

## ヒューゴ・ディーマー著作目録・第三篇 —— *The Engineering Magazine* とその後継誌より ——

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## 目 次

1. *The Engineering Magazine* 掲載論文
2. *Industrial Management* 掲載論文
3. *Factory and Industrial Management* 掲載論文
4. ディーマーおよび彼の作品への言及
5. 追補

**調査範囲** ヒューゴ・ディーマー (Hugo Diemer, 1870-1939) は経営学の偉大なる先達のひとりであるが、まとまった研究は存在しない。研究史上のこの大きな空白を埋めるためには、まずもって網羅的な文献目録を作成することが不可欠である。本誌第 26 号と第 28 号に掲載した「ヒューゴ・ディーマー著作目録」とその「補遺」は、氏の全著作を管理の制度化 (institutionalization of management) の視点から体系的にリストアップする、内外を通じて、最初の試みである。<sup>1)</sup>

本稿の目的はこの作業を補完することである。前二稿では、専門雑誌へのアクセスの制約から、いくつか重要な文献が検討できず、心残りであった。このたびアメリカの管理運動を牽引してきた高名な雑誌 *The Engineering Magazine* の後継誌 *Industrial Management* を、前回の調査で取りあげられなかった 1923 年以降について調べる機会を得た。<sup>2)</sup> これらの雑誌に掲載されたディーマー作品のすべてを、上記の二つの著作目録に掲載した分も含めて、ここにまとめることとした。前二稿につづく 3 番目の体系的なリストアップ作業なので、タイトルに「第三篇」の語を入れた。この著作目録の解題は別稿を用意したい。

**書誌情報 (第 1 節～第 3 節)** *The Engineering Magazine* とその後継誌の歴史を振り返ると、編集方針の変更をとまなう大きな改革が二回あり、その度に誌名も変化したので、これを境にして三期に分けることができる。第一期は、1891 年の創刊から 1916 年 10 月号までの *The Engineering Magazine* の時代。第二期は、1916 年 11 月号から 1927 年まで、誌名が *Industrial Management* の時期である。誌名の副題に *The Engineering Magazine* の最初のタイトルが残された。第三期は、この分野の有力誌 *Factory* に吸収された時から 1958 年の終刊までである。本リストの最初の三つの節は、

1) 上野継義「ヒューゴ・ディーマー著作目録——アメリカ最初の IE テキスト『工場組織と管理』の成立——」『京都マネジメント・レビュー』26 号 (2015 年 3 月): 85-102; 同「ヒューゴ・ディーマー著作目録・補遺 —— “Shop Systematizer” から IE 教授へ ——」『京都マネジメント・レビュー』28 号 (2016 年 3 月): 55-63.

2) 資料調査に当たって、東京大学経済学部図書館を利用させていただいた。記して謝意を表します。

ディーマー作品をこの時期分類に即して挙げている。

なお、1928年から33年までのわずか6年間に、他誌への吸収などで、誌名が頻繁に変化する。次のとおりである。1928年1月、*Industrial Management* は *Factory* 誌に吸収され、雑誌タイトルは *Factory and Industrial Management* と改められた。翌1929年3月、この雑誌が *Manufacturing Industries* 誌に吸収され、誌名は *Factory and Industrial Management and Manufacturing Industries* と改められたが、同年10月にはまた元のタイトルに戻る。そして最終的に、1933年3月、*Maintenance Engineering* 誌と統合して、*Factory Management and Maintenance* となる。この間、出版社と出版地も転々とした。

文献検索の便を考えて、誌名、編者、出版社と出版地の変遷を表1と表2にまとめておく。

表1 『エンジニアリング・マガジン』とその後継誌

| 雑誌名  | 巻号数  | 編者  |
|--|--|---|
| <i>The Engineering Magazine</i>  | v. 1, no.1 (April 1891) - v. 52, no. 1 (October 1916).   | April 1894 - December 1927: John Robertson Dunlap (1857-1937)   |
| <i>Industrial Management: The Engineering Magazine</i>   | v. 52, no. 2 (November 1916) - v. 74, no. 6 (December 1927).<br>第55巻から号数の数えが1月はじめに変更されたため、第54巻は三号しか発行されなかった。 | Co-editors:<br>May 1917 - September 1920:<br>Leon P. Alford (1877-1942) <sup>1)</sup><br>October 1920 - 1927:<br>John H. Van Deventer (1881-1956) <sup>2)</sup> |
| <i>Factory and Industrial Management</i>   | v. 75, no. 1 (January 1928) - v. 77, no. 2 (February 1929).  | January-December, 1928: Arthur Van Vissingen, Jr. (1895-1986)   |
| <i>Factory and Industrial Management and Manufacturing Industries</i>  | v. 77, no. 3 (March 1929) - v. 78 no. 3 (September 1929).  | January 1929 - February 1933: John Michael Carmody (1881-1963)  |
| <i>Factory and Industrial Management</i>   | v. 78, no. 4 (October 1929) - v. 84, no. 2 (February 1933).  |   |
| <i>Factory Management and Maintenance</i><br>[a consolidation of <i>Factory and Industrial Management</i> (including "Factory" and <i>Maintenance Engineering</i> )] | v. 91, no. 3 (March 1933 - v. 116, no. 12 (December 1958)  | L. C. Morrow  |

