*, Vol. XXVI, No.3, Nov. 1920, 20pp

**MS 5619/12/131**

page with MS note and attached newspaper cutting, n.a., n.d.

**MS 5619/12/132**

item removed – see 12/1/2i and 12/1/2ii above

**MS 5619/12/133**

Copy of *The Family*, Vol.1 no.1, March 1920

**MS 5619/12/134**

Copy of *Bulletin of the Taylor Society and of The Society of Industrial Engineers as members of Federated Management Societies*, Vol. 1, No.5, July 1935 [contains Urwick's 'The problem of organization']

**MS 5619/12/135**

TS [with MS notes attached] 'Business Management as a profession: Leadership' Ordway Tead, [Bureau of Personnel Administration] 1928, 9pp.

**MS 5619/12/136**

TS 'Steps toward the development of a technique for the study of the constructive opportunities in conflict' n.a. .n.d. 10 pp.

**MS 5619/12/137**

TS 'Outline of first industrial study of the Institute of Human Relations', E.D. Smith, 3 pp. n.d.

**MS 5619/12/138**

bundle of papers marked 'Papers by A.D. Sheffield' containing 7 separate items n.d.

**MS 5619/12/139**

beige/brown folder marked loose papers in box or words to that effect  
contains

8 pages with news-cuttings relating to Elton Mayo attached, for use in lectures, c. 1933

copy of *Bulletin of the International Management Institute*, Vol.VII, No.3, March 1933

TS 'Pegs' E. O. Mercer copy of article originally in *Standard News*, [Standard Telephone and Cable] 4 pp. n.d.

Copy of *The Society of Engineers Bulletin*, Vol.8 Dec. 1926, No.12

Copy of article 'From a Geneva notebook' Ruth Morgan in *The New Republic*, Nov. 3 1926, pp. 292-294

Copy of book review 'For hammock consumption only' in *The New Republic*, Sept. 1, 1926 pp. 49-50

Copy of [newsletter?] *Business Management Service*, Vol.1, No.1, April 1931

TS 'Tentative outline for business management service' 1 page n.d. see previous item

Photostat copy of diagram/chart 'Illustration of one of the activities of the American Management Association'

Blue organization chart of R.H. Macy & Co., 1927

Blue organization chart of the planning department of Macy's

TS 'Industry and the Institute of Human Relations at Yale University' E.D. Smith, 6 pp. n.d.

Reprint of article 'The scientific school and human relations' E.D. Smith, from *The Yale Scientific Magazine*, Vol. V, No.2, Jan. 1931, 2pp.

Article 'The Institute of human Relations at work in industrial research' E.D. Smith, n.d. n.p. 2 pp.

[originally in box marked 'Misc papers...Treasury: Ministry of Pensions report']

Containing three box files and some loose materials

[box file 1]

**MS 5619/13/1**

TS 'Note on the final report of the working party on the study of management schemes' 48 pp. n.d. but 1958, no author

**MS 5619/13/2**

3 pp. TS with MS note appended recording that this was Urwick's personal notes of his work at the Treasury 1940-2 – further records that the essence of these had been edited into Mrs Rowe's Life of Urwick [1959]

**MS 5619/13/3**

TS letter [photocopy] to Sir Stafford Cripps [Chancellor of the Exchequer] n.d. 10 pp [a personal paper indicating directions in which modern management concepts might be applied to the machinery of government.

**MS 5619/13/4**

TS [photocopy] 'The reform of the Civil Service' 7 pp. [marked 1943]

**MS 5619/13/5**

item removed see 32/4/6

**MS 5619/13/6**

outsized chart 'Coordination is necessary at every level and at the executive level you must have individual leadership'

**MS 5619/13/7/1**

blue card binder marked 'Reports of Organisation and Procedure Committee' [of the Ministry of Pensions – appointed 1940] – Confidential – 1942. – contains a lot of organisational charts etc.

**MS 5619/13/7/2**

[loose inside above item]

bundle of 20 [Treasury?] Office memoranda 1938-39

**MS 5619/13/8**

[originally box file 2]

brown envelope marked 'The principles of administration' contains 11 printed figures' n.d.

**MS 5619/13/9**

grey binder contains 10 'Spotted dog' illustrations for 'Principles of Organization' lectures c. 1952

**MS 5619/13/10**

red binder marked 'Divisional staff organization in the field' contains TS 10 pp. n.d.

**MS 5619/13/11**

white binder marked 'The principles of work division – organization – coordination' 18 pp. 1950 [originally 1937]

**MS 5619/13/12**

green card binder:

Correspondence course in 'Recent developments in business management' [National Federation of Launderers] early 1935 – this contains 10 separate sections A-J

- A. 'The background and present position of the art of management' 13 pp.
- B. 'The function of organisation' 14 pp.
- C. 'The function of finance' 18 pp.

- D. 'The function of marketing' 12 pp.
- E. 'The function of production' 13 pp.
- F. 'The function of personnel' 16 pp
- G. 'The function of purchasing' 12 pp
- H. 'The function of distribution' 15 pp.
- I. 'The clerical function' 15 pp
- J. 'Conclusion' 13 pp.

#### **MS 5619/13/13**

red binder 'Business Administration' lecture course [Leeds – arranged by IIA] 1945 – contains the following lectures:

The foundations of administrative thought  
 The elements of administration 1  
 The elements of administration 2  
 Administration and leadership  
 Making an executive team

#### **MS 5619/13/14**

red binder 'The development of scientific management in Gt. Britain (long version)' [report presented to Seventh International Congress for Scientific Management 1938. 56 pp + appendices

#### **MS 5619/13/15**

TS 'Part 1: Civilian leaders' 18 pp. n.d. also attached is 'A summary of the literature on leadership' 11pp. n.d.

#### **MS 5619/13/16**

TS 'The growth of management consultancy' 4 pp. 1961.

#### **MS 5619/13/17**

green binder contains

printed 'Re-organizing an existing business' 7 pp. 1929 [paper given at Fourth International Congress for Scientific Management [with French & German abstracts]

#### **MS 5619/13/18**

Printed booklet 'Twenty-seventh Lecture conference for Works Directors, Managers, Foremen and Forewomen, Balliol College, Oxford' 1928. 51 pp. [contains 8 lectures e.g. Urwick, Rowntree, Follett...] with annotations

#### **MS 5619/13/19**

[box file 3 originally marked 'The management code' Training films, Treasury papers]

[originally in beige folder marked 'Training films']  
 contains

TS letter from E.P.L. Pelly [The Film Producers Guild] 1949

TS 'General comments on film essays' [Mrs Raphael] n.d.

[the following 6 items would appear to be said film essays]

TS 'Interviewing the wrongdoer' [Mr. Moxton] 8 pp incl. comments

TS 'Conflict' [Mr Brown] 10 pp. incl comments

TS 'Complaints' [Mr. Munro] 11pp. icl comments

TS 'The make up and break up of a plan' [Mr Berlanny] 11pp. incl comments

TS 'Functional organization [Urwick] 11 pp. incl comments – also spare copy without comments – more readable

TS 'On giving orders' [Mr Rice] 12 pp incl comments

TS 'Notes on papers submitted by members of committee on training films' 5 pp.

TS 'Word of mouth' [Feb. 1946] film script, 34 pp. with ms additions

TS copy letter headed Industrial Welfare Society [may relate to previous item]

TS copy of letter from W.B. D. Brown of The Glacier Metal Co. Ltd, March 1947 re: film on incentives

TS 'Film Committee, minutes of the meeting... Feb. 1947' 2 pp

TS 'Brief for C.of X. film on joint consultative machinery in the NCB' 6 pp

TS 'Human relationships' [film script] 16 pp.

TS 'Orders is orders' suggested screenplay outline for Industrial Welfare Society 1945 7 pp.

TS 'Orders is orders' suggested screenplay outline for Industrial Welfare Society, n.d. 8 pp. – different version of above – possibly of later date

TS notes on a film script [which I don't recognise from those so far] by Urwick, 1947, 1 page

TS letter from The Scientific Film Association, 1947 re: day conference on films in industry, 1 page

TS note to Mrs E. Orr [Sec. Films Committee, IWS] 1947

TS letter from W.B.D. Brown [The Glacier Metal Co. Ltd] 1947, with TS 'Memorandum to the Minister of Supply on the subject of Government Regional and District Organizations' 4 pp. 1947.

TS 'Draft memorandum of association' Library of Industrial Films. 2 pp. n.d.

TS 'Draft appeal to trustees' Library of Industrial Films, 4 pp. n.d.

TS 'Draft Memorandum for presentation to the Nuffield Trustees' 2 pp. n.d.

TS 'American instructional films and film strips' 2 pp. n.d.

TS 'Notes on film committee meeting' 28/8/1945 3 pp.

MS [pencil] 'British Industrial Film Library' 1 page, n.d.

TS 'Films' from W.B.D. Brown [The Glacier Metal Co. Ltd] 1945, 7 pp. – lists training films available in the US

TS 'Films for training in administration' [IWS] 2 pp. c. 1944

TS 'Notes on papers submitted by members of committee on training films' 5 pp. n.d.

TS chart – showing industrial information service

Copy of 'Films and housing' FDFU Bulletin [Federation of Documentary Film Units] No.5 March, 1947, 4 pp.

Copy of 'Films and industry' FDFU Bulletin, No.3, May 1946 4 pp.

**MS 5619/13/20**

originally in beige folder marked 'Treasury papers'  
contains:

**MS 5619/13/20/1**

TS note with MS/TS letter attached from W. Smith [Treasury chambers] 22/5/1944

**MS 5619/13/20/2**

bundle of materials: TS 'Summary of evidence' [two copies TS and Carbon with annotations] including 5 attached notes/letters 1943, 2 charts, TS and MS versions of 'Machinery suggested to implement the arrangements outlined in B' 3 pp, TS 'Training' [two copies – one carbon] 9 pp. + TS chart 'General outline of proposed training organization [appendix A] also copy with annotations

**MS 5619/13/20/3**

bundle of material: Letter from A.B. Hunter [Treasury Chambers] 11/10/1943, attached to this is TS 'Part 1. Motivation [by Mr. Pitman] 7 pp., letter to I.J. Pitman 30/9/1943, 4 pp., letter from Pitman 28/9/1943, with 3 page TS attachment, letter from Pitman 25/9/1943 with TS 'Communication in administration' 6 pp., letter to Pitman 31/8/1943 with attached TS 'Training of members of the Civil Service for O&M work in departments and in the Treasury' 4 pp., letter from Pitman, 30/8/1943, with memo attached 3 pp. MS/TS.

**MS 5619/13/20/4**

TS 'The reform of the Civil Service' 7 pp. n.d.

**MS 5619/13/21**

originally in beige folder marked 'The management code'  
contains

**MS 5619/13/21/1**

TS letter to A. Roberts [Dept of Industrial Admin. College of Technology, Manchester] 10/3/1949

**MS 5619/13/21/2**

TS letter from A. Roberts [with reply attached] 8/3/1949

**MS 5619/13/21/3**

TS letter from J.E. Myers [College of Technology, Manchester] with reply attached, 21/11/1947 – also attached is TS draft of 'A code of management' [by Myers and Roberts] 14 pp.

**MS 5619/13/21/4**

TS 'Management code conference incl. 2 page draft of 'The principles of the objective' [Urwick]

**MS 5619/13/21/5**

TS letter from A. Roberts 10/7/1947 re: Management code conference No.2 meeting

**MS 5619/13/21/6**

TS circular from A. Roberts re: Mr Renold's memorandum, 17/7/1947

**MS 5619/13/21/7**

TS 'The principles of the objective' 2 pp. n.d.

**MS 5619/13/21/8**

TS 'Machinery for reaching and promulgating management decisions' a memo by C.G. Renold 3/6/1947, 3 pp. Also attached is TS contribution of G.R. Moxton, July 1947 1 page; copy of letter to The Times 27/5/1947 from Mr Rowntree, 2 pp.; and TS 'Summary of proceedings of meeting No.1, 4 pp. n.d.

**MS 5619/13/21/9**

TS letter from A. Roberts 15/5/1947 re: Management Code conference, with attached TS 'Draft introduction to the code [prepared by Urwick] 10 pp.

**MS 5619/13/21/10**

TS 'The Manchester Management Code Draft introduction' 21 pp.

**MS 5619/13/22**

[box file originally marked 'Col. Urwick Misc']

TS 'The glove industry' [given at Public Hall Worcester, 1920] 5 pp. with list of lantern slides attached to back

**MS 5619/13/23**

MS notebook 'Mario O. Suojanen [?] The span of control Fact or fable [Advanced Management Nov. 1955] Drafts of Urwick's reply

**MS 5619/13/24**

[these may be related to each other, and may be related 13/23? The original bundles have been maintained]

**MS 5619/13/24/1**

MS 7 loose pages – not necessarily related, n.d.

**MS 5619/13/24/2**

MS 21 pages of drafts – no title, n.d.

**MS 5619/13/24/3**

MS 'The organization of words' 6 pp. n.d.

**MS 5619/13/25**

MS/TS 'Preface to the third edition' 12 pp., n.d. mainly charts/figures – e.g. 'The principles of investigation and forecasting'

**MS 5619/13/26**

MS 'Organization and communication' 5 pp. n.d.

**MS 5619/13/27**

chart 'The executive's social network' 1 page

**MS 5619/13/28**

brown envelope marked 'Original MS of The military use of staff'  
contains  
80 pp of TS with some MS notes/charts at end

**MS 5619/13/29**

card chart in colour 'An early example of planning top management replacement' [possibly Rowntree's]

**MS 5619/13/30**

brown folder marked 'notes on structural organization L. Urwick'  
contains: TS 'Notes on structural organization' 21 pp. + vii + 10 figs.

**MS 5619/13/31**

[originally box file 4]  
originally in green folder marked 'Translations' containing

1. copy of *Public Relations* [Japanese] vol 7, No. 8, Nov. 1955 which contains review of The Golden Book of Management, pp. 71 ff.

2. copy of *Formation des cadres supérieurs* [French translation of AACP report, 1951, 85 pp.
3. copy of *Idare Ilmi Üzerinde İncelemeler* ['Papers on the science of administration' Gulick and Urwick eds.] Turkish (Ankara, 1957) 117 pp.
4. *Comment alléger la charge des dirigeants?* (Etudes et documents du CNBOS, Serie gestion generale No.20, 1957,) 14 pp.
5. *La direction des entreprises face au problème du changement* (Etudes et documents du CNBOS, Serie gestion generale No.37, 1959,) 24 pp.
6. 'Taylors ideeën' in *Tijdschrift voor Efficiëntie en Documentatie* [Dutch translation of 'Taylor and his philosophy] vol. 28, No. 2 Feb. 1958
7. Portuguese translation of 'The tools of management' in *A industria do Norte* vol 105. July 1954 No. 415
8. Portuguese translation of 'The principles of management' in *A industria do Norte*, vol 104. April 1954 No. 412
9. German translation of 'Management can be an intelligent occupation' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 5, No. 3 Aug. 1956
10. German translation of 'The pattern of management' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 6, No. 1 Feb. 1957
11. German translation of 'The obstetrics of leadership' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 6, No. 4 Nov. 1957
12. German translation of 'The structure of a management team' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 7, No. 1 Feb. 1958
13. German translation of 'How the organization affects the man' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 7, No. 3 Aug. 1958
14. German translation of 'The manager's span of control' and 'Growth as an incentive' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 10, No. 1 Feb. 1961
15. German translation of 'The challenge of to-morrow' in *Arbeitswissenschaftlicher Auslandsdienst*, vol 10, No. 3 Aug. 1961

[originally in box marked 'Col. Urwick papers: Ordway Tead; Captains of Industry; sundry Rowntree papers']

[box file originally marked Ordway Tead]

[Ordway Tead was editor of Social and Economic books for Harper & Brothers, publishers N.Y. and London]

#### **MS 5619/14/1**

[originally in beige folder marked 'Tead, Ordway, Making of scientific management']

contains 9 letters between Tead and Urwick regarding publication of Urwick's 'pioneers/ making of scientific management' dated between 1944/46.

#### **MS 5619/14/2**

[originally in beige folder marked 'Dynamic Administration – agreement' ]

contains:



Original and 4 copies [two with ms amendments] of the agreement between Urwick and H.C. Metcalf (eds), and Management Publications Trust Ltd. For royalties on M.P. Follet's 'Dynamic Administration' 21/6/1940

Original and 2 copies of Tead's accompanying letter to the agreement 23/7/1940

Copy of details of sales of 'Dynamic Administration' to 30/6/1942

### **MS 5619/14/3**

[originally in beige folder marked 'Harper & Brothers' ]  
contains:

Offprint 'The Economic channelling of personal power as related to cultural fulfilment' Ordway Tead, [this is chapter xxxix of something – no other details]

'Labor management relations and the public interest' Ordway Tead, TS, 14 pp. 22/6/1948 [ marked confidential not for public circulation]

Extract from Tead, O., 'Administration: its purpose and performance', 3 pp. TS, n.d. – also attached:  
Extract from Cordiner, R.J., 'New frontiers for professional managers: reviewing the characteristics of General Electric, c. 1955

Correspondence 1946-1959

11 items of correspondence between Urwick and Tead/Harper & Brothers, Eve Rossell at Personnel-Management Service [N.Y.] – note most of these have the original letter attached.

### **MS 5619/14/4**

[originally in beige folder marked 'Tead – own writings']

3 items of correspondence [2 from Tead, one to Tead; 1942-44

[the remaining contents are offprints and TS of Tead's writings]

'Democracy in Administration' TS 11 pp. n.d but c. 1943

'Employee [sic] Counseling: A new personnel assignment – Its status and its standards' reprinted from *Advanced Management*, vol. VIII, No.3 July-September 1943 pp.97- 103

'Words and Deeds' reprinted from *School and Society*, September 25, 1943, Vol. 58, No. 15000, pp. 225-228

'Orienting business education after the war' reprinted from *Advanced Management*, vol. VIII, No.4 October-December, 1943, pp. 137-142.

'Perspective on democratic industrial government' reprinted from *The Annals of the American Academy of Political and Social Science*, November 1943, pp. 46-53.

'The development of leadership power' reprinted from *The American Journal of Nursing*, Vol. 42, No. 8. August 1942 6 pp.

'Life, liberty, and the pursuit of power' *Survey Graphic*, Sept. 1942, 3 pp.

'The discipline of free men' reprinted from *National Parent-Teacher*, May 1942, 3 pp.

'Religious values and the democratic faith' reprinted from *The Booklist*, April 1, 1942, 6 pp.

'The technique of the conference plan as applied to business and industry' a talk given to the Supervisory conference Plan general group meeting 19/6/1942, TS, 10pp.

**MS 5619/14/5**

[originally in beige folder marked 'Tead – Dynamic Administration – Accounts']  
 this contains correspondence relating to the publication of the book of the same title [largely a posthumous reworking of material by Mary Parker Follett]

109 items [some with original letters or replies and statement of royalty attached] 1935-1948, largely letters between Tead and Urwick.

there is also an offprint of a paper given by Follett in 1928 [no detail of to whom] 'Leadership' M.P. Follett, pp.17-24

**MS 5619/14/6**

[originally in beige folder marked 'Tead - royalties – Elements of administration']

35 items [some with royalty statements attached] 1943-1949 – correspondence largely between Urwick and Harper & Brothers

a copy of the agreement between Urwick and Harper & Brothers, for the publication of 'Elements of administration' 2/5/1944.

**MS 5619/15**

[originally from box marked CIOS International Management confs. IX-XII...]  
 Containing 4 box files

**MS 5619/15/1**

[this is now in 5 separate folders]

Large bundle of assorted materials, correspondence, TSS, booklets, printed etc. relating to development of the National Administrative Staff College – latterly The Administrative Staff College, 1942-1977

Materials include: [not full listing]

Printed booklet, 'National Administrative Staff College' 12 pp. [NASC, 1943]

Printed copy of 'The case for a staff college for industry [Urwick, 1944] 8 pp.

Plastic folder containing 19 items of correspondence with various individuals at The Administrative Staff College 1965-1977

Beige binder marked 'Harvard University: Training programme for older men'

Bundle of correspondence 1943 re: NASC, much from H. Imrie-Swainston, and a large number of copy letters to accompany copies of the NASC pamphlet – see above

Large amount of correspondence [mainly with H. Imrie-Swainston] and other materials relating to NASC including memorandum of articles of association of NASC

**MS 5619/16**

[originally in box file 2 Marked 'correspondence re: AAPT report, Management Education Study – final report']  
 Contains

**MS 5619/16/1**

[originally in beige folder marked 'Anglo-American Productivity Report – correspondence']  
 containing

49 items of correspondence with various individuals 1952-1964 mainly regarding congratulations on publication of 'Education for Management'

also contains

TS 'List of contacts for Management Education in the US [for use of AAPT] 2 pp

TS extract from letter from Dean C.C. Balderston [University of Pennsylvania] 1951, 1 page

TS copy of letter from C.E. Gilliland Jr. [Exec Sec of American Association of Collegiate Schools of Business] 1951, 2 pp.

TS 'United States of America: Industry' 14 pp. n.d. [looks like summary of AAP team's findings]

TS 'Itinerary: UK Education for Management Team IV, specialist team 11 April 29-June 7, 1951' 10 pp. including list of team members [Urwick was leader]

Copy of booklet *In Brief* vol.4 No. 3, 'Rights for robots' Sir Ernest Benn, (The foundation for Economic education Inc: 1950) 11 pp.

TS list of BIM team to study management education in the USA – with MS additions

### **MS 5619/16/2**

[originally in beige folder marked 'Management Education Study – Final Report correspondence etc' – now split into two separate folders]

contains

57 items of correspondence 1952-4, – much of it to members of AMA, e.g. L. Appleby [President AMA]

[embedded in correspondence]

copy of Final Report 'A study of management education for itself and its employees' by the American Management Association with the assistance of The Fund for Adult Education of the Ford Foundation, 8 pp.

typescript 'Case studies in management development: American Management Association' [Urwick] 5 pp. n.d.

### **MS 5619/17/1**

[originally in box file 3 marked 'Indian visit papers...']

### **MS 5619/17/1/1**

[originally in blue folder marked 'Draft of Indian Report' contains]

TS 'Management for India [Urwick] n.d. c. 1956, 18 pp + 2 appendices

### **MS 5619/17/1/2**

Bundle of TS/MS materials relating to Urwick's itinerary in India, 1956

### **MS 5619/17/2**

green folder of correspondence etc. 1956 – relating mainly to Urwick's Indian itinerary – some material is placed loose inside

contains: itinerary of India visit and correspondence with parties involved in New Delhi, Calcutta, Kharagpur, Bombay, and Jamshedpur.

A section marked 'appointment- offer of' contains correspondence relating to Urwick's appointment as expert in management education and training under the Technical Co-operation Scheme of the Colombo Plan

A section marked Israel contains correspondence relating to Urwick's planned visit to Israel on return from India.

In the back of the folder are 11 items of correspondence 1956-7 with the Commonwealth Relations Board, concerning Urwick's expenses in India [in plastic wallet]

[originally in box file 4 marked 'CIOS International Management conferences IXth –XIIth, CECIOS conferences I-IV]

Contains:

**MS 5619/18/1**

[originally in beige folder marked 'IXth International Management Congress, Brussels 5-11 July 1951']

contains

1. printed advance programme
2. printed program
3. printed programme for opening meeting
4. printed official banquet booklet
5. printed list of members
6. printed 'Record of collaborators'
7. printed CIOS folder for congress participants

**MS 5619/18/1/8/i**

TS 'CIOS activities 1947-51' 2 pp.

**MS 5619/18/1/8/ii**

TS 'Growth of IDORT in growing São Paulo, 2 pp

**MS 5619/18/1/9**

Paper folder containing agenda, paper, minutes of last meeting and papers for CIOS Council meeting 7/7/1951

**MS 5619/18/1/10**

TS 'The structure of large enterprises' 19 pp. n.d. n.a. [Report prepared for 1st working session of conference by BIM]

**MS 5619/18/2**

[originally in beige folder marked '10<sup>th</sup> International Management Congress, São Paulo, Brazil, 19-24<sup>th</sup> Feb.1954']

contains:

1. printed programme for congress
2. printed list of members
3. printed appendix 'Case studies of small firms' 26 pp.
4. white envelope containing business cards
5. colour postcard of the Lord Hotel, São Paulo

**MS 5619/18/2/6**

19 items of correspondence 1953-59, various correspondents, some from BIM, relating to 10<sup>th</sup> congress – also some associated TS ephemera

**MS 5619/18/2/7**

Letter to J. Ryan with copy of TS 'The Tenth International Management Congress (and British participation therein)' 5 pp.

