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’.

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<td></td>
<td>The changing environment of management</td>
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<td>Nov.</td>
<td>Earlier days of scientific management and of management education</td>
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<td>Dec.</td>
<td>Among the birds and the bees</td>
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<td>Jan.</td>
<td>What does the word management mean?</td>
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<td>What does the word management mean?</td>
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<td>The truth about ‘Schmidt’</td>
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<td>May</td>
<td>The Executive Readers’ Club</td>
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<td></td>
<td>Address to Seniors in Northern Region (UOP)</td>
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<td>The language of management</td>
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<td>The basis of a theory of management</td>
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<td>L.M.G.</td>
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<td>Benjamin Seebohm Rowntree, C.H. 1871-1954</td>
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<td>July</td>
<td>Management in general</td>
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<td>Introducing ‘The restless organization’ by Dr. John W. Hunt</td>
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<td>Sept.</td>
<td>The restless words: Review of ‘The restless organization’</td>
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<td>Productivity and leadership</td>
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<td>Oct.</td>
<td>The professors and the professionals</td>
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<td>1973</td>
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<td>The importance of formal organization to managers (3rd Tengku Abdul Rahman Lecture, Malaysia)</td>
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<td>Urwick talks to top bankers</td>
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<td>Learning to manage</td>
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<td>Mar.</td>
<td>Run a crooked mile</td>
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<td>Lines on D.S. Pugh’s Theory of organization</td>
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<td>June</td>
<td>The word game</td>
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<td>July</td>
<td>The word ‘organization’</td>
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<td>The language of management</td>
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<td>Aug.</td>
<td>Professors, professionals &amp; practitioners</td>
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<td>Some Americans</td>
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<td>Nov.</td>
<td>The ‘Assistant to – the problem child’ of business organization</td>
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<td>‘Professing’ management subjects or learning to be a manager?</td>
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<td>Organization and ‘organizations’</td>
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<td>Mar.</td>
<td>The ‘Assistant to – the problem child’ of business organization</td>
<td>16</td>
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<tr>
<td>April</td>
<td>Why I hate computers</td>
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</tbody>
</table>
Communication and computers

1975

June
V.A. Gracunas & the span of control
‘It’s a wise child’

July
‘Staff’ and nonsense

Oct
BIM Council meeting dinner address

1976

Mar.
The terminology of management

Dec.
Leadership lessons from the Army

May
George Elton Mayo 1880-1949

1980

Nov.
Elton Mayo 1880-1949

MS 5619/1/32
1/32/i
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 chairman 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]
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 [missing]

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**

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

<table>
<thead>
<tr>
<th>Date</th>
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<tr>
<td>1928 Dec. 5</td>
<td>Science and business</td>
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<td>Scientific Management and the International Management Institute</td>
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<td>1928 Dec. 15</td>
<td>Allocution (French)</td>
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<td>1929 Jan. 11</td>
<td>Rationalization and peace</td>
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<td>1929 Jan.</td>
<td>Rationalization – Europe’s new industrial philosophy</td>
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<td>1929 Feb. 14</td>
<td>The meaning of rationalization</td>
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<td>1929 March 8</td>
<td>The service idea in rationalization and in international co-operation</td>
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<td>1929 Aug. 2</td>
<td>The place of the trained worker in commerce and industry</td>
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<td>1929</td>
<td>Rational organisation (English, French and German) [added in MS]</td>
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<td>What is a scientifically organised industry?</td>
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<td>International organization for rationalization</td>
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<td>Reorganizing an existing business</td>
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<td>1929 Sept. 2-5</td>
<td>The training of the business administrator</td>
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<td>1929 Sept. 13</td>
<td>Rationalization abroad</td>
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<td>Scientific office management</td>
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<td>1929 Oct. 21</td>
<td>The work of the International Management Institute</td>
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<td>1929 Nov.</td>
<td>Recent economic changes in the United States</td>
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<td>1929 Nov.</td>
<td>American prosperity</td>
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<td>1929 Nov. 11</td>
<td>An address delivered to the Management Research Groups,</td>
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<td>Vienna – Rationalization</td>
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<td>1929 Nov. 18</td>
<td>Rationalization – Address delivered at Budapest</td>
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<td>1929 Nov. 19</td>
<td>The idea of management groups</td>
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<td>1929 Nov. 20</td>
<td>Rationalization and the workers</td>
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<td>Scientific management in Europe</td>
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<td>Project for a management map of the world</td>
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<td>An international clearing house of rationalization</td>
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<td>1930 Jan. 28</td>
<td>Rationalization: ‘It is a completely new attitude of mind towards</td>
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<td>1930 Feb.</td>
<td>La rationalisation et l’organisation scientifique du travail</td>
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<td>An international clearing house of good management</td>
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<td>1930 Apr. 5</td>
<td>Europe speeds up an American idea</td>
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<td>1930 May</td>
<td>Management groups. The business man’s university</td>
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<td>1930 June</td>
<td>An address to the economic committee of the League of Nations</td>
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<td>1930 Sept. 8</td>
<td>The pure theory of organization with special reference to business</td>
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<td>1930</td>
<td>The principles of successful business management</td>
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<td>1930 Sept. 24</td>
<td>Memorandum on a market survey of Europe</td>
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<td>Rationalization does not lead to unemployment</td>
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<td>1930</td>
<td>Memorandum and constitution for a British Institute of Management</td>
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<td>Jan. 1929</td>
<td>Significance of rationalization</td>
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**MS 5619/2/4**
Vol.4 green binder ‘Speeches Jan. 1931 – Apr. 1934’

