

Outline of a Proposed Bibliographical and Research Syllabus
on Non-Formalized Interpersonal Factors in the Administration
of Large-Scale Enterprises, Public and Private (1949)

I. Scope of Manual

1. Definition of terms
 - a. Non-Formalized
 - b. Inter-personal
 - c. Administration
 - d. Large-scale enterprises
2. Summary of scope and object
3. Summary of differences between this scope and existing attention-focussing materials on administration. The need for these materials.
4. Method of Work
 - a. Sources consulted
 - b. Development of this outline
 - c. Purpose of outline commentaries
 - d. Bibliography and cross-reference procedure.

PART A

The interaction of non-formalized inter-personal factors with established legal and traditional structures.

II. General Nature of Behavior and Law

1. Theories of group behavior
2. Theories of the crystallization of behavior patterns
3. Theories of legal controls of behavior
4. Theories of hierarchical regulations in groups
5. Theories of constancy and inconstancy in group behavior

III. Effects of Legal Structures on Inter-Personal Relationships
in organizations

1. In the large-scale organization.

In the subdivisions of large-scale organizations.

Within the subdivisions of large-scale organizations.

2. Drawing the distinction between legal and informal.

Denial of a valid distinction between structural and behavioral in administration.

The operative and informal as a different kind of useful "fiction".

The operative distinction as valid reinforcement of appropriate communication and work channels.

3. Source of legal structure as a factor in its effects on interpersonal relationships (Who imposes structure?)

4. Mode of presentation of legal structure as a factor in its effects on interpersonal relationships (How is structure imposed?)

5. Methods of adoption of legal structures to obtain desired effects on inter-personal relationships in organizations.

Rigid-non-rigid

Legislative-administrative

Enforcement-avoidance

Numbers 3,4, and 5 are treated generally here and in much greater detail below.

IV. Effects of traditional structures on interpersonal relationships in organizations.

1. In the large-scale organization

In the subdivisions of large-scale organizations.

Within the subdivisions of large-scale organizations.

2. Drawing the distinction between legal and informal.
Denial of a valid distinction between structural and behavioral in administration.
The operative and informal as a different kind of useful "fiction".
The operative distinction as valid reenforcement of appropriate communication and work channels.
3. Source of legal structure as a factor in its effects on interpersonal relationships (Who imposes structure?)
4. Mode of presentation of legal structure as a factor in its effects on inter-personal relationships in organizations.
Rigid-non-rigid.
Legislative-administrative
Enforcement-avoidance

Numbers 3,4, and 5 are treated generally here and in much greater detail elsewhere.

6. Comparative effects of the preponderance of legal over traditional structures on interpersonal relationships in organizations.

PART B

Effects of Extra-Group Milieu on Interpersonal Factors in the Administration of Large-scale Enterprise

- V. Effects of the ethico-religious system of the total society
 1. Productivity of work related to general ethico-religious directives.
 - e. Effect of ethico-religious diversity of intra-group co-operation.

3. Use of religio-ethical appeals as work stimuli
4. Optimism and belief in progress as special values of influence on work groups.

VI. Effects of the economic beliefs of the total society

1. Economic prestige-value of big enterprise employment
2. Place of particular enterprises within prevailing beliefs regarding sources of social productive gain.
3. Anti-monopoly and anti-government regulation beliefs
4. Orientation of organizations towards goals of the general economic credo

VII. Effects of individualism--collectivism positioning of the preferences of the total society.

1. The demand for "liberty" as felt within organizations
2. Individual effort vs. group work in the choice of organizational structuring.
3. "Liberty" prestige value of big enterprise employment

VIII. Effects of peculiar positioning of the large-scale enterprise with respect to the general positioning of large-scale enterprises in the "dynamic average" of the total society's effort.

1. "Importance conceded functions undertaken
2. Special nature of tasks undertaken by large-scale enterprises.
3. History of functions undertaken as a determinant of current, administrative behavior.

IX. Effects of the bestowal of special obligations on public enterprise

1. Social responsibility
2. Secrecy
3. Non-partisanship

4. Non-affiliation with unions

5. Anonymity

X. Effects of the bestowal of special rights on public enterprise

1. Tenure

2. Familial security

3. Salaires

4. Title

5. Uniforms

6. Exemptions

XI. Effects of outside intervention (non-intervention) on public enterprise

1. Press

2. Public

3. Legislative

4. Executive

5. Neglect

XII. Effects of methods of recruitment on public enterprise

1. Unconscious pre-recruitment factors

2. Unconscious recruitment factors

3. Conscious testing

4. Methods of weighting test results with social factors.

XIII. - XVI. Role of obligations, special rights, outside intervention and recruitment methods on interpersonal relationships within large-scale, private enterprise.

XVII. Effects of economic cycles

1. On public enterprise

a. Changes in positioning with reference to "Dynamic Average"

b. External insecurity and internal cohesion

2. On private enterprise
 - a. Changes in positioning with reference to "dynamic average" of society.
 - b. External insecurity and internal insecurity-cohesion conflict.