**MS 5619/18/2/8**

3 TS summary CV's for E.H. Schell, M.Rolf Nordling, Lillian M. Gilbreth

**MS 5619/18/3**

[originally in beige folder marked 'XIth International Management Congress – 24-28<sup>th</sup> June Paris 1957]

contains

1. printed programme for congress
2. printed list of participants
3. three printed invitation cards [i-iii]
4. printed report on the conference 'The creative men of our time look about them' 5 pp.
5. printed promotional leaflet for the congress

**MS 5619/18/3/6**

17 items of correspondence 1957 – mainly with CIOS members – some associated TS material

**MS 5619/18/4**

[originally in beige folder marked 'XIth International Management Congress Australia 22<sup>nd</sup> Feb – 4<sup>th</sup> March 1960]  
contains

**MS 5619/18/4/1**

printed promotional leaflet for congress

**MS 5619/18/4/2**

printed prospectus and registration form for congress

**MS 5619/18/4/3**

printed certificate of participation

**MS 5619/18/4/4**

printed general report and proceedings

**MS 5619/18/4/5**

nine items of correspondence 1959-60, including TS itinerary including TS 'News Bulletin' from the conference

**MS 5619/19/1**

[originally in beige folder marked 1st CECIOS conference Torquay, 1954]  
contains

**MS 5619/19/1/1**

Printed outline programme for European Management Conference [Torquay]

**MS 5619/19/1/2**

Printed final conference programme

**MS 5619/19/1/3**

Printed conference who's who

**MS 5619/19/1/4**

Printed pamphlet 'Glossary of management terms'

**MS 5619/19/1/5**

Printed pamphlet 'Some aspects of the task of management in Italy' Achille Marrazza

**MS 5619/19/1/6**

printed booklet 'The load on top management – can it be reduced?' [UOP, 1954] with TS summary and MS notes on publication details enclosed [details of argument for reprinting]

**MS 5619/19/1/7i, and ii**

2 printed invitations

**MS 5619/19/1/8**

21 items of correspondence 1954, mainly with BIM members Re: 'Reducing the load on top management'

**MS 5619/19/1/9**

TS 'transport arrangement' 3 pp

**MS 5619/19/1/10**

TS 'note for guidance of chairmen' 3 pp

**MS 5619/19/1/11**

TS 'Applying modern management techniques to the small company' by J.A. Hunt [The Hymatic Engineering Co.] 12 pp and appendices/charts

**MS 5619/19/1/12**

Various TS and MS ephemera including TS 'Tribute to Benjamin Seebohm Rowntree', 3 TS synopsis of papers given at conference

**MS 5619/19/2**

[originally in beige folder marked '2<sup>nd</sup> CECIOS conference Berlin, 1958]  
contains

**MS 5619/19/2/1**

printed programme and list of participants

**MS 5619/19/2/2**

printed booklet 'European Management Conference Berlin 1958 –Reports'

**MS 5619/19/2/3**

printed article 'Management in a free market' in *The Manager*, Dec. 1958 pp. 918-919 n.a.

**MS 5619/19/2/4**

correspondence with Mittlesten Schied, 1958, including list of British participants at conference, and printed article 'A free European market – a challenge to European management' [Schied]

**MS 5619/19/3**

[originally in beige folder marked 'IIIrd conference Vienna 1960, and IVth conference Rome 1964'  
contains

**MS 5619/19/3/1**

printed informational material re: congress Vienna

**MS 5619/19/3/2**

printed programme CECIOS Vienna

**MS 5619/19/3/3**

printed souvenir bus pass

**MS 5619/19/3/4**

4 items of correspondence and other TS materials including summary reports on some parts of conference Sept. – Nov. 1960, including Urwick's hotel bill.

**MS 5619/19/3/5**

TS 'Opening address Third CECIOS Conference' [Urwick] 10 pp

**MS 5619/19/3/6**

TS 'Some remarks on the nature and significance of scientific management in its present form and its probable evolution' [Urwick?] n.a. n.d. 16 pp.

**MS 5619/19/3/7**

4 items of correspondence 1962-4 re: CECIOS congress Rome

**MS 5619/20**

[originally in Box marked 'LU papers staff in business org. – man development , 52/3 USA']  
Contains two box files, and six brown folders

**MS 5619/20/1**

[originally in box file marked 'papers on management development and leadership, USA 1952/3']  
 printed 'Guidebook for management development: A briefing session' [Hotel Astor, New York, 27-28<sup>th</sup> May 1952] AMA, 58 pp

**MS 5619/20/2**

bound TS 'Management development: The role of the chief executive' [AMA, 13<sup>th</sup> Oct. 1952] 36 pp.

**MS 5619/20/3**

TS 'PIRA meeting held April 23, 1953' [record of proceedings] 21 pp, with covering letter from E.E. Billups [General Management Services Inc.] and reply from Urwick attached

**MS 5619/20/4**

black binder marked 'MIT material' containing:

various TS and printed material relating to MIT and Sloan Fellowships, including

TS 'Report of the committee to consider the place of social sciences in the school of industrial management', 27 pp. with LU's MS notes in margins.

**MS 5619/20/5**

bundle of 4 TS and 1 MS

1. 'A philosophy for developing employees' [Urwick] 1953, 22 pp with MS corrections
2. 'The management education study undertaken by The American Management Association' [Urwick], 15 pp. n.d. with MS corrections
3. 'How to develop general managers' (1953), 7 pp. with MS corrections
4. 'Development for general management' 4 pp. n.d.
5. MS 'What can you do about management development', 10 pp. n.d.

**MS 5619/20/6**

[originally brown binder marked 'Schedules of correspondence, etc. for out of town trips – current/Harvard Conference']

contains

3 TS pages of 'Schedule' 3 pp. n.d [schedule of trip to Harvard]

[in second section marked 'Harvard' ]

3 items of correspondence re: Alumni day conference

5 TS pages 'notes for panel members'

TS memo by LU relating to conference

three copies of LU's papers 'How to develop general managers' (1953), 6 pp. [one with note attached from L. Appley [AMA]]

printed programme for the conference

7 pages of TS information for attendees

10 pp TS list of alumni and guests. [both of the latter items have ms notes in LU's hand on the backs of pages ]

**MS 5619/21**

[originally in box file marked 'staff in business organization – notes etc']

[the contents are subdivided in sections]

contains TS [of book? Report? 'The assistant: background and work analysis']

**MS 5619/21/1**

[section marked 'background and work analysis']

'Part I Analysis of the assistants attending AMA seminar' 24 pp. n.d.

3 pp of MS notes on memo paper

**MS 5619/21/2**

Section marked 'effective assistants'

TS 'Part II. Case studies of successful assistants', 15 pp. n.d.

**MS 5619/21/3**

Section marked 'unsuccessful assistants'

TS 'Part III. Case studies of unsuccessful assistants' 24 pp., n.d.

**MS 5619/21/4**

Section marked 'major functions of assistants'

TS 'Part IV. Content of major functions of assistants' 32pp., n.d.

**MS 5619/21/5**

section marked 'civilian parallels'

TS 'Civilian parallel' 20 pp. n.d.

**MS 5619/21/6**

Section marked 'alternatives to general staff'

TS 'Alternatives to general staff' 36 pp n.d. [pagination not continuous]

**MS 5619/21/7**

Section marked 'new approach'

TS 'A new approach' 26 pp, n.d. [again pagination not continuous]

**MS 5619/21/8**

Section marked 'Misc. notes'

Various TS notes and excerpts, 19 pp

**MS 5619/21/9**

Section marked 'Additional MS'

**MS 5619/21/9/1**

One TS page 'completed staff work'

**MS 5619/21/9/2**

One MS page of notes

**MS 5619/21/9/3**

TS – title missing, pp. 12-45

**MS 5619/21/9/4**

TS 'Profitably using the general staff position in business' [Urwick] 1953, 25 pp

**MS 5619/21/9/5**

TS 'effective functioning of the assistant to top management: outline for discussion' AMA workshop seminar, 25 pp. + charts and appendices

**MS 5619/21/9/6**

Beige folder marked 'Assistant to - Background and work analysis'

Contains

Various MS/TS notes and drafts of charts, tables etc

**MS 5619/21/9/7**

Various TS, letters and organisation charts relating to companies/participants involved in AMA workshop #68-2 [effective functioning of the assistant to...]

**MS 5619/21/9/8**

TS – no title – [marked seminar March 18<sup>th</sup>] but based on above workshop – 60 pp. but not complete

**MS 5619/21/9/9**

TS – no title – appears to be related to above documents, 61 pp. but not clear if something missing from the beginning



The following series of beige folders that contain copies of conference papers given to the Bureau of Personnel Administration: and are not currently listed in full, not all authors mentioned – some authors occur in other folders

**MS 5619/22/1**

beige folder marked 'BPA: Fundamental objectives of business management, 1928-29' containing 19 TS by authors such as Dennison, Person, Tead, McKinsey, Metcalf

**MS 5619/22/2**

beige folder marked 'BPA: Business management as a human enterprise, 1930-1931' containing 20 TS, including such authors as Berle, Clark, Bingham, Dunlap-Smith

**MS 5619/22/3**

beige folder marked 'BPA: Economic and social planning, 1931-32' containing 25 TS including such authors as Mosher, Mann, Follett, Chase

**MS 5619/22/4**

beige folder marked 'BPA: miscellaneous' containing 2 TS, one by Metcalf, n.d. the other by C.S. Yoakum, 1926

**MS 5619/22/5**

beige folder marked 'BPA: Ethics in modern business management, 1929-30' containing 22 TS including such authors as Marshall, Otto, Coonley, Hollingsworth, Rorty

**MS 5619/22/6**

beige folder marked 'BPA: Management as a profession, 1927-28' containing 10 TS including such authors as Wolf, Gray, Overstreet, Heermance

**MS 5619/23**

[originally in box marked 'Golden book of management... pioneers of management photos, Rowntree, Mayo and Dodd files]

**MS 5619/23/1**

originally loose items in box

[originally in blue folder marked 'correspondence with Lillian Gilbreth']

correspondence 1963-1978 mainly with Lillian Gilbreth but some to other family members, 26 items, folder also contains 4 B&W photos of Lillian Gilbreth (and others), and 4 items of TS/MS ephemera.

**MS 5619/23/2**

art sketch drawing pad containing cut and paste outlines of careers and principal writings of: M.P. Follett; E. Mayo; F.B. Gilbreth; H.A. Hopf; H.L. Gantt.

**MS 5619/23/3**

[originally in brown folder marked 'correspondence re Tonypandy Riots – F.W. Taylor falsifying history - correspondence']

1 bundle of correspondence 1975 re Tonypandy and Llanelli, and 2 TS pages [53-54] loose – unrelated

**MS 5619/23/4**

printed copy of 'Three pioneers of scientific management' D. Richardson in *Administration*, (Dublin, Winter 1956-7) pp. 13-26

**MS 5619/23/5**

printed booklet 'Social and Technical Efficiency' J.H. Smith [inaugural lecture] (University of Southampton, 1966), 20 pp.

**MS 5619/23/6**

printed pamphlet 'Mary Parker Follett: The enduring contribution' E. M. Fox reprinted from *Public Administration Review*, vol. XXVIII, No.6, Nov/Dec 1968, 10pp.

**MS 5619/23/7**

plastic folder containing

Cut and paste master figures [for photocopying] and photocopies of these – some duplication is present  
47 items in all – figures relate to such subjects as principles of organisation, elements of administration, pioneers of scientific management

**MS 5619/23/8**

Printed pamphlet 'Address given by Mr Mark H. Taylor on the occasion of the unveiling of the Memorial Plaques to William Taylor O. B. E., F. R. S., 1865-1937' 7 Nov. 1970, 7 pp.

**MS 5619/23/9/1**

TS with blue card cover 'Great Names in management' [Urwick, Tehran, Aug. 1966] 25 pp. with a good deal of MS additions/corrections

**MS 5619/23/9/2**

TS 'Great Names in management' [Urwick, Tehran, 1966] 21 pp. – last page looks stray - originally contained inside front cover of previous item

**MS 5619/23/10**

TS 'Great names in management: Mary Parker Follett, 1868-1933' [Urwick, 1967] 7 pp. with MS draft attached

**MS 5619/23/11/1**

TS 'Great names in management: Chester I. Barnard, 1886-1961' [Urwick 1968] 12 pp. with

**MS 5619/23/11/2**

MS version of above originally attached to previous item

**MS 5619/23/12**

TS 'Great names in management: Henri Fayol, 1841-1925' [Urwick 1968] 12 pp.

**MS 5619/23/13**

TS 'Great names in management, 11 Henri Fayol, 1841-1925' [Urwick 1967] 10 pp

**MS 5619/23/14**

TS 'Great names in management' [Urwick, n.d.] 7 pp. [given at Institute of Administration, University N.S.W.]

**MS 5619/23/15/1**

TS 'Great names in management: Benjamin Seebohm Rowntree (1871-1954) and Henry Sturgis Dennison (1877-1952)' [Urwick 1967] 10 pp.

**MS 5619/23/15/2**

MS 'Two British Employers' 8 pp. originally attached to previous item

**MS 5619/23/16**

TS 'Great names in management: Henry Sturgis Dennison, 1877-1952' [Urwick 1967] 5 pp.

**MS 5619/23/17**

TS 'Great names in management' [Urwick 1966] 20 pp. [given at Philippine Council of Management]

**MS 5619/23/18i, ii, iii**

3 versions of TS 'Great names in management' [Urwick 1967/8] 19<sup>th</sup> Jan. 1967, 15 pp., Feb. 1<sup>st</sup> 1968, 9 pp., July 1968, 9 pp.

**MS 5619/23/19**

TS 'Great names in management' [Urwick 20/1/1966] 12 pp.

**MS 5619/23/20**

Beige folder marked 'Great names in management Elton Mayo'

Contains

1. TS 'George Elton Mayo 1880-1949' [Urwick 1976] 2 pp. - With copy of condensed version as published in *Management Review*, vol.1 No.6 July 1976 pp.4-5, attached.
2. TS 'Great names in management: Elton Mayo 1880-1949' [Urwick 1967] 10 pp.
3. TS 'Elton Mayo – His life & Work' 3 pp with 1 page of MS notes attached

**MS 5619/23/21**

Beige folder marked 'Great names in management – Frederick Winslow Taylor'

Contains

1. TS 'Great names in management: Frederick Winslow Taylor 1856-1915' [Urwick 1968] 8 pp.
2. TS 'Great names in management: Frederick Winslow Taylor' [Urwick 1967] 10 pp.
3. TS 'Comments on the work of F.W. Taylor and what Taylor himself said' 2 pp. n.d. n.a.

**MS 5619/23/22**

Beige folder marked 'Great names in management: Lectures 1 and 2 Univ. NSW 1965'

Contains

1. TS 'Great names in management: Lecture 1' [Urwick, Univ. NSW 1965] 15 pp.
2. TS 'Great names in management: Lecture 2' [Urwick, Univ. NSW 1965] 16 pp.
3. TS '11. Frederick Winslow Taylor (1856-1915) [Urwick, 1974] 9 pp.
4. TS 'Great names in management' n.a. n.d. 2 pp summary
5. TS 'Great names in management' n.d revised? cf. 23/19 above

[This originally also contained copies of 23/16, 23/12, 23/11/1, 23/20/1 +2, and 23/21/2, 23/18 [1968 versions 1+2] which have been weeded.]

**MS 5619/23/23**

Beige folder marked 'Two early employers... [Rowntree...Dennison]'

Contains

TS 'Two early employers... [Rowntree...Dennison] Urwick 1971 9 pp.

MS 'Two early employers' 12 pp

TS 'Two early employers' 9 pp [corrected TS version]

**MS 5619/23/24**

Beige folder marked 'Benjamin Seebohm Rowntree'

Contains

TS 'Benjamin Seebohm Rowntree, C.H. – 1871-1954' Urwick 1972] 11 pp.

MS 'Benjamin Seebohm Rowntree, C.H. – 1871-1954' 15 pp.

MS 'Benjamin Seebohm Rowntree, C.H. – 1871-1954' first draft – 10 pp

**MS 5619/23/25**

Beige folder marked 'History of management drafts'

Contains

4 MS drafts 'Great names in management', 'Frederick Winslow Taylor 1856-1915', 'Henri Fayol, 1841-1925', and 'Chester I. Barnard, 1886-1961'

1 MS/TS draft of drafts 'Great names in management'

TS 'Great names in management' with ms corrections and additions, 15 pp. 1967

**MS 5619/23/26**

Printed booklet *Soundings in the literature of management*, H.A. Hopf (Hopf Institute of Management N.Y. No.6, 1945) 28 pp.

**MS 5619/23/27**

Letter to Mrs B. Urwick 2/8/1991 with attached copies of articles by A.M. Davis on Mary Parker Follett which appeared in *Negotiation Journal* 1989 and 1991, and a short piece in SPIDR NEWS [Society for Professionals in Dispute Resolution] 1990.

**MS 5619/23/28**

Bound copy of *Industrial and general administration*, H. Fayol [Trans. J.A. Coubrough] (IMI: 1930) 84 pp.

**MS 5619/23/29**

Bound TS 'Report by Mr. H.A. Hopf on the organization of Rowntree & Co. Ltd' 67 pp. + bibliography + 12 exhibits

**MS 5619/23/30**

Six rolled up organisation charts – mainly cut and paste masters for photocopying – **in need of attention** as glue is degrading

**MS 5619/23/31**

originally in beige folder marked 'correspondence re; Golden book of management'  
Contains

85 items of correspondence [some with replies etc. attached] 1955-1981, also some ephemera: including copy of J.A. Scannel 'The psychological approach: Mary Parker Follett' in *Administration*, (Dublin: Winter 1956/7), pp. 53-64

**MS 5619/23/32**

originally in beige folder marked 'Dodd, Alvin US Council of the International Chamber of Commerce...N.Y.'  
Contains:

6 items of correspondence 1949 with ephemera including conference programmes, news-cuttings and printed booklet 'The Henry Laurence Gantt Memorial Gold Medal: Alvin E. Dodd - Medalist' 16 pp.

**MS 5619/23/33/1**

originally in beige folder marked 'Elton Mayo'  
Contains:

15 items of correspondence, 1959-1961 with various correspondents on the life and work of Mayo. Also including TS of a short research assignment on Mayo done by Leveigh/Meacham 1959

**MS 5619/23/33/2**

13 assorted TS and other printed materials

TS 'List of Elton Mayo's books and articles' 3 pp.

TS 'Elton Mayo' [draft biographical note...1959] 7 pp

TS 'Elton Mayo' 3 pages of bibliographical notes

TS 'Elton Mayo' 8 pp.

TS 'Note on a lecture on equilibrium by Professor Elton Mayo' 1946, 6 pp

Offprint from *Occupational Psychology*, July 1955 'Professor Landsberger on Hawthorne' by Peter Cavanagh pp. 176-180

TS 'Professor Elton Mayo' [for the Harbus News] 1949 2 pp. by F. Roethlisberger

TS 'G.Elton Mayo' 4 pp [obituary notice?] by Doriot, Roethlisberger  
Sanders, Selekmen.

Photocopy of obituary for Elton in *University of Queensland Gazette*, No. 15, 3 Dec. 1949. 2 pp.

Photocopy of 'Significant conclusions on personnel' E. Mayo, reprinted from seventh International Management Congress 1938 proceedings, 2 pp

Copy of article 'The fruitful errors of Elton Mayo' *Fortune*, vol xxxiv No 5 1946

Copy of 'Industrial research' E. Mayo reprinted from *The Harvard Business School Alumni Bulletin*, Feb. 1940, 7 pp.

Photocopy of obituary for Mayo in *Nature* vol 164 Oct. 1949 p 646.

Copy of 'Elton Mayo (1880-1949) [Urwick] in *British Management Review*, vol viii No.4 March 1950 pp 7 –26.

#### **MS 5619/23/34**

originally beige folder marked 'Rowntree B.S.'

contains

9 items of correspondence with and re: Rowntree 1945-1958, with attachments etc.

Also contains

Printed booklet 'B. Seebohm Rowntree C.H., LL.D., D.H.L., R.St.O.O. 1871-1954: In memoriam' (Rowntree 1954) 36 pp. with some photos

Photocopy of B. Seebohm Rowntree, C.H.: A memorial supplement' from *Industrial Welfare and Personnel Management*, Dec. 1954 [various contributors] 8 pp. attached is TS of Urwick's B.S. Rowntree [BBC Home Service Broadcast 3/4/1955] 2 pp.

Also contains 2 TS [by Rowntree?] 'Workers status' [with attached memo], 20 pp in total, 1942, and 'Remuneration of the workers' 18 pp. n.d.

#### **MS 5619/23/35**

Originally in box file marked 'photographs of pioneers: Golden book of management + photographs and glass plates used in production of book – also slides – Principles of organisation'

Contains

##### **MS 5619/23/35/1**

Box of 20 glass negatives of pioneers of management

##### **MS 5619/23/35/2**

Box of 11 colour slides to accompany 'The principles of organization' lectures

##### **MS 5619/23/35/3**

Loose in box: 66 B&W photographs – some mounted on card, [some with negatives and alternative photos ] used for the 'Golden book of management' – in alphabetical order.

##### **MS 5619/23/35/3/1**

Prof. Charles Adamiecki

**MS 5619/23/35/3/2**

Prof Karol Adamiecki

**MS 5619/23/35/3/3**

Leon Pratt Alford

**MS 5619/23/35/3/4**

Charles Babbage, with 1 item of correspondence and small and large picture of Babbage's machine

**MS 5619/23/35/3/5**

George de Albert Babcock

**MS 5619/23/35/3/6**

Carl G. Barth, 2 photos and offprints of his slide-rule

**MS 5619/23/35/3/7**

James Bowie

**MS 5619/23/35/3/8**

Louis D. Brandeis

**MS 5619/23/35/3/9**

Alfred Carrard

**MS 5619/23/35/3/10**

Alexander Hamilton Church

**MS 5619/23/35/3/11**

Henry Le Chatelier

**MS 5619/23/35/3/12**

Wallace Clark

**MS 5619/23/35/3/13**

Raoul Dautry

**MS 5619/23/35/3/14**

H.S. Dennison

**MS 5619/23/35/3/15**

Alvin Earl Dodd

**MS 5619/23/35/3/16**

James Maped Dodge

**MS 5619/23/35/3/17**

Edward Tregaskiss Elbourne

**MS 5619/23/35/3/18**

Harrington Emerson

**MS 5619/23/35/3/19**

Henri Fayol

**MS 5619/23/35/3/20**

Edward Albert Filene

**MS 5619/23/35/3/21**

Mary Parker Follett

**MS 5619/23/35/3/22**

Charles de Freminville

**MS 5619/23/35/3/23**

Henry Lawrence Gannt

**MS 5619/23/3/35/24**

Frank Bunker Gilbreth

**MS 5619/23/35/3/25**

F.A. Halsey

**MS 5619/23/35/3/26**

Horace King Hathaway

**MS 5619/23/35/3/27**

[negative only] H.A. Hopf

**MS 5619/23/35/3/28**

Robert Franklin Hoxie

**MS 5619/23/35/3/29**

Dexter Simpson Kimball

**MS 5619/23/35/3/30**

Charles Edward Knoeppel

**MS 5619/23/35/3/31**

Carl Köttgen

**MS 5619/23/35/3/32**

Edmond Landauer

**MS 5619/23/35/3/33**

John Lee

**MS 5619/23/35/3/34**

William Henry Leffingwell

**MS 5619/23/35/3/35**

Joseph Slater Lewis

**MS 5619/23/35/3/36**

Sam A. Lewisohn

**MS 5619/23/35/3/37**

Dr. T.G. Masaryk

**MS 5619/23/35/3/38**

Elton Mayo

**MS 5619/23/35/3/39**

Francesco Mauro

**MS 5619/23/35/3/40**

Captain Henry Metcalfe

**MS 5619/23/35/3/41**

Frederick Meyenberg

**MS 5619/23/35/3/42**

Eduoard and André Michelin

**MS 5619/23/35/3/43**

James Oscar McKinsey

**MS 5619/23/35/3/44**

Charles Samuel Myers

**MS 5619/23/35/3/45**

Hugo Münsterberg

**MS 5619/23/35/3/46**

Prof. Bernard Muscio

**MS 5619/23/35/3/47**

Dr. Armando de Salles Oliveira

**MS 5619/23/35/3/48**

Robert Owen

**MS 5619/23/35/3/49**

Henry (Hrant) Pasdermadjain

**MS 5619/23/35/3/50**

Dr. Walther Rathenau

**MS 5619/23/35/3/51**

Hans Renold

**MS 5619/23/35/3/52**

Clovis Ribeiro

**MS 5619/23/35/3/53**

Franklin D. Roosevelt

**MS 5619/23/35/3/54**

James Rowan

**MS 5619/23/35/3/55**

B.S. Rowntree

**MS 5619/23/35/3/56**

Oliver Sheldon

**MS 5619/23/35/3/57**

Roberto Cochrane Simonsen

**MS 5619/23/35/3/58**

Obelin Smith

**MS 5619/23/35/3/59**

Paul Sollier

**MS 5619/23/35/3/60**

Ernest Solvay



**MS 5619/23/35/3/61**

Ernst Streer (Ritter Von) Streeruwitz

**MS 5619/23/35/3/62**

Frederick Winslow Taylor

**MS 5619/23/35/3/63**

Sanford Eleazer Thompson

**MS 5619/23/35/3/64**

Henry Robinson Towne

**MS 5619/23/35/3/65**

Robert Grosvenor Valentine

**MS 5619/23/35/3/66**

John Howell Williams

**MS 5619/23/35/3/67**

There is one group photo showing L. Gulick, C. E. Merriam and Louis Brownlow

**MS 5619/23/35/3/68**

There is a set of [water damaged] copies of 16 of the main pioneers – with a TS list [but the photos do not correspond completely with this list]

**MS 5619/23/35/3/69**

There are three photos not identified - not duplicated elsewhere

**MS 5619/24**

[originally in correspondence file marked 'staff']

contains eight cream folders, being contents and individual chapters of a book 'Staff: A study in the technique of organisation' [this proposed book written while Urwick was Director of the IMI] note some in duplicate some in triplicate – annotations occur on some copies – so none have been weeded. contains: [now in four separate folders]

**MS 5619/24/1**

Cover and contents pages [ii pp.] two copies

- |        |   |
|--------|---|
| chp. 1 | The Importance of the technique of organisation<br>8 pp. two copies   |
| chp. 2 | General method of studying the technique<br>pp.9-16 two copies  |
| chp.3  | The elements of organisation 1 (The activities and relationships)<br>pp.17-32 two copies  |
| chp.4  | The elements of organisation 2 (The grouping of activities)<br>pp.33-39 two copies, plus one copy of Appendix A 'Conflicting terminologies in the field of organization' 6 pp. with annotations |

**MS 5619/24/2**

- |       |   |
|-------|---|
| chp.5 | The committee form in organisation<br>30 pp [pagination interrupted] – three copies, also original MS copy of chapter, 50 pp, and 1 chart |
|-------|---|

**MS 5619/24/3**

chp.6                    The principles of organisation 1 (The principles of Mooney and Reiley)  
29 pp. three copies

**MS 5619/24/4**

chp.7                    The principles of organisation 2 (Henri Fayol 1)  
47 pp. three copies

**MS 5619/25**

[box file originally marked 'UK advisory council on education for management']

**MS 5619/25/1/1**

grey folder marked 'M/Education' in MS

contains

- 1            printed Ministry of Education circular 1/60 'The future development of management education and of business studies: Revision of joint Examination Scheme' 10 pp., 28/3/1960
- 2            printed appendix to circular 1/60 'Report of the working party appointed to examine The Scheme of Management Studies' 57 pp.
- 3            TS 'Memorandum on the final report of the working party on education for management' 11 pp. n.d.
- 4            letter of 13/8/1959 from F.W. Oakley with reply attached
- 5            TS 'Draft: The future development of management education and of business studies' 5 pp. n.d.
- 6            Letter of 24/3/1960 from A.A. Part with reply attached
- 7            6 loose news cuttings c. 1960 [now in plastic folder]
- 8            printed 'Report of the advisory committee on further education for commerce' (Ministry of Education: 1959) 34 pp.
- 9            letter of 8/10/1959 from A.A. Part with reply attached
- 10          printed pamphlet 'Education for Management' [Urwick] (Institute of Industrial Administration: 1946)
- 11          TS 'L.U's comments on the memorandum by the M. of E. on The future development of management education in technical colleges' 3 pp. 1959
- 12          TS 'Report of the working party appointed to examine The Scheme of Management Studies' 4 pp n.d.
- 13          TS 'Note on the final report of the working party on the scheme of management studies' 48 pp. n.d.

