

資料

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 ——

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著作目録の構成 本著作目録は7つのセクションから構成されている。セクション分類の仕方は、出版形態の違いを軸にしつつも、ヒューゴ・ディーマー（Hugo Diemer, 1870-1939）の仕事と管理の制度化（institutionalization of management）とのかかわりが一目で見渡せるよう配慮したものであり、事実上、アメリカ最初の IE テキストである『工場組織と管理』や通信教育用教材の成立過程を辿る構成になっている。すなわち、ディーマーは、個別企業での実際経験やその分析結果を専門雑誌や業界誌や大学の紀要に発表し（セクション 5）、専門家協会の会合で報告と討議を重ね（セクション 4）、その成果をペンシルヴェニア州立大学（Pennsylvania State College）およびラ・サール通信制大学（La Salle Extension University）の教育カリキュラムにとり入れ、IE テキストやフォアマン教育マニュアル（セクション 1～3）にまとめあげた。各セクションの配列は編年体である。ディーマーの仕事の歴史のおよび研究史的な背景、ならびにアメリカ企業管理史上の意義は別稿にまとめた¹⁾。

1) 上野継義「ヒューゴ・ディーマーとアメリカ企業管理史——管理の制度化の視点による著作目録の作成——」『京都マネジメント・レビュー』26号（2015年3月）。

『工場組織と管理』初版第3刷と第5刷 主著『工場組織と管理』初版（1910年刊）には、事実上の「改訂版」と言ってよい内容の版本が複数存在する。初版第3刷は「訂正版」である。初版第5刷（1914年）では大幅な増補改訂をほどこしており、事実上の「第2版初刷」である。なぜかという、表扉には“First Edition, Fifth Impression”とあるものの、巻頭に第2版への序文“Preface to Second Edition”（December 15, 1913）が収められており、内容ならびに頁数ともに第2版第2刷と同じだからである。

巻末に4つの版本の表紙を収めた（図1～図4）。これによって初版初刷から、上述の二つの刷を経て、第2版第2刷にいたるまでの流れを見渡すことができる。初版初刷と第2版第2刷はデジタル・コレクションからの複写であり、初版第3刷と第5刷は私の個人蔵書から版を起こした。初版第2刷と第4刷は探査中である。

ディーマーは第3版（1921年）以降も、人事管理運動およびIE運動の成果を採り入れるべく加筆修正を繰り返し、本文と図版に大胆な変更を加えている。『工場組織と管理』は多くの読者を獲得したが、当時どのように受けとめられたのかを知る手がかりとして、同書に対する書評を併せて採録した。

著作目録の範囲と限界 セクション1および4～7に挙げた文献は、4i)の一文獻をのぞいて、すべて原文を確認している。セクション5については、同時代の主要な管理雑誌と業界誌、ならびにディーマーの奉職した大学の紀要を網羅的に検索した。また、雑誌インデックