

INCREASE OF RELATIONSHIPS WITH INCREASE OF SUBORDINATES

Fig. 254

Number of Subordinates	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
Value of S	1	2	3	4	5	6
Value of G	0	1	3	6	10	15
Value of X	0	1	4	11	26	57
TOTAL	1	4	10	21	41	78

PRINCIPLES OF ORGANIZATION

Fig 254

1. Objective: Each part of the organization should be the expression of a definite purpose in harmony with the objective of the enterprise.
2. Definition: The duties, authorities, responsibilities, and interrelationships of everybody in the structure should be clearly and completely prescribed in writing.
3. Assignment: The duties of every person should be largely confined to a single leading function.
4. Homogeneity: An organization, to be effective, efficient, and operate without friction, should bring together only duties and functions that are similar or directly related.
5. Authority: A clear line of authority must run from the top to the bottom of the organization.
6. Responsibility: Responsibility for the execution of work must be accompanied by the authority to control the means of doing the work.
7. Ultimate Authority: The higher authority is responsible for the acts of the subordinates.
8. Span of Control: The number of subordinates reporting to a superior should generally not exceed six.
9. Exceptions: Managerial efficiency is enhanced by concentrating attention solely upon those executive matters which are questions of policy or are variations from routine, plans or standards.
10. Effectiveness: The final test of an organization is smooth and frictionless operation.

1. PROVIDE THE CAPITAL

The Stockholders

In addition to providing the capital, the Stockholders usually perform other functions. They select the Board of Directors, pass on matters of broad, long-range general policy, and receive and consider the report of the management covering the period since their last meeting.

2. DETERMINE THE GENERAL POLICIES

The Board of Directors

The Board of Directors establishes the basic general policies, settles financial matters of major importance, and selects the Executive Committee and the officers of the company, determining their compensation. It also receives reports from the management on operation since the last meeting and passes judgement as to whether or not the results have been satisfactory. Emergency action taken by the management between meetings is generally submitted to the Board for ratification. It declares the annual dividend. It is responsible only to the Stockholders.

3. DETERMINE THE EXECUTIVE POLICIES

The Executive Committee

In the larger companies an Executive Committee, elected by the Board of Directors, determines the way in which the basic general policies of the company shall be carried out. It occasionally takes emergency action between meetings of the Board of Directors submitting such matters to the Board at its next meeting for ratification. It is responsible to the Board of Directors.

4. GENERAL ADMINISTRATION

The President

The President is the chief executive officer of the company and directs the carrying out of the policies established by the Board of Directors as well as those determined by the Executive Committee. He is usually a member of the Executive Committee and the Board of Directors and is responsible to the Board of Directors.

4.1 LEGAL ADMINISTRATION

The Secretary

The Secretary is usually considered the legal officer of the company and often is its General Counsel. He directs the keeping of the minutes of the meetings of the Board of Directors, the capital stock records, the dissemination of corporate information,

and the employment of counsel both general and special. He is responsible to General Administration.

4.2 PROPERTY ADMINISTRATION

The Treasurer

The Treasurer is the financial officer of the company and is the custodian of all the company's property. He keeps the capital and property accounts, invests the company's surplus funds, makes all real estate transactions, insures the company's properties and interests, and makes all payments from the company's general funds. He is responsible to General Administration.

4.3 ENGINEERING

Vice President for Engineering

The Vice President for Engineering is the chief technical officer of the company and head of the Engineering Division. He establishes the Technical and Engineering policies and directs their execution. He is responsible to General Administration.

4.3.1 RESEARCH AND DEVELOPMENT

Director of Research

The Director of Research initiates and carries out all research, development, and experimental work on the company's products, endeavouring always to keep them up to date and ahead of competition. He also carries on such experimental work on processes and methods as requested by the Process Engineer or by duly approved employee suggestions. He is responsible to Engineering.

4.3.2 DESIGN

Chief Engineer

The chief Engineer directs all design both on products and processes. He is in charge of the general drafting room and executes such designs, layouts, etc., as requested by other department heads in the Division as well as those designs requested by the Process Engineer and the Plant Engineer. He is responsible to Engineering.