XVIII. Effects of revolutions and severe crises (e.g. death of rulers)

1. On public enterprise
 - a. Participation-abstinence tensions
 - b. Insecurity-cohesion
2. On private enterprise
 - a. Participation-abstinence-self-government tensions
 - b. Insecurity-cohesion

XIX. Effects of less severe crises (leadership turnover, etc.)

1. Loss of external leadership symbolic of the group-type.
2. Loss of top ownership $\frac{1}{2}$
3. Loss of top manager-director
4. Externally imposed "efficiency" purges
5. Externally imposed "policy" purges

XX. Effects of pattern of ownership-direction

1. Idea of "public" ownership
2. Idea of "affected with a public interest"
3. Transitional patterns of public-private interest
4. Transitional patterns of private ownership and control -- private ownership and managerial control

XXI. Effects of intervention of external functional groups

1. Parent or international union
2. Professional and technical societies

PART C

Effects of intra-group milieu on interpersonal factors in the administration of large-scale enterprise

XXII. The Induction Process

1. Initial frame of mind of inductee
 - Expectations and foreknowledge
2. Induction orientation
 - a. non-organized
 - b. segmentally organized: by union, work group, etc.
 - c. officially organized
3. Induction training
 - a. Technical
 - (1) man-to-man
 - (2) union or work-group
 - (3) officially organized group training
 - (4) conflicting technical directives
 - b. Social (Discipline, objectives, inducements)
 - (1) man-to-man (boss or equal)
 - (2) union or work group
 - (3) officially organized group training
 - (4) conflicting social directives

XXIII. Definition of the work group

1. Size
2. Tasks
3. Trait uniformity
4. Trait combination

XXIV. Relationships among work groups

1. Symbols of category, specialization and responsibility
2. Leadership among groups
 - superior and subordinate groups

3. Distribution of awards and prestige among work groups

XXV. Individual Leadership

1. Initial determination of leadership

Preliminary-to-hiring decisions

Promotion decisions

2. Hierarchical positioning of leadership

3. Over-working and under-working the individual job-status requirements

4. Ascendency of informal leadership

Effects and problems.

Methods of coping with problem hierarchically

5. Relation of individual leadership to work-group leadership.

XXVI. The growth of informal work channels

XXVII. The intra-group operations of competitive functional organizations

1. Shop unions

2. Professional societies

PART D

Methodology for the Study of Inter-Personal factors in Large-Scale Organization

XXVIII. Basic frames of analysis

XXIX. The unit of analysis

XXX. Traditional logical analysis

XXXI. Psychodynamic and psychometric analysis

XXXII. Sociodynamic and sociometric analysis

- XXXIII. Methodological problems of comparative analysis
- XXXIV. Methodology of conversion from analysis to application
- XXXV. Sources of data and principles

Bureaucracy vs. Competition (1949)

Stages in the examination of human factors in organization:

1. Stage of ignorance and non-conscious organization
2. Stage of structural efficiency (Taylorism)
3. Stage of mechanical correctives of human factors (lights, windows, modernity, music).
4. Stage of intra-group organization (labor unions, employee associations, etc.).
5. Stage of human correctives (Mayo experiments, human engineering).
6. Stage of overall social correctives
general positioning of the enterprise in the total social effort.

Application of general social motives to productivity and individual contentment

George Santayana: "The profoundest affinities are the most readily felt; they remain a background and standard for all happiness and if we trace them out we succeed."

General effects of operational milieu on two contrasting work enterprises, bureaucratic and non-bureaucratic.

Rabus of study (for bibliographical and note-taking)

1. Historical methods of human element in organization study
 - a. Stages of
 - b. Stages of

c. Stages of

d. Stages of

e. Stages of

2. Hypotheses and indices

3.-3x Material for each hypothesis - index (for case A)

4 - 4x Material for each hypothesis -index (for case B)

5 - 5x Material for each hypothesis - index (theory and facts from other studies)

For Measurement of Differences between bureaucratic and competitive enterprises.

Indices of social cost

1. Absenteeism
2. Strikes
3. Time spent in labor movement per worker
time spent in labor movement per officer
4. Cost of Industrial Relations efforts including plant police
5. Cost of apologetics - institutional advertising, etc.
6. Costs of policing establishments to public police.
7. Crime rates (costs)
8. Morality rates (adultery, promiscuity, alcoholism, divorce)
Costs of such rates (including children of employees)
9. Individual disorganization rates (including children of employees)
Costs of such rates - psychosis, neurosis, suicide, heart disease, ulcers
10. Home-ownership, no. of children
11. Labor turnover
12. Political Participation

13. Diffused hostility as shown by aggression tests.

Indices of group differentiation: Bureaucratic and Competitive

1. Age
2. Number of Children
3. Marital Status
4. Religion
5. Body Weight
6. Education
7. Early childhood environment
8. Expressed or discernible motives for entering particular enterprise
9. No. of jobs held before employment

Bureaucratic & Entrepreneurial FactoryBureaucraticEntrepreneurial

1. History	1.	
2. Organization : External with reference to economy	2.	
3. Organization: External with reference to locality	3.	
4. Organization: Internal with reference to structure	4.	
5. Owners	5.	
6. Manager	6.	
7. Employees A. (according to skill B. or class) C.	7.	
8. Balance Sheet of Social Costs	8.	
1. Expenditures - Material		1. Social Income
- Time		Value added to product
- Morale Costs		Wages paid
		Morale added