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<td>1931 Jan.</td>
<td>The organisation and administration of large-scale international</td>
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<td>1931 Feb. 21</td>
<td>La rationalisation et la crise économique</td>
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<td>1931</td>
<td>Management research work on the basis of national and internationa</td>
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<td>1931 March 25</td>
<td>La crise économique et les salaires</td>
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<td>1931 May</td>
<td>The International Management Institute: International clearing house for</td>
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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’ (The Management Review)
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’) Industry Illustrated
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 (Industry Illustrated)

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 (Industry Illustrated)
1937 Apr. ‘Leadership in a free society’ (TN Whitehead) – review in Public Administration
1937 Apr. Co-ordinating sales and production
1937 Aug. Co-ordinating sales and production (Marketing)
1937 Oct Why the consultant?
1937 Oct Why the consultant? – revised form (Business)
1937 Nov 12 The principles of organisation with special reference to production
1937 Dec How balanced control insures profits (Business)

1938
Feb. How to plan combine organisation (Business)
May Maintaining the Family type business (Business)
June Securing effective and profitable control in the small sized business (Business)
July Rationalization and real economics (Business)

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 (Advertising Monthly)
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 – Public Administration)
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<td>Aug. 2</td>
<td>Distribution or dissipation?</td>
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<td>Sept. 15</td>
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<td>Oct 28</td>
<td>Business management &amp; its effect on economic theory</td>
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<td>Dec. 2</td>
<td>Planning permanent profits: Applying scientific management to scientific products</td>
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<td>Office management &amp; the outside consultant</td>
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**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 1st article                   |
| September | Scientific principles and organisation 2nd article                  |
| Oct     | Scientific principles and organisation final article                  |

1943

| Jan     | [Crossed out]                                                        |
| Apr.    | [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
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
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 – 14th Jan. 1964
The University of NSW, Institute of Administration

The role of the manager 1- 22nd Jan. 1964
The University of NSW, Course for executives No.3 Institute of Administration
The Role of the manager 2 – 24th Jan.
As above course No.4

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

Status and function – 18th March 1964
Australian Chartered Accountants’ Research Society, Sydney

Frederick Winslow Taylor and Henri Fayol - 5th March 1964
The University of NSW

Managers of tomorrow – 9th April 1964
BIM Glasgow Branch

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

Line & Staff – March 1964
Egyptian Management Association, Cairo

New thinking in management – 21st May 1964
Public Service Board, Canberra

Bureaucracy and management – 21st May 1964
Public Service Board, Canberra

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

The principles of management – 17th Aug. 1964
Public Service Board, Canberra

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

Personnel management – The past – 26th Aug. 1964
Institute of Personnel Management, Sydney

Personnel management – The future – 16th Sept. 1964
Institute of Personnel Management, Sydney

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

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

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

The consultant’s viewpoint – 29th Oct. 1964
Public Service Board, Canberra
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, 19th 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, 16th Sept. 1965

Management as a science and as an art
Engineering Dept. Sydney University, 29th 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. 30th 1965

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

Managers of tomorrow – ‘The attributes of a manager’
20th 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, 20th Jan. 1966

Personnel management
Lane Cove Rotary Club Luncheon, 1st 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

Leadership
 School Prefects, Blacktown Girls’ High School, 5th May 1966

Status
 Institute of Production Engineers, Birmingham Section, 23rd March 1966

The development of management theory
 Grace Bros. Broadway, 31st 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
30th 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 7th Nov. 1966

Management’s first half-century
Address to NSW College of Nursing, Sydney, 15th Nov. 1966

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

Organization & theories about the nature of man

**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, 19th Jan. 1967

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

Great names in management – Frederick Winslow Taylor
The University of NSW, 8th 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) 1st 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


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
1st 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
2nd 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

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
London. (on occasion of 25th 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)

Organization – The span of control (video/tape film series)

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 3rd V. of the Gilbreth saga ‘Time out for happiness’)

MS: The language of management
University of Aston in Birmingham, May 10

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

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

Introduction: The restless organization
Introduction to Dr. J. W. Hunt’s book The restless organization, The Australian Institute of Management, 1st 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)

The professors and the professionals

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

A.V. Graicunas and the span of control
Enclosed in a letter to Prof. A.G. Bedeian, Georgia Southern College, Statesboro, Georgia USA April 11
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*

The ‘assistant to’ the problem child of business organization

‘Professing’ management subjects or leaning to be a manager?