註

- 1) "Editorial Comment," *Industrial Management* 53, no. 2 (May 1917): 284; "Personnels," *Personnel* 2, no. 10 (October 1920): 6; "New Magazine Coming," *Personnel* 3, no. 5-6 (May-June 1921): 8.
- 2) John R. Dunlap, Editor in Chief, "Three Notable Editorial Announcements: Forecasting a New Era in Management Literature," *Industrial Management* 60, no. 4 (October 1920): 257-59.

表2 『エンジニアリング・マガジン』とその後継誌の出版社と出版地

| 出版年次                          | 出版地      | 出版社                                  |
|-------------------------------|----------|--------------------------------------|
| April 1891 - December 1927    | New York | The Engineering Magazine Company     |
| January 1928 - August 1929    | Chicago  | McGraw-Shaw Company                  |
| September 1929 - October 1931 | Chicago  | McGraw-Hill Publishing Company, Inc. |
| November 1931 - December 1958 | New York |                                      |

ディーマーへの言及（第4節） この度、1920年からディーマーが他界した1939年まで、*Industrial Management* とその後継誌から彼に言及している記事を細大漏らさず拾い上げてみた。調査結果は第4節「ディーマーおよび彼の作品への言及」にまとめた。1920年代のディーマーの消息に触れる記事は少ない。最初期の作品を回顧する記事2件と主著の書評が注目されるが、それ以外では、彼の著書への言及がわずかにあるだけである。これに対して、1930年から翌31年にかけて、*Factory and Industrial Management* 誌でたびたび彼の専門家協会での活動が紹介されている。また、最晩年の作品「マネジメントの基礎」の連載に際して、ディーマーの紹介記事が掲載された。

追補（第5節） 最終節「追補」において、これまでの著作目録の欠を補う。今後とも文献探査をつづけていく所存です。

## 1. *The Engineering Magazine* 掲載論文

### 1900

“Functions and Organization of the Purchasing Department.” *Engineering Magazine* 18, no. 6 (March 1900): 833-36.

A discussion of a very important factor in successful works management. — *Engineering Magazine* 27, no. 4 (July 1904): 653.

“The Commercial Organization of the Machine Shop, I. — The Classification of Shop Orders.” *Engineering Magazine* 19, no. 3 (June 1900): 342-47.

“The Commercial Organization of the Machine Shop, II. — The Production Department: Bills of Material.” *Engineering Magazine* 19, no. 4 (July 1900): 511-17.

“The Commercial Organization of the Machine Shop, III. — The Production Department: Store-Room Management.” *Engineering Magazine* 19, no. 5 (August 1900): 705-11.

“The Commercial Organization of the Machine Shop, IV. — The Production Department: The Execution of the Work.” *Engineering Magazine* 19, no. 6 (September 1900): 892-98.

“The Commercial Organization of the Machine Shop, V. — Practical and Accurate Time-Keeping.” *Engineering Magazine* 20, no. 1 (October 1900): 73-80.

“The Commercial Organization of the Machine Shop, VI. — The Figuring of Total Costs.” *Engineering Magazine* 20, no. 2 (November 1900): 229-34.

The necessity for accurate cost systems has been brought out so clearly in this Magazine by A. Hamilton Church, J. Slater Lewis, Henry Roland, Hugo Diemer, H. L. Arnold, J. N. Gunn, and others that it is unnecessary to dwell upon this feature of the question. \*See *The Engineering Magazine*, Oct., '97—Jan., '98; Apr.—Nov., '08; Oct., '99—May, '00; June—Nov., '00; Jan., '01; July—Nov., '01.

Source: Charles U. Carpenter, “Money-Making Management for Workshop and Factory, VIII. — The

Finding and Recording of Costs," *Engineering Magazine* 24, no.1 (October 1902): 90.

Successful management is like the designing of highly efficient tools. It is based primarily upon the study of the best-known models and the adaptation of the best methods. Mr. Diemer writes as a practical man for practical men — clearly, definitely and concretely. His articles are essentially "working plans" —available for immediate use in the shop. They have stood the test of actual trial—have been "built from," so to speak. They are presented, not as arguments, but as descriptions. For all examples are drawn from shops whose splendid commercial success stamps the hallmark and guarantee of value on their methods.

The six numbers containing these papers, postpaid, \$1.50. Single numbers containing any one of them, postpaid, 25 cents.