4.3.3 LABORATORIES

Chief Technologist

The chief Technologist directs such chemical, metallurgical, and other laboratories as are maintained by the company for controlling the quality of materials, the excellence of the product, and the accuracy of process. He is responsible to Engineering.

4.3.4 APPROPRIATIONS

Appropriations Engineer

The Appropriations Engineer reports on desirability of all projects for which a request for appropriation has been made. He estimates the cost and the benefits to be gained and upon completion of the project compares actual costs and benefits with the estimates. He is responsible to Engineering.

4.3.5 APPLICATION

Application Engineer

The application Engineer endeavours to find new applications for and extended uses of the company's products. He carries on field tests and experimental runs striving continually to increase the scope of the products. He is responsible to Engineering.

4.4 MARKETING

Vice President for Marketing

The Vice President for Marketing directs the Market Division and all the company's new business activities. He directs all sales, the making of contracts, advertising, public relations activities, and the technical experts of the Division. He is responsible to General Administration.

4.4.1 SALES

Sales Manager

The Sales Manager directs the company's sales forces. He is responsible to Marketing.

4.4.2 CONTRACTS

Contract Manager

The Contract Manager negotiates all the contracts for the services of the company other than sales contracts for the company's standard products. He is responsible to Marketing.

4.4.3 ADVERTISING

Advertising Manager

The Advertising Manager directs all the company's advertising. He is responsible to marketing.

4.4.4 PUBLIC RELATIONS

Public Relations Manager

The Public Relations Manager directs all activities having a bearing on the company's goodwill. He arranges or clears all speaking engagements for officers and employees. He edits all papers and articles published by officers and employees where the company's name is used. He makes such other arrangements as he thinks will add to the company's standing. He is responsible to Marketing.

4.4.5 SALES TECHNICAL

Sales Engineer

The Sales Engineer directs the making of sales to technical consumers or others where technical knowledge of the product and its applications is a factor. He is responsible to Marketing.

4.5 ACCOUNTING

Comptroller

The Comptroller is the chief accounting officer of the company and directs the Accounting Division. The name derives from the French word compteur meaning to count. He is responsible to General Administration.

4.5.1 GENERAL ACCOUNTS

Chief Accountant

The Chief Accountant directs the keeping of the general accounts of the company and is responsible to Accounting.

4.5.2 PAY ROLL ACCOUNTS

Pay Roll Accountant

The Pay Roll Accountant directs the making out of all pay rolls and deductions therefrom. He also directs the paymaster and keeps all pay roll accounts. He is responsible to Accounting.

4.5.3 COST ACCOUNTS

Chief Cost Accountant

The Chief Cost Accountant directs all cost accounting of the company and is responsible to Accounting.

4.5.4 CREDITS AND COLLECTIONS

Credit Manager

The Credit Manager directs all credit investigations and determines whether or not credit will be extended to customer, and in what amount. He also directs the billing of customers and the collection of monies due. He is responsible to Accounting.

4.5.4 GOVERNMENT REPORTS

Tax Accountant

The Tax Accountant directs the preparation of all tax returns whether Federal, state, or local and prepares and files all required government reports. He is responsible to Accounting.

4.6 PERSONNEL

Director of Personnel

The Director of Personnel directs the Personnel Division. He determines the policies of the company in dealing with its employees and is responsible for the maintenance of cordial relations with them. He is also usually charged with the function of plant protection and is responsible to General Administration.

4.6.1 EMPLOYMENT

Employment Manager

The Employment Manager directs the procurement, hiring and placement of all employees and is responsible to Personnel.

4.6.2 MEDIAL AND SAFETY

Medical Director

The Medical Director, usually a physician, performs or directs all medical examinations of employees as prospective employees, instructs all employees in hygiene and safety, and directs hospitalization and first aid. He is responsible to Personnel.