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


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

4/5

4/6

4/7
*Scientific management in Great Britain* [A survey by the 36th Oxford Management Conference of the ground to be covered by the Seventh International Management Congress, Washington, September, 1938] (Management Journals Ltd, 1937)

4/8

4/9

4/10

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

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

4/17

4/18
Japanese edition of *The pattern of management*

4/19

4/20
Urwick, L., *The meaning of rationalization* (Nisbet & Co., 1929)

4/21

4/22

4/23

4/24
Urwick, L., *The Elements of Administration*, (Pitman, 1947)

4/25

4/26

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

4/30
unidentified book – sent to Urwick by VP of Taiwan Sugar Co., China

4/31

4/32
Persian edition of *The Elements of Administration*

4/33

4/34

[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.
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]


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]


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

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

‘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

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

‘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]

‘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

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

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

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

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

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

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
MS 5619/5/1/29

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

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

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

MS 5619/5/1/37

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

MS 5619/5/1/40

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

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

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


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

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

‘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


‘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]

‘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

‘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

MS 5619/5/1/59

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

MS 5619/5/1/63

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

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*

MS 5619/5/2/6
‘The father of British management’ The Manager, Feb. 1962, pp.42-43
MS 5619/5/2/7

MS 5619/5/2/8

MS 5619/5/2/9

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 10 pp a paper given to the UOP annual conference, 4 July, 1964

MS 5619/5/2/13
‘The future outlook on management’ TS 10 pp [one of the British Institute of Management higher management lectures, n.d. post 1959 from references

MS 5619/5/2/14

MS 5619/5/2/15

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

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
MS 5619/5/2/21

MS 5619/5/2/22

MS 5619/5/2/23

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

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

MS 5619/5/2/29

MS 5619/5/2/30

MS 5619/5/2/31

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

MS 5619/5/2/34

MS 5619/5/2/35
‘Industrial Leadership’ TS 7 pp, n.d. no other detail

MS 5619/5/2/36
MS 5619/5/2/27

MS 5619/5/2/28

MS 5619/5/2/29*

MS 5619/5/2/30
‘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 5619/5/2/31/i

MS 5619/5/2/31/ii
As above – but this is fourth impression, 1961, 28 pp. slight variation on above

MS 5619/5/2/32
‘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 5619/5/2/33

MS 5619/5/2/34
‘The language of management’ TS 7 pp., notes that this was submitted to Indian administration and Management Review, on July 5, 1973.

MS 5619/5/2/35

MS 5619/5/2/36
‘Leadership and Democracy [states that this is chapter 2] TS draft chapter, 52 pp. n.d. no other detail

MS 5619/5/2/37

MS 5619/5/2/38

MS 5619/5/2/39
‘Leadership lessons from the Army’ photocopy of article in International Management, Dec. 1976, pp. 47-48

MS 5619/5/2/40
‘Learning and Leadership’ [The Fifteenth William Queale Memorial Lecture] (The Australian Institute of Management, 1968), pp. 7-23

MS 5619/5/2/41
MS 5619/5/2/52*

MS 5619/5/2/53

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

MS 5619/5/2/58

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

MS 5619/5/2/62*

/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/viii No.8, ‘Staff’, 11 pp. [G. Meanwell] (ms note that Gertrude was one time P.A. to LFU)
/62/x No. 10, ‘So Much Depends on You’ 16 pp [The Editor – anon]

MS 5619/5/2/63*

No.2, ‘Production Control’, 15 pp., [F.H. Fleck] (note pages 5-12 missing)


No.5, ‘Research in Industry’, 12 pp. [W.A. L. Plews]

No.6, ‘Marketing’, 8 pp. [M.H. Perry]


No.9, ‘Purchasing’, 8 pp. [W. Gildon]


No.11, ‘Industrial Traffic Management’ 16 pp. [C.F. King]

No.12, ‘Budgetary Control’ 12 pp. [E.E. Noyes]


No.16, ‘The Office Link with the Factory’, 10 pp. [W. Coutts Donald]


No.18, ‘Management part 2’, 18 pp. [E.F. L. Brech]

No.19, ‘Foremanship and Supervision’, 12 pp. [F.J. Burns Morton]

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

MS 5619/5/3/2

MS 5619/5/3/3

MS 5619/5/3/4

MS 5619/5/3/5

MS 5619/5/3/6

MS 5619/5/3/7
‘A management alphabet’ TS 1 page, n.d.

MS 5619/5/3/8

MS 5619/5/3/9
MS 5619/5/3/10

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

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

MS 5619/5/3/16

MS 5619/5/3/17

MS 5619/5/3/18/i

MS 5619/5/3/18/ii

MS 5619/5/3/19

MS 5619/5/3/20

MS 5619/5/3/21

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 74th Engineering Institute of Canada AGM May 1960, 7 pp.
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


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


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

‘Management’s debt to Engineers’ Advanced Management, Dec. 1952, pp. 5-12.

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

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


‘Management’s Second Half-Century’ TS paper given to Society for the Advancement of Management Golden Anniversay 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

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

MS 5619/5/3/39

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

MS 5619/5/3/42

MS 5619/5/3/43

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

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

MS 5619/5/3/48

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

MS 5619/5/4/1

MS 5619/5/4/2
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

MS 5619/5/4/6

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

MS 5619/5/4/11

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

MS 5619/5/4/13

MS 5619/5/4/14
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

MS 5619/5/4/19

MS 5619/5/4/20
‘Organisation’ article in Rationisierung, 19 Jg. 1968, pp. 7-9 [in German]

MS 5619/5/4/21

MS 5619/5/4/22

MS 5619/5/4/23/i

MS 5619/5/4/23/ii
Note there is also an earlier MS draft of the same item

MS 5619/5/4/24

MS 5619/5/4/25

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
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

MS 5619/5/4/31

MS 5619/5/4/32
‘A philosophy for developing employees’ printed paper presented to a session on training during 18th mid-year meeting of the American Petroleum Institute’s Division of Refining, N.Y. May 1953, 5 pp.