Source: "Management Papers Already Published," advertisement, *Engineering Magazine* 20 (1901), n.p.

Glasgow, 16th March, 1900.  
Holm Foundry, Cathcart,

The Editor, THE ENGINEERING MAGAZINE,  
222-225, Strand, London, W. C.

*Dear Sir:*—We enclose here with some coupons for items mentioned in the Index of your March number, and will be pleased if you will kindly forward us the articles in question.

We take the opportunity of asking when Mr. Roland's book on Cost-Keeping is to appear, as this is a subject in which we are considerably interested. We must also congratulate you on the manner in which your Magazine is keeping up, and express how much we are indebted to the articles by Mr. Roland and Mr. Norris, and such articles as that in your present number on the Purchasing Department, by Mr. Hugo Diemer. Mr. Norris's and Mr. Roland's articles have been simply invaluable to us. The concrete character of the information and the actual examples given by Mr Norris are exactly what the more progressive firms are looking for, and we trust to have a continuance of similar articles in the future. We are especially pleased to note that the Foundry Department will be dealt with shortly.

We are, sir, yours faithfully,  
G. & J. WEIR, Ltd.

Source: "What They Think of it at Home and Abroad," advertisement, *Engineering Magazine* 20(1901), n.p.

## 1902

"Aids in Taking the Machine Shop Inventory." *Engineering Magazine* 22, no. 5 (February 1902): 747-52.

Discussing a simple method of employing the card index and showing its advantages for inventory purposes. — *Engineering Magazine* 27, no. 4 (July 1904): 646.

## 1903

"Cost Finding Methods for Moderate-Sized Shops." *Engineering Magazine* 24, no. 4 (January 1903): 577-89.

The series of cost-keeping articles of which this is the second paper began in our preceding issue with an exposition, by Mr. H. L. Arnold, of the methods of the Bigelow boiler manufacturing company. The purpose of every one of the articles will be to furnish a working description of a practical system, in actual use in a shop where it has stood the test of time and been proved successful and sufficient. The reproduction of the forms and blanks in immediate connection with the explanatory text makes the papers particularly useful and interesting to those who are concerned in the introduction or the working of methods of shop accounting. — The Editors of *The Engineering Magazine*.

An example of the successful application of the premium system to a shop employing about 400 men in the manufacture of machine tools. — *Engineering Magazine* 24, no. 5 (February 1903): 795-96.

A description of the methods of the Cincinnati Milling Machine Co. — *Engineering Magazine* 27, no. 4 (July 1904): 646.

“The Fixing of Piece-Work Rates.” *Engineering Magazine* 26, no. 2 (November 1903): 161-76.

Details of experience in the accurate fixing of piece-work rates and the determination of speed records. — *Engineering Magazine* 27, no. 4 (July 1904): 650.

## 1904

“A Bibliography of Works Management.” *Engineering Magazine* 27, no. 4 (July 1904): 626-42. With an Editorial Introduction, and an Index to the Current Literature of the Subject Prepared by the Editor of *The Engineering Magazine*.

Listing the most important books which have been written on the subject in the English language, with brief descriptive notes, followed by a comprehensive index of the current literature of the subject from 1885 to date. — *Engineering Magazine* 27, no. 5 (August 1904): 857.

## 1905

“A Combined Bonus and Premium System.” *Engineering Magazine* 29, no. 5 (August 1905): 719-30.

Describing the practical introduction of the system in a stronghold of trades unionism. — *Engineering Magazine* 29, no. 6 (September 1905): 970.

## 1908

“A Four-Years Course in Industrial Engineering.” *Engineering Magazine* 35, no. 3 (June 1908): 349-62.

この論説に対する反論あり：In the last number of this magazine there appeared an article by Prof. Hugo Diemer of the State College of Pennsylvania on a proposed course in Industrial Engineering aimed to prepare men for leadership of our industrial enterprises. In view of the opinions which I have attempted to bring out in the foregoing, it seems hardly necessary to state that I think the plan both inadequate and misdirected. A few words may suffice to make this clear. (p. 589)

Source: Walter Rautenstrauch, “Modern Ideals in Mechanical-Engineering Education,” *Engineering Magazine* 35, no. 4 (July 1908): 577-90.

## 2. *Industrial Management* 掲載論文

### 1924

“The Principles Underlying Good Management.” *Industrial Management* 67, no. 5 (May 1924): 280-83.

### 1927

“The Broad Aspects of Management: Management Engineering Seeks to Develop Harmony and Coöperation.” *Industrial Management* 74, no. 5 (November 1927): 270-86.

### 3. *Factory and Industrial Management* 掲載論文

#### 1931

“Management A. B. C.’s, 1. Organization.” *Factory and Industrial Management* 81, no. 4 (April 1931): 631-33.