**MS 5619/25/1/2**

Red binder marked 'Education for management in Gt. Britain' containing TS of same title 14 pp. n.d.

**MS 5619/25/1/3**

originally in beige folder marked 'National Advisory Council on Education for management' [now in 3 separate folders]

contains

48 items comprising, correspondence some with replies (many with BIM), TSS, and MSS, 1956-1961

**MS 5619/25/2**

[originally box file marked 'UK Advisory Council on Education for Management']

contains

**MS 5619/25/2/1**

originally in beige folder marked 'UK Advisory Council on Education for Management'

contains

7 items of correspondence 1961, mostly with Ministry of Education

**MS 5619/25/2/2**

[originally in beige folder marked 'Education for management' in MS]  
contains

9 items comprising correspondence, and TS, 1959 re: report of working party on the Scheme of Management Studies

**MS 5619/25/2/3**

[originally in beige folder marked 'National scheme of management studies']  
contains

1. Weeded – see 25/1/1/13 above
2. Printed pamphlet 'Seventh Special Report from the Select Committee on Estimates: Session 1958-9' (HMSO, 1959) 16 pp.
3. Weeded – see 25/1/1/3 above
4. 14 items of correspondence (often with replies etc. attached) 1957, mainly re: National Scheme of Management Studies, with various correspondents (e.g. BIM, OMA, IPM, ICWA, IWM)
5. TS 'Report to the working party on the National Scheme of Management Studies from BIM' 5 pp., 1955
6. TS 'Revision in Scheme of Management Studies' with attached comparison of syllabuses, 10 pp., n.d.
7. TS 'Report to the working party on the National Scheme of Management Studies from BIM' 2 pp., 1955
8. MS 'Comparison of syllabuses' 3 pp. n.d.

**MS 5619/25/2/4**

[originally in beige folder marked 'UK Advisory Council on Education for Management – agenda and minutes']  
contains

- 1 printed booklet 'Management studies in technical colleges' (HMSO, 1962) 19 pp.
- 2 TS 'Education for management in Gt. Britain' 4 pp.
- 3 TS 'Education for management – a present confusion' 4 pp.
- 4 Printed article 'Signposts in management education' in *Engineering*, 5 April 1963 pp. 486-7, n.a. Review of what was said at BIM Conference
- 5 2 press cuttings, 1961, 1963
- 6 MS notes on House of Commons paper, 1 page
- 7 Weeded see 25/1/1/1 and 2 above
- 8 TS 'The future development of management education in technical colleges: memorandum by the Ministry of Education' 4 pp 5/8/1949
- 9 TS UKACEM agenda and minutes No.4, 6/7/1961, 5 pp.
- 10 TS UKACEM minutes No.3 24/4/1961 4 pp.
- 11 TS UKACEM paper No. 61/11 June 1961 'Training of teachers of management: work of the standing committee, note by the secretary' 2 pp
- 12 TS UKACEM paper No. 61/9 June 1961, 'Interim report on preparations for courses leading to the diploma in management studies' 2 pp., with other attachments
- 13 TS UKACEM paper No. 61/10 June 1961, 'University courses in management studies' 12 pp.
- 14 TS UKACEM agenda No. 3 and minutes No. 2, 1961 with paper No. 61/8 'The diploma in management studies' attached, 3 pp., April 1961
- 15 TS UKACEM agenda No.2 1961 with paper No. 61/5 'Education and training for management' 6 pp. of appendices attached, also paper No. 61/6 'The work of the British Institute of Management' 1 page, and paper 61/7 'Proposed diploma in England and Wales' 3 pp.
- 16 TS UKACEM agenda and minutes No.1 Feb. 1961 with papers 61/1, 'The Council's composition and terms of reference' [with appendix list of members] 61/2 'The Establishment of committees to administer the new diploma in management studies' 61/3 'The present provision of r advanced management education' and 61/4 'Programme of work', attached.

- Also Scottish Education Department circular 429 'The future development of education for management in central institutions and further education centres' 28/3/1960 5 pp.
- 17 TS UKACEM papers No. 61/1 [has different annotations on list of members]

**MS 5619/25/3**

originally [large box file marked 'Connections with India']  
contains

**MS 5619/25/3/1**

printed pamphlet 'Report of the study group on requirements of lower division clerks of normal secretariat sections' (Govt. of India: 1954), 14 pp.

**MS 5619/25/3/2**

printed booklet 'Cabinet secretariat (organisation and methods division) outline programme and circulars' (Govt of India: 1954-4), 94 pp.

**MS 5619/25/3/3**

B&W photo of L.U. Urwick, courtesy of Tata Sons Ltd.

**MS 5619/25/3/4**

Offprint of 'Parkinson's Laws' from *the Economist*, Nov. 19 1955, 11 pp.

**MS 5619/25/3/5**

TS letter from M. Krishnaswamy, (Indian Institute of Management) Hindustan Aircraft Co., 3 pp, 1956

**MS 5619/25/3/6**

Originally in grey envelope containing: 14 items (pamphlets, TS, & etc.) c. 1955/6 relating mainly to Indian Institute of Public Administration, and Indian Institute of Personnel Management [in separate file]

**MS 5619/25/3/7**

Originally in brown envelope containing: 6 items (newsletters, TS) relating to Bombay Management Association c. 1955-6

**MS 5619/25/3/8**

4 loose items, including 'Human relations programme' J.K. Bose (Industrial Training Institute, Calcutta) 3 pp., and University of Bombay 'Syllabus for diploma in business management'

**MS 5619/25/3/9**

printed copy of 'Industrial disputes – How to prevent them' S. Anantharamakrishnan, 1956, 6 pp. (presented at Sixth Annual Conference, Indian Institute of Personnel Management)

**MS 5619/25/3/10**

two copies of 'Welcome Address' E.F.G. Hunter (Sixth Annual Conference, Indian Institute of Personnel Management)

**MS 5619/25/3/11**

(1) 'The content of management [Urwick] 3 figs, 1956, and (2) 'Lets kill off the organisation' [Urwick] copy of article in Management Bulletin.

**MS 5619/25/3/12**

TS 'Lecture on 2<sup>nd</sup> March at the School of Economics, University of Bombay' 20 pp. [in two parts]

**MS 5619/25/3/13**

TS 'Lecture delivered by Col. Urwick at the School of Economics, University of Bombay, 3<sup>rd</sup> March 1956' 23 pp.

**MS 5619/25/3/14**

TS 'Speech at the convocation' 1956, in 3 parts, 7 pp.

**MS 5619/25/3/15**

TS 'Part 2 convocation hall' 1956, 13 pp. not complete

**MS 5619/25/3/16**

TS 'Lecture by Lt. Col. Urwick before students of the Bombay University at Dadar, 27<sup>th</sup> Feb. 1956' [with covering letter from B. J. Stedman], 16 pp.

**MS 5619/25/3/17**

TS 'Continuation of speech at Dadar' [though this doesn't appear to follow seamlessly from previous item]

**MS 5619/25/3/18**

Letter from B.J. Stedman (Bombay Management Association) 1956, with attachments

**MS 5619/25/3/19**

Two loose TS pages

**MS 5619/25/3/20**

TS 'Principles of administration/management' R.M. Shah, 1955

**MS 5619/25/3/21**

Originally in beige folder – not marked contains:

**MS 5619/25/3/21/1**

printed booklet 'Is management a profession? [Urwick] (UOP: 1954) 27 pp with MS corrections/additions – title altered to read 'Should management be come a profession?'

**MS 5619/25/3/21/2**

TS 'The content of management' [Urwick] 16 pp, with MS annotations

**MS 5619/25/3/21/3**

TS 'Scientific management' [Urwick] 12 pp. Feb. 1956

**MS 5619/25/3/21/4**

TS 'The government of business and the business of government' [Urwick] 8 pp.

**MS 5619/25/3/21/5**

TS 'Speech on the content of management...' (Delhi Management Association) 1956

**MS 5619/25/3/21/6**

TS 'The development of management thought' 1956, with covering letter and copies of four other lectures attached

**MS 5619/25/3/21/7**

TS 'Terms of reference' 2 pp. n.d.

**MS 5619/25/3/21/8**

TS 'programme during Lt. Col Urwick's visit to India... 1956' 4 pp.

**MS 5619/25/3/22**

TS 'Report on the establishment of a Central Management Association (Indian Management Association, 1955), 34 pp.

**MS 5619/25/3/23**

Printed 'Proceedings of the first management conference' (Ahmedabad Textile Industry's Research Association, 1955) 87 pp.

**MS 5619/25/3/24**

Printed booklet 'Atira' [Ahmedabad Textile Industry's Research Association] issued on occasion of opening of ATIRA Laboratories, 1954, 28 pp.

**MS 5619/25/3/25**

TS booklet 'Organisation and Management of Public Enterprises: Symposium' (Indian Statistical Institute, 1956) 115 pp.

**MS 5619/25/3/26**

Offprint of 'Administration of nationalised undertakings' R.G. Saraiya reprinted from *Indian Journal of Public Administration*, vol. II, No.2, pp.111-120.

**MS 5619/25/3/27**

TS letter from N. Dandekar [Bombay] 23/3/1956

**MS 5619/25/3/28**

2 TS letters from M. Krishnaswamy [Standards engineer and Jt. Sec. of Institute of Management, Bangalore] March 10 and 22, 1956.

**MS 5619/25/3/29**

TS 'University of Bombay, Institute of Management Studies: Draft Scheme' 6 pp.

**MS 5619/25/3/30**

Copy of 'Management in Industry' *The Eastern Economist Blue Supplement*, Vol. I, No.5, Nov. 25, 1955, 12 pp.

**MS 5619/25/3/31**

Beige folder [title on folder does not correspond to contents] contains 15 items

**MS 5619/25/3/31/1**

offprint of 'A note on tension study in Calcutta industrial area' S.K. Bose in *Indian Journal of Psychology*, Jan-Dec. 1952 pp. 153-156

**MS 5619/25/3/31/2**

offprint of 'Employee morale and supervision' S.K. Bose in *Indian Journal of Psychology*, March-June 1955 pp. 118-125

**MS 5619/25/3/31/3**

offprint of chapter 'Industrial psychology plays a new role in industries' S.K. Bose in *The Working Man* (1954) – no other detail, 12pp

**MS 5619/25/3/31/4**

TS 'Management and management training & their social aspects' R.M. Shah, 6 pp. n.d.

**MS 5619/25/3/31/5**

printed pamphlet 'Estates Committee: 16<sup>th</sup> Report: Organization and administration of nationalised industrial undertakings' (New Delhi, 1955), 19pp [with ms notes]

**MS 5619/25/3/31/6**

offprint 'Reorganising the Indian Income Tax Department' I. Singh, n.d. no other details – 16 pp.

**MS 5619/25/3/31/7**

2 items of correspondence from G.A. Robinson, 1956

**MS 5619/25/3/31/8**

1 item of correspondence [with other attachments] from G.A. Robinson, 1956 all related to School of Management Studies Ltd.

**MS 5619/25/3/31/9**

3 pages of MS notes

**MS 5619/25/3/31/10**

letter from J.W. P. Chidell [UK Trade Commissioners, Delhi] 1956

**MS 5619/25/3/31/11** offprint of 'From wealth to capital coefficients – III' C. Clark in *The Eastern Economist*, Feb. 10, 1956, pp211-214

**MS 5619/25/3/31/12** TS 'Central Labour Institute' 7 pp. n.d. n.a.

**MS 5619/25/3/31/13** TS Indian Institute of Technology Kharagpur Department of Industrial Engineering Advanced course on 'Productivity in Industry 1956: Nominal roll of members' 4 pp.

**MS 5619/25/3/31/14** TS 'Productivity projects' Shri H.N. Nanjundiah [deputy chief advisor factories (productivity) Bombay] 1956, 13pp.

**MS 5619/25/3/32**

[originally in brown envelope] containing: 26 items [correspondence, TS, etc.] with various individuals and institutions in Delhi, Calcutta, and Hyderabad, 1956

**MS 5619/25/3/33**

TS 'Proceedings of the third meeting of the All India Board of Technical Studies in Management' New Delhi, 1956, 6 pp. incl. circular

**MS 5619/25/3/34**

TS 'Scheme of training in foremanship and supervision' (All India Board for Technical Studies in Management) 13 pp. n.d.

**MS 5619/25/3/35**

TS 'Summary of memorandum submitted to the courses committee by Mr B.F. Goodchild' 4 pp. 12/3/1956

**MS 5619/25/3/36**

[i] TS 'Part time courses in foremanship and supervision' 5 pp. n.d.

[ii] separate and slightly different version of the same, 4 pp, n.d.

**MS 5619/25/3/37**

TS 'Agenda for the fourth meeting of the All India Board for Technical Studies in Management' New Delhi, 1956, 1 page.

**MS 5619/25/3/38**

[i] TS [with covering letter] TS

[ii] 'Suggestions for the course of studies in management accountancy', 1 page.

[iii] TS 'Proposed framework for courses in management' 23 pp., 15/3/1956

[iv] 'Memorandum for the courses committee of the All India Board for Technical Studies in Management', 31 pp.

[v] TS 'All India Council for Technical Education – Part Time Evening course in industrial management - Outline of the course and syllabus' 3 pp.

**MS 5619/25/3/39**

TS 'Proposed framework for courses in management' 23 pp., 1/3/1956

**MS 5619/25/3/40**

letter to Urwick from B.F. Goodchild (Saxby and Farmer, India Ltd) 2/3/1956

**MS 5619/25/3/41**

TS 'Employment of retired army officers in civil appointments' 3 pp., n.a. n.d.

**MS 5619/25/3/42**

TS 'Planning Commission – Labour & Employment Division' 2 pp. Signed by B.N. Datar, 22/2/1956

**MS 5619/25/3/43**

TS 'Ministry of Production – Organisation of the Industrial Management Pool', 10 pp. n.a. [early 1956]

**MS 5619/25/3/44**

TS 'A brief note indicating the functions and duties of the State Electricity Boards and examining the objections of the State Government to constitute them' 11pp. n.a n.d.

**MS 5619/25/3/45**

TS 'Ministry of Home Affairs' re: Industrial Management Pool, 25/1/1956, 3 pp.

**MS 5619/25/3/46**

TS 'A proposal for the establishment of the Industrial Technical Service in the Ministry of Production', 13 pp. plus various annexure

**MS 5619/25/3/47**

[i] letter to Urwick from P.C. Suri (Planning Commission, New Delhi),

[ii] letter to Urwick from P.C. Suri with attached TS 'Planning commission...' , 1956

[linked to item 43 above]

**MS 5619/25/3/48**

5 pp. of MS notes and diagrams

**MS 5619/25/4**

brown binder containing 40 pages of photographs, postcard views, new cuttings often with printed material inserted between pages, all relating to Urwick's visit to India in 1956 – **the glue holding many of the photographs etc. to the page has deteriorated, and as a result many of them are now loose careful handling is required.**

**MS 5619/25/5**

large blue album 'The Bombay Management Association: Visit of Lt. Col. L.F. Urwick O.B.E. M.C., to Bombay, 27<sup>th</sup> February to 4<sup>th</sup> March 1956' contain 46 pages of photographs, newscuttings programmes etc. [Souvenir presented to Urwick by BMA]

**MS 5619/26**

[originally an Australian box marked 'early documentation from Australia']

**MS 5619/26/1**

Black diary containing

FF 1-32 'The case for a staff college for industry'

FA1-33 'Factory Administration'

TT1 – 17 'A Tract for the Times by narrator'

IL 1 – 24 'Industrial Leadership – Glacier Metal Co. Nov. 22 1944

TT1 – TT19 as above Part 2 'The lesson'

C&I 1-37 'Companies and integration'

M. of TM. 1-42 'Management of tomorrow – an address to the Manchester branch of cost and works' accountants Jan 3 1945

C&I 38, 39

LIP 1-27 'A liberal industrial policy'

FAT 1- 39 'Foundations of administrative thought' [first of 5 lectures listed in front cover as a series of five management lectures]

Drafts of [later published materials] with notes, corrections and annotations

Inserted loose in diary – 2 pages related to the meanings of the words 'compromise' and 'integrate'

**MS 5619/26/2**

blue bound 'year by year book' [LFU's commonplace book 1941-44] contains mainly MS entries, though with some cuttings pasted in. - about 400 pp.



**MS 5619/26/3**

grey scrap pocket book 'Private bibliography' contains c. 279 pp of bibliographic references, many pasted in, possibly all pre 1920. [actually originally 5<sup>th</sup> Edition of *What to read on social and economic subjects* an interleaved bibliography compiled by the Fabian Society (London P.S. King and Son Oct. 1910) which has been annotated and added to by Urwick to produce private bibliography]

**MS 5619/26/4**

black indexed address book USA/Canada – second half of this contains towards the back many pages genealogical lists relating to the Fownes family/ Somerset and Wiltshire families

**MS 5619/26/5**

black indexed address book of further contacts in US, Canada and Europe, n.d.

**MS 5619/26/6**

originally black wallet with dividers – now in separate folders

**MS 5619/26/6/1**

section originally marked A-B

[i] TS 'captains of industry' 2 page outline of chapters of this proposed book – two copies, one annotated – also outline of chapter 4, 1 page

[ii] 5 news cuttings, 1930 re: WWI officers

[iii] copy of article 'A soldier discovers industrial life' Lt.-Col. A.A. Hanbury-Sparrow, DSO, MC. In *Discovery*, c. 1926, pp. 285-288

[iv] TS/MS 'The soldier, the worker and the citizen' [Urwick] 19 pp with 2 pp of MS notes attached to front, n.d.

[v] TS 'The soldier, the worker and the citizen' [Urwick] 16 pp, n.d.

[vi] TS 'Military and industrial administration' [Urwick] 23 pp, n.d.

[vii] MS 'Military and industrial administration' [Urwick] 6 pp, n.d.

[viii] TS 'The lines, points and constants system of costing and pricing' 2 pp. 1925

[ix] TS 'Comparative definitions of strength and costs' 2 pp, n.d.

[x] 3 items, a news cutting, a card from The Bath Club with MS notes on, one sheet of paper with MS notes

[xi] printed pamphlet 'Army and business organization compared' Col. R. I. Rees [asst. Vice-President American Telephone and Telegraph Co.] (AMA annual convention series, No. 24, 1925) 16 pp.

[xii] printed booklet 'La fonction administrative dans le domaine militaire' Le Général de Pouydraguin, (Paris, 1921), 14 pp.

**MS 5619/26/6/2**

originally section marked C-D

[i] B&W photo of company pennants of Express Valets, and Shaw Heath Laundry

[ii] + [iii] two news cuttings – cartoons

[iv] 1 page MS notes on 'Major generals'

**MS 5619/26/6/3**

originally section marked E-F

bundle of [disorganised] MS notes – no title

**MS 5619/26/6/4**

section marked G-H

bundle of [disorganised] MS notes – no title – many cut items are small and loose

**MS 5619/26/6/5**

Section marked I-J

[i] bundle of [disorganised] MS notes – re: Military and industrial administration

[ii] TS 'Military and industrial administration' [Urwick] 23pp. n.d. Full text of this at 26/6/1/vi

[iii] 2 pages MS notes on growth of army [on IMI paper]

**MS 5619/26/6/6**

originally section marked K-L

bundle of TS/MS pages on Organization [38 pp.]

**MS 5619/26/6/7**

originally section marked M-N

[i] printed booklet 'Staff Officer's Field Manual [US Army] Chp. 3 Organization data' (1928) 28pp.

[ii] MS 'Memorandum on the action of the 75<sup>th</sup> Infantry Brigade July 4<sup>th</sup> to July 16<sup>th</sup>' 4 pp. n.d.

[iii] TS 'Memorandum on the action of the 75<sup>th</sup> Infantry Brigade July 4<sup>th</sup> to July 16<sup>th</sup>' 4 pp. n.d.

[iv] MS 'Note of the movements of the 75<sup>th</sup> Infantry Brigade July 4<sup>th</sup> to July 16<sup>th</sup>' 2 pp. n.d.

[v] TS 'Note of the movements of the 75<sup>th</sup> Infantry Brigade July 4<sup>th</sup> to July 16<sup>th</sup>' 2 pp. n.d.

**MS 5619/26/6/8**

Section marked WXYZ [others being empty]

[i] Printed booklet UOP 'policy and practice' [issued to new staff?] 25 pp., n.d.

[ii] Printed pamphlet 'Notes on administration and leadership' [course syllabus of lectures by Urwick, Sept. 1945] n.d., 7 pp.

**MS 5619/26/6/9**

Section marked House

[i] Printed pamphlet 'Statement relating to defence' (HMSO, CMD 5107 1936) 19 pp

[ii] Printed White Paper 'Ministry of Defence (Creation) bill' with memorandum attached 26 Geo. 5

**MS 5619/26/6/10**

Loose in back of folder

Various loose and disorganised TS and MS pages – including MS title page for Captains of Industry – originally to be authored by Urwick and J.R. Macdonald, some letters re: sale of boat Hasdrubal June 1932.

**MS 5619/26/7**

Brown leather autograph book. Contains 1947 menu for The Municipal College of Technology Manchester dinner in honour of honorary associates 1947 [signatures in book presumably those who attended – also loose in the book is printed 'Ceremony for the presentation of associates' 8 pp. 1947

**MS 5619/26/8**

Large green press cuttings book – indexed – 236 pp. c. 1931-1946 – **some of the cuttings are coming loose and the binding is not in the best of shape – some care needed in handling this volume**

**MS 5619/26/9**

originally in brown folder marked ‘press cuttings 1928’

press cuttings 1928 [mainly] and 1929-30 – **many of the items in this are loose**

**MS 5619/26/10**

Smaller green cuttings book – largely c. 1944 – and early post war period – including in the back some B&W photo’s – some of the cuttings relate to FIDO and PLUTO [both of which Urwick was involved in]

[Originally in box marked ‘papers from UMC’ containing 4 box files]

**MS 5619/27/1**

originally in beige folder marked ‘G.E.M. Milward, Management Library’

containing: 12 bundles of correspondence between Urwick and GEMM one for each month between Jan 1932 and Dec. 1932 subject is largely connected with business matters of the Management Library

**MS 5619/27/2**

bundle of correspondence 1934 - 119 items [mainly with Milward but also copy letters, and other correspondents] subject often wide ranging – could be of interest – Milward had worked for a large oil company in India but returned due to health problems – [1923] – met Urwick at Rowntree’s, left after 1 year to join land agency partnership – then went to Mander Brothers – left after differences of opinion and then worked for Management Library as Librarian until c.1939 – was then assistant to Mr. Lemon VP LMS Railway but seconded to Ministry of Aircraft Production

**MS 5619/27/3**

bundle of correspondence 1935 – 31 items – mainly correspondence between LU and GEMM

[in this the following circular to members of the dining club which later became M3]

Wondering

1. All questions can be resolved into larger questions except questions which are insoluble
2. Therefore all questions are in the ultimate analysis either unreal or unanswerable
3. Therefore no question in the ultimate analysis has any answer
4. Much less can any question admit of two answers
5. Therefore all attempts to answer questions are futile. The only thing to do with them is to resolve them into their component questions until they disappear or become unanswerable
6. Therefore the only form of argument which has any chance of elucidating anything is a discussion about the meaning of the question asked
7. This form of argument can perfectly well be confined to the asking of further questions and by so confining it, it may be saved from turning into the other forms of argument the purpose of which is to formulate convictions rather than to crystallise doubts

**MS 5619/27/4**

bundle of correspondence 1940-42, 11 items – some with replies etc. attached

**MS 5619/27/5**

originally beige folder marked ‘correspondence Management Services Ltd.’