MS 5619/5/4/33

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

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

MS 5619/5/4/40

MS 5619/5/4/41

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

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*

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

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

MS 5619/5/4/54

MS 5619/5/4/55

MS 5619/5/4/56

MS 5619/5/5 [boxfile originally marked ‘articles, pamphlets, S-Z’]
MS 5619/5/5/1

MS 5619/5/5/2

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

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

MS 5619/5/5/8
‘Scientific management’ [delivered to The Oil and Colour Chemist’s Association] 1948, 12 pp.

MS 5619/5/5/9

MS 5619/5/5/10

MS 5619/5/5/11

MS 5619/5/5/12

MS 5619/5/5/13

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
MS 5619/5/5/17
‘Some coming problems in management’ [printed address] 1964, 8 pp.

MS 5619/5/5/18

MS 5619/5/5/19

MS 5619/5/5/20

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

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
The study of management – I’ from Business and Science: A collection of papers delivered in Dept. of Industrial Co-operation of British Association, 1931, pp. 3-17


‘Taylor en zijn ideeën’ from Tydschrift voor Efficientie en documentatie, Feb. 1958, pp. 47-52

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


TS ‘Great names in management: Frederick Winslow Taylor’ [UNSW] 1968, 12 pp

‘A teaspoon for the Atlantic’ reprinted from Industry Illustrated, Aug/Sept. 1944, 14 pp


Booklet ‘Notas sobre La Teoria de la Organizacion’ 1965, 59 pp. [trans of AMA publication – in Spanish]

‘Theory Z’ from Indian Administrative & Management Review, pp. 11-17 n.d. no other details


‘The three classic relationships in formal organization’ Industrielle Organisation, Jan. 1950, pp 176-179

Booklet ‘Thoughts on leadership’ [address to Swansea and District Branch of TWI Association of South Wales and Monmouthshire, 8/3/1950, 15 pp.

‘A tract for the times’ from Industry Illustrated, Jan 1945, pp. 22-40 [in two parts]

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

MS 5619/5/5/50
‘Suggesties voor een Theorie Z’ (Dutch translation), photocopy, no details – pp. 14-17

MS 5619/5/5/51

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

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

MS 5619/5/5/55i

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

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
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

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
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

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
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
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

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
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
12. [part two]

6/4
Marked on spine: ‘Urwick lectures UOP papers’
1. ‘Academic freedom in management education’ Sir N. Hall, [The second Urwick Lecture] BIM, 1966
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
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
12. ‘A central institute of management’ Board of Trade, HMSO, 1946

6/6
Marked on spine ‘papers on organization’
1. ‘Scientific principles and organization’ [Urwick] AMA 1938
5. ‘Problems of growth in industrial undertakings’ [Urwick] BIM winter proceedings No. 2 1948-9
8. The load on top management – can it be reduced? [Urwick] UOP 1954
10. The department store, [Urwick] UOP, 1960

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
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
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]
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
6. The load on top management – can it be reduced? [Urwick] UOP 1954

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
3. ‘The human factor in management’ 19795-1943’ [Urwick and Brech] Institute of Labour Management, 1944
7. ‘The life and work of Frederick Winslow Taylor’ [Urwick] UOP, c. 1957
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
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

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’ 19 pp
[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]
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
10. Copy of Acknowledgements page from E. Dale, Planning and developing the company organisation structure, [AMA, 1952]
13. Photocopy of letter of Urwick published in International Management, May 1975
22. TS letter to N.J. Cardozo, listing titles of the eight management films, 1975
34. Photocopy of ‘Discourse de M. Théodore Limperg, Vice President du CIOS’ n.d. n.a., pp 45-48.
36. 2 photocopy news cuttings re: award of honorary degree, 1969.
41. [i and ii] 2 photocopy news cuttings re: award of honorary degree, 1969.
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.
47. TS ‘Col. Urwick in Germany’ [UOP advance news item] 2 pp. 1958.
49. [i to x] 10 TS notes re: published references to Urwick, c.1969.

**MS 5619/8/11/i**

**MS 5619/8/11/ii**
TS ‘to face frontispiece’ 1 page n.d.

**MS 5619/8/12**

**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**
MS 5619/8/15
copy of *The Reptonian*, New Series No. 353, Vol. XLVII, March 1926

MS 5619/8/16

MS 5619/8/17

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

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

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

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

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 Hüttenegesellschaft and Ceskomorvská Kollen-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

MS 5619/10/8
[originally paper folder marked ‘Committee on Industrial Combines and Rationalisation – Control of business Combinations’]
Contains:

MS 5619/10/8/1

MS 5619/10/8/2

MS 5619/10/8/3

MS 5619/10/8/4
TS, [French] Chambre De Commerce Internationale document. 4.164
‘Ordre du Jour’ for the Comite 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

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

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

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

MS 5619/10/16

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

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

MS 5619/12/1/2iii
later TS version of above article

MS 5619/12/1/3

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

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.Follet 5 pp. [23rd 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. [23rd 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. [27th 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

MS 5619/12/9

MS 5619/12/10

MS 5619/12/11
10 items of correspondence with American Association of Industrial Nurses, 1954

MS 5619/12/12

MS 5619/12/13

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

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

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
MS 5619/12/22
TS note re: MPF at Radcliffe – n.a. 6/4/1936, I 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

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

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

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

MS 5619/12/32

MS 5619/12/33

[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

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

MS 5619/12/41

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
1 B&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 25th 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