4.6.3 INDUSTRIAL RELATIONS

Director of Industrial Relations

The Director of Industrial Relations is responsible for the maintenance of cordial relations between the company and its employees. He negotiates union contracts, adjusts grievances of importance, and is responsible for the proper evaluation of all jobs. He executes the personnel policies of the

company as determined by the head of the division and is responsible to Personnel.

4.6.4 EMPLOYEE TRAINING

Training Manager

The Training Manager directs all employee training both for new employees and in order to increase the stature and effectiveness of the older ones. He is responsible to Personnel.

4.6.5 PLANT PROTECTION

Chief of Police

The Chief of Police directs the protection of the company's property and personnel from fire, theft, riot, and other contingencies. He directs the police force and the watchmen. He is responsible to Personnel.

4.7 OPERATIONS

Vice President for Operations

The Vice President for Operations directs the Operating Division and is sometimes called the "Executive Vice President". He determines the operating policies of the company and heads what is generally known as the "manufacturing activities of the company". He is responsible to General Administration.

4.7.1 PRODUCTION CONTROL

Production Manager

The Production Manager directs the planning and control of production, the procurement and movement of materials and other traffic, and reports regularly to management on the status of all orders and contracts. He is responsible to Operations.

4.7.1.1 PRODUCTION PLANNING

Planning Manager

The Planning Manager directs the preparation of delivery and production schedules, the machine loading controls, and the dispatching of work orders. He is responsible to Production Control.

4.7.1.2 MATERIAL CONTROL

Material Control Manager

The Material Control Manager directs the keeping of stock, stores, and the records thereof, usually some form of perpetual inventory, as well as the receiving and shipping activities. He is responsible to Production Control.

4.7.1.3 PROCUREMENT

Purchasing Agent

The Purchasing Agent buys all materials, supplies, purchased finished parts, and facilities as well as arranges for all subcontract work. He is responsible to Production Control.

4.7.1.4 TRAFFIC

Traffic Manager

The Traffic Manager directs all transportation of materials, supplies, etc., outside the confines of the plant and arranges for automobile and railroad transportation for company employees travelling on company business. He is responsible to Production Control.

4.7.1.5 REPORTS

Report Clerk

The Report Clerk prepares all reports on production required by management for purposes of overall control. He is responsible to Production Control.

4.7.2 INSPECTION

Chief Inspector

The Chief Inspector directs the work of all the inspectors except that which is done in the laboratories under the direction of the Chief Technologist. He is responsible to Operations.

4.7.2.1 OUTSIDE INSPECTION

Outside Inspector

The Outside Inspector directs or performs all inspections of materials, parts, etc. made off the company's premises. He is responsible to Inspection.

4.7.2.2 RECEIVING INSPECTION

Receiving Inspector

The Receiving Inspector directs the inspection of all materials, parts, tools, facilities etc., before certification for payment. He is responsible to Inspection.

4.7.2.3 IN PROCESS INSPECTION

Parts Inspector

The Parts Inspector directs the inspection of all materials, parts, and subassemblies during processing or manufacture. He is responsible to Inspection.

4.7.2.4 FINAL INSPECTION

Final Inspector

The Final Inspector inspects the finished product, before packing for shipment, making such performance tests thereon as are specified. He is responsible to Inspection.

4.7.2.5 INSPECTION REPORTS

Inspection Clerk

The Inspection Clerk compiles all inspection records, calculates ratios and percentages, and prepares such reports as required by the management. He is responsible to Inspection.

4.7.3 PROCESS ENGINEERING

Process Engineer

The Process Engineer directs the determination of the methods, tooling, processes, and standards for all operations. He evaluates performance and is responsible to Operations.

4.7.3.1 LAYOUT

Layout Engineer

The Layout Engineer determines the most economical and efficient layout for tools and processes and keeps it continually abreast of changes and practice. He is responsible to Process Engineering.

4.7.3.2 METHODS AND ROUTING

Methods Engineer

The Methods Engineer determines the most economical and efficient methods to be employed, the best speeds and feeds for the various machines, and the correct routing of material and parts. He prepares the operation sheets and is responsible to Process Engineering.