Contains

21 items of correspondence with various correspondents re: Management Services, 1948-1952 including review of MS Ltd’s progress to 1937, and two printed Management Library booklets

**MS 5619/27/6**

originally in beige folder marked ‘Elements of administration’

contains 47 items of correspondence 1943 –1964 with various publishers, royalty agreements, etc. re: Urwick's book 'The Elements of Administration'

**MS 5619/27/7**

[originally in beige folder marked 'General and Industrial Management – Henri Fayol']

contains

19 items mainly correspondence, often with replies etc. attached, from and to various correspondents 1947-1950 re: the publication in English of Henri Fayol's book *General and Industrial Management*

**MS 5619/27/8**

[Loose in box]

copy of *The Making of Scientific Management*, Vol. 1 Urwick and Brech, 1945, with loose notes inside – book is annotated with corrections

**MS 5619/27/9**

[originally in beige folder marked 'The making of scientific management, Vol. 1']

41 items mainly correspondence, often with replies etc. attached, from and to various correspondents

[Pitman & Sons, Management Journals,] 1944-1968

also contains:

B&W photo of James Watt

Printed booklet 'Hans Renold' a talk given to the works by Charles on the occasion of his father's death, (Renolds, 1943) 7 pp

Copy of the two-part review of 'Scientific management' by H.A. Hopf in *The Management Review*, Jan and Feb. 1947

**MS 5619/27/10**

copy of *The Making of Scientific Management*, Vol. 2 'British Industry' 1 volume, with annotations

**MS 5619/27/11**

originally in beige folder marked 'The making of scientific management, Vol. 2'

19 items mainly correspondence, often with replies etc. attached, from and to various correspondents

[Pitman & Sons, Renold's, Avery] 1944-1958

**MS 5619/27/12**

originally in beige folder marked 'The making of scientific management, Vol. 3'

19 items mainly correspondence, often with replies etc. attached, from and to various correspondents

[Pitman, Harvard, AMA, Skefco, ] 1948-1957

also contains 6 B&W photos relating to Hawthorne investigations at Western Electric Company, Chicago

**MS 5619/27/13**

originally in beige folder marked 'Dynamic administration'

35 items mainly correspondence, often with replies etc. attached, from and to various correspondents

[often Pitman & Sons] 1936-1962

**MS 5619/27/14**

originally in beige folder marked 'Freedom and co-ordination'

21 items, mainly correspondence, often with replies etc. attached, from and to various correspondents

[often Pitman & Sons] 1949-1956, including a list of people to whom copies had been sent, Sept. 1949.

**MS 5619/27/15**

originally in beige folder marked 'The pattern of management (University of Minnesota lectures) 1955'

45 items mainly correspondence, often with replies etc. attached, from and to various correspondents

[mainly University of Minnesota] 1955-1964

**MS 5619/27/16**

originally in beige folder marked 'The pattern of management (University of Minnesota lectures) 1955'

7 items mainly correspondence, often with replies etc. attached, from and to various correspondents, 1956-1961

**MS 5619/27/17**

originally in beige folder marked 'Leadership in the twentieth century (polytechnic lectures 1955)'

43 items mainly correspondence, often with replies etc. attached, from and to various correspondents [often Pitman & Sons] 1957-1962

**MS 5619/27/18**

originally in beige folder marked 'Royalties'

large bundle of statements, etc from various publishers, 1944-1968

**MS 5619/27/19**

originally in cream folder marked 'Austin Motor Company'

Letter from G.E.M. Milward (Management Services) 1931, with two enclosures: A 26 page statement containing extracts from company reports [Dunlop, Austin, Crosse & Blackwell, English Electric, Lipton's, Baldwin's, Vickers, Associated Portland Cement] and also a copy of Perry-Keene's paper 'Time is money' from the *Engineer*, Oct. 29 1926.

**MS 5619/27/20**

originally in grey binder marked 'The principles of the graphical description of working processes' [all in German]

'Richtlinien für die organisations-technische Darstellung von Arbeitsabläufen' (Ausschuss Für Wirtschaftliche Verwaltung, 1927

[correspondence April- July 1928]

correspondence with Mr. Gisi

correspondence with AWW

correspondence with H. Hinnenthal

procedure suggested by Mr. Von Haan

**MS 5619/27/21**

originally in beige folder marked 'Tables showing economies which can be effected by use of an international clearing house'

3 items, various TS and MS notes to the effect of demonstrating the economic rationality of the continued existence of the IMI [related to graphs showing usefulness of IMI]

**MS 5619/27/22**

originally in beige folder unmarked

20 items, various TS, charts, maps, articles associated with Urwick visits to Berlin, Poland, and the Baltic States, 1930, promoting the work of the IMI.

**MS 5619/27/23**

originally in beige folder marked 'tentative MS mostly rationalization and employment'

[materials c. 1930]

11 items including TS and MS materials on rationalization, including MS 'A ministry of Commerce and Industry' [Urwick] and MS 'Rationalization and Work' [Urwick]

**MS 5619/27/24**

originally in beige folder marked 'tentative MS, notes etc'

14 items, various TS and MS, charts, notes on problems of distribution etc.

**MS 5619/28/1**

[originally from box marked 'Papers Re: Staff & etc.']

originally in beige folder marked 'Drucker, Peter F.,'

15 items – most of it correspondence – often with replies attached – between Urwick and Drucker 1955-1957, Urwick and Heinemann publishers, Urwick and Penguin.

also contains

TS mini biography of Drucker, 1 page, n.d.

Printed publicity leaflet for Drucker's *The practice of management* n.d.

TS extract from Drucker's *The practice of management* (New York:Harper & Bros , 1954, London: Heinemann, 1955), 1 page

Memoranda from A.H. Atkinson requesting copy of Drucker's book – this is enclosed in a list of 100 names – presumably of those who had received copies of the book via Lyndall Urwick

TS 6 pp. 'Dialogue with Drucker' dated 1955

#### **MS 5619/28/2**

originally in beige folder marked 'Dun & Bradstreet'

11 items – mostly correspondence – often with replies attached – between Urwick and publishers of Dun's Review and Modern Industry

also contains

attached to a letter dated 23/9/1955 a copy of Urwick's article for Dun's Review 'The purpose of a business' [published in Nov. 1955] TS 11pp.

attached to a letter dated 16/12/1954, with TS copy of 'Dialogue with Drucker' dated 1955, 6 pp. see 28/1 above

#### **MS 5619/28/3**

originally in beige folder marked 'Henry L. Gantt – Memorial Gold Medal'

27 items – mainly correspondence – often with replies attached – relating to Urwick being awarded the Gantt Medal. May - October 1961

Also contains:

a printed booklet 'The Henry Laurence Gantt Memorial Gold Medal: Charles Perry McCormick Medalist' [1960] 10 pp.

TS 1 page press release for Times and Daily Telegraph 'Col. Urwick wins Gantt Medal'

TS 2 pages, 'Col. Urwick wins Gantt Medal' n.d.

#### **MS 5619/28/4**

originally in beige folder marked 'Gilbreth, Dr. Lillian M.'

20 items (some with replies attached) – mainly correspondence between Urwick [TS] and Lillian Gilbreth [MS – airmail] 1949-1965.

also contains

TS 'Frank Bunker Gilbreth: The man and his work' 4 pp. no other detail

TS 'The quest of the one best way: A sketch of the life of Frank Bunker Gilbreth' by L.M. Gilbreth, 72 pp. dated 17/3/1941

#### **MS 5619/28/5**

originally in beige folder marked 'General Electric company'

17 items of correspondence (some with replies attached) between Urwick and GEC [US], 1952-1957

also contains

two copies of TS 'Books in study room [at GEC Ossining]' 5 pp.

**MS 5619/28/6**

originally in beige folder marked 'Harvard Graduate School of Business Admin.'

8 items of correspondence (some with replies attached), 1951-1960 and 1 photograph (of Harvard Business School in the snow, B&W n.d.)

**MS 5619/28/7**

originally in beige folder marker 'Hopf, Mrs Rita'

16 items of correspondence (some with replies attached), 1949-1961

also contains

1 B&W photo of Harry Hopf, n.d.

A reprint of 'Management in perspective' by H. Hopf, reprinted from *Journal of the Academy of Management*, vol. 4, No.3, Dec. 1961, pp. 235-244

**MS 5619/28/8**

originally in beige folder marked 'Massachusetts Institute of Technology'

8 items of correspondence (some with replies attached), 1953-1962

also contains:

offprint of 'Recent developments in management training in India' Charles A. Myers, reprinted from *Indian Journal of Public Administration*, vol. iv, No.2, April-June, 1958.

**MS 5619/28/9**

originally in beige folder marked 'H.B. Maynard & Co.'

14 items of correspondence (some with replies attached), 1951-1962

also contains

4 pp TS relating to Maynard receiving honorary degree of Doctor of Law from University of Miami, 7/2/1956

**MS 5619/28/10**

originally in beige folder marked 'Minnesota, University of : Minneapolis'

11 items of correspondence (some with replies attached), 1955-1957

also contains

a printed flyer for Urwick's lectures on business management and organization at University of Minnesota, n.d.

**MS 5619/28/11**

beige folder marked 'North Western University: Edward M. Barnet'

5 items of correspondence (some with replies attached), 1957-1958

also contains

printed flyer for Urwick's lectures on Management and Leadership at North Western 1958

reprint of Edward M. Barnet 'Showdown in the market place' from *Harvard Business Review*, vol. 4, No. 34 July-Aug. 1956, pp.85-95

**MS 5619/28/12**

originally in beige folder marked 'Organization Development Council'

3 items of correspondence (some with replies attached), 1961-1963

also contains

TS 'The meaning of organization' a talk given by Urwick to a luncheon of the Organization Development Council, 1960, 4 pp.

**MS 5619/28/13**

originally in beige folder marked 'Wallace Clark Award'

34 items of correspondence (some with replies attached), 1948 –1955

also contains

seating plan for Council for International Progress in Management (USA) luncheon, 1955

printed programme for The First Presentation of The Wallace Clark International Award, 1949

TS of proceedings of the meeting associated with The Wallace Clark International Award, 1949

Reprint of 'Extending the American know-how to Marshall Plan countries' Mrs. Wallace Clark, reprinted from *Mechanical Engineering*, June 1949 pp. 465-468

Press statement by UOP, 1954 re Urwick receiving Wallace Clark Award

TS list of recipients of Award

TS 'Organization and rules of Award' 4 pp. n.d.

**MS 5619/28/14**

originally in beige folder marked 'American Management Association'

49 items of correspondence (some with replies attached) 1952-1967

also contains

printed leaflet for the International Management Association, n.d.

printed poem by Ingolf H.E. Otto, 'Totemism and protocol in the American enterprise system' from *The Management Review*, n.d.

TS 'A.M.A award of honorary life membership to Col. Urwick, 1957' text of speeches and reply 'The influence of organization on man' to be published in an AMA publication, 25 pp.

TS 'talent release' for Urwick to appear in training film 'Principles of organization' 1960 1 p.

Printed leaflet 'The lectures of Lyndall F. Urwick' a publicity/information leaflet concerning the availability and subject of Urwick's lectures on film [of which there were eight] – this item will be invaluable when cataloguing the films – note that AMA may hold copyright on film material.

Statement of account between LFU and AMA for disbursements dated 1960

MS memorandum re: 'The theory of organisation' dated 1965

**MS 5619/28/15**

originally in beige folder marked 'American Society of Mechanical Engineers (CE Davies)'

5 items of correspondence 1953-1961

also contains offprint of Urwick's article 'Management's debt to the Engineer' reprinted from *Mechanical Engineering*, May 1953.

**MS 5619/28/16**

originally in beige folder marked 'California, University of: Los Angeles'



19 items of correspondence (some with replies attached) 1953-1962

also contains

TS 'The challenge of management' seminar paper given by Urwick at UCLA, c. 1953, n.d. 10 pp.

Photograph B&W, view of Berkeley campus n.d.

**MS 5619/28/17**

originally in beige folder marked 'Council for International Progress in Management (USA Inc)'

28 items of correspondence (some with replies attached) 1953-1965

**MS 5619/28/18**

originally in beige folder marked 'Dale, Ernest – AMA Inc'

22 items of correspondence 1950-1966

also contains

red binder 'The three fundamental relationships in organization' TS of Urwick's, 8 pp. plus one chart  
'System of command, British Infantry Division in the field 1917-18

**MS 5619/28/19**

originally in beige folder marked 'ASME 1960 report

3 items of correspondence (some with replies attached) 1960-1969

also contains

TS 'memorandum: Ten years' progress in management report 1950-1960' 1 page, n.d.

TS 'mailing address list of authors' see above

Reprint (photocopy) of 'Ten years' progress in management 1942-1952' reprinted from *ASME Transactions*, May 1953, pp.653-710 +vi [contains articles by Gilbreth, HB Maynard, Willard & Fisk (on cost accounting) etc.]

**MS 5619/28/20**

originally in beige folder marked 'staff in organization'

37 items of correspondence, 1953-1969

also contains:

1 news-cutting from *Wall St. Journal*, Dec. 1960 'Role of the staff man' no other details

brown folder 'Market survey for staff in organization' L. Urwick and E. Dale, contains 5 items of correspondence, 1960.

**MS 5619/28/21**

[originally loose in box – outsize]

Three charts with brown paper flyleaves:

1. 'The analyst and the executive'
2. 'Pattern of government' (Minnesota lectures 1955)
3. 'Time pattern for a decision' and

**MS 5619/28/22**

[originally loose in box]

originally in blue folder containing correspondence under the following headings:

New York:	1 item of correspondence, 1959
UCLA:	8 items of correspondence (some with replies), 1958-1959
St. Louis	5 items of correspondence (some with replies), 1959
N. Carolina	1 item of correspondence (with replies) 1958-1959
Chicago	1 item of correspondence (with reply) 1958.
Urwick, Currie	1 item of correspondence (with reply) 1959.
[loose in back]	1 item of correspondence (with reply) 1959. (Los Angeles State College)

**MS 5619/28/23**

[originally loose in box]

brown envelope containing two B&W photographs, and one negative.

[Originally in box marked 'histories of families']

Contains two binders

**MS 5619/29/1**

Brown binder [marked Workshop Seminar Handbook AMA] containing cuttings, photos and TS historical notes on families in the Somerset/Wiltshire area [historical interest of LU]

**MS 5619/29/2**

Black binder containing similar materials to those above – only more – many of the cuttings and photos are coming loose – and require attention or very careful handling

**MS 5619/29/3**

[next three items originally in single separate over full box file containing three black binders/albums]

Black binder marked 'LU personal' containing, photos, postcards, programmes, other printed ephemera, news cuttings etc. 1957-1968

**MS 5619/29/4**

Black binder marked 'LU personal' containing, photos, postcards, programmes, other printed ephemera etc. 1969-1983

**MS 5619/29/5**

Unmarked album containing, photos, postcards, programmes, other printed ephemera etc. c. 1950s including photographs of Education for Management team IV and various conferences that Urwick attended. **Note that as with other items of this nature – many items are now coming loose**

[Originally in box marked 'LU photos and other biographical material' containing]

**MS 5619/30/1**

yellow Kodak paper box: containing B&W negatives and glass plates – subject LU

**MS 5619/30/2**

large card mounted photo of LU

**MS 5619/30/3**

plastic folder containing a large number of B&W photos of Urwick with and without others

**MS 5619/30/4/1**

black binder containing: a large number of B&W photos of LU both alone and with others – subdivided into a number of categories: e.g. India 1956, Torquay Management Conference, Wallace Clark Medal – there are two versions of this album – but difficult to tell if first version has more loose photos in it

**MS 5619/30/4/2**

as above

**MS 5619/30/5**

brown envelope containing a large number of B&W negatives

**MS 5619/30/6**

[originally in large waxed paper document folder containing]

**MS 5619/30/6/1**

red binder marked 'Biographical note' contains TS 'Biographical note' April 1955, 47 pp – Also contains 4 page CV

**MS 5619/30/6/2**

red binder no title – contains: 'Personal note' [Urwick] 67 pp. more detailed version of previous item – but only goes up to 1922 and his time at Rowntree's

**30/6/3**

[originally in plastic folder marked 'LU Obit.']

Contains 55 items, press cuttings, advance notices, copies of memorial service, correspondence etc. 1983-4

**MS 5619/30/6/4**

[originally in plastic folder]  
containing

**MS 5619/30/6/4/i**

TS 'History, organization and control of Urwick, Orr & Partners Ltd (Urwick Management Centre induction materials) 25pp including organization charts

**MS 5619/30/6/4/ii**

3 TS pages listing directors of UOP

**MS 5619/30/6/4/iii**

4 page TS 'Composition of the Board' written by Coutts, 1954

**MS 5619/30/6/4/iv**

copy of 'Keeping in touch' 60<sup>th</sup> Anniversary Edition, *Journal of the UOP Keeping in touch Association*, July 1994, No.58. 63 pp.

**MS 5619/30/6/5**

green ring binder containing 'Notes on the life and work of Lyndall Urwick (1959) – compiled by Mrs D.M. Rowe. 166 pp. The contents of this folder are subdivided in to sections – but many of the glued on index tabs have subsequently come unstuck – again much material of general interest in this folder

**MS 5619/30/7**

three sets of copper printing plates [Urwick, Orr & Partners coat of arms]

**MS 5619/30/8**

brown envelope containing 3 B&W photos of LU

[originally box marked Col. Urwick papers]

**MS 5619/31**

[originally in document bag containing 10 beige folders, and one plastic wallet]

**MS 5619/31/1**

beige folder marked 'Urwick Cup, Institute of Industrial administration – Luton Branch' contains

18 items of correspondence (some with replies attached) Re: winners of the Urwick Cup, 1955-1961

also contains

TS 'Winners of the Urwick Cup [1955-1961] 1 page, n.d.

2 gummed paper labels with TS [possibly for putting in books?] for G.J. Brown (1955), and F.F. G. Sutton (1957), 'as... token of winning Urwick Cup'

1 printed card to same effect for B.C.C. Cawrse [1961]

1 press cutting from *The Manager*, 5/2/1961, re: Luton Branch annual awards

1 printed booklet 'Institute of Industrial Administration – Rules' n.d.

1 printed booklet 'Institute of Industrial Administration – Objects, Membership, Examinations' (Nov. 1947)

### **MS 5619/31/2**

[originally in plastic wallet containing]

18 items of correspondence (some with replies attached) re: The University of Aston... Department of Industrial Administration (1969-1972)

also contains

2 invitation cards for addresses by Urwick at Aston, 1971 and 1972

TS no title – transcript of introductory speech before Urwick was conferred with honorary D.Sc.degree, 5 pp., n.d. [but c.1969] – contains some biographical material

Printed booklet 'Congregation for the conferment of degrees' Univ. Aston, 1969

TS 'Lyndall Fownes Urwick' 2 pp., n.d. biographical detail on Urwick – signed by Evelyn Cross

### **MS 5619/31/3**

[originally beige folder marked 'College of Technology Birmingham']  
contains

#### **MS 5619/31/3/1**

beige folder [retained as it has signatures] marked 'College of Technology Birmingham, Planning for 'Operation Urwick' [Nov. 1950] - this folder contains organisational materials relating to the Urwick Management Lectures (for Directors and Senior management) at Birmingham Central Technical College in 1950.

Also included is

#### **MS 5619/31/3/1/1**

a copy of the Birmingham Central Technical College, Dept. of Industrial Administration, Sessional programme for 1950-1

#### **MS 5619/31/3/1/2**

A copy of 'The Urwick Management Lectures' printed booklet, 62 pp, [originally stapled to folder]

#### **MS 5619/31/3/2**

6 items of correspondence with Birmingham Central Technical College (later College of Technology, Birmingham), Dept. of Industrial Administration, 1949-1953

#### **MS 5619/31/4**

beige folder marked 'Industrial Welfare Society'  
contains

9 items of correspondence (some with replies attached) 1954-1961

also contains

copy of *Industrial Society*, July 1969 [contains Urwick's piece on 'Neanderthal organisation']

TS 'list of those attending Tribute Luncheon to Lt. Col. L.F. Urwick', 25/4/1961, 3 pp. [on occasion of Urwick's 70<sup>th</sup> birthday]

Pro – forma letter of invitation to 'Tribute Luncheon' [1 page + reply slip]

TS programme for 'Tribute Luncheon' 1 page

TS press release re: 'Tribute Luncheon', 2 pp.

Printed menu for 'Tribute Luncheon'

TS list of attendees at tribute luncheon – 31 pp. –[a veritable who's who of industry/management]

Printed supplement to *Industrial Welfare and Personnel Management*, Dec. 1954 'B. Seebohm Rowntree, C.H. A memorial supplement', 8 pp

### **MS 5619/31/5**

[originally in beige folder marked 'Leeds University – F.P. Galvin Whitaker']  
containing

3 items of correspondence (with replies attached) 1955-1958

also contains

printed card programme 'University of Leeds, Industrial Management Seminar, Summer 1955 series'

printed card cover 'University of Leeds, Industrial Management Seminar, Summer 1955 series'  
containing TS 6 pp. 'List of members and speakers'

printed card cover 'University of Leeds, Industrial Management Seminar, Summer 1955 series'  
containing TS introduction – 1 page and TS 'Management as a system of thought' 10 pp, [Urwick] with  
2 pp MS notes by Urwick on questions

### **MS 5619/31/6**

originally in beige folder marked 'University of Sheffield'  
containing

3 items of correspondence (with replies attached) re: business studies , 1955.

### **MS 5619/31/7**

beige folder marked 'sixteen questions'  
contains

8 items of correspondence (some replies attached) 1958-1968

also contains

printed booklet '16 questions about the selection and training of management' (Urwick, Orr & Partners, 4<sup>th</sup> Impression 1962), 34 pp. [there is also file copy of the same – though similar – states reprinted 1958]

brown envelope containing 9 B&W photos of a puzzled manager

TS 'Personal distribution of the booklet 'Sixteen questions', 3 pp. n.d.

TS 'Sixteen questions... with some of the answers', 1 page, n.d.

**MS 5619/31/8**

[originally in beige folder marked 'Institute of Personnel Management']  
contains

7 items of correspondence (some with replies attached) 1943-1962

also contains

copy of advert for Urwick's paper 'Personnel management in perspective' taken from *Personnel Management*, vol. xl, No. 346, Dec. 1958, p.250.

TS 'Institute of Labour Management, speeches delivered at The President's Invitation Conference', (Sept 1943) – copies of speeches by Cripps, Hansard, Collett, Northcott – note Urwick's speech not contained in this TS – 29 pp.

TS 'Memorandum: Personnel management' 6 pp. + iv, n.d.

[note 1 item of correspondence dated 15/2/1943 has attached a TS 'Personnel management in relation to organisation', 20 pp, n.d.]

printed 'Personnel Officers' Guide' Institute of Personnel Management, Occasional Bulletin No.7, March 1953, 8 pp.

**MS 5619/31/9**

[Originally in beige folder marked 'Swainston, H. Imrie']  
containing

13 items of correspondence (some with replies attached) 1950-1959 [some of this refers to troubles between IIA and BIM] – also note that letter dated 22/1/1954 – contains details of Urwick's time at the Treasury.

**MS 5619/31/10**

[originally in beige folder marked 'Taylor booklet']  
containing

3 items of correspondence (some with replies attached) re Taylor booklet , 1957-9

also contains

printed review of Taylor booklet in *Management Guide*, No. 5, 1958 (in Japanese) pp. 9-20

printed review of Taylor booklet in *Tijdschrift voer Efficiëntie en Documentatie*, No. 2, Feb. 1958, pp. 47-52 (in Dutch)

2 MS notes relating to issues of copyright, and publication details of Taylor booklet

pro forma press release letter re: Taylor booklet sent to 97 home press and about 40 overseas, 12/11/1957

printed booklet *The life and work of Frederick Winslow Taylor* (Urwick, Orr & Partners, 1957), 17 pp.

MS 'Taylor booklet' list of 199 people to whom the booklet was sent [gratis?]

TS 'Frederick Winslow Taylor: The father of scientific management' copy of speech given to XI International Management Congress, Paris [27/6/1957], 16 pp.

**MS 5619/31/11**

[originally in beige folder marked 'Is management a profession?']  
containing

3 items of correspondence (some with replies attached) 1954 [one of them to Prime Minister Churchill – recounting an earlier meeting in WW1]

also contains

printed booklet 'Is management a profession?' Urwick, Orr & Partners, 1954) 28 pp.

TS mailing list for 'Is management a profession?' 5 pp + 1 page MS note

Proforma letter press release to accompany mailing of booklet 'Is management a profession?' with copy of Urwick's entry in 'Who's Who' attached

Printed review of 'Is management a profession?' from *Business*, May 1958, 2 pp.

Copy of article 'Is business a profession' *Future*, Oct. 1951, pp. 15-16, 19-20, 23-26. No author given

TS 'Mailing list for 'Is management a profession?' 5 pp., n.d.

TS/MS possibly additional mailing list for above booklet

**MS 5619/31/12**

[originally a box file marked Lyndall Urwick's Papers – original folders retained as they are annotated]

**MS 5619/31/12/1**

beige folder marked 'The span of control - 1970'  
containing

MS 'Organization – The span of control' 11 pp., n.d. [script for film 12/11/70 – from notes on folder]

TS 'The span of control – 1970' [submitted to University of Miami for inclusion on book 'Readings in the span of control'] 31 pp. + 5.

Printed copy of 'The span of control – Some facts about the fables' in *Advanced Management*, vol.21, No.11, Nov 1956 pp.5 – 15.

**MS 5619/31/12/2**

beige folder marked 'Article 'Now he belongs to the ages'  
contains

TS 'Now he belongs to the ages: A plea for 'scholarship' in dealing with the work of Frederick Winslow Taylor 1856-1915' [rejected from both journal submitted to ] 11 pp. + 3. 1969.