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

[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

MS 5619/12/67

MS 5619/12/68

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

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

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**

**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’ 21 pp.

**MS 5619/12/70/2/3/v**
TS ‘The process of control’ 17 pp.

**MS 5619/12/70/2/3/vi**

[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**

**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**

**MS 5619/12/72/5**
printed questionnaire ‘A study of values’ 1931, 8 pp

**MS 5619/12/73**
The New Republic
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]

‘Impression of Soviet Russia IV’ J. Dewey, Dec. 5 1928

‘Impressions of Soviet Russia V’ J. Dewey, Dec. 12 1928

‘Saving labor and losing it’ Lloyd Lewis, March 13, 1929

‘The aims of education’ W.R. Benét, April 17, 1929


‘A federal economic council’ Lewis L. Lorwin, April 29, 1931

‘Social science and social control’ J. Dewey, July 29, 1931

‘A new deal for America, I’ S. Chase, June 29, 1932

‘A new deal for America II’ W. Frank, July 6 1932

‘A new deal for America III’ S. Chase, July 13, 1932


article from *The Listener*, part 1. ‘Forms of representative government’ Feb. 3, 1932 by W.G. S. Adams

article from *The Listener*, part 3. Feb. 17, 1932 ‘Relief for Westminster’ by W.G. S. Adams


printed article ‘How your discussion gets somewhere’ n.a. n.d. 1 page

copy of *The Inquiry*, Vol. 1. No.3, May 1925,
MS 5619/12/81

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


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 6th 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

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

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

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

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

MS 5619/12/114

MS 5619/12/115

MS 5619/12/116
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

MS 5619/12/121

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

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

MS 5619/12/126

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

MS 5619/12/129
copy of The Political Quarterly, Vol. 1, No.1, Jan. 1930

MS 5619/12/130

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

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

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 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.


[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.
D. ‘The function of marketing’ 12 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

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


[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. incl 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 ‘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 ‘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 ‘Notes on film committee meeting’ 28/8/1945 3 pp.

MS [pencil] ‘British Industrial Film Library’ 1 page, n.d.


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.

**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**

**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

MS 5619/13/21/10

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

2. copy of *Formation des cadres supérieurs* [French translation of AACP report, 1951, 85 pp.]


9. German translation of ‘Management can be an intelligent occupation’ in *Arbeitswissenschaftlicher Auslanddienst*, vol 5, No. 3 Aug. 1956

10. German translation of ‘The pattern of management’ in *Arbeitswissenschaftlicher Auslanddienst*, vol 6, No. 1 Feb. 1957

11. German translation of ‘The obstetrics of leadership’ in *Arbeitswissenschaftlicher Auslanddienst*, vol 6, No. 4 Nov. 1957


[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]


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


‘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.


‘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 consf. 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 ‘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]


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]

**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**

**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 ‘10th International Management Congress, São Paulo, Brazil, 19-24th 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 10th 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 – 24-28th June Paris 1957] contains
1. printed programme for congress
2. printed list of participants
3. three printed invitation cards [i-iii]
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 22nd Feb – 4th 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 ‘2nd 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**

**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, 27-28th May 1952] AMA, 58 pp

MS 5619/20/2

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
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]

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’
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’ 32 pp., 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 18th] 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

MS 5619/23/6

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

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

MS 5619/23/11/2
MS version of above originally attached to previous item

MS 5619/23/12

MS 5619/23/13

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

MS 5619/23/15/2
MS ‘Two British Employers’ 8 pp. originally attached to previous item

MS 5619/23/16

MS 5619/23/17
MS 5619/23/18i, ii, iii

MS 5619/23/19

MS 5619/23/20
Beige folder marked ‘Great names in management Elton Mayo’
Contains
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

MS 5619/23/22
Beige folder marked ‘Great names in management: Lectures 1 and 2 Univ. NSW 1965’
Contains
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
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

MS 5619/23/25
Beige folder marked ‘History of management drafts’
Contains
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

MS 5619/23/28

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:

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, Selekmens.


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


**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

(Rowntree 1954) 36 pp. with some photos


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**

**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 Gantt

MS 5619/23/35/3/24
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 Knoepfel

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
8 pp. two copies

chp. 2 General method of studying the technique
pp.9-16 two copies

chp.3 The elements of organisation 1 (The activities and relationships)
pp.17-32 two copies

chp.4 The elements of organisation 2 (The grouping of activities)
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
30 pp [pagination interrupted] – three copies, also original MS copy of chapter, 50 pp, and 1 chart
The principles of organisation 1 (The principles of Mooney and Reiley)
29 pp. three copies

The principles of organisation 2 (Henri Fayol 1)
47 pp. three copies

[box file originally marked 'UK advisory council on education for management']

grey folder marked ‘M/Education’ in MS

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
6 Letter of 24/3/1960 from A.A. Part with reply attached
7 6 loose news cuttings c. 1960 [now in plastic folder]
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.


originally in beige folder marked ‘National Advisory Council on Education for management’ [now in 3 separate folders]

48 items comprising, correspondence some with replies (many with BIM), TSS, and MSS, 1956-1961

[originally box file marked ‘UK Advisory Council on Education for Management’]

originally in beige folder marked ‘UK Advisory Council on Education for Management’

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
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

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
9. TS UKACEM agenda and minutes No.4, 6/7/1961, 5 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
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.
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.