“Management A. B. C.’s, 2. Production.” *Factory and Industrial Management* 81, no. 5 (May 1931): 799-801.

“Management A. B. C.’s, 3. Engineering and Research.” *Factory and Industrial Management* 81, no. 6 (June 1931): 991-93.

“Management A. B. C.’s, 4. Planning Production.” *Factory and Industrial Management* 82, no. 1 (July 1931): 59-61.

“Management A. B. C.’s, 5. Routing and Process Analysis.” *Factory and Industrial Management* 82, no. 2 (August 1931): 207-8.

“Management A. B. C.’s, 6. Time Study, Job Standardization, Wage Incentive.” *Factory and Industrial Management* 82, no. 3 (September 1931): 341-43.

“Management A. B. C.’s, 7. Scheduling and Dispatching.” *Factory and Industrial Management* 82, no. 4 (October 1931): 490-92.

“Management A. B. C.’s, 8. Costs.” *Factory and Industrial Management* 82, no. 5 (November 1931): 640-42.

“Management A. B. C.’s, 9. Maintenance.” *Factory and Industrial Management* 82, no. 6 (December 1931): 820-22.

#### 1932

“Management A. B. C.’s, 10. Personnel.” *Factory and Industrial Management* 83, no. 1 (January 1932): 15-16.

“Management A. B. C.’s, 11. Distribution.” *Factory and Industrial Management* 83, no. 2 (February 1932): 87-88.

“Management A. B. C.’s, 12. The Financial Division.” *Factory and Industrial Management* 83, no. 3 (March 1932): 103-4.

### 4. デイマーおよび彼の作品への言及 (調査範囲 1920 - 1939)

#### 1920

Lyon, Leverett S., and May R. Freedman. “A Guide and Bibliography for Labor Managers.” *Industrial*

*Management* 60, no. 5 (November 1920): 385.

1910年に公刊されたディーマーの主著 *Factory Organization and Administration* が掲載されている。

## 1921

Dunlap, John R. "30 Years of Management Literature—II: The Record as Disclosed in the Pages of This Magazine." *Industrial Management* 61, no. 9 (May 1, 1921): 361-366.

1900年に *The Engineering Magazine* に連載されたディーマー論文 "The Commercial Organization of the Machine Shop" の意義について次のように総括している：Mr. Diemer's papers almost paralleled the original series by Arnold in 1896 in the number of new and regular readers they brought to the magazine. Thus we were finally brought up to the publication of the great Works Management Number, which appeared in January, 1901, and which is such a land-mark in the development of the literature of the Science of Management, that I shall have to reserve for the next chapter the story of its splendid effects. It will suffice to say here that it proved to be the largest single issue of any monthly magazine of any kind ever before published—numbering 340 pages of text and 290 pages of advertising or a total of 630 pages. We printed and sold twenty thousand copies of it, which was an unusually large circulation for those times, and it made such a profound impression upon engineering readers all over the world that it created an insistent demand for management literature, and thus laid the secure foundation of the magazine's future. (p. 366)

Review of *Factory Organization and Administration*, by Hugo Diemer (3rd ed., New York: McGraw-Hill Book Co., 1921). In *Industrial Management* 61, no. 11 (June 1, 1921): 443.

書評の全文は以下の通り：As indicated by the title this volume is intended as a comprehensive treatment of the whole problem involved in plant management and in fulfilling such a primary object there is of necessity only a general treatment of the many specific topics that must be given thorough consideration in all factory administration.

It should not be thought, however, that reference to such general treatment is intended to indicate that the book is of an entirely general nature for the author grasps the important elements of each phase of his subject and such elements are not only adequately covered but the form of presentation simply and clearly points out the safe and progressive procedure that makes for success in all business management and plant administration.

In a text book manner every detail from factory location and building through department organization and relation to costs and wage systems is taken up, the machine shop or mechanical manufacturing plant constituting the ground work of the whole book.

The present edition presents new data on general organization, on personnel work, and on functional control of production, the chapters on the last two factors condensing the important developments thereof of recent years. Similarly, the chapter on the cost department condenses the important elements of this subject so that the fundamentals are readily understood and their general application simplified.

While primarily intended for the actual practitioner in manufacturing work the volume is admirably prepared for use as a text book for engineering students. In addition to a bibliography of works management references appear at the close of each chapter to specific portions of modern books bearing on the subject matter of the chapter.

## 1923

“Current Editorial Comment: Rewards of Technical Authorship.” *Industrial Management* 65, no. 3 (March 1923): 164-65.