MS 'Now he belongs to the ages...' 14 pp.

**MS 5619/31/12/3**

beige folder marked 'Management education and management training – Are they the same or different?'  
contains

MS 'Management education and management training – Are they the same or different?' 9 pp.

TS 'Management education and management training – Are they the same or different?' (9 pp + 1 + 1 fig.)

Copy of article 'Management education and management training – Are they the same or different?' from *Indian Administrative & Management Review*, vol. 2 No.1, March 1970, pp.4-10

**MS 5619/31/12/4**

beige folder marked 'Address: Professors, professionals and practitioners' contains

TS 'Professors, professionals and practitioners' [an address given to American Academy of Management, Boston, 1973] 7 pp.

MS 'Professors, professionals and practitioners' 10 pp.

TS Professors, professionals and practitioners [marked draft] 7 pp with some ms corrections

**MS 5619/31/12/5**

beige folder marked 'Papers in the science of administration' contains

TS 'Papers in the science of administration' 13 pp. 1970

MS 'Papers in the science of administration' 14 pp

**MS 5619/31/12/6**

beige folder marked 'Professing management subjects...' contains

TS 'Professing management subjects or learning to be a manager?', 4 pp., 1973

TS/MS 'Professing management subjects...' [earlier draft] 4 pp.

**MS 5619/31/12/7**

beige folder marked 'The assistant to...' submitted to James L. Hayes.... contains

TS 'The assistant to – The problem child of business organization' 5 pp , 1973 [NOPEX version]

TS 'The assistant to – The problem child of business organization' 6 pp. 1973/4

TS/MS 'The assistant to – The problem child of business organization' draft version, 6 pp.

TS 'The assistant to – The problem child of business organization' 5 pp with ms corrections

**MS 5619/31/12/8**

yellow folder marked 'Address 'The Assistant to – Status and function' contains

TS 'The Assistant to – Status and function' 5 pp. 1973

TS/MS 'The Assistant to – Status and function' 7 pp., 1973

MS 'The Assistant to – Status and function' 7 pp.

**MS 5619/31/12/9**

beige folder marked 'redrafted Semantic Hay...' contains

TS 'Semantic Hay – The word organization' 9 pp., 1971

TS [with ms correction] 'Semantic Hay – The word organization' 9 pp.



**MS 5619/31/12/10**

beige folder marked 'That word organization'  
contains

TS 'That word organization' 5 pp. 1975

**MS 5619/31/12/11**

beige folder marked 'Churchill...'  
contains

TS 'Mr Churchill's War' [the final chapter from 'Mr Churchill, A portrait' by Philip Guedalla, Hodder & Stoughton, 1941. 17 pp.

**MS 5619/31/12/12**

beige folder marked 'Are the classics really out of date?'  
contains

photocopy of 'Are the classics really out of date? – A plea for semantic sanity' from *Advanced Management Journal*, July 1969

TS 'Are the classics really out of date?... ' 9 pp + 3, 1969

TS 'Are the classics really out of date?' redraft of page 1 – two versions

MS Are the classics really out of date? 14 pp.

**MS 5619/31/12/13**

beige folder marked 'Some reflections about communication'  
contains

TS 'Some reflections about communication' 7 pp + 2 figs, 1965

**MS 5619/31/12/14**

beige folder marked 'comment ... on articles by Scott and Davis'  
contains

TS [with covering letter] 'comment ... on articles by Scott and Davis' 6 pp. 1969

TS [with no letter] 'comment ... on articles by Scott and Davis' 6 pp. 1969

MS 'comment ... on articles by Scott and Davis' 6 pp. 1969

**MS 5619/31/12/15**

beige folder marked 'commentary on Jean Predseil's paper...'  
contains

MS 'commentary on Jean Predseil's paper on Education and management', 15 pp.

**MS 5619/31/12/16**

beige folder marked 'Learning and Leadership'  
contains

TS 'Learning and leadership – Some comments on education and training for management' 28 pp + 3 ,  
[double spaced version] 1969.

TS 'Learning and leadership – Some comments on education and training for management' 16 pp + 2 ,  
[single spaced version] 1969. With annotations

**MS 5619/31/12/17**

beige folder marked 'Talk – The professors and the professionals'  
contains

TS 'The professors and the professionals' 5 pp., 1969 [after dinner talk]

**MS 5619/31/12/18**

beige folder marked 'Management in general'  
contains

TS 'Management in general' 6 pp., 1972

**MS 5619/31/12/19**

beige folder marked 'Gobbledygook'  
contains

TS 'Gobbledygook' 11 pp +2 , n.d.

TS 'Gobbledygook' 8 pp + 1

**MS 5619/31/12/20**

beige folder marked 'The consultant as matchmaker'  
contains

TS 'The consultant as matchmaker' 7 pp., 1970

Photocopy of 'The consultant as matchmaker' from *Rydge's*, Oct. 1970, pp. 143-145.

MS 'Notes' for above, 1 page

**MS 5619/31/12/21**

beige folder marked 'Paper tigers'  
contains

TS 'Paper tigers' 3 pp., 1970

MS 'Paper tigers' 4 pp.

**MS 5619/31/12/22**

beige folder marked 'Mayo'  
contains

4 copies of letter addressed to different bookshops – requesting copies of works by Mayo, 1964

TS 'Before Hawthorne: Marginalia on Elton Mayo's Australian Writing' 10 pp + 3, n.d.

**MS 5619/31/12/23**

beige folder marked 'Elton Mayo 1880-1949'  
contains

TS 'Elton Mayo – 1880-1949' 3 pp., 1980

MS 'Elton Mayo' 2 pp. n.d.

Copy of article 'George Elton Mayo 1880-1949' 2 pp. n.d. but c. 1976

**MS 5619/31/12/24**

beige folder marked 'That word organization'  
contains

TS 'That word organization' 8 pp., 1970

MS 'That word organization' 12 pp., n.d.

**MS 5619/31/12/25**

beige folder marked 'Run a crooked mile'  
contains

TS 'Run a crooked mile' 2 pp. 1973

Copy of article 'Run a crooked mile' in AIM NSW Division News, No.22 May/June, 1973, p.1

MS 'Run a crooked mile' 2 pp. n.d.

**MS 5619/31/12/26**

grey folder marked 'Let's kill off the organization'  
contains

MS 'Let's kill off the organization' 3 pp. n.d

TS 'Let's kill off the organization' 3 pp., 1975

Photocopy of article 'Let's kill off the organization' in *Management Bulletin*, [official journal of Australian Management Institute] March 1975, pp. 9, 11.

**MS 5619/31/12/27**

cream folder marked 'It's a wise child'  
contains

TS 'It's a wise child' – A note on 'Taylor's pig-tale: A historical analysis of Frederick W. Taylor's Pig-Iron experiment' by Wrege and Perroni, 2 pp., 1975

MS 'It's a wise child' 1 page, 1975

**MS 5619/31/12/28**

green folder marked 'Criticism of the classics'  
contains

photocopy of 'Making theory operational: The span of management' [Koontz] from *The Journal of Management Studies*, vol. 3 No.2, Oct. 1966 pp.229-243

TS 'extract from Sutermeister' 1 page, 1969

Photocopy of article 'Right you are if you say you are-obscurely' *Time Magazine*, 30 Dec. 1966, pp. 14-15. n.a.

TS 'Extract of letter from Prof. Koontz' 1 page, 1969

Photocopy of 'Some Observations' [Urwick] from *Academy of Management Journal*, March 1969, pp. 99-103.

**MS 5619/31/13**

grey binder [retained] marked 'The Theory of organization' [American Management Association, Management course] ii + 46 pp. n.d.

**MS 5619/31/14/1**

Grey binder [retained] marked 'Organization as a technical problem' [IMI] – paper read to Dept. of Industrial Co-operation of the British Association for the Advancement of Science, 1933, - i + 40 pp.

**MS 5619/31/14/2**

TS 'Organization as a technical problem' 22 pp. paper given to Dept. of Industrial Co-ordination of the BAAS 7/9/1933

**MS 5619/31/14/3 i**

copy of TS 'Organization as a technical problem' 7 pp.

**MS 5619/31/14/3 ii**

copy of TS 'Organization as a technical problem' 7 pp. with annotations

**MS 5619/31/15**

red binder [retained] marked 'Organization' [paper presented at International Academy of Management, Rome 1962. Contains

TS 'Organization' 59 pp.

TS 1 page questionnaire on 'organization'

Printed leaflet 'The content of management' 4 pp.

**MS 5619/31/16**

TS 'Slough Training Centre – Industrial Administration ..' O/TN/1 –11. O/SF/4 [lecture handouts?] 20 pp. 1954

**MS 5619/31/17**

reprint 'Medicine without anatomy' review by Urwick, from *Management News*, April, 1965, 1 page

**MS 5619/31/18**

copy of *Management Bulletin*, vol xxii, No.2, March 1975 – contains – 'Let's kill off the organization [Urwick] pp. 9, 11.

**MS 5619/31/19**

copy of [STC Newsletter] *The Link*, Vol. 2, No.2, Feb. 1973 – contains – 'Urwick talks to top bankers' pp. 1-3

**MS 5619/31/20**

MS 'Science and management – Two cultures? A commentary', 4 pp. n.d.

**MS 5619/31/22**

MS 'The education and training of managers' [various other pieces of MS included] 22 pp. n.d. [note that last 3 pages appear to be separate MS – 'Operation stopgap and operation future – [an address]'

**MS 5619/31/23**

MS 'The education and training of management' [convocation speech to Trinity College Toronto 1967] 9 pp.

**MS 5619/31/24**

MS 'Challenges to a school of administration' 8 pp. n.d.

**MS 5619/31/25i**

MS 'Men not dolls' luncheon address to Toronto Chapter of Financial Executives' Institute of Canada, 1967, 10 pp.

**MS 5619/31/25ii**

Also contains TS 'Men not dolls' luncheon address to Toronto Chapter of Financial Executives' Institute of Canada, 1967, 8 pp.

**MS 5619/31/26i**

TS 'The education and training of management' [convocation speech to Trinity College Toronto 1967]  
10 pp.

**MS 5619/31/26ii**

MS 'The education and training of management' 9 pp. n.d. [see also 31/1/22 and 31/1/23]

**MS 5619/31/27i**

MS 'Leadership' 7 pp. n.d.

**MS 5619/31/27ii**

TS 'Leadership' [1967] 6 pp. + 1

**MS 5619/31/27iii**

TS 'Formal organization' 5 pp +1, n.d.

**MS 5619/31/27iv**

MS 'Formal organization' 7 pp. n.d.

**MS 5619/31/28i**

TS [with MS corrections] 'What does the word "staff" mean?' 10 pp. n.d.

**MS 5619/31/28ii**

MS 'What does the word "staff" mean?' 8 pp. n.d.

**MS 5619/31/29i**

TS 'Line and staff' 8 pp. n.d.

**MS 5619/31/29ii**

MS 'Line and staff' 9 pp. n.d.

**MS 5619/31/29iii**

MS 'Line and staff' 9 pp. n.d. [slightly different version]

**MS 5619/31/30**

TS 'Is personnel management bankrupt?' 7pp. n.d.

**MS 5619/31/31i**

MS 'Specialized training in and supervision of auxiliary functions – an example from typing' 10 pp.  
n.d

**MS 5619/31/31ii**

TS 'Specialized training in and supervision of auxiliary functions – an example from typing' 8 pp. n.d.  
two copies

**MS 5619/31/32i**

TS 'Why formal organization?' 11 pp. n.d. draft with MS corrections

**MS 5619/31/32ii**

TS 'Why formal organization?' 11 pp. n.d.

**MS 5619/31/32iii**

TS 'Why formal organization?' 12 pp. n.d.

**MS 5619/31/32iv**

MS TS 'Why formal organization?' 10 pp.

**MS 5619/31/32v**

MS TS 'Why formal organization?' 10pp. n.d. different version of above

**MS 5619/31/33**

MS 'What management is about' 9 pp. n.d.

**MS 5619/31/34**

MS 'What is management?' 10 pp. n.d.

**MS 5619/31/35i**

MS 'Some reflections on management semantics' 8 pp. n.d.

**MS 5619/31/35ii**

TS 'Some reflections on management semantics' 10 pp. n.d.

**MS 5619/31/35iii**

TS 'Some reflections on management semantics' [with MS corrections] 10 pp. n.d.

**MS 5619/31/35iv**

TS 'Some reflections on management semantics' 8 pp. n.d.

**MS 5619/31/36i**

TS 'Computers and cooperation' [1967] 9 pp.

**MS 5619/31/36ii**

MS 'Computers and cooperation' 9 pp.

**MS 5619/31/37i**

TS 'The qualities of a consultant' [1967] 9 pp.

**MS 5619/31/37ii**

MS 'The qualities of a consultant' 10 pp. n.d.

**MS 5619/31/38**

Urwick, Currie & Partners Ltd, Bulletin No.183, Nov. 1972 – records award of honorary degree to Urwick [Toronto] – 2 pp.

**MS 5619/31/39**

TS 'Many happy returns of the day' [1970] 15 pp. with annotations

**MS 5619/31/40**

TS 'Management pilgrimage – The past: chapter 1...' 10 pp. n.d - largely concerning the history of the Fownes Bros.

**MS 5619/31/41i+ii**

'Education and training for the profession of management' in The American Society of Engineers: *Journal of Engineering for Industry*, two slightly different proof copies 1971, 7 pp.

**MS 5619/31/42**

TS 'Problems in business government' [first draft] 12 pp. n.d. post 1933 - annotated

**MS 5619/31/43**

MS/TS notes/ diagrams on 'Theory of organisation' 9 pp. n.d.

**MS 5619/31/44**

blue binder [retained] marked 'Notes on organization' contains:

MS 'The theory of organization' 15 pp. n.d.

Copy of 'Management's debt to the engineer' *Mechanical Engineering*, vol.75, No.5 pp. 359, 374ff.

Copy of 'The problems of structure and of organization in relation to administration and management' *Engineering Journal*, May 1962, pp.487-90

TS [Extracted from] 'The principles of direction and control' 2 pp. n.d.

News cutting 'The sickness of coal' by George Jones, *The Sunday Times*, July 5, 1953

5 pages of untitled MS notes

reprint of 'Management the simple way' by L.A. Appley from *Personnel*, vol. 19, No.4 1943, 11pp.

reprint of 'The current appraisal of the quality of management' by L.A. Appley [AMA publication] 1952, 11pp.

TS diagram showing 'Outline of the principles of administration' n.d.

TS 'Structure and organization problems of administration and management' 10 pp. n.d.

[Box originally marked col. Urwick misc: Gt. Britain... Military organization]  
Contains – 3 expanding wallets of correspondence and 2 box files

#### **Note**

Each item (or group) of correspondence will have a reference number, a covering date (year only) – and records the name/organisational affiliation of the correspondent (if known) – content will not be recorded unless of particular interest – nor will the actual number of letters/replies in any grouping containing multiple items. Further it should be noted that usually (but not always) Urwick's replies are attached in copy. For some correspondents only a copy of Urwick's letters are present. The number of pages is not recorded. Where groups contain various correspondents, only the main correspondent is listed. Material found in the wrong country section has been restored to correct location – letters from the same correspondent have been grouped together even if this was not the case within the original order.

#### **MS 5619/32/1**

Expanding wallet marked misc: USA, [wallet retained] containing alphabetically ordered correspondence

#### **A. 2 items**

1971. V.F. Phillips jnr., Re: 'The organizational role of the assistant to' [Phillips] 5 pp.

1974. W.F. Dowling [ed. *Organisational Dynamics*] re: Charles Perrow, 1 page – also open letter to Perrow for possible publication in *Organizational Dynamics*, 3 pp.

#### **B. 3 items**

1964. B.E. Sawyer [editor *Business Week*] 1 page

1953. E.J. Benge [Benge Associates, Management engineers, N.C.] – with copy of Benge's 'A management effectiveness index' [*Advanced Management*, Aug. 1952, 2 pp.] – there are two replies attached

TS 'Old men plant trees' 1 page, extract from Chester Barnard, 1949.

#### **C. 9 items**

1953. L.F. Carter [VP The William Carter Co. Mass.] Re: the name Lyndall – with reply attached

1954. D.M. Chorafas [Secretary-General, The Hellenic Junior Chamber] with two replies

1957. L. Byron Cherry [VP Columbia broadcasting System Inc.] – with reply

1958. F.B. Miller [New York State School of Industrial and Labor Relations] re: rise of personnel administration – with reply attached

1960. J.W. Cave [Brig. Gen. US Army]

1960. G.V. Dublin [Exec. VP Campus World Inc.]

1962-64. J.C. Worthy [Cresap, McCormick and Paget, Management consultants, Chicago]

1972. W.B. Wolf [New York State School of Industrial and Labor Relations]

1973. H. Koontz [UCLA]

**F. 4 items**

1942-1955. S. Follett [nephew]

1962. J.S. Bugas [VP Ford Motor Co.]

1968. E.M. Fox

1968-9. [mainly] C.G. Eberly [Michigan State University] re: ownership of M.P. Follett's copyrights etc.

**G. 3 items**

1974. G. Gore [College of Business Administration, University of Cincinnati]

1959. M.B. Gilson

1958. W.R. Knight [Georgia State College]

**H. 4 items**

1964. W.H. Hollis [Management consultant]

TS. No date 'The chain of responsibility' poem 1 pp. by A.P. Herbert

1953. C. Heyel [G. H. Elliot & Co., Management consultants]

1954. C.J. Hoxter [VP George Peabody and Associates Inc.]

**IJ. 2 items**

1958. P.R. Miller [ed. Management Digest]

1961. J.B. Joynt [VP management planning, New York Central System]

**M. 9 items**

1946. D.E. Lilienthal [Atomic Energy Commission]

1951. R.T. Livingston

1957. B. Lester [Consulting management engineer]

1956-57. J.L. Kreiger [George Washington University]

1958. E.O. Malott [University of Virginia]



1968. C.M. Merrick [Lafayette College, Pa.]

1955. F.E. Mars

1954. J.S. McGuinness

1960. J.P. Wernette [ed. Michigan Business Review]

**NO** 3 items

1957-58. M.J. Nadworthy [University of Vermont]

1958. P. Henke [associate editor, Nation's Business]

1957. A.H. Sypher [ed. Nation's Business]

**PQ** 2 items

1957. [cc] Luther Gulick

1949. H.S. Person

**R.** 1 item

1957. V.K. Rowland [PA to General Accountant – The Detroit Edison Co.]

**S.** 5 items

1956-1970. [mainly] W. Mumpower [ed. Advanced Management Journal]

1955-57. M.C. Niles

1970-1. W.G. Scott [ed. Academy of Management Journal]

1963. N.F. Naylor [asst Ed. Systems and Procedures Journal]

1955. E.C. Schleh [Schleh Associates]

**T.** 4 items

1954. W.R. Spiegel [University of Texas]

1958. H.W. Sammons [Union Carbide Corporation]

1960-61. B.M. Gross [Syracuse University]

**UV**

1959. F.B. Makechnie [The University Dean's Five Foot Shelf of Management Books]

**W.** 1 item

1958. R.M. Trump [Washington University St. Louis]

**MS 5619/32/2**

Expanding wallet marked misc: overseas except USA, containing correspondence ordered by country

**Australia:** 2 items

1970. R.B. Molloy [South Australian Institute of Technology]

1969. S.O. Jones [National President, Australian Institute of Management]

**Canada:** 11 items

1972. G.A. Edwards [York University]

1960. D.M. Culver [VP Alcan International Ltd]

1961. J.C. Bonar

1951. J.B. Rollit [University of Manitoba] – note that attached to this is a page of newspaper cuttings concerning Urwick's lectures at Manitoba

1951 – printed programme of lecture series – Royal Victoria College

1961. G. Henson [The Institute of Public Affairs, Dalhousie University, Halifax]

1968. J. Sheehy [York University]

1968. Mrs. Paul White

1954. C.A. Peachy [Northern Electric Company]

1972. D.A. Sloan

1972. P.L. Wilson [Urwick, Currie Ltd]

**Ceylon & Egypt.** 3 items

1955. R.J.G. Shanker [Institute of Management, Ceylon]

1964. A. Fouad Sherif [National Institute of Management Development, Cairo]

1964. A. Fleming [Institute of Public Administration, Cairo]

**France.** 12 items

1960. R. Nordling

1958. A. Chabert [Association des Amis de l'Université d' Aix-Marseille]

1960-1. J. Lobstein [Conseil en Organisation, Secretary General, Federation Europeene des Associations de Conseils en Organisation, Paris ] – also attached forwarded letters from H. E. Stettbacher [President, Swiss Association of Management Consultants] and from P.F. Fornalliaz [Privat-docent à l'Ecole polytechnique fédérale] – also contains some materials relating to FEACO

1961. T.J. Boersma [Exec. Secretary, Orde Van Organisatie-Adviseurs, Amsterdam] with copy letter to J. Lobstein attached

1961. H.B. Maynard [President, Maynard Research Council, Pittsburgh]

Two cuttings from Board of Trade Journal 1960 relating to FEACO

TS 'European management consultants unite' 4 pp. 1960, re: FEACO

TS 'report to the council of the MCA on proposed European federation of management consultants association' – 13 pp. 1960, contains reports on Swedish, Finnish, and Norwegian consultants associations.

TS. 'Report on the French Consultants Association' 7 pp. 1959/60

TS [en Francais] 'Management Consultants Association – Londres' 6 pp. 1959

1958-61 [mainly] J.P. Martin-Bates [Director, P.E. Holdings] with forwarded copies of correspondence relating to FEACO

TS 'Report on the Dutch Consultants' Association' 7 pp. 1959

#### **Germany:** 9 items

1969. E. Mittlesten [Teilhaber der Firma Vorwerk & Co.]

1963-8. W. Reh & M. Le Mesurier, Dr. Walek, Dr. Wurm [Rationalisierungs-Kuratorium der Deutschen Wirtschaft e.V.]

1961-62. R. Hohn [Akademie für Führungskräfte der Wirtschaft]

1961. H.V. Waldheim [Actuary, Augsburg]

1959. F. Nordsieck

1958-9. A.G. Joseph [Hessisches Institut für betriebswirtschaft E.V.]

TS advance news release 'Col. Urwick in Germany' 1958

1957-8. R.Y. Durand [University of Maryland, Heidelberg]

1954-56. K. Kruger [Verband für Arbeitsstudien]

#### **Greece.**

1967. [Greek Management Association] D. Kyriazis, A.M. Lefcaditi, J. Hastas,

#### **Hong Kong**

1961-5. Sir Sik-nin Chau [Hong Kong Management Association]

1965. B.A.C. Hills [Urwick, Orr & Partners International]

1961. Mrs Yuen [Hong Kong Management Association]

1961. M. Keyes [Jardine, Matheson & Co.]

1961. A. Morley-Smith

#### **India**

1956-64. Kalyan Kumar Saha [India Foils Ltd]

1956. G.N. Vaswani [Ministry of Education, India]

1958. S. Jayaraman [Sec. Institute of Management, Bangalore]

1962. Brigadier Abid Bilgrami [Staff College, Quetta, Pakistan]

1961. B.N. Bhattasali [Office of the Development Commissioner, New Delhi]

1959-61. A. Dasgupta [Delhi School of Economics]

1960. N. Dandeker [Bombay Management Association]

1956-7. S.G. Bhamburkar [Industrial economist, Poona]

1961-2. D.K. Sanyal [Indian Institute of Social Welfare]

1956-61. M. Krishnaswamy [India Store Department, Acton – earlier correspondence from Hindustan Aircraft Ltd.]

1958. O. Kaushal [Lucknow]

1956. V. Ramchandran [Sec. Madras Institute of Management]

1956. R.G. Saraiya [Bombay]

### **Israel**

1958. E.H. Miller [Israel Institute of Technology]

### **Italy**

1968-70. M. Aliata [Franco Angeli Editore]

### **Japan [incl Jamaica]**

1957-8 Ichiro Uyeno [Junior College of Industrial Management, Tokyo]

1956. Yasutaro Hirai [Kobe university]

1956-7 Kiyoshi Hoshino [Tokyo]

4 photographs B&W 3 of Ichiro Uyeno and family, 1960s, 1 of Urwick and Ichiro at Interantional Management Institute, 1929

### **Jamaica**

1955. S.A. Hammond [University College of the West Indies]

### **Netherlands**

1966-7 J. Glaser [Adjuct Sec. Nederlands Instituut Vorr Efficiency]

1966. Ir.J. Loopuyt [Unilever, Rotterdam]

1966. G. van der Wal [Nederlands Instituut Vorr Efficiency]

1965. G.J. Langenberg [Nederlands Instituut Vorr Efficiency]

1950-1. Th. Limperg [Professor]

### **Norway**

1965. A. Habberstad [consultant]

1961. E.M.Hansson [Sec. Den Norske Ingeniorforening]

1949-1961. A. Erikson [Ingenior]

1949. Thor Westad [Oslo]

1947-8. J. Wulfsberg [Norges Bank]

TS [& MS] list of addresses

### **Philippines**

1966. M.L.Fernandez [Aguinaldo Development Corporation]

1966. S. Estrada [Procter & Gamble Philippine Manufacturing Corporation]

1966. E. Sevilla [President National Life Insurance Co.]

1966. A. de las Alas [Exec. VP Peoples Bank & Trust Co.]

1966. C.H. Concio [L&S Building, Manilla]

1966. A. Rovira [Union Steel Plant]

1966. H. Pascual [Bacotan Cement Industries Inc]

1966. M. Zuniga [Union Steel]

1966. G. Torres [President, University of Mindanao]

1966. J. Mascunana [Davao Insular Hotel]

1966. H. Streegan [FGU Insurance Group]

1966. L. Rodriguez [Cebu Chamber of Commerce]

1966. E.H. Soriano [University of Philippines Graduate School of Business]

1966. A. Pablo [c/o Aguinaldo Development Corporation]

1966. R. Pagkatipunan [Superintendent, Pearl Farm]

1966. D. Ramos [Philippine Executive Authority]

Printed lecture programme 'A week with Urwick' 1966

### **Turkey**

1963-4. F. Poroy [Sec. General, Turkish Management Association] - M.Misirli, and S. Kocatopcu [President TMA]

### **CEI [Centre D'Études Industrielles]**

1955-1964. P.M.Haenni

TS 'Paul M. Haenni – Director of the CEI' life history 1 page 1955

TS 'Richard J. White – Secretary and head of studies' life history 1 page 1955

**CIOS**

1961. A.M. Lederer [A.M.Lederer & Co.]

1972. E. Mittlestein Schied and other various correspondents re: CIOS Gold Medal

no date. J.P Martin-Bates

1961. H.B. Maynard [Maynard Research Council]

1961. E. Schell [International Academy of Management, Cambridge, Mass.]

1959-60. R. Gevers Deynoot [Sec. International Academy of Management, Geneva]

1956-58. M.le Comte P. Baruzi [chairman of Management committee, CIOS, Geneva]

1956-58. Mons. R. de Valliere [Zurich]

**MS 5619/32/3**

expanding wallet [retained] marked misc: Gt. Britain.