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

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

MS 5619/25/3/12
TS ‘Lecture on 2nd 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, 3rd 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, 27th 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

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

MS 5619/25/3/21/4

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

MS 5619/25/3/21/8
TS ‘programme during Lt. Col Urwick’s visit to India… 1956’ 4 pp.

MS 5619/25/3/22

MS 5619/25/3/23


2 TS letters from M. Krishnaswamy [Standards engineer and Jt. Sec. of Institute of Management, Bangalore] March 10 and 22, 1956.


Beige folder [title on folder does not correspond to contents] contains 15 items


offprint of ‘Employee morale and supervision’ S.K. Bose in Indian Journal of Psychology, March-June 1955 pp. 118-125

offprint of chapter ‘Industrial psychology plays a new role in industries’ S.K. Bose in The Working Man (1954) – no other detail, 12pp

TS ‘Management and management training & their social aspects’ R.M. Shah, 6 pp. n.d.

printed pamphlet ‘Estates Committee: 16th Report: Organization and administration of nationalised industrial undertakings’ (New Delhi, 1955), 19pp [with ms notes]


2 items of correspondence from G.A. Robinson, 1956

1 item of correspondence [with other attachments] from G.A. Robinson, 1956 all related to School of Management Studies Ltd.

3 pages of MS notes

letter from J.W. P. Chidell [UK Trade Commissioners, Delhi] 1956

MS 5619/25/3/31/12 TS ‘Central Labour Institute’ 7 pp. n.d. n.a.


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.
[i] 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.


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 5619/25/3/44
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

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, 27th February to 4th 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
**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 5th 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


[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


**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  


[ii] MS ‘Memorandum on the action of the 75th Infantry Brigade July 4th to July 16th’ 4 pp. n.d.  

[iii] TS ‘Memorandum on the action of the 75th Infantry Brigade July 4th to July 16th’ 4 pp. n.d.  

[iv] MS ‘Note of the movements of the 75th Infantry Brigade July 4th to July 16th’ 2 pp. n.d.  

[v] TS ‘Note of the movements of the 75th Infantry Brigade July 4th to July 16th’ 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.  


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  
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*

originally in brown folder marked ‘press cuttings 1928’
press cuttings 1928 [mainly] and 1929-30 – *many of the items in this are loose*

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]

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

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

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

bundle of correspondence 1940-42, 11 items – some with replies etc. attached

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

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]

**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

**MS 5619/27/10**

**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 Arbeitabläufen’ (Ausschuss Für Wirtschaftliche Verwaltung, 1927
[correspondence April- July 1928]
correspondence with Mr. Gisi
correspondence with AWV
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.,’
also contains

TS mini biography of Drucker, 1 page, n.d.

Printed publicity leaflet for Drucker’s *The practice of management* n.d.


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 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:


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.’


also contains

TS ‘Frank Bunker Gilbreth: The man and his work’ 4 pp. no other detail


**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.


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:

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

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 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 catalogueing 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


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 ‘mailing address list of authors’ see above


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


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

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


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. Cawse [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’]


Pro – forma letter of invitation to ‘Tribute Luncheon [1 page + reply slip]

TS programme for ‘Tribute Luncheon’ 1 page


Printed menu for ‘Tribute Luncheon’

TS list of attendees at tribute luncheon – 31 pp. – [a veritable who’s who of industry/management]


**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

print card programme ‘University of Leeds, Industrial Management Seminar, Summer 1955 series’

print card cover ‘University of Leeds, Industrial Management Seminar, Summer 1955 series’ containing TS 6 pp. ‘List of members and speakers’

print 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, 4th 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


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.


[note 1 item of correspondence dated 15/2/1943 has attached a TS ‘Personnel management in relation to organisation’, 20 pp, n.d.]


**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


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?]

**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


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


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]


**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


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


**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 ‘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

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 5619/31/12/16
beige folder marked ‘Learning and Leadership’
contains
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


MS ‘Notes’ for above, 1 page

MS 5619/31/12/21
beige folder marked ‘Paper tigers’
contains

TS ‘Paper tigers’ 3 pp., 1970


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


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


**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


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


**MS 5619/31/13**

**MS 5619/31/14/1**
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


TS 1 page questionnaire on ‘organization’

Printed leaflet ‘The content of management’ 4 pp.

MS 5619/31/16

MS 5619/31/17
reprint ‘Medicine without anatomy’ review by Urwick, from Management News, April, 1965, 1 page

MS 5619/31/18

MS 5619/31/19

MS 5619/31/20

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 5619/31/24
MS ‘Challenges to a school of administration’ 8 pp. n.d.

MS 5619/31/25i

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

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 5619/31/35ii
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

MS 5619/31/36ii
MS ‘Computers and cooperation’ 9 pp.

MS 5619/31/37i

MS 5619/31/37ii
MS ‘The qualities of a consultant’ 10 pp. n.d.

MS 5619/31/38

MS 5619/31/39
TS ‘Many happy returns of the day’ [1970] 15 pp. with annotations

MS 5619/31/40

MS 5619/31/41i+ii

MS 5619/31/42

MS 5619/31/43

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


News cutting ‘The sickness of coal’ by George Jones, The Sunday Times, July 5, 1953

5 pages of untitled MS notes


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 contains 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

B. 3 items
1964. B.E. Sawyer [editor Business Week] 1 page
TS ‘Old men plant trees’ 1 page, extract from Chester Barnard, 1949.