「わが国の教育雑誌，技術専門誌，業界誌や科学出版物がアメリカの産業と科学技術にとってきわめて重要な位置を占めているのは周知のところである。」『エンジニアリング・マガジン』は，創刊から32年経ったが，この間に，「管理の科学ならびに労働節約機械の最良の利用方法のあらゆる側面について，腹藏なく徹底的に議論する開かれた情報交換媒体となった。」

同誌編者は，創刊時の執筆者50名のうち4分の1以上がそれぞれの専門分野において全国的な名声を獲得していると述べ，さらに23年前の1900年の寄稿者60名についても同様のことが言えるとして，具体的な名前を列挙している。そこにヒューゴ・ディーマーの名が挙げられている。

Atkins, Paul M. “What Belongs on Your Bookshelf?: A Selected Bibliography of Industrial Engineering and Accounting.” *Industrial Management* 65, no. 3 (March 1923): 176-78.

この文献目録に，「学生向けのテキスト」としてディーマーの作品 *Industrial Organization and Management* (Chicago: LaSalle Extension University, 1915) が載っている。

## 1925

“Books for Men in Industry: Latest Publications on Engineering, Economic, Industrial and Management Subjects.” *Industrial Management* 70, no. 3 (September 1925): 188.

ディーマーの主著 *Factory Organization and Administration* の1925年改訂版 (4th ed, New York: McGraw-Hill Book Co.) が，「工場経営者や会計担当者のための実用書 (a working manual)」として採録されている。

## 1927

“Books for Men in Industry: Latest Publications on Engineering, Economic, Industrial and Management Subjects.” *Industrial Management* 74, no. 3 (September 1927): 189-90.

ディーマーの作品 *Foremanship Training* (New York: McGraw-Hill Book Co., 1927) の書評: Training of men for foremanship, brought into special prominence during the war, has been forced upon the notice of many executives in the period following those years. The problem of the foreman—how much authority he should have, what he should know and what he need not know are subjects that have led to extensive discussion by executives and industrial engineers. Certain ideas have crystallized, however and Hugo Diemer’s latest book gives a comprehensive view of the prevailing opinion upon how men should be educated so as to enable them to become foremen and how foremen may be assisted in advancing their knowledge and utilizing their experience to equip them the better to direct their work and that of the men under them. The text is instructive for the general reader and should be helpful to the average executive. It describes the qualities that should characterize the successful foreman, foremen’s clubs, programs for one and two-year training courses, conference groups for executives with foremen, employee representation and the safety movement.

Dodge, Arthur F. “The Practical Aspects of Foreman Training: Present-Day Methods and Policies.” *Industrial Management* 70, no. 3 (December 1927): 363-67.

ディーマーの1927年の作品 *Foremanship Training* (New York: McGraw-Hill Book Co.) が参考文献に挙げられている。



## 1929

“Books on Management.” *Factory and Industrial Management* 77, no. 3 (March 1929): 506.

ディーマーの作品 *Wage-Payment Plans That Reduced Production Costs* (New York: McGraw-Hill Book Co., 1929) について次の説明あり：This report summarizes simply and clearly the features of a number of the more useful systems of wage payment, with comment on the applicability of each plan. The point of view expressed is sound and should be decidedly helpful in understanding and using the various wage systems.

## 1930

“Program Arranged for Management Congress in Chicago March 3-5.” *Factory and Industrial Management* 79, no. 2 (February 1930): 314.

全国マネジメント会議の紹介記事。ディーマーにかかわるところを以下に抜き書きする：A preliminary program of the National Management Congress, to be held in Chicago, March 3, 4, and 5, is available as we go to press. The Congress is sponsored by the American Society of Mechanical Engineers, the Society of Industrial Engineers, the American Management Association, and the National Association of Cost Accountants. The theme will be “Organizing for Permanent Prosperity.”

Group 2. “Managerial Education and Training.” Chairman, Hugo Diemer, LaSalle Extension University.

Dutton, H. P. “Books on Management.” *Factory and Industrial Management* 79, no. 4 (April 1930): 843.

ディーマー作品の紹介：Hugo Diemer’s sound little book, *Wage Payment Plans That Reduced Production Costs*, recently given as a premium to subscribers to *Factory and Industrial Management*, has been reissued in a flexible fabrikoid binding and makes generally available a useful analysis of incentive plans and reprints of some of the best recent articles on this subject.

“Pen State’s Industrial Course.” *Factory and Industrial Management* 79, no. 5 (May 1930): 1094-95.

ペンシルヴェニア州立大学の夏季講習の案内：Developing executive ability, factory layout, cost accounting, personnel management, business economics, wage incentives, are among the subjects given by the Pennsylvania State College in its short “industrial organization” course. This course, from June 16 to 25, is offered to executives and foremen who wish to train themselves in methods of management.

The summer course was started in 1915 by Colonel Diemer when he was teaching at Pennsylvania State College. It gives executives an opportunity to combine a vacation in pleasant surroundings with ten days’ intensive training under prominent industrial engineers.

“Industrial America’: Theme of S. I. E. Convention at Washington, Oct. 15-17.” *Factory and Industrial Management* 80, no. 5 (November 1930): 969, 978-79.