**A.**

Printed addendum 1958/9 [Urwick bibliography for these years, 3 pp.

1953-4. H. Beaver [Park Royal Brewery]

1969. J. Marsh [Director-General BIM]

1966. D.L. Mortimer [UMC library] incl Urwick bibliography to 1952

**B.**

TS 'The Balance Group' background – 1 page c. 1965

Printed programme for The Balance Group, 1965

1946-49. Sir Stafford Cripps [Chancellor of the Exchequer]

[plastic wallet containing BIM material:]

1948. L. Russell [director BIM]

1948. G.A. Robinson [Institute of Industrial Administration]

1948. Sir Charles Renold

1948. E.A. Carpenter

**C.**

1960. Lord Casey

**E.**

1958. R. Lewis [asst. Ed. The Economist]

3 press cuttings from The Economist 1956-8

**F.**

1963. Lord Franks

1961. A Forrest [also includes some correspondence from C. Forrest and H.H. Davidson [Old Reptonian Society]

1953. [looks like] W. Urfel [Institut d'Organisation Industrielle, Zurich]

1952. J. Ph. Kopeitko [ed. Stuttgarter Arbeitskreis – TWI]

## **G.**

1963. J. Gratwick

1963. S. Hyman [Kingston College of Technology]

## **H.**

1969. L. Hannah [St. John's Oxford]

## **IJ**

1958-60 B.A. Cleaver [Institutional Management Association] includes background on her in IMA Journal 1958

1956. F.E. Morkam [Chair IMA]

1955-6 A. Lumby [Sec. IMA]

printed booklet: Institutional Management Association, 1955, 6 pp. includes some background on formation

1955. W.E. Gill [Chair IMA]

1971. S. Eilon [Imperial College]

TS programme IMA lectures on management 1957

1964. C. Obertance [Managing ed. *International Management*]

TS. 'Semantic Hay – The Word 'Organization' 8 pp. n.d

1956-7. P. Moran [IMA]

## **KL**

1963. J.G. Carter [Chair, Rouledge & Kegan Paul]

[plastic wallet containing:]

8 pp printed [with photos] article on MRG's n.d. [from Scope Aug. 1950]

printed booklet, 'MRG Management Research Groups' 8 pp. n.d.

1958. T. Mainprise-King [Sec. MRG]

## **NO**

1956. J. O. Blair-Cunynghame [Director-General of Staff, N.C. B]

1956. N. Fisher [Staff College of NCB]

TS bibliography of Urwick's publications, 1929-56, 3 pp. n.d.

Booklet 'The structure of a management team' reprinted from *The Manager*, Jan/Feb. 1957, 17 pp.

**PQ**

1962-68. R.L.Egerton/F.W. Oakley/R. Calaz /S. Casson [Polytechnic Management Association] also appended copy of 'Rules and Constitution', and copy of 'Leadership in the Twentieth Century' (Urwick)

1968. Commander M.J. Porter R.N. [Naval Liason Offices, Liverpool] attached is copy of TS 'The basics of leadership' 8 pp. (Urwick)

[plastic wallet containing:]

1955-1972 E.R. Conder/J.N.F. Hudson/F. Bull/M.L.Stern/D.M. Adam/L. Gulick [Sir Isaac Pitman and Sons Ltd.]

**R.**

1972. A. Norton [Rowntree Mackintosh]

1953-4. J. Ryan [re: IIA BIM]

1957. Major General L.E. Cutforth [Director of Ordnance Services]

1957-8 Colonel B.B. Jackson/Lt. Colonel E. Parkinson/and others [ROAC School] appended is copy of programme of lectures at ROAC Training School 1958

**S.**

TS 'How to lose friend and antagonise people' [Dale Simpson] n.d. but c. 1965? 6 pp. [photocopy made for Trevor and Dick]

1963 J.F. Simpson [one letter containing interesting opinions on WW1]

1966-7 P.J.Prior [HP Bulmer]/W. Coutts-Donald [UOP] bundle of correspondence relating to Urwick's nomination for inclusion on HM Honours list as KBE or plain knighthood – interesting letter from R. Way [deputy chairman] of Lansing-Bagnall – suggesting that there was a general view at the top industrial level a conviction that that Urwick had been 'the victim of prejudice'. [first letter and reply notes that Urwick had been put forward three or four times since 1948]

1972 G.S. Sanders [with forward] re photos of the Urswick chapel at Windsor castle

TS 'Baylis House' UOP internal document re: history of Baylis House, 1958, 1 page

TS 'Urwick's ten principles of organisation' Slough Training Centre document, 1954, 2 pp.

TS transcript of a telediphone recording 'What is morale?' by General Sir William Slim 21/12/1947, 4 pp with reprint of 'Morale' [Slim] from *The Journal of the Institute of Personnel Management*, Nov/Dec. 1947, 6 pp.

**T.**

1963 The Editor [Technical Education] two letters – one re: changes in BIM policy

1963 copy of letter sent to [and published in] The Times 8/4/1963

1960 A.J. Platt [Treasury Chambers, Great George St. London]

1960 The Editor [Technology] re: management education – with cuttings relating to similar correspondence from The Times, and Technology 1958-60

1953 E.H. Taylor [Joseph Lingford and Son, Ltd.]

1949 T. Padmore [Treasury Chambers, Great George St. London]



**X,Y,Z**

1940 Prof. S. Zuckerman [Oxford] with copy of Urwick MS 'Industrial Management' 28 pp.

**MS 5619/32/4**

[originally box file marked 'U']

(note that this is not a full description, and that the contents are now contained in two separate folders) contains a large bundle of material which appears to relate in the main the AMA workshop seminars 'Effective functioning of the assistant to top management' in the 1950s, other materials contained (which were presumably associated with either the content/delivery or development of such seminars – also note that there are at least two sets of notes on participants at seminars) include

TS 'Position of the 'Assistant to' The military parallel' 25 pp + printed chart of British Infantry Division organisation c. 1917 and others

There are a number of organisation charts including: The Cleveland Electric Illuminating Co. 1952; Esso Standard Oil co. 1952; McGraw-Hill Book Co, 1952; The Upjohn Company; Eastern Gas and Fuel Associates [promotional info]; General Electric; A.B. Dick Co, 1951; American Can Company; Ford Division of Ford Motor Company; Ford Motor Company [separate]

Printed booklet 'Personnel reports to top management' [Office of Industrial Relations... Navy Department] 1946

Training materials/charts relating to Inland Steel Company

Printed booklet 'Cost Analysis in the statistics section of SECP' [who?]

TS 'The Army Staff in business organizations' Willard Pearson [Lt. Col. USA], 42 pp.

The final section of material in this boxfile contains correspondence 1954-5 with E. Dale [AMA/Earnest Dale Associates] and a number of TSS: including 'Bibliography on General Staff' G. F. Bash; 'The nemesis of power' J. W. Wheeler-Bennet; various materials on White House Staff organisation, staff specialists etc., and drafts of various parts of 'Staff in business organization' L. Urwick and E. Dale.

**MS 5619/32/5**

[originally boxfile marked 'Order of St. Olaf...University of Toronto'] containing

**MS 5619/32/5/1**

[originally in beige folder marked CIOS containing]

correspondence 1945-1966 from various individuals largely: [Pieter] H. de Han [former ILO, Geneva, Secretary General of CIOS], [contains some comment on BIM], H. Smiddy [VP General Electric/Council for International Progress in Management]

**MS 5619/32/5/2**

[originally in beige folder marked 'Order of St. Olaf']

contains

various correspondence regarding the award of the Order to Urwick, 1948 – also included is the award itself and letter of notification from Buckingham Palace.

**MS 5619/32/5/3**

Loose TS 'Report on the Chairman's visits to the United States and Canada, 1951' 5 pp. reproduces Urwick's itinerary

**MS 5619/32/5/4**

[originally in beige folder marked 'Misc. Portugal']

contains 12 items of correspondence 1954, including G. Shuttleworth, and various people at Associação Industrial Portuense

also includes copy of *Das profissões liberaes* Mario Borges (Porto, 1928) 68 pp.

**MS 5619/32/5/5**

[originally in beige folder marked 'Misc. Singapore']

contains 8 items – largely correspondence 1961 re: J.D. Scott – for whom there is a TS background document

**MS 5619/32/5/6**

[originally in beige folder marked 'Misc. Sweden']

contains

9 items of correspondence 1949-1958 including Lt. Col C. Dahlgren [Stockholm]; W. Krueger [Stockholm]; and Nils O. Aurelius [VP Sverges Litografiska Tryckerier]

**MS 5619/32/5/7**

[originally in beige folder marked 'CIOS Gold Medal Brussels 1956']

contains

35 items – mainly correspondence relating to award of gold medal, 1951, various correspondents

Also includes reprint of 'Lt.Col. L. Urwick: Recipient of the CIOS Gold Medal 1951' from *British Management Review*, vol.x, No.4 March 1952, 16 pp.

**MS 5619/32/5/8**

[originally in beige folder marked 'Canadian Club of Montreal' - Administration Institute Elliot Lake]

contains

6 items of correspondence 1960-1, mainly D.A. Sloan [Urwick, Currie Ltd] including TS of talk given by Urwick at Elliot Lake c. 1961, 17 pp.

**MS 5619/32/5/9**

[originally in beige folder marked 'Engineering Institute of Canada']

contains

21 items largely correspondence 1952-60, from various people connected with the Engineering Institute of Canada, including, L. Austin Wright [General Secretary, EIC], H. G. Thompson [Asst. Editor, Journal of the Engineering Institute of Canada]

**MS 5619/32/5/10**

[originally in beige folder marked 'Toronto, University of']

contains

6 items of correspondence 1951-4, various writers

Leaflet 'Notes on administration and leadership' [Urwick] 8 pp. 1948

6 summary TS sheets for meetings of Special Group on Administrative Problems.

Originally marked 'misc papers from Australia, 2000'

Contains

**MS 5619/33/1**

[originally in boxfile marked 'misc pamphlets 1968 UK - contents not related to title]

Contains

Brown envelope containing a large bundle of disordered TS and MS versions of 'The substructure of confusion' [a comment on J. Malcolm Walker's criticism of 'Papers in the science of administration' (*Journal*, Vol.13, No.4, pp.361-371)]

**MS 5619/33/2**

originally boxfile marked 'misc papers from oz'

Contains

**MS 5619/33/2/1**

[originally in beige folder marked 'The development of modern management theory']

Contains

TS 12 pp.

**MS 5619/33/2/2**

[originally in Beige folder marked 'The development of modern management']

Contains

TS 'The development of modern management' (Engineering students, The University of Sydney), July 1967, 7 pp.

**MS 5619/33/2/3**

[originally in Yellow folder marked 'Formal Organization']

Contains

**MS 5619/33/2/3i**

TS 'Formal Organization' early draft with corrections

**MS 5619/33/2/3ii**

TS 'Formal Organization' final TS

**MS 5619/33/2/4**

[originally in Beige folder marked 'Organization and organizations']

Contains

**MS 5619/33/2/4i**

TS 'Organisation and organizations' 5 pp.

**MS 5619/33/2/4ii**

MS version 8 pp.

**MS 5619/33/2/5**

[originally in Beige folder marked 'Notes on the theory of organization']

Contains

TS 'Notes on the theory of organization' 4 pp. n.d.

**MS 5619/33/2/6**

[originally Yellow folder marked 'The importance of formal organization to managers']

**MS 5619/33/2//6i**

TS 'The importance of formal organization to managers' 8pp. 1973 [published in *Malaysian Management Review* April 1973]

**MS 5619/33/2//6ii**

MS version of above 10pp.

**MS 5619/33/2//6iii**

earlier [?] MS version 8pp.

**MS 5619/33/2/7**

[originally in Yellow folder marked 'Formal organization']

Contains

**MS 5619/33/2/7i**

TS 'Formal organization' 6pp. [1973]

**MS 5619/33/2/7ii**

MS version, 9pp.

**MS 5619/33/2/8**

originally in Beige folder – unmarked

Contains

**MS 5619/33/2/8i**

MS 'The foundations of management' lecture 1, 11pp. n.d.

**MS 5619/33/2/8ii**

TS 'The foundations of management' lecture 1 [UNSW, 1969] 10 pp.

**MS 5619/33/2/8iii**

TS 'An example of management' [UNSW, 1969] lecture 3, 12pp.

**MS 5619/33/2/9**

[originally Beige folder marked 'The development of management theory']

Contains

TS 'The development of management theory' 12pp., 1968

**MS 5619/33/2/10**

[originally in Beige folder marked 'The development of scientific management']

TS 'The development of scientific management' 1968, 6pp.

**MS 5619/33/2/11**

[originally in Beige folder marked 'The development of management thought'] 1968, [UNSW] 11pp.

TS 'The development of management thought' 1968, [UNSW] 11pp.

**MS 5619/33/2/12**

[originally in Beige folder marked 'The development of modern management']

Contains

MS/TS 'The development of modern management' (Engineering students, The University of Sydney), 6 pp. n.d. see also 29/2/2 above

**MS 5619/33/2/13**

[originally in Beige folder marked 'Since Taylor and Fayol – 3 lectures']

Contains

/13i

MS 'Since Taylor and Fayol' [lecture 2, USNW, 1969] 15 pp.

/13ii

TS 'Since Taylor and Fayol' lecture 2 13 pp

/13iii

MS 'An example of management' [lecture 3 UNSW] 15 pp.

/13iv

TS 'An example of management' [lecture 3 UNSW] 12 pp.

**MS 5619/33/2/14**

[originally Green folder marked 'Learning and leadership']

Contains

Printed booklet 'Learning and Leadership', The Fifteenth William Queale Memorial Lecture (The Australian Institute of Management, 1968) 23pp.

A large bundle of TS and MS drafts of this lecture, - some marked obsolete.

**MS 5619/33/2/15**

[originally in Beige folder marked 'Ten years' progress in management 1960-1970 - early drafts and notes']

Containing

11 slightly different versions of TS 'Ten years' progress in management 1960-1970' including one in a black cover

**MS 5619/33/2/16**

[originally in Beige folder unmarked]

Contains

A bundle of assorted TS and MS, including MS 'A professional partnership' MS 'The Greeks had a word for it', TS 'Some Americans' – the remainder is less organised – also contains two misplaced items – 2 letters re: the Lyndall family name – both from F.S. Lyndall, Delaware, 1962.

**MS 5619/33/3**

Black ring binder containing MS and TS

TS 'Studies in Management for India' 26 pp [Urwick] n.d.,

Various MS notes and cuttings from Indian newspapers, MS 'Line-staff relationships' 6 pp. n.d.,

MS 'What business managers can learn from military experience', 6 pp.

MS 'Self development of executives' 25 pp. n.d.,

TS 'The need for General Staff officers in business organization' [Oxford Management Club, 1955,] 15 pp.

MS/TS 'Management as a system of thought' 25 pp in all, TS 'Outline of five talks on management' [Centre d'Etudes Industrielles, Geneva, 1956], 7 pp.,

TS 'Specialization and integration' [GEC, Advanced Management course, NY, 1957], 11pp.

TS 'Formal and informal organization' 10pp. n.d., no other details

Loose in covers

TS list of books at GEC Ossining, 5 pp n.d.

Assortment of news-cuttings, charts, itinerary – and copy of *Advanced Management*, Vol.XX, No.11, Nov. 1955

**MS 5619/34**

[originally in box file marked misc papers]

**MS 5619/34/1/1**

[originally beige folder marked 'Institute of Personnel Management, Australia, Nov 1971] contains:

i MS 'The discipline of management' 16 pp. n.d.

ii TS 'A plan for a sound economy' 2 pp. n.d.

iii MS 'The value of eccentricity' 19 pp. n.d.

iv TS 'The character of sound organization' 10pp + iii, AMA Management course unit 2, 22/4/1958

v MS 'Bob Tannenbaum – leadership and management' 1 page, n.d.

vi TS 'Politico-military organization and atomic warfare' 1 page, n.d.

vii MS 'Where military organization is really better' 2 pp. n.d.

viii MS 'The pen of my great-aunt' 3 pp. n.d.

[the next section of papers is somewhat disorganised – with some discrepancies in the pagination possibly - pages missing]

ix MS – no title subject, appears to be leadership pp 2-4, n.d.

x MS 'Planning for succession' 4 pp. n.d.

xi MS 'Administrative levels and the span of control' 2 pp, n.d.

- xii MS 'Management education and development' 8 pp. n.d.
- xiii MS 'Ethics and technology' 8 pp. [with varied pagination] n.d.
- xiv MS 'The objectives of a business' 1 page, n.d.
- xv MS – no title – 6 pp. n.d. subject is early career of LFU
- xvi Menu card from Grosvenor House (3.10.1956) with MS notes on the back 'Universities and management'
- xvii MS – nine pages of notes on 'Education for management or vocational training' n.d.
- xviii TS/MS 'Leadership' 3 pp. n.d.
- xix MS lecture notes 'The principles of organization' n.d. 2 pp.
- xx Offprint of 'Morale' reprinted from *Indian Administrative & Management Review*, vol. 1, No.2 Jan.-Mar. 1969, pp. 21-26
- xxi MS – appears to be list of owners for a property (associated with the Urwick's?) 1386-1644, n.d.
- xxii MS– stray sheet – subject appears to be ownership and management, n.d.
- xxiii TS 'The truth about "Schmidt": reflections of Col. Lyndall F. Urwick...' 31 pp. Management History Division, Academy of Management, Working paper, series 3, No.1, 1978.
- Xxiv TS personal correspondence from J. Gammie, New York, Dec. 1958, 1 letter.
- Xxv TS list of addresses, US (of members of?) 4 pp., n.d.
- Xxvi Chart of organisation of the Roman Legion 1 page.
- Xxvii MS 2 (different) drafts of a letter to the editor of the Times re: book review, n.d.

**MS 5619/34/1/2**

[originally in beige folder marked 'The consultant's viewpoint']

contains

TS 'The consultant's viewpoint' 17 pp. dated Oct. 1964

**MS 5619/34/1/3**

[originally in beige folder marked 'Ten years' progress in management 1960-1970']

contains

**MS 5619/34/1/3i**

TS 'Ten Years' progress in management 1960-1970: Education and training for the profession of management' 14 pp. + 1 fig. note that this was published by The American Society of Engineers: *Journal of Engineering for Industry*, Transactions of the ASME (special section 'Progress in management') vol. 93, Series B, No.2, May 1971.

**MS 5619/34/1/3ii**

TS copy of above with MS annotations but without the figure

**MS 5619/34/1/4**

[originally beige folder marked 'The truth about Schmidt']

contains

**MS 5619/34/1/4i**

TS 'The Truth about "Schmidt"' 21 pp. published in Management History Division, Academy of Management, Working paper, series 3, No.1, 1978, 21 pp.

**MS 5619/34/1/4ii**

TS 'The Truth about "Schmidt"' 14 pp. with some ms corrections n.d.

**MS 5619/34/1/5**

[originally in beige folder marked 'F.B & L.M. Gilbreth...']  
contains

TS 'Transcript of recorded remarks by L. Urwick on the occasion of a visit by Dr. Lillian Gilbreth to the newly formed Department of Business Administration, University of New South Wales, 1964', 9 pp.

**MS 5619/34/1/6**

[originally in beige folder marked 'Why the so-called classicists endure']  
contains

- i TS 'Why the so-called "classicists" endure' submitted to *The Management International Review*, Aug. 1970, 16 pp. + 1 fig.
- ii MS 'Why the so-called "classicists" endure' 14 pp. n.d.
- iii TS 'Why the so-called "classicists" endure' condensed version, 2 pp.
- iv MS 'Why the so-called "classicists" endure' 3 pp.
- v Offprint of 'Why the so-called "classicists" endure' from *The Management International Review*, vol.2, No.1, Aug. 1970/1, pp. 3-14.

**MS 5619/34/1/7**

[originally in beige folder marked 'Theory Z....']  
contains

- i TS 'Theory Z' 12 pp. + 2 figs. Notes on front published in *SAM Advanced Management Journal*, Vol. 35, No.1, Jan. 1970.
- ii MS 'Theory Z' 8 pp. n.d.
- iii TS set of two figures 'The late Douglas McGregor's Theory X and Theory Y', 2 pp [note that there is the original cut and paste job and a photocopy of this item.
- iv 1 item of correspondence between Urwick and C.A. Macauley (Shell), with reply, 2/3/1970

**MS 5619/34/1/8**

[originally in beige folder marked 'Papers on the science of administration']  
contains

TS 'Extract from Papers on the science of administration' 6 pp. originally published 1937 in 'Papers on the science of administration' Gulick, Urwick eds., Institute of Public Administration, Columbia University, N.Y.

**MS 5619/34/1/9**

[originally in beige folder marked '"The greatest of these is integrity']  
contains

- i TS 'And the greatest of these is integrity' 8 pp. n.d.
- ii MS 'The greatest of these is integrity' 9pp., n.d.
- iii TS 'Integration and integrity (Summary), 1 page

iv TS 'Integration and integrity' 9 pp. some duplicated – all pages marked 'obsolete', 1969, see also 1/2/2/4 above.

**MS 5619/34/1/10**

[originally in beige folder marked 'Learning and leadership']  
contains

i TS 'Learning and leadership' 15 pp. (later published in *Columbia Journal of World Business*, vol. IV, No. 4, July-Aug. 1969) [see 1/2/2/18 above]

ii TS 'Learning and leadership' 18 pp. with ms corrections – 'Re-draft'

iii Off print 'Learning and leadership' from *Columbia Journal of World Business*, vol. IV, No. 4, July-Aug. 1969) [see 1/2/2/18 above] 7 pp.

iv Offprint 'Learning and leadership: Another point of view' from *Columbia Journal of World Business*, vol. IV, No. 4, July-Aug. 1969, [response to Urwick's article] 2 pp.

**MS 5619/34/1/11**

[originally in beige folder marked 'George Elton Mayo']  
contains

i TS 'George Elton Mayo : The first Australian' 6 pp. 1969

ii MS 'George Elton Mayo : The first Australian' 8 pp. n.d.

**MS 5619/34/1/12**

[originally in beige folder marked 'B.S. Rowntree']  
contains

MS 'Benjamin Seeböhm Rowntree, C.H. – Industrialist 1871-1954', 11 pp.

**MS 5619/34/1/13**

[originally in beige folder marked 'Initiative']  
contains

i TS 'A hopeful case' by John Ryan , from *Esquire*, Jan. 1953, 5 pp.

ii TS 'Initiative' 11 pp. n.d. [details some of Urwick's WW1 experience]

**MS 5619/34/1/14**

[originally in beige folder marked 'A story of communication']  
contains

MS 'A story of communication' 3 pp. n.d.

**MS 5619/34/1/15**

[originally in beige folder marked 'Anton Rupert']  
contains

TS extract from 'Leaders on leadership' by Anton Rupert (1967) – 2 pp.

**MS 5619/34/1/16**

[originally in beige folder marked 'Among the birds']  
contains

i TS 'Among the birds and bees' 12 pp. dated Sept. 1971 – later published in *Academy of Management Journal*, vol. 14, No. 4, pp.539-46, Dec. 1971

ii MS 'Among the birds and bees' 11 pp. n.d.



**MS 5619/34/1/17**

[originally in beige folder marked 'comments']

contains

i TS 'In defence of selective appraisal' [a commentary] 4 pp. 1969, submitted to *Academy of Management Journal*, 12.9.1969

ii MS 'In defence of selective appraisal' [a commentary] 3 pp. n.d.

**MS 5619/34/2**

[originally box file 2]

**MS 5619/34/2/1**

[originally in beige folder marked 'Assistant to.. chp. 3']

contains

MS draft chapter 'The functions of the executive' 25 pp. n.d., c. mid 1950s, with modified list of US companies with more than 100,000 employees

**MS 5619/34/2/2**

[originally in beige folder marked 'Letter to an MBA']

contains

TS 'Letter to an MBA' 7 pp. 1969

**MS 5619/34/2/3**

[originally in beige folder marked 'The tactics of jungle warfare']

contains

i TS [with some MS corrections] 'The tactics of jungle warfare' 14 pp. n.d.

ii TS 'The tactics of jungle warfare' first draft, 7 pp., n.d.