4.7.3.3 STANDARDS AND PERFORMANCE

Performance Engineer

The Performance Engineer determines and keeps up to date, by time studies or other means, proper standards for employee and machine performance. He compares actual performance with the standards, and, in collaboration with the personnel division, he sets piece and incentive rates of pay. He is responsible to Process Engineering.

4.7.3.4 TOOL DESIGN

Tool Engineer

The Tool Engineer directs the design of all tools, jigs, and fixtures and inspects them before placing in service. He is responsible to Process Engineering.

4.7.3.5 TOOL ROOM AND CRIBS

Tool Foreman

The Tool Foreman directs the making of all tools, jigs, fixtures, the operation of the tool cribs, and all tool grinding. He is responsible to Process Engineering.

4.7.4 PLANT ENGINEERING

Plant Engineer

The Plant Engineer is a department head and is sometimes referred to outside of the automobile industry, as the Master Mechanic. He directs all maintenance, construction, and repair works as well as the utilities and services in the plant. He is responsible to Operations.

4.7.4.1 POWER PLANT

Power Engineer

The Power Engineer operates the power plant. He is responsible to Plant Engineering.

4.7.4.2 CONSTRUCTION AND ALTERATION

Construction Foreman

The Construction Foreman directs all construction, alteration, and repair work on the buildings and installs new facilities or moves existing ones where directed by the Layout Engineer. He is responsible to Plant Engineering.

4.7.4.3 MAINTENANCE

Maintenance Foreman

The Maintenance Foreman directs all maintenance work, both preventive and repair, on the machinery and other manufacturing facilities. He is responsible for the proper lubrication of all machinery and is responsible to Plant Engineering.

4.7.4.4 INTERNAL TRANSPORTATION

Transportation Foreman

The Transportation Foreman directs the movement of all materials, parts, supplies, and facilities within the confines of the plant except those which are carried on conveying equipment. Under his jurisdiction are the life trucks, tier trucks, auto trucks, and medium and heavy cranes. He is responsible to Plant Engineering.

4.7.4.5 SWEEPING AND CLEANING

Janitor

The Janitor directs the cleaning and sweeping forces and is responsible for the general housekeeping throughout the plant and offices. He is responsible to Plant Engineering.

4.7.5 MANUFACTURING

Plant Superintendent

The Plant Superintendent directs all actual manufacturing activities and is the top man in the plant. He is responsible to Operations.

4.7.5.1 FOUNDRY SECTION

Foundry Superintendent

The Foundry Superintendent directs all operations in the Foundry Section and is responsible to Manufacturing.

4.7.5.1.1 PATTERN SHOP

Master Pattern Maker

4.7.5.1.2 MOULDING AND CORES SHOP

Foreman

4.7.5.1.3 MELTING AND POURING SHOP

Foreman

4.7.5.1.4 CHIPPING AND CLEANING SHOP

Foreman

4.7.5.1.5 SAND CONDITIONING

Foreman

4.7.5.2 MACHINE SECTION

Machine Superintendent

The Machine Superintendent directs all operations in the Machine Section and is responsible to Manufacturing.

4.7.5.2.1 TURNING SHOP

Foreman

4.7.5.2.2 BORING AND PLANNING SHOP

Foreman

4.7.5.2.3 MILLING AND BROACHING SHOP

Foreman

4.7.5.2.4 DRILLING SHOP

Foreman

4.7.5.2.5 GRINDING SHOP

Foreman

4.7.5.3 ELECTRICAL SECTION

Electrical Superintendent

The Electrical Superintendent directs all operations in the Electrical Section and is responsible to Manufacturing.

4.7.5.3.1 MOTOR SHOP

Foreman

4.7.5.3.2 CONTROLS SHOP

Foreman

4.7.5.3.3 INSTRUMENT SHOP

Foreman

4.7.5.3.4 SUBASSEMBLY SHOP

Foreman

4.7.5.3.5 WIRING SHOP

Foreman

4.7.5.4 SHEET METAL SECTION

Sheet Metal Superintendent

The Sheet Metal Superintendent directs all operations in the Sheet Metal Section and is responsible to Manufacturing.