インダストリアル・エンジニア協会 1930 年全国大会におけるディーマー報告について：Another of the luncheon sessions was dedicated to “The Present Status of Industrial Engineering in College Curricula.” Hugo Diemer, LaSalle Extension University, presided. He presented the report of the educational committee, analyzing the curricula of schools of commerce and engineering colleges which teach industrial engineering, and indicating the predominance of the engineering-school approach. Prof. Paul T. Norton, of Virginia Polytechnic Institute, and Prof. John J. Furia, of Manhattan College presented supplementary reports. Adolph Langsner, of the Eugene Dietzgen Company, gave the results of a survey among business men, which showed satisfaction with the product of industrial engineering courses. (p. 979)

## 1931

“From the Editor’s Notebook.” *Factory and Industrial Management* 81, no. 4 (April 1931): 597.

「マネジメントの基礎」の連載に際して、著者を紹介する記事。ディーマーの経歴は分からないことが多いが、この短い記事から彼がコンサルタントとしてかかわった企業名が分かる。記事の全文は以下のとおり：Col. Hugo Diemer’s long industrial career includes intimate contacts with the personalities, policies and methods of thought and work of the heads of a long line of progressive and successful companies which he has served and advised. He has acted as consultant in the installation of better organization, production control, time studies, cost methods, wage-incentive plans, and personnel and industrial relations work for such companies as Cincinnati Milling Machine, International Harvester Commercial Electric, Atlas Engine, Winchester Repeating Arms, and has rendered consultation service to hundreds of students in his capacity of consulting management director and management training for LaSalle Extension University. During the War, Col. Diemer was commanding officer in charge of all army work at the U. S. Cartridge Company, Lowell, Mass., and later was on the staff of the officer in charge of army work at Bethlehem Steel Company.

“These Men Write for F. & I. M.” *Factory and Industrial Management* 82, no. 2 (August 1931): 169.

ディーマーの連載記事「マネジメントの基礎」に関連して：Sixteen years ago at Penn State, Hugo Diemer established summer management courses which still attract executives from a wide range of industries. A photograph of one of the sessions was shown on page 70 of the July number. Colonel Diemer’s series of articles on management fundamentals is continued in this issue.”

“What’s New in Industry: Gilbreth Day Marks S.I.E. National Meeting.” *Factory and Industrial Management* 82, no. 5 (November 1931): 667.

インダストリアル・エンジニア協会 1931 年全国大会におけるディーマー報告の概要：Hugo Diemer next presented a comprehensive report on the preferences expressed by industry for various types of college training for industry. Of 40 companies which replied, 25 per cent preferred graduates of the standard mechanical or electrical curricula; 45 per cent, of industrial engineering courses; 7 per cent, of a combination of engineering fundamentals with commerce and finance subjects. Twenty-three per cent selected on the basis of personality rather than type of college course.

## 1932

Dutton, H. P. “The Wage Incentive Plan You Ought to Have.” *Factory and Industrial Management* 83, no. 12 (December 1932): 449.

ディーマーの 1929 年の作品 *Wage-Payment Plans That Reduced Production Costs* (New York: McGraw-Hill Book Co.) の参照を求めている。

## 5. 追補

以下の 4 文献は「ヒューゴ・ディーマー著作目録」とその「補遺」に収録済みであるが、その後明らかになった書誌情報を補うとともに、誤りを正しておきたい。

(1) *The Engineering Magazine* に掲載された “Industrial Engineering Management” について、タイトルと出版年を誤記していた。また、作品分類を改める。これはディーマー本人の作品ではなく、彼の講演内容を雑誌編集部が紹介したものである。

(2) 1911年に鉄鋼業界誌に掲載された論説“Shop System of Ferracute Machine Company”について、書誌情報を補う。

(3) 1912年の工学教育促進協会の報告“Departmental Organization and Efficiency”について、「著作目録」の記述に誤りがあり、それを正す。併せて書誌情報をまとめておく。

(4) 1915年のディーマー作品 *Industrial Organization and Management* について書誌情報を追加する。

## 1906

“Industrial Engineering Management: The Entrance of the Engineer into the Commercial and Industrial Departments of Production, by Hugo Diemer—Indiana Engineering Society.” In “Review of the Engineering Press,” *Engineering Magazine* 30, no. 5 (February 1906): 747-49.

これはディーマーがインディアナ工学協会でおこなった講演を『エンジニアリング・マガジン』編集部が要約紹介したものである。

講演記録の原文は，“Industrial Engineering,” in *Proceedings of the Indiana Engineering Society, Twenty-Sixth Annual Report, 1906*, 65-73. この講演記録の解題と邦訳は、上野継義「草創期のインダストリアル・エンジニアリング運動——ヒューゴ・ディーマーの講演記録（インディアナ工学協会，1906年）を読む——」『京都マネジメント・レビュー』第32号（2018年3月）：189-205.