**MS 5619/34/2/4**

[originally in beige folder marked 'Pioneers of management']

contains

temporary binder 'Material on Chester I. Barnard': comprising two offprints of articles by W.B. Wolf, one TS by Wolf, 29 pp. n.d. [faded photocopy] 1 TS by Urwick, 1969, 14 pp.

**MS 5619/34/2/5**

[originally in beige folder marked 'Address: some Americans']

contains

i TS 'Some Americans' address to the Annual dinner of The Fellows Group of the Academy of Management, Boston, Mass. Aug. 1973, 7 pp.

ii MS 'Some Americans' 8 pp.

**MS 5619/34/2/6**

[originally in beige folder marked 'Many happy returns of the day' O&M Bulletin: Organization and Methods Division Civil Service Dept. H.M. Treasury, Whitehall, May 26, 1970 (on the occasion of its 25<sup>th</sup> birthday)]

contains

MS 'Many happy returns of the day' 10 pp.

**MS 5619/34/2/7**

[originally in beige folder marked 'letter Prof. Joseph A. Litterer – dealing with semantics - organization/organizations, Prof. Herbert Simon's publications 11/3/1969']

contains

i TS letter to Litterer 11/3/1969

ii MS of above letter to Litterer, n.d. 9 pp.

iii TS letter with reply attached (Litterer), Apr./May 1969

**MS 5619/34/2/8**

[originally in beige folder marked 'Letter – What does the word management mean? Submitted to *Finance Week*, (Sydney, Aust.) 25/2/1972. Published 'Letters – 3/3/1972, p.9 (considerably condensed form – lack of available space)]  
contains

- i TS 'What does the word management mean?' 4 pp.
- ii MS 'What does the word management mean?' 3 pp.

**MS 5619/34/2/9**

[originally in beige folder marked 'The Executive Readers' Club']  
contains

- i TS 'The Executive Readers' Club' [published in Australian Institute of Management ] *AIM News: NSW Division*, May 6, 1970, 2 pp.
- ii MS 'The Executive Readers' Club' 2 pp.
- iii TS 'The Executive Readers' Club' [published in Australian Institute of Management ] *AIM News: NSW Division*, No. 12, May , 1972, 2 pp.
- iv MS 'The Executive Readers' Club' 2 pp.

**MS 5619/34/2/10**

[originally in beige folder marked 'The line/staff impasse..']  
contains

TS 'The line/staff impasse – a footnote' article sent to *Management Review*, (AMA), Oct. 1966, 3 pp.

**MS 5619/34/2/11**

[originally in beige folder marked 'Misc. drafts (Urwick)]  
contains

- i TS 'Elton Mayo – 1880-1949' 2 pp. 18/5/1976
- ii MS 'Dynamics and mechanics' 8 pp., n.d.
- iii TS 'The "assistant to" – asset or liability?', 5 pp. with some MS corrections, n.d.
- iv MS 'Is personnel management solvent?', 5 pp. n.d.
- v TS/MS 'The language of management' 7 pp. n.d.
- vi TS/MS 'Management's semantic swamps' 16 pp., n.d.
- vii MS 'Management consultancy in Britain' 4 pp., n.d but c. 1971
- viii MS 'Organization' 9 pp. n.d.

**MS 5619/34/2/12**

[originally in beige folder marked 'Management – cathedral or construction project']  
contains

MS 'Management – Cathedral or construction project?' 8 pp., sent to *Harvard Business Review*, 28 Nov. 1966

**MS 5619/34/2/13**

[originally in beige folder marked 'Management's pill']  
contains

TS 'Management's "pill"' 5 pp, n.d.

**MS 5619/34/2/14**

[originally in beige folder marked 'True education for management – submitted to 'The Australian Manager...' 3/8/1962]

contains

- i TS 'True education for management' 2 pp, n.d. original copy
- ii MS 'True education for management' 8 pp. n.d.
- iii MS 'True education for management' different version – 6 pp, n.d.
- iv MS 'True education for management' another draft, 6 pp.
- v MS 'True education for management' another draft – 3 pp, n.d.

**MS 5619/34/2/15**

[originally in beige folder marked 'F.W. Taylor – misc items']

contains

- i TS 'A serious misquotation about F.W. Taylor' 2 pp.
- ii TS 'Mr .F.W. Taylor – a preliminary statement' [appears to be lecture introduction and note from one of Taylor's lectures at Harvard in 1909] 5 pp.

**MS 5619/34/2/16**

[originally in beige folder marked 'F.W. Taylor & H. Fayol – University of New South Wales, March 5 1964']

contains

- i [item removed – copy of 34/2/15i]
- ii TS 'Frederick Winslow Taylor & Henri Fayol' 7 pp.
- iii MS 'Henri Fayol 1841-1925' 3 pp.
- iv MS 'Frederick Winslow Taylor – 1856-1915' 3 pp.

**MS 5619/34/3**

[originally box file 3]

**MS 5619/34/3/1**

[originally in beige folder marked 'Morale...']

contains

- i TS 'Morale' 12 pp.
- ii MS 'Morale' 12 pp
- iii Offprint of 'Morale' *Indian Administrative & Management Review*, vol. 1, No.2 Jan.-Mar. 1969, pp. 21-26.

**MS 5619/34/3/2**

[originally in beige folder marked 'What does the word organization mean? Submitted as an introductory piece for a collection of readings on Organization, John Diebold...', 21/8/1970]

contains

- i TS 'What does the word organization mean?' 15 pp
- ii MS 'What does the word organization mean?' 8 pp.

**MS 5619/34/3/3**

[originally in beige folder marked 'Persons and ideas']  
contains

TS 'Persons and Ideas' dated 6/3/1963 , 9 pp. + ii

**MS 5619/34/3/4**

[originally in beige folder marked 'Management – MS submitted to *The Current Affairs Bulletin*, University of Sydney...' 13/7/1962]  
contains

i TS/MS 'Management' 15 pp. n.d.

ii TS 'Management' 14 + ii pp.

iii TS 'Management' 21 pp. different version

**MS 5619/34/3/5**

[originally in beige folder marked 'A note on the appeals system at Rowntree & Co enclosed in a letter to Lord Wilfred Brown...' 15/7/74]  
contains

i TS 'A note on the appeals system at Rowntree & Co Ltd., York, circ. 1922-28' 3 pp.

ii MS 'A note on the appeals system at Rowntree & Co...' 4 pp.

**MS 5619/34/3/6**

[originally in beige folder marked 'Communications and computers –submitted on request to *Consultant's Communiqué* The Quarterly Newsletter of the Managerial Consultancy Division of the Academy of Management...' 26/4/1974]  
contains

i TS 'Communications and computers' 5 pp.

ii MS 'Communications and computers' 5 pp.

**MS 5619/34/3/7**

[originally in beige folder marked 'Motivation through leadership – AIM Sydney Supervisors Conference..' 1/11/1963]  
contains

TS 'Motivation through leadership' 10 pp.

**MS 5619/34/3/8**

[originally in beige folder marked 'Management and nursing – address to the New South Wales College of Nursing, Sydney...' 15/11/1966]  
contains

TS 'Management and nursing' 7 pp.

**MS 5619/34/3/9**

[originally in beige folder marked 'Management's illegitimate brood']  
contains

TS 'Management's illegitimate brood' 6 pp. n.d. no other details

[loose in boxfile]  
outsize?

**MS 5619/34/3/10**

[originally in Brown envelope marked 'Colonel Urwick – personal material']

Contains

i TS 'Military and industrial administration' (a lecture read to the Staff Conference of the Post Office Savings Bank, 1927' 23 pp.

ii MS 'On reading in general' 3 pp

iii MS – no title – only pp. 7-10a exist – subject appears to be organization

iv TS 'The International Management Institute' (address prepared for delivery to the House of Commons in November 1933 – meeting postponed

v TS 'Organization' 2 pp ., contents of Handbook of the technique of organization in theory and in practice

vi Printed IMI 'Rationalization/Prosperity chart n.d.

vii TS 'The problem of the senior manager' (extract) 3 pp, n.d.

viii MS chart 'Each level of management exists for co-ordination' n.d.

ix MS loose pages on topic of education, 3 pp. n.d.

x Printed chart to illustrate the work of the IMI, n.d. 1 page

**MS 5619/34/3/11**

TS 'Profitably using the General Staff position in business' 9 pp. of charts

**MS 5619/34/3/12**

Black card binder [retained] marked 'Growth and organization in business undertakings'

Contains

TS 'Growth and organization in business undertakings' 24 pp. n.d.

**MS 5619/34/3/13**

Black card binder [retained] marked 'Organization'

Contains

TS 'Organization' 71 pp. (paper presented to International Academy of Management, Rome, Oct. 1962) with covering letter in the front from Urwick dated 18/6/1962

**MS 5619/34/3/14**

Grey card binder

Contains

TS 'Status' (Management Centre, Brussels, July 1964) 8 pp.

**MS 5619/34/3/15**

TS 'Management's debt to engineering' 17 pp 2/1/1948

**MS 5619/34/3/16**

MS 'What is your purpose?' 13 pp. n.d.

**MS 5619/34/3/17**

MS loose sheets on subject of organization – no pagination - 26 pp., n.d.

**MS 5619/34/4**

[separate box file originally marked 'Col Urwick misc papers – contents of box file are divided using card dividers -some with titles on]

**MS 5619/34/4/1**

[entire contents appears to have come from ring binder – original dividers retained]

**MS 5619/34/4/1/1**

loose in front of box TS 'Index – personal MSS 1962-63' 1 page – though this does not cover entire contents of box as far as I can see]

**MS 5619/34/4/1/2**

[section marked 'Nature of management']  
contains

TS 'The nature of management' 14 pp, with some ms corrections – n.d. but 1962

**MS 5619/34/4/1/3**

[section marked 'What is Management']  
contains

i TS 'What is management' 14 pp. with some corrections

ii TS 'What is management' 15 pp. a different version of the above item given to the course for executive and senior officers, Public Service Board, Canberra, 25/2/1963

**MS 5619/34/4/1/4**

[section marked 'Staff and line']  
contains

TS 'Staff and line' 15 pp, n.d – but dated 26/2/1963 on index page – see above

**MS 5619/34/4/1/5**

[section marked 'MT and building']  
contains

TS 'Opening address as chairman of seminar [8/3/1963] – Construction Management Advisory Service (Ltd) – Three day management appreciation seminar – Terrigal' 5 pp.

**MS 5619/34/4/1/6**

[section marked MT and Technology]  
contains

TS 'Management and Technology' after dinner address [13/3/1963] to Australia & New Zealand Pulp and Paper Industry Technical Association... 8 pp.

**MS 5619/34/4/1/7**

[section marked 'Management and History']  
contains

TS 'Management and history' 11 pp, [note index states – paper given to Business Archives Council, University of Sydney, 8/5/1963]

**MS 5619/34/4/1/8**

[section marked 'MT and public administration']  
contains

TS 'Management and public administration' 11 pp., [given at American University of Beirut, 29/4/1963]

**MS 5619/34/4/1/9**

section marked 'Education and TG for MT'  
contains

i TS summary of 'Education and training for management' 3 pp.

ii TS 'Education and training for management – a memorandum' [Sydney, 25/5/1963], 26 pp.

iii TS chart

**MS 5619/34/4/1/10**

section marked 'Jungle warfare tactics'  
contains

TS 'The tactics of jungle warfare' 14 pp., n.d. no other details

**MS 5619/34/4/1/11**

section marked 'staff and line police college'  
contains

TS 'Staff and Line' [Australian Police College, 27/6/1963] 14 pp + ii

**MS 5619/34/4/1/12**

section marked 'Management and retailing'  
contains

TS 'Retailing and management' [inaugural address – LEURA conference – Retail Traders' Association of New South Wales, 8/7/1963] 13 pp [p.2 appears to be missing]

**MS 5619/34/4/1/13**

section marked 'Semantic swamp...'  
contains

TS 'Management's semantic swamp' [Society for the Advancement of Management, Baltimore Chapter – 13/9/1963] 11 pp.

**MS 5619/34/4/1/14**

section marked 'MT's 2<sup>nd</sup> ½ century...'  
contains

TS 'Management's second half century' [read to - Society for the Advancement of Management – golden anniversary dinner, 14/9/1963] 9 pp.

**MS 5619/34/4/1/15**

section marked 'Staff and line – Montreal'  
contains

TS 'Staff and Line' [dinner address – Harvard Graduates' Club – Montreal, 23/9/1963] 13 pp.

**MS 5619/34/4/1/16**

section marked 'Dynamism in MT Peterborough'  
contains

TS 'Dynamism in management' [British Institute of Management, Peterborough branch, 8/10/1963] 10 pp.

**MS 5619/34/4/1/17**

section marked 'Motivation through leadership'  
contains

TS 'Motivation through leadership' [Australian Institute of Management, supervisors conference - 1/11/1963] 10 pp.

**MS 5619/34/4/1/18**

section marked 'Nature and development of modern management'  
contains

TS 'The nature and development of modern management' [Dept. of Supply, Departmental Higher Management Seminar, Melbourne – 26/11/1963], 10 pp.

**MS 5619/34/4/1/19**

section marked 'Principles of organization'  
contains

TS 'Principles of organization' [dept. of Supply seminar – Newman College, Melbourne – 26/11/1963] 14 pp.

**MS 5619/34/5**

[originally separate box file]

**MS 5619/34/5/1**

[entire contents appears to have come from ring binder – original dividers retained]

**MS 5619/34/5/1/1**

TS 'Index – personal MSS 1961-62' 1 page

**MS 5619/34/5/1/2**

section marked 'universities and business'  
contains

offprint 'The Universities and business' reprinted from *The Manager*, Aug. 1961, 4 pp. no other details.

**MS 5619/34/5/1/3**

section marked 'President's forum'  
contains

i TS 'Boards or Broads' 4 pp. n.d. no other detail

ii TS 'What is top management' 13 pp with MS corrections, n.d. no other detail

**MS 5619/34/5/1/4**

section marked 'Sydney legacy'  
contains

TS 'What business could learn from military experience' with annotations [address to Sydney Legacy, 29/3/1962] 6 pp.

**MS 5619/34/5/1/5**

section marked 'Australian Society of Accountants'  
contains

TS 'Balance' 6 pp. n.d. no other detail

**MS 5619/34/5/1/6**

section marked 'organization – IAM'



contains

TS 'Organization' [presented to meeting of IAM – Rome, Oct. 1962] 42 pp + 34 pages of appendices – also contains 4 pages of MS interspersed between pp. 10-11.

**MS 5619/34/5/1/7**

section marked 'AIM secretarial'  
contains

i TS 'opening remarks' [Secretaries' Residential Conference, Newport Motel, Newport, Aust.], 4 pp.

ii TS 'Executive responsibility' 9 pp.

**MS 5619/34/5/1/8**

section marked CAB Sydney University  
contains

TS 'Management' [notes in MS published in *Current Affairs Bulletin*, Vol. 30, No.8, 1962.], 16 pp.

**MS 5619/34/5/1/9**

section marked 'Eng, Fac. Sydney University'  
contains

TS 'The development of the science of management' [lecture to engineering faculty, Sydney University, 27/7/1962] 11 pp.

**MS 5619/34/5/1/10**

section marked 'AD. Staff college'  
contains

i TS 'Australian Administrative Staff college – Review course – Session 9' [25/8/1962] 17 pp.

ii TS 'Address to Mr Justice Nicholas' Dining Club – Education for Management' [30/8/1962], 11 pp.

**MS 5619/34/5/1/11**

section marked 'AIM personnel'  
contains

i TS 'What is the personnel function?' 8 pp. [AIM conference, 19/9/1962]

ii TS 'The objectives of the personnel function' 10 pp.

**MS 5619/34/5/1/12**

section marked 'True education for management'  
contains

TS 'True education for management' [*Australian Manager*, Oct. 1962] 6 pp.

**MS 5619/34/5/1/13**

section marked 'Management education'  
contains

TS 'Management education' [IPCIOS I – Manila... 18<sup>th</sup> –24<sup>th</sup> Nov. 1962] 9 pp. [with some MS corrections/additions]

**MS 5619/34/5/1/14**

section marked 'development and nature of MT'  
contains

TS 'The development and nature of modern management' [given at Dept of Supply, Newman College... 27/11/1962], 10 pp.

**MS 5619/34/5/1/15**

section marked 'principles of organization'  
contains

TS 'The principles of organization' [given at Dept of Supply, Newman College... 27/11/1962], 11 pp.

[at this point the index at 34/5/1/1 has been all recorded]

**MS 5619/34/5/1/16**

section marked 'Univ. of NSW – Persons and Ideas I'  
contains

TS 'Persons and Ideas I' [6/3/1963], 9 pp. + ii

**MS 5619/34/5/1/17**

section marked 'Univ. of NSW – Persons and Ideas II'  
contains

TS 'Persons and ideas II' [19/3/1963] 12 pp + iv

**MS 5619/34/5/1/18**

section marked 'Univ. of NSW – Persons and Ideas 3'  
contains

TS 'Persons and Ideas III' [26/3/1963] 17 pp.

**MS 5619/34/5/1/19**

section marked 'Univ. of NSW – Persons and Ideas 4'  
contains

TS 'Persons and Ideas 4' [4/6/1963] 8 pp.

**MS 5619/34/5/1/20**

section marked 'Univ. of NSW – Persons and Ideas 5'  
contains

TS/MS 'Persons and Ideas 5' [n.d.] 7 pp. + 1 table – [note only 3 pages TS , remainder MS]

**MS 5619/34/5/1/21**

section marked 'Univ. NSW – gen. Management'  
contains

TS 'The nature of management' 14 pp, [2/7/1963]

**MS 5619/34/5/1/22**

loose in box 'Index' [1957-1961] 1 page TS [conforms to following entries]

**MS 5619/34/5/1/23**

section unmarked  
contains

TS 'How the organization affects the man' [AMA luncheon, 5/6/1957], 11 pp.

**MS 5619/34/5/1/24**

section unmarked  
contains 4 lectures 'Management as a body of knowledge'

i TS lecture 1 'The first explorers' [UCLA, n.d. probably 1957] 14 pp.

ii TS lecture 2, 'The philosophy of Frederick Winslow Taylor' 13 pp.

iii TS lecture 3, 'Semantic hay 1 The management of meaning' 14 pp + 7

iv TS lecture 4, 'Semantic Hay 2 The meaning of management' 13pp + 3

**MS 5619/34/5/1/25**

section unmarked  
contains

TS [with MS notes on backs of two pages] 'The problem of change' [CEGOS, June 1958] 11pp + 3

**MS 5619/34/5/1/26**

section unmarked

offprint 'The philosophy of Management' removed see copy at 5/4/33

**MS 5619/34/5/1/27**

section unmarked

contains

TS 'Management in government' [HM Treasury – Peterhouse, 18/7/1960], 11 pp.

**MS 5619/34/5/1/28**

unmarked section

contains

i TS 'The evolution of management knowledge' [conference of senior officers – Dept. of Armament Supply – Admiralty – Bath 1/11/1960], 10 pp. [not delivered]

ii TS 'Trends in organization' [noted in ms that to be printed in Feb. 1961 in *Journal of the Canadian Institute of Chartered Accountants*], 9 pp.

**MS 5619/34/5/1/29**

unmarked section

contains

i offprint of speech 'Value of eccentricity' [given at Harvard Business School Club... March 1959], 11 pp + iii

ii offprint 'Management – horse trading or trusteeship' 5 pp. with some MS corrections – n.d.

**MS 5619/34/5/1/30**

unmarked section

contains

i TS 'The practice of executive management' lecture 1 'The content of management as a body of knowledge'[given at Engineering & Allied Employers' West of England Association – Bristol, 10/5/1960] 9 pp.

ii TS 'The meaning of management' [chapter 1] 14 pp + iv , n.d.

iii TS 'Management as a body of knowledge' lecture 12 'Principles of organisation 2' [UCLA, March 1959] 10 pp.

iv TS 'Presentation of the Gantt Medal to Col. LF Urwick by H.B. Maynard' [15/9/1961] 5 pp.

**MS 5619/34/6**

[box file originally marked col. Urwick misc papers]

**MS 5619/34/6/1**

originally in yellow folder marked '...1928 letter...'

containing two items of correspondence [one with reply attached]

i letter to Urwick from Hopf [with reply] Feb 1928 re: Urwick's application for admission to Institute of Management at AMA

ii letter with notes entitled 'cross contacts limit lateral division' from Graicunas, Jan. 1932

**MS 5619/34/6/2**

[originally in beige folder marked 'Problems in the growth in industrial undertakings']

contains

TS 'Problems in the growth in industrial undertakings' [rewritten pamphlet – Sept. 1967], 78 pp + iv

**MS 5619/34/6/3**

[originally in beige folder marked 'Productivity and leadership' delivered 13/9/1972 to Pyrmont Productivity Group, Sydney, Australia]

contains

i TS 'Productivity and leadership' 9 pp.

ii MS 'Productivity and leadership' 13 pp.

**MS 5619/34/6/4**

[originally in beige folder marked 'Staff and nonsense' forwarded to Prof. AG Bedeian, USA, 31/7/1975]

contains

- i TS 'Staff and nonsense' 4 pp.
- ii MS 'Staff and nonsense' 8 pp.

**MS 5619/34/6/5**

originally in beige folder marked 'Learning and Leadership' 15<sup>th</sup> Queale memorial lecture, Adelaide University 13/11/1968]

contains

- i TS 'Learning and Leadership' 11 pp. + ii
- ii TS/MS draft version of above – 16 pp.

**MS 5619/34/6/6**

[originally in beige folder marked 'Leadership and language']

contains

TS 'Leadership and language' [UNSW] 7 pp. n.d.

**MS 5619/34/6/7**

[originally in beige folder marked 'Leadership' Blacktown Girls; High School 5/5/1966]

contains

TS 'Leadership' 7 pp.

**MS 5619/34/6/8**

[originally in beige folder marked 'Quotations from Drucker....']

Contains

- i TS 'Quotations from Drucker – The age of discontinuity' 5 pp. n.d.
- ii MS 'Quotations from Drucker – The age of discontinuity' 5 pp. n.d.

**MS 5619/34/6/9**

[originally in beige folder marked 'Reclaiming the jungle']

contains

MS 'Reclaiming the jungle' 10 pp., n.d.

**MS 5619/34/6/10**

[originally in beige folder marked 'Review and introduction – Dr. John W. Hunt's book – *The Restless Organization* delivered 10/8/1972 at AIM luncheon, Sydney]

contains

- i TS 'Introducing ... The restless organization', 4 pp.
- ii TS 'Introducing ... The restless organization', 4 pp. [with annotations]

**MS 5619/34/6/11**

[originally in beige folder marked 'Semantic Hay']

contains

- i TS 'Semantic Hay' 7 pp. [c. 1960] n.d.
- ii MS 'Semantic Hay' 6 pp.

**MS 5619/34/6/12**

[originally in yellow folder marked 'Span of control project']

contains

9 items of correspondence between Urwick and Dr. Harold Strauss [Asst. Prof. of Management at University of Miami] 1970.

**MS 5619/34/6/13**

[originally in beige folder marked 'what is top management']

contains

TS 'What is top management' [note in MS published Jan 25 1962 in AMA] 6 pp. – also attached MS version of same – 5 pp. also attached unidentified two printed pages on chief executives

**MS 5619/34/6/14**

[originally in beige folder marked 'CECIOS conference Rome 1962']

contains

- i 8 items of correspondence relating to Rome 1962 conference
- ii TS of tapes 4/1, 4/2 and 3/2 made at the conference, 42 pp [with some corrections – two pages in French]
- iii TS of discussion of Urwick's paper on Organization – by Maynard – 5 pp. n.d.
- iv TS of discussion of Urwick's paper on Organization by B. Hellern – 3 pp. n.d.

**MS 5619/34/6/15**

[originally in beige folder marked 'A general survey' University of NSW]

contains

TS 'A general survey' 10 pp, n.d.

**MS 5619/35**

[originally box marked 'misc. papers' from Australia containing 3 box files]

**MS 5619/35/1**

[originally box file Marked 'misc. ...from Australia']

**MS 5619/35/1/1**

[originally in beige folder marked 'The changing environment of business' later published in *Personnel Management*, (Australia) vol. 10 No.2, May 1970]

contains

- i TS 'The changing environment of business' 10 pp. 1971
- ii TS [photocopy] 'The personnel manager in a changing environment' by W.J. Byrt 6 pp. n.d.
- iii MS 'The changing environment of management' 12 pp. n.d
- iv MS 'The changing environment of management' 12 pp. n.d [different version]
- v MS/TS notes – no title, 7pp. n.d.

**MS 5619/35/1/2**

[originally loose in box]

TS 'The nature of management' [1963] 14 pp.

**MS 5619/35/1/3**

[originally loose in box]

TS 'The nature of management' [1963] 19 pp. [management seminar paper – Melbourne]

**MS 5619/35/1/4**

[originally loose in box]

TS 'Persons and ideas, I' [1963] 9 pp. + iii – UNSW – Graduate School of Business Administration

**MS 5619/35/1/5**

[originally loose in box]

TS 'What is management?' [1963] Public Service Board, Management Conference, Canberra 11pp.

**MS 5619/35/1/6**

[originally loose in box]

- i TS 'Education and training for management: how can we marry them?' [1970] 10 pp.
- ii MS 'Education and training for management: how can we marry them?' 11 pp. n.d.
- iii MS 'Education and training for management: how can we marry them?' 12 pp. n.d.

**MS 5619/35/1/7**

[originally loose in box]

TS 'Address to Mr. Justice Nicholas' Dining Club' [1962] - Education for management' 11 pp.