C. 9 items
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. 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]


F. 4 items
1942-1955. S. Follett [nephew]

1962. J.S. Bugas [VP Ford Motor Co.]

1968. E.M. Fox


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


1954. C.J. Hoxter [VP George Peabody and Associates Inc.]

IJ. 2 items

1958. P.R. Miller [ed. Management Digest]


M. 9 items


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

**NO** 3 items

1957-58. M.J. Nadworthy [University of Vermont]
1958. P. Henke [associate editor, 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
1955-57. M.C. Niles

**T.** 4 items
1954. W.R. Spriegel [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

**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

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

**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]
1961. T.J. Boersma [Exec. Secretary, Orde Van Organisatie-Adviseurs, Amsterdam] with copy letter to J. Lobstein attached
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 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. H.V. Waldheim [Actuary, Ausburg]

1959. F. Nordsieck


TS advance news release ‘Col. Urwick in Germany’ 1958

1957-8. R.Y. Durand [University of Maryland, Heidleberg]

1954-56. K. Kruger [Verband Fur Arbeitsstudien]

Greece.


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. A. Morley-Smith

India

1956-64. Kalyan Kumar Saha [India Foils Ltd]


1958. S. Jayaraman [Sec. Institute of Management, Bangalore]

1962. Brigadier Abid Bilgrami [Staff College, Quetta, Pakistan]

1959-61. A. Dasgupta [Delhi School of Economics]

1960. N. Dandeker [Bombay Management Association]

1956-7. S.G. Bhamburkar [Industrial economist, Poona]


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 International Management Institute, 1929

Jamaica

1955. S.A. Hammond [University College of the West Indies]

Netherlands

1966-7 J. Glaser [Adjunct 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]

1949-1961. A. Erikson [Ingenior]

1949. Thor Westad [Oslo]


TS [& MS] list of addresses

**Philippines**


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. 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**


**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


1972. E. Mittlestein Schied and other various correspondents re: CIOS Gold Medal

no date. J.P Martin-Bates


1959-60. R. Gevers Deynoot [Sec. International Academy of Management, 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]


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.


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]


G. 1963. J.Gratwick

1963. S. Hyman [Kingston College of Technology]


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


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]


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.

PQ


[plastic wallet containing:]

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.

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


T.
1963 The Editor [Technical Education] two letters – one re: changes in BIM policy


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

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?]


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


**MS 5619/32/5/8**
[originally in beige folder marked ‘Canadian Club of Montreal’- Administration Institute Elliot Lake]

**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

**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

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 in Yellow folder marked ‘The importance of formal organization to managers’]

MS 5619/33/2/6i

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.


TS ‘The development of management theory’ 12 pp., 1968


MS/TS ‘The development of modern management’ (Engineering students, The University of Sydney), 6 pp. n.d. see also 29/2/2 above


A large bundle of TS and MS drafts of this lecture, - some marked obsolete.

11 slightly different versions of TS ‘Ten years’ progress in management 1960-1970’ including one in a black cover

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.,


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 ‘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.


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.


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**

**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

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
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.

MS 5619/34/1/7
[originally in beige folder marked ‘Theory Z…..’]
contains
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, [response to Urwick’s article] 2 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 5619/34/1/13**
[originally in beige folder marked ‘Initiative’]
contains


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


**MS 5619/34/1/16**
[originally in beige folder marked ‘Among the birds’]
contains


ii MS ‘Among the birds and bees’ 11 pp. n.d.
MS 5619/34/1/17  
[originally in beige folder marked ‘comments’]  
contains  
i 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  

MS 5619/34/2/5  
[originally in beige folder marked ‘Address: some Americans’]  
contains  
ii MS ‘Some Americans’ 8 pp.

MS 5619/34/2/6  
contains  
MS ‘Many happy returns of the day’ 10 pp.

MS 5619/34/2/7  
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
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
ii MS ‘The Executive Readers’ Club’ 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

MS 5619/34/2/11
[originally in beige folder marked ‘Misc. drafts (Urwick)]
contains
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**
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
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.

**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

**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

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.
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

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

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


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


MS 5619/34/4/1/6
[section marked MT and Technology] contains


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.


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

**MS 5619/34/4/1/14**
section marked ‘MT’s 2nd ½ century…’
contains

**MS 5619/34/4/1/15**
section marked ‘Staff and line – Montreal’
contains

**MS 5619/34/4/1/16**
section marked ‘Dynamism in MT Peterborough’
contains
MS 5619/34/4/1/17
section marked ‘Motivation through leadership’
contains


MS 5619/34/4/1/18
section marked ‘Nature and development of modern management’
contains


MS 5619/34/4/1/19
section marked ‘Principles of organization’
contains


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


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


**MS 5619/34/5/1/7**

section marked ‘AIM secretarial’
contains


ii TS ‘Executive responsibility’ 9 pp.