## 1911

“Shop System of Ferracute Machine Company.” *Iron Age* 88 (July 13, 1911): 106-9.

Gives details of administration and operation of a works for making metal stamping and forming processes. — *Industrial Engineering and the Engineering Digest* 10, no. 2 (August 1911): 141.

## 1912

“Departmental Organization and Efficiency.” In Society for the Promotion of Engineering Education, *Proceedings of the Twentieth Annual Meeting, Held in Boston, Mass., June 26-29, 1912*, Part I, Vol. 20 (Ithaca, N.Y.: Office of the Secretary, Cornell University, 1913), 139-44.

この議事録は、工学教育促進協会（SPEE）第20回年次大会（1912年6月）の能率分科会（Efficiency Session）で開催された科学的管理シンポジウムの記録である。参加者の顔ぶれが興味深い。テイラーの弟子たちのほか、のちに雇用管理運動を立ち上げることになるマイヤー・ブルームフィールド（Meyer Bloomfield）<sup>3)</sup>、テイラーと喧嘩別れし、当時ニューヨーク能率協会<sup>4)</sup>の創設に向けて精力的に動いていた H. F.

3) ブルームフィールドは、フレデリック・テイラーらの「科学的管理」には批判的な眼差しを向けていたが、技術者の思考様式には学ぶべきことが多くを思っていた。このシンポジウムの前月、民主主義的な経営なしに究極の能率は達成できないとする論説を発表していた。Meyer Bloomfield, “Scientific Management: Co-operative or One-sided?” *Survey* 28 (May 18, 1912): 312-13.

4) この団体の正式名称は“Efficiency Society”であり、ニューヨークの語は冠されていない。しかし、各地で「能率協会」を名のる団体がいくつも設立されていたので、それらと区別するために、学術的な見地から、本部所在地を冠することとした。

J. ポーター (H. F. J. Porter)<sup>5)</sup>らが報告に立っている。

ディーマーは、このシンポジウムにおいて、ペンシルヴェニア州立大学のインダストリアル・エンジニアリング教育について報告した。この報告は、大会議事録の出版に先立ち、協会の『会報 (Bulletin)』に2回に分けて掲載された。分割掲載に際して、分割箇所になぜか加筆があるほか、末尾に大会議事録にはない短い質疑が収められている。Hugo Diemer, "Departmental Organization and Efficiency," *Bulletin of the Society for the Promotion of Engineering Education* 2, no. 10 (June 1912): 550-52; 3, no. 4 (December 1912): 253-57.

この議事録の科学的管理シンポジウムの記録は単行書としても公刊された。タイトル頁を入れ替えただけで、本文の割り付けや頁数は議事録と寸分違わない。ディーマー報告は139-44頁に収録されている。SPEE, *A Symposium on Scientific Management and Efficiency in College Administration: Comprising among Others, The Papers Presented Annual Convention of the Society for the Promotion of Engineering Education, Held at Boston, Mass., June 26-29, 1912* (Ithaca, N.Y.: Office of the Secretary, 1913).

## 1915

*Industrial Organization and Management*. Chicago: LaSalle Extension University, 1915. 291 pages.

### Reviews:

Frederic G. Coburn, *American Economic Review* 6, no. 1 (March 1916): 133-36.

*Journal of Political Economy* 24, no. 10 (December 1916): 1023-24.

*Political Science Quarterly* 31, no. 4 (December 1916): 651.

この書物の版元、ラサール通信制大学は、1916年、会計学上級コース (Higher Accountancy) の受講者で、公認会計士の資格を取得した人に、7冊の経営実務書を無償配付すると発表した。その一冊に本書が加えられている。ほかの6冊は以下の通り。

*Personal Efficiency*. By Irving R. Allen, Sales Counselor.

*Business Economics*. By Ernest L. Bogart, Ph.D., Professor of Economics, University of Illinois.

*Financing a Business*. By Elmer E. Youngman, Editor, "The Bankers' Magazine," New York.

*Office Organization and Management*. By C. C. Parsons, Manager, Shaw-Walker Company, New York.

*Practical Banking*. By O. Howard Wolfe, Cashier, Philadelphia National Bank.

*Business English*. By Edwin Herbert Lewis, Ph.D., LL.D., Professor of English, Lewis Institute, Chicago.

Source: "An Interesting Announcement," *Personal Efficiency* 6, no. 9 (September 1916): 22; Department of Higher Accountancy, LaSalle Extension University, announcement, in *Personal Efficiency* 8, no. 7 (July 1918): 20.

5) 1912年5月、ポーターはニューヨーク市のエンジニアリング・ビルディングの一室に能率協会事務局を設置し、協会の設立に向けて準備をすすめていた。"Personals," *Cassier's Magazine* 41, no. 5 (May 1912): 90.