**MS 5619/35/1/8**

[originally loose in box]

- i TS 'Education and training for management – Reconciling theory and practice' [1969] 9 pp.
  - ii TS 'Education and training for management – Reconciling theory and practice' [1969] 9 pp.
- [1<sup>st</sup> draft]

**MS 5619/35/1/9**

[originally in beige folder marked 'managers common vision' [IPCCIOS Conference Tokyo 1965] containing

- i TS 'Status & function' [1964] 7 pp.
- ii TS 'Managers' common vision' [1965] 9 pp.
- iii TS 'Management organization' [1965] 12 pp.
- iv TS 'Management consultancy' [1965] 11 pp.

**MS 5619/35/1/10**

[originally in beige folder marked 'The administrative staff college...Victoria'] contains

- i TS 'Review course session 9 [1962] 17 pp.
- ii MS 'Review course session 9 [1962] 21 pp.
- iii TS 'Review meeting session 9 - draft – with MS corrections [1962] 17 pp.

**MS 5619/35/1/11**

[originally in beige folder marked 'status – drafts'] contains

- i MS notes 'status' n.d. 29 pp.
- ii MS/TS 'Function and status' n.d. 4 pp.
- iii TS chart 'Status and the decision to participate in a group' 1 page
- iv TS [extract from] 'Organizations' J.G.March and H.A. Simon, pp 67-68 – 1 page n.d.

**MS 5619/35/1/12**

[originally in beige folder marked 'Effective line and staff relations'] contains

- i TS 'Effective line and staff relations' [1963] Public Service Board, management conference, Canberra, 15 pp with MS corrections
- ii TS 'Effective line and staff relations' [1963] Public Service Board, management conference, Canberra, 11 pp.

**MS 5619/35/1/13**

[originally loose in boxfile]

- TS 'The elements of organization' [chp 1 – Semantic Hay] 6 pp. n.d.

**MS 5619/35/1/14**

[originally loose in boxfile]

- i TS 'A.V. Graicunas and "The span of control"' [1973] 12 pp.
- ii MS 'A.V. Graicunas and "The span of control"' 14 pp.

**MS 5619/35/1/15**

[originally loose in boxfile]

- i TS 'The meaning of the word "organization"' [1969] 8 pp.
- ii MS 'The meaning of the word "organization"' 13 pp.

**MS 5619/35/1/16**

beige folder marked 'Organization – drafts'

contains

- i TS 'The principles of organization' 9 pp. n.d.
- ii TS 'The Principles of organization [1963] 14 pp.
- iii TS 'The Principles of organization [1966 Philippines] 12 pp.
- iv TS 'The Principles of organization [1966 Teheran] 11 pp.

- v MS 'The concept of organization' 10 pp. n.d.
- vi MS untitled 4 pp n.d.
- vii MS 'The growth of ideas as organization and management' 13 pp. n.d.
- viii MS 'The principles of organization' 5 pp .n.d.
- ix MS 'The principles of organization' 6 pp .n.d.
- x MS 'The principles of organization' 6 pp. n.d. [different version]
- xi MS 'The principles of organization' 4 pp. n.d.
- xii MS 'The principles of organization' 7 pp. n.d.
- xiii MS 'The principles of organization' 5 pp .n.d.
- xiv MS 'The principles of organization' 12 pp .n.d.
- xv TS/ MS 'The principles of organization' 10 pp. n.d.
- xvi MS 'The principles of organization' 8 pp .n.d.

**MS 5619/35/1/17**

[originally in beige folder marked 'The evolution of management']  
contains

- i TS 'The evolution of management' [1967] 20 pp.
- ii MS 'Selling Scientific management 1930' 1 page n.d.

**MS 5619/35/1/18**

[loose in boxfile]

TS 'The history of management thought' [1964] 18 pp.

**MS 5619/35/1/19**

[loose in boxfile]

TS 'The development of systematic management' [1964] 7 pp.

**MS 5619/35/1/20**

[loose in boxfile]

- i TS 'The evolution of modern management in Gt. Britain: - The forerunners – Boulton and Watt, Robert Owen and Charles Babbage' [1970] 11pp.
- ii MS 'The evolution of modern management in Gt. Britain: - The forerunners – Boulton and Watt, Robert Owen and Charles Babbage' 13 pp.

**MS 5619/35/1/21**

[loose in boxfile]

- i TS 'The evolution of modern management in Gt. Britain: - The founders – Frederick Winslow Taylor & Henri Fayol' [1970] 13 pp
- ii MS 'The evolution of modern management in Gt. Britain: - The founders – Frederick Winslow Taylor & Henri Fayol' 15 pp.

**MS 5619/35/1/22**

[loose in boxfile]

- i TS 'The first women in management' [1971] 7 pp.
- ii MS 'The first women in management' 9 pp.

**MS 5619/35/1/23**

[originally in beige folder marked 'Lectures on the history of management thought...']

contains

MS 'The history of management thought' 10 pp n.d.

TS 'The history of management thought 1. Three forerunners' [1974] 7 pp.

**MS 5619/35/1/23**

[originally in beige folder marked 'Lectures on the history of management UNSW Graduate School of Business Administration lectures prepared March 1974 not delivered']

contains

i TS 'The history of management thought 1. Three forerunners' [1974] 7 pp.

ii MS 'The history of management thought' 10 pp. n.d.

iii TS 'Frederick Winslow Taylor 1856-1915' [1974 – first draft] 12 pp with MS corrections

iv TS 'Frederick Winslow Taylor 1856-1915' [1974 – second draft] 9 pp with MS corrections

v TS 'Frederick Winslow Taylor 1856-1915' [1974 – final draft] 9 pp.

**MS 5619/35/1/24**

[originally in beige folder marked 'The origin of management']

contains

i TS 'Talk 1. - The origin of management' [1969] 10 pp.

ii MS 'Talk 1. - The origin of management' 12 pp.

iii TS 'Talk 2. - The early development of management' [1969] 11 pp.

iv MS/TS 'Talk 2. - The early development of management' 14 pp.

v TS 'Talk 3. – Expansion of the field of management' [1969] 10 pp.

vi TS 'Talk 4. – Suggestion for a pattern' [1969] 9 pp.

**MS 5619/35/1/25**

[originally in beige folder marked 'Education and training for management – a memorandum']

contains

i TS 'Education for training and management – summary' 3 pp. n.d.

ii TS 'Education for training and management – a memorandum' [1963] 26 pp.

iii Printed chart 'Education for management' 1 page n.d.

**MS 5619/35/1/26**

[loose in boxfile]

TS 'The elements of management' [1965] with MS corrections – 13 pp.

**MS 5619/35/1/27**

[loose in boxfile]

TS 'The profession of management consultancy – Its development and its problems' [1965] 4 pp incomplete?

**MS 5619/35/1/28**

[loose in box file]

TS 'Management as a science and as an art' [1965] 10 pp.

**MS 5619/35/1/29**

[loose in box file]

TS 'Keeping up – The expanding literature of management' [1965] 3 pp.

**MS 5619/35/1/30**

TS 'The role of the manager I.' [1964] 7 pp.

**MS 5619/35/1/31**

TS 'The role of the manager II.' [1964] 7 pp.

**MS 5619/35/1/32**

TS 'Managers of To-morrow' [1964] 12 pp. with some MS additions



**MS 5619/35/1/33**

TS 'Bureaucracy and management' [1964] 9 pp.

**MS 5619/35/1/34**

TS 'New thinking in management' [1964] 11 pp.

**MS 5619/35/1/35**

TS 'The principles of management' [1964] 14 pp.

**MS 5619/35/1/36**

- i TS 'The basis of the theory of management' [1972] 8 pp.
- ii Printed pamphlet 'The content of management' [1961] 4 pp.
- iii MS 'The basis of the theory of management' 11 pp.

**MS 5619/35/1/37**

- i TS 'Personnel management in perspective, 1970: Stop trying to specialize personnel management' 11 pp.
- ii MS/TS 'Personnel management in perspective, 1970: Stop trying to specialize personnel management' 13 pp.

**MS 5619/35/1/38**

TS 'The individual and the group' [1965] 15 pp.

**MS 5619/35/1/39**

TS 'Personnel management: The past' [1964] 13 pp.

**MS 5619/35/1/40**

TS 'Personnel management: The future' [1964] 16 pp.

**MS 5619/35/1/41**

TS 'Management and the production engineer' [1964] 9 pp.

**MS 5619/35/1/42**

- i TS 'Management is engineering, but engineering is not management' [1971] 9 pp.
- ii MS 'Management is engineering, but engineering is not management' 13 pp.

**MS 5619/35/1/43**

TS 'The nature and scope of management' 6 pp. n.d.

**MS 5619/35/1/44**

- i TS 'The compass of management' [1970] 11 pp incl. 1 chart
- ii MS 'The compass of management' 12 pp.

**MS 5619/35/2**

[box file originally marked 'Urwick – more misc papers']  
[loose in box]

**MS 5619/35/2/1**

TS 'Education and training for management' [1967] 10 pp.

**MS 5619/35/2/2**

- i TS 'Learning to manage' [1973] 8 pp.
- ii TS 'Learning to manage' 8 pp. with MS corrections and additions

**MS 5619/35/2/3**

letter from Rowntree Mackintosh of 17/7/1972 – re: titles of papers given by Urwick at [Oxford] conferences 1919-1930, 2pp.

**MS 5619/35/2/4**

TS 'Some coming problems in management' [1964] 12 pp.

**MS 5619/35/2/5**

TS 'The first syllable of management' [1967] 5 pp.

**MS 5619/35/2/6**

TS 'The management missionaries' [1966] 12 pp.

**MS 5619/35/2/7**

i TS 'Management's second half-century' [1963] 12 pp. with MS corrections.

ii TS 'Management's second half-century' [1963] 15 pp. [final version]

**MS 5619/35/2/8**

i TS 'The resources available to management' [1964] 6 pp.

ii TS 'The resources available to management' [1964] 7 pp. [final version]

**MS 5619/35/2/9**

i TS 'The nature and purpose of business' [1964] 11 pp. [with MS corrections]

ii TS 'The nature and purpose of business' [1964] 13 pp. [final version]

**MS 5619/35/2/10**

i TS Managers of tomorrow 'The attributes of a manager' [1965] 7 pp.

Also attached

ii TS Managers of tomorrow 'How to develop managers' [1965] 10 pp.

**MS 5619/35/2/11**

TS 'What is this management?' [1969] 11 pp.

**MS 5619/35/2/12**

TS 'Scientific management & semantics: The scholastic counterrevolution' [1966] 12pp.

**MS 5619/35/2/13**

TS 'Management's semantic swamp' [1963] 11pp.

**MS 5619/35/2/14**

i TS 'The language of management' [1972] 12 pp.

ii TS 'The language of management' [1972] 11 pp. with MS corrections.

**MS 5619/35/2/15**

i TS 'The language of management' [1973] 7 pp.

ii MS 'The language of management' 10 pp.

**MS 5619/35/2/16**

i TS 'The terminology of management' [1976] 3 pp.

ii Article 'The language of management' in *Management Review*, May 1976, p. 16.

**MS 5619/35/2/17**

[originally in beige folder marked 'Management semantics – drafts']

contains

MS 'Scientific management: The scholastic counterrevolution' 11pp.

**MS 5619/35/2/18**

[originally a beige document wallet marked 'Arnott's Biscuits Pty. Ltd...']

contains

**MS 5619/35/2/18/1**

Bundle marked 'Drafts of Arnott paper'

Contains

- i TS 'The development of management theory' [1968] 11pp.
- ii TS 'The development of management theory' [1968] two copies of page 8 and cover sheet only, different from original
- iii TS 'The development of management theory' 6 pp. n.d.
- iv MS/ TS 'The development of management theory' [draft] 12 pp.

#### **MS 5619/35/2/18/2**

grey binder containing two of Urwick's papers 'The development of management theory' [14 pp] 'The content of management' [4 pp] and papers by Jarvis 'Some human factors in management' [9 pp.] and by Hunt 'Organisational analysis' [24 pp]

#### **MS 5619/35/2/18/3**

i materials attached to following binder – relating to Arnott's Pty, attached comprises:

2 items of correspondence Arnott's Biscuits/Urwick re: organisational development 1968 programme for General manager's conference on organisational development, 1968, 2 pp.  
 Arnott's internal circular 1967 re: organization development programme 3 pp.  
 9 pp TS criteria of type of graduates company is seeking to employ from three areas, engineering and technology, humanities & social sciences, science & applied sciences.

ii blue binder containing:

'Organisational development' by Robert Clark [1967] 46 pp. incl. Organisational development chart

#### **MS 5619/35/2/19**

[originally in beige folder marked 'Development and nature of modern management']  
 contains

- i TS 'Development and nature of modern management' [1965] 12 pp.
- ii TS 'Nature and development of modern management' [1963] 10 pp.

#### **MS 5619/35/2/20**

[originally in beige folder marked 'The development of the science of management' 1962]  
 contains

TS 'The development of the science of management' 12 pp. n.d.

#### **MS 5619/35/2/21**

[originally in beige folder marked 'Earlier days of scientific management and of management education']  
 contains

- i TS 'Earlier days of management and of management education' [1971] 10 pp.
- ii MS 'Earlier days of management and of management education' 14 pp. n.d.

#### **MS 5619/35/2/22**

[originally in beige folder marked 'Education and training']  
 contains

- i TS 'Education for management – part-time or full-time?' [1971] 7 pp.
- ii TS 'Education for management – part-time or full-time?' [1971] 9 pp. some MS additions and corrections, and Amendments to original typed draft', 5 pp
- iii MS 'Education for management – part-time or full-time?' 6 pp. n.d.

#### **MS 5619/35/2/23**

[originally in beige folder marked 'Education for management – drafts']  
 contains

- i MS 'A note on the development of management education' 8 pp n.d.
- ii MS 'What should be expected of the chief executive? The special role of the chairman in board operation' 7 pp. n.d.
- iii MS 'Education and training for management' 4 pp. n.d.
- iv MS 'Leadership' 11 pp. n.d.
- v MS 'Educating managers and managing educators: teaching management and managing teachers' 2 pp. n.d.
- vi MS 'Education for management in Gt. Britain' 6 pp. n.d.

vii TS 'Education for management in Gt. Britain' 4 pp. n.d. with some MS corrections

#### **MS 5619/35/2/24**

[originally in beige folder marked 'projected book']

contains

i TS/MS [with MS note attached] 'The elements of organization' [chapter 1.] 18 pp. of drafts of various sections

ii TS 'The elements of organization' [chapter 1. 'The word organization'] n.d. 16 pp.

iii TS 'The elements of organization' [chapter 1.] [with TS request for 4 copies] 16 pp. with some MS corrections n.d.

iv TS 'The elements of organization' [chapter 1.] 16 pp. with some MS corrections n.d. [first draft]

v MS 'Vogue words and rogue words' 12 pp. n.d.

vi TS 'The elements of organization - 'Vogue words and rogue words' 8 pp. n.d.

vii TS 'Chapter II Frederick Winslow Taylor and organization' 17 pp. with some MS corrections, n.d.

viii TS 'Chapter III Reorganization - a case report' 15 pp with some MS corrections, n.d.

#### **MS 5619/35/2/25**

[originally in beige folder marked 'elements of organization - drafts']

contains

TS Handbook of Business Administration [book to be published by McGraw- Hill, Maynard editor] - section II chapter 4 - 'Anticipating the organization problems brought about by growth' 12 pp. n.d.

#### **MS 5619/35/2/26**

[originally in brown envelope marked 'misc. drafts organization - notes for short book about organization etc.]

contains

i TS 'What does the word management mean?' 4 pp. n.d.

ii MS 'Address to the American Academy of Management' 14 pp. n.d.

iii MS 'Misc. drafts 'Organization' 21 pp.

iv MS 'The word organization' 5 pp. n.d.

v MS 'The meaning of organization' 8 pp. n.d.

vi MS 'The meaning of organization' 25 pp. n.d.

vii MS 'Misc drafts 'Formal organization' [1973] 46 pp.

viii MS 'drafts - Authority, communication, function and status' [1973] 8 pp.

ix MS 'Semantic antics and scientific integrity' 7 pp. n.d.

x MS 'Professors and professionals...' 5 pp. n.d.

xi MS no title 4 loose pages, n.d.

#### **MS 5619/35/2/27**

[originally in beige folder marked 'Bahamas...']

contains

i printed programme for Ceremony for the presentation of Associates, Manchester Municipal College of Technology, 29 Nov. 1947, 7 pp.

ii TS airmail letter from Baroness Asquith of Yarnbury, 7/7/1965

iii MS letter from J. Sheehy, Ontario, 9/2/1973, 4 pp.

iv news cutting - picture of [Sir] Alan Urwick Britain's Chargé d'Affaires, from *The Times*, 29/7/1971

v TS letter from Patricia Hall, 15/5/1961, 3 pp.

vi item of correspondence [with reply attached] - M. Laing, re: Management Series, Nov. 1963

[contains some interesting comments]

vii [originally in Brown folder marked 'Institute of Personnel Management' ]containing L. Urwick's Certificate of Fellowship, 1975.

viii Item of correspondence and reply L.M. O'Lanne [recently made consultant at UOP] 14/12/1965.

ix Item of correspondence between I.J. Young and S. Morrell, Oct. 1963 - mentions Urwick being awarded 'Taylor Key'

x TS 'Expected attendants from abroad for September 15 ACME Meeting' 4 pp. n.d.

xi Article 'Famous firsts: Man who asked the right questions' in *Business Week*, Aug 31 1963, pp. 74-75, n.a.

xii TS 'Management's second half-century' condensed – address given to Society for Advancement of Management Inc. 11 pp. n.d.

xiii MS letter from Helen Mayo, 10/1/1966.

xiv MS letter from Helen Mayo, 4/1/1966, with TS reply

xv MS letter from F.C. Greenland 9/11/1965 [Australian Atomic Energy Commission] and TS reply

xvi MS letter from F.C. Greenland, 15/11/1968

xvii TS letter from I.W. Wailes [Repco Ltd., Australia] 6/5/1969 with copy of letter from Kurt Krüger

#### **MS 5619/35/2/28**

[originally in beige folder marked 'Personnel management – Teheran Aug. 1966']

contains

TS 'Personnel management' 10 pp.

#### **MS 5619/35/2/29**

[originally in beige folder marked 'Philippine Council of Management, Manilla, March 1966']

TS 'Personnel management' 10 pp.

#### **MS 5619/35/2/30**

[originally in beige folder marked 'Personnel management – drafts']

contains

i MS/TS 'Personnel management' 12 pp. n.d.

ii MS 'What is the personnel function?' 6 pp n.d. [abstracts of two talks to the AIM conference Sept. 19 1962]

iii MS 'The objectives of the personnel function' 9 pp. [abstracts of two talks to the AIM conference Sept. 19 1962]

#### **MS 5619/35/2/31**

[originally in beige folder marked 'Ten years' progress in management 1960-1970']

contains

i MS/TS 'Ten years' progress in education and training for the profession of management 1960-1970' [1970] 8 pp.

ii TS [with much MS correction etc.] 'Ten years' progress in management 1960-1970: Education and training for the profession of management' [1970] 49 pp.

iii In black cover TS 'Ten years' progress in management 1960-1970: Education and training for the profession of management' [1970] 26 pp.

#### **MS 5619/36**

[original box file 3]

#### **MS 5619/36/1/1**

A large bundle of TS/MS held together with bulldog clip: note that pagination is often interrupted or incomplete. Largely TS and MS notes/drafts relating to the following articles:

'The rediscovery of scientific management – An essential condition'

'The language of management & the management of language'

'The Somme – A personal experience'

'Management itself'

also contains

MS notebook re: 'The elements of organization' n.d.

MS notebook re: 'The word organization'

MS notebook re: 'The Greeks had a word for it'

TS 'The word organization'

#### **MS 5619/36/1/2**

TS 'The greatest manager of our time' [on Churchill] 3 pp. n.d.

#### **MS 5619/36/1/3**

TS 'Mr Churchill's War' [final chapter of Philip Cuedalla, *Mr Churchill: A portrait* Hodder & Stoughton, 1941] 17 pp.

**MS 5619/36/1/4**

- i Fig. 1 on card 'Comparative word structure – two passages' n.d.
- ii Fig. 1 on card 'Comparative word structure – two passages' n.d. different version
- iii Fig. Printed 'Management as an integrating discipline'

**MS 5619/36/1/5**

TS 'extracts from *Leaders on leadership*, Anton, R., (Pretoria, 1967), 2 pp.

**MS 5619/36/1/6**

TS 'By guess or by Scott?' notes on Scott. B.W. *Long range planning in American Industry*, New York: AMA, 1965) 2 pp.

**MS 5619/36/1/7**

TS 'Managers of tomorrow' address to 20<sup>th</sup> JCI World Congress, 25/11/1965 – 16 pp.

**MS 5619/36/1/8**

TS 'The nature and purpose of business' [AIM – executive training course] 13 pp. n.d.

**MS 5619/36/1/9**

TS 'Management is engineering, but engineering is not management' 9 pp.

**MS 5619/36/1/10**

Bundle of MS/TS materials held together with bulldog clip

Comprises

MS notebook 'The language of management & the management of language'

Various TS/MS notes re: 'The language of management & the management of language'

MS notebook 'Return ticket to Mons'

TS 'The rediscovery of scientific management – An essential condition' 4 pp n.d. - + 1 page MS

Various MS notes on 'Return ticket to Mons'

Newspaper cutting 'The year of the Somme' *The Times Saturday Review*, 13/11/1976

**MS 5619/36/1/11**

Bundle of MS/TS materials held together with bulldog clip

Comprises

Copy of letter between A.E. Zimmer [California] and H. Koontz, 5/4/1959

Various TS/MS notes re: 'The language of management'

Letter with reply – F.S. Lyndall [Delaware] 11.1.1965 – also two copy letters attached re: Urwick's genealogy

Memorandum [with copy letter] from F.S. Lyndall 24/2/1965 re: genealogy

Book review of *'Long range planning in American Industry*, B.W. Scott, [1965] in *The Australian Manager*, Oct. 1966, p. 29

MS notebook 'The language of management & the management of language'

Various TS/MS notes for 'The language of management & the management of language'

**MS 5619/36/1/12**

MS 'How the organization affects the man' [1957] 10 pp.

**MS 5619/36/1/13**

TS 'Management as a body of knowledge' – lecture 4. 18 pp.

**MS 5619/36/1/14**

TS 'Management as a body of knowledge' – lecture 3. [Semantic Hay I] 22 pp.

**MS 5619/36/1/15**

TS 'Elton Mayo – His life and work' [1960] 16 pp.

**MS 5619/36/1/16**

TS 'Leadership and language' 7 pp. n.d.

**MS 5619/36/1/17**

Letter [with forwarded correspondence from Institute of Public Affairs] from Evelyn Cross 12/2/1962 – attached are two TS of Urwick papers - 'The science of management' 7 pp. n.d. and 'The art of leadership' 5 pp. n.d.

**MS 5619/36/1/18**

[originally in envelope marked 'MS of reviews entitled a three legged stool...']

Contains

45 pages of MS notes mainly re: John Child's *British management thought: A British perspective*, [1969]

**MS 5619/36/1/19**

TS 'Management as a system of thought' [1957] 19 pp.

**MS 5619/36/1/20**

[originally in beige folder marked 'The word organization']

Contains

i TS 'The word organization' [1973] 7 pp.

ii MS 'The word organization' 9 pp.

**MS 5619/36/1/21**

i Letter to S. Alderson 30 /10/1962, 2 pp. re article 'Prophets of modern management'

ii Copy of article 'Prophets of modern management' from *Business*, Oct. 1962 pp. 87-88, 149-50. 152, 154.

**MS 5619/37****Loose on shelf in film cans**

[removed from box and placed on shelf – there are however nine films in all – all 16mm B&W – with titles on the outside of the film cans – film stock appears to be in excellent condition – presumably there was more than one set of these films originally – this would account for duplication of numbers on the cans?]

**MS 5619/37/1**

[#6] 'Content of management'

**MS 5619/37/2**

[#5] 'Content of management'

**MS 5619/37/3**

[#6] 'Meaning of leadership'

**MS 5619/37/4**

[#4] 'Management as a profession'

**MS 5619/37/5**

[#9] 'How the organization affects the man'

**MS 5619/37/6**

[#8] 'Relationship between line and staff'

**MS 5619/37/7**

[#7] 'Education and training of future management'

**MS 5619/37/8**

[#15] 'Principles of organization'

**MS 5619/37/9**

[#6] 'Objectives of management'

**MS 5619/37/10**

[#8] 'Meaning of organization'

**MS 5619/38****Outsize black folder/chart**

Which has pasted on the inside a chart 'The functions of administration and the use of staff'

Contains

40 assorted TS/cut and paste/photocopy charts, tables, organisation charts etc. including [list not complete – examples given below]

MS 'development of business colleges by dates [1881-1950] appears to relate to AACCP management for education visit as all listed are in the US.

cut and paste chart 'The span of control – Graicunas theory'

TS chart 'an example of a purchasing department'

C&P chart 'Coordination in British government administration'

TS 'Future organisation of the League of Nations secretariat'

C& P chart 'Staff relations'

C&P chart 'The structure of command British infantry division'

Chart 'Coordination British infantry division 1915-17'

C&P chart 'System of government of the former IMI, Geneva at time of closure 1933' – this is inside a larger printed version

C&P chart 'Staff coordination function of supply'

Photocopy of chart 'Evolution of coordination – British Army administration'

Printed organisation chart General Motors, 1933

C&P chart (biographical) of L.M. Gilbreth [incomplete]

C&P chart 'size by numbers employed – business corporations and combat services'

C&P 'Status and morale'

Photostat chart 'The functions of administration and the use of staff'

Large format printed colour chart 'Organisation of a British Military Division'

Also contains C&P chart (biographical) for Taylor, and Fayol

Some of the remaining items are C&P with pieces coming loose