**MS 5619/34/5/1/8**

section marked CAB Sydney University
contains


**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


**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


**MS 5619/34/5/1/13**

section marked ‘Management education’
contains


**MS 5619/34/5/1/14**

section marked ‘development and nature of MT’
contains


**MS 5619/34/5/1/15**

section marked ‘principles of organization’
contains

[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 III’
contains

**MS 5619/34/5/1/19**
section marked ‘Univ. of NSW – Persons and Ideas IV’
contains

**MS 5619/34/5/1/20**
section marked ‘Univ. of NSW – Persons and Ideas V’
contains
TS ‘Persons and Ideas V’ [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’


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
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

MS 5619/34/5/1/28
unmarked section
contains
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

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’ 15th 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  

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  
contains  
ii TS ‘Introducing … The restless organization’, 4 pp. [with annotations]  

MS 5619/34/6/11  
[originally in beige folder marked ‘Semantic Hay’]  
contains  
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 ‘CECLOS 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]
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
contains
i TS ‘The changing environment of business’ 10 pp. 1971
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]

MS 5619/35/1/3
[originally loose in box]

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]

MS 5619/35/1/6
[originally loose in box]
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]

MS 5619/35/1/8
[originally loose in box]
[1st draft]

**MS 5619/35/1/9**
[originally in beige folder marked ‘managers common vision’ [IPCCIOS Conference Tokyo 1965]
containing

**MS 5619/35/1/10**
[originally in beige folder marked ‘The administrative staff college…Victoria’]
contains

**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

**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

**MS 5619/35/1/13**
[originally loose in boxfile]

**MS 5619/35/1/14**
[originally loose in boxfile]
ii MS ‘A.V. Graicunas and “The span of control”’ 14 pp.

**MS 5619/35/1/15**
[originally loose in boxfile]
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.
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’ 5 pp .n.d.
xv MS ‘The principles of organization’ 12 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
ii MS ‘Selling Scientific management 1930’ 1 page n.d.

**MS 5619/35/1/18**
[loose in boxfile]

**MS 5619/35/1/19**
[loose in boxfile]

**MS 5619/35/1/20**
[loose in boxfile]

**MS 5619/35/1/21**
[loose in boxfile]

**MS 5619/35/1/22**
[loose in boxfile]
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.

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
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

MS 5619/35/1/24
[originally in beige folder marked ‘The origin of management’]
contains

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.
iii Printed chart ‘Education for management’ 1 page n.d.

MS 5619/35/1/26
[loose in boxfile]

MS 5619/35/1/27
[loose in boxfile]

MS 5619/35/1/28
[loose in box file]

MS 5619/35/1/29
[loose in box file]

MS 5619/35/1/30

MS 5619/35/1/31

MS 5619/35/1/32
TS ‘Managers of To-morrow’ [1964] 12 pp. with some MS additions
MS 5619/35/1/33

MS 5619/35/1/34

MS 5619/35/1/35

MS 5619/35/1/36
iii MS ‘The basis of the theory of management’ 11 pp.

MS 5619/35/1/37

MS 5619/35/1/38

MS 5619/35/1/39

MS 5619/35/1/40

MS 5619/35/1/41

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

MS 5619/35/2/2
ii TS ‘Learning to manage’ 8 pp. with MS corrections and additions

MS 5619/35/2/3
MS 5619/35/2/4

MS 5619/35/2/5

MS 5619/35/2/6

MS 5619/35/2/7

MS 5619/35/2/8
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]

MS 5619/35/2/10
Also attached

MS 5619/35/2/11

MS 5619/35/2/12

MS 5619/35/2/13

MS 5619/35/2/14

MS 5619/35/2/15
ii MS ‘The language of management’ 10 pp.

MS 5619/35/2/16

MS 5619/35/2/17
[originally in beige folder marked ‘Management semantics – drafts’]
contains

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
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.

**MS 5619/35/2/18/2**

**MS 5619/35/2/18/3**
i materials attached to following binder – relating to Arnott’s Pty, attached comprises:
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:

**MS 5619/35/2/19**
[originally in beige folder marked ‘Development and nature of modern management’]
contains

**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
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
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
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.
vii 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

**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.
i MS ‘Address to the American Academy of Management’ 14 pp. n.d.
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.
ix MS ‘Semantic antics and scientific integrity’ 7 pp. n.d.
x MS ‘Professors and professionals…’ 5 pp. n.d.
xii MS no title 4 loose pages, n.d.

**MS 5619/35/2/27**
[originally in beige folder marked ‘Bahamas…’]
contains
ii TS airmail letter from Baroness Asquith of Yarnbury, 7/7/1965
iv news cutting – picture of [Sir] Alan Urwick Britain’s Chargé d’Affaires, from *The Times*, 29/7/1971
vi item of correspondence [with reply attached] – M. Laing, re: Management Series, Nov. 1963
[contains some interesting comments]
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.
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

MS 5619/35/2/28
[originally in beige folder marked ‘Personnel management – Teheran Aug. 1966’] contains

MS 5619/35/2/29

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

MS 5619/36
[originall 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: ‘Th 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 manger of our time’ [on Churchill] 3 pp. n.d.

MS 5619/36/1/3
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

MS 5619/36/1/6

MS 5619/36/1/7

MS 5619/36/1/8

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
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

MS 5619/36/1/14

MS 5619/36/1/15

MS 5619/36/1/16
TS ‘Leadership and language’ 7 pp. n.d.
MS 5619/36/1/17

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

MS 5619/36/1/20
[originally in beige folder marked ‘The word organization’]
Contains
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’

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

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 AACP 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 Divison’
Also contains C&P chart (biographical) for Taylor, and Fayol
Some of the remaining items are C&P with pieces coming loose