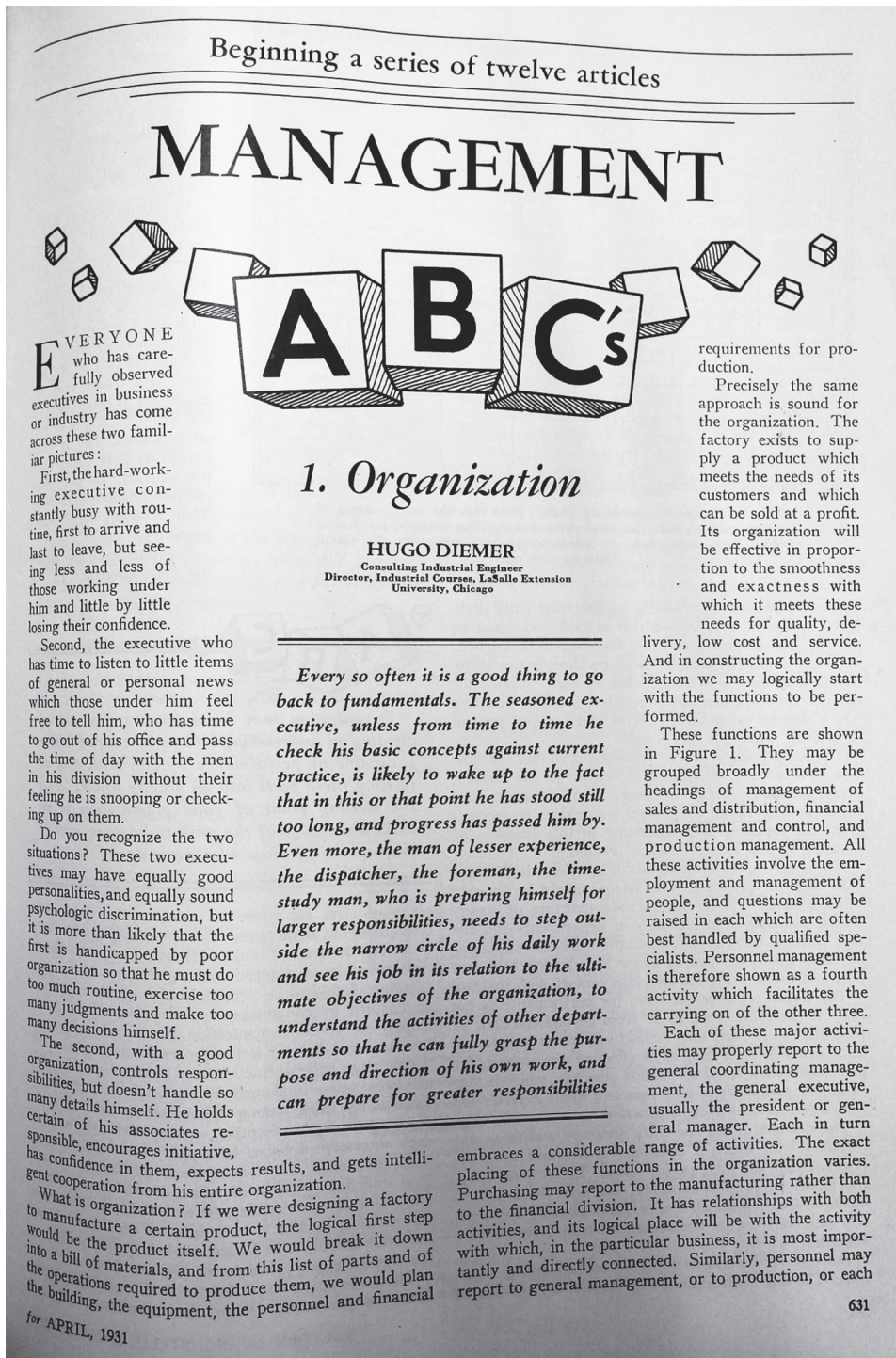


図1 ディーマーの最晩年の作品「マネジメントの基礎」

出典：Hugo Diemer, "Management A. B. C.'s, 1. Organization," *Factory and Industrial Management* 81, no. 4 (April 1931): 631.

Hugo Diemer Bibliography, No. 3:  
From *The Engineering Magazine* and Its Successors.

Tsuguyoshi Ueno

**ABSTRACT**

An annotated bibliography of Hugo Diemer, in *Kyoto Management Review* 26 (March 2015): 85-102, and its addendum, in *KMR* 28 (March 2016): 55-63 are a systematic attempt to catalogue all of his works. The present list is the third bibliography, including a complete list of his papers appeared in *The Engineering Magazine* and its successors, *Industrial Management* and others. These publications were “an open forum for the frank and full discussion of all phases of the science of management.”