4.7.5.4.1 SHEAR SHOP

Foreman

4.7.5.4.2 SLITTING SHOP

Foreman

4.7.5.4.3 STAMPING SHOP

Foreman

4.7.5.4.4 FORMING SHOP

Foreman

4.7.5.4.5 FASTENING SHOP

Foreman

4.7.5.5 ASSEMBLY SECTION

Assembly Superintendent

The Assembly Superintendent directs all operations in the Assembly Section and is responsible to Manufacturing.

4.7.5.5.1 ASSEMBLING SHOP

Foreman

4.7.5.5.2 ERECTING SHOP

Foreman

4.7.5.5.3 PAINT SHOP

Foreman

4.7.5.5.4 TESTING SHOP

Foreman

4.7.5.5.5 PACKING SHOP

Foreman

COMPTROLLER FUNCTIONS AND DUTIES

Fig. 257

1. Accounting
 - a. Administration of accounting staff.
 - b. Devising, installing and maintaining the system of accounts.
 - c. Custody and control of general books and records.
 - d. Jurisdiction over accounts
 - e. Preparation of invoices sent to customers.
 - f. Taking and pricing of inventories.
2. Auditing
 - a. Administration of the auditing staff.
 - b. Recording and checking purchase invoices.
 - c. Verification of the cash account.
 - d. Audit of all books of accounts, expenses, expense accounts, and all other ledger activities of the company.
3. Reports, statistics and analyses
 - a. Administration of the statistical department.
 - b. Preparation of analyses and interpretation of all reports and statistics compiled from accounting records.
 - c. Advise and cooperate with all officers and department heads in all matters in which the accounts or statistics are a source of information or where they may be affected.
4. Budget
 - a. Supervision of preparation of cash and income budgets and comparison of actual and estimated results.

5. Standards

- a. Preparation and revision of standard manuals of accounting and auditing methods and procedures.
- b. Control of design preparation and issuance of all printed forms.
- c. Control of standards for office supplies, furniture, and equipment.

6. Miscellaneous

- a. Supervision of stenographic, mail, telephone, filing, and reception services.
- b. Supervision of tax accounts.
- c. Supervision of insurance accounts.
- d. List of stocks and bonds.
- e. Such other duties as assigned by the president which are not inconsistent with the scope of duties normally associated with any other department.

Weekly Budget Comparison – Operations with Budget Fig. 314

<u>Items of Operating Cost</u>	<u>Monthly Budget Allowance</u>	<u>Expended to date</u>	<u>Daily Budget Allowance</u>	<u>Av. Expended per day to date</u>
Direct Labor	24,000	7,944	1,090	1,135
Non-variable Overhead	17,600	5,600	800	800
Indirect Labor	9,000	3,392	450	484
Stores	3,850	1,503	175	215
Compensation Insurance	700	230	30	33
Fuel Oil	8,800	2,817	400	402
Coal	2,750	779	125	111
Sundry	5,300	1,835	240	262
 Total Overhead	 48,000	 16,156	 2,220	 2,387
Total Manufacturing	72,000	24,100	3,310	3,187
 Estimated Production per month	 200,000	 per day - 9,100		
Actual Production to date	61,500	per day - 8,807		96.8% of Standard
Direct Labor Allowance				
On Actual Production	7,398			
Direct Labor Actually Spent	7,944		107.4% of Standard	
Overhead Allowance on actual				
Production	14,796			
Overhead Allowance Actually				
Spent	16,156		109.2% of Standard	

Analysis of Expense Labor Report

Fig. 315

ITEM	Objective <u>per unit</u>	Actual Expense <u>per unit</u>	Actual <u>Expense</u>
Miscellaneous	\$0.030	\$0.022	\$89.79
Sweepers & Chipmen	.030	.028	113.60
Movemen	.040	.040	161.11
Repairs to Furniture & Fixture	.020	.043	174.16
Inspectors	.080	.063	252.76
Supervision	.130	.116	464.63
Allowances	.010	.025	101.12
Machinery Repair	.040	.056	226.30
Tools and Tool Repair	<u>.140</u>	<u>.197</u>	<u>792.59</u>
TOTALS	0.520	0.592	2376.06

Report of Idle Machine Time

Fig. 316

Week ending _____

Machine No.	Operating Hours	Idle Hours	Idle Time Burden Rate	Cost of Idle Time	Reason
A1	42	2	.40	.80	No job card
A2	43	1	.40	.40	" " "
A3	43	1	.40	.40	" " "
A4	41	3	.40	1.20	Breakdown
A5	44	-	-		Full Capacity
B1	39	5	1.05	5.25	No job card
B2	41	3	1.05	3.15	" " "
C1	43	1	.75	.75	" " "
C2	40	4	.75	3.00	Repair
C3	42	2	.75	1.50	No job card
Total	418	22		16.45	
Cost of idle time last week				48.30	

Remarks: Planning department is to take immediate action to see that job cards are provided on time.

Routine Handling of Purchase Orders in Purchasing & Receiving Departments

Fig. 317

Purchase Requisition received from Department
 Record card attached to Requisition at card desk
 Requisition marked for Supplier by Purchasing Agent
 Purchase Order typed (6 copies) Requisition date stamped
 Purchase order checked signed and original sent to supplier

#2 Copy (file) & Purchase record card	#3 Copy Accounting	#4 Copy Receiving	#5 Copy Receiving	#6 Copy Follow-up	Department Requisition
Record of purchase entered on card at card desk	#3 copy sent to Department with goods	Receiving Department	Stamped with date of goods received and quantity	Follow orders for delivery check delivery date	Filed numerically
#2 copy file account to vendor & number	Amount, count, or weight of goods received marked on #3	#4 sent to Department with goods	Filed by number in Receiving Department	When completed filed by number	
Record of Purchase card filed	Sent to Accounting	Amount, count or weight of goods received marked on #4			
		Sent to Revenue Department			
		#4 filed by vendor & number			

Standard Instruction Card

Fig. 318

Class of Work _____ Department _____ Order No. _____				Prepare	Time per Piece	Name of Part	
Description of Operation	Time Work Should take						Instr Card No.
	For Bonus do work in						
	Time basis						
	Shape of Tool	Cuts No. Depth	Feed	Speed	Time in Minutes	Drawing No.	
<u>Detailed Instructions</u>						Wt.	
1. Put piece in L					.32	O.D.	
2. 1.44 Rouch Turn A		2	.025		2.50	Face	
3. 1.17 Rouch Turn B		2	.020		1.40	Bore	
4. Turn End for End					.38	Material	
5. 1.17 Face Head		2	.015		2.40	Machine No.	
6. .80 Chamfer					.60	Location	
7. Turn End for End					.33		
8. 1.17 Face End		2	.015		1.50		
9. 1.44 Fin Tarn A		2	.0166		1.50		
10. 1.17 Fin Face B		2	.070		.60		
11. .80 Groove for Thread					1.00		
12. .93 Turn C					3.50		
13. File					3.00		
14. Setting Tools					10.00		
15. Loosen & Remove					.15		
When work cannot be done as ordered Report must be made at once to man Who signed this card			Date Signed				

- * Newly published books of reference on "Management Educational Program" courteously recommended by Mr Protzman.

October 19, 1949

- * "TEAMWORK IN INDUSTRY", by William Seward, 221 pages, \$3.00

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Every Job is Important
Treat Every Workers As a Social Being
What is Opportunity?
Communications ought to be a Two-way Circuit
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Making Good in New Industrial Regions
Modern Budgeting for Profit
Getting Results in Machine Design
Keeping Pace with the Big Competitors
New Ways to Sell Industrial Products
Hard-Hitting Merchandising
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There are sections outlining the objectives, purpose and operation of such functions as:

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Material Control

Purchasing Control
Industrial Engineering Control
Quality Control
Cost Control
Budget Control

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The Technique of Job Analysis, Background and limits to Bargaining,
The Technique of Job Evaluation,
Developing an Incentive Plan, Practical Negotiating.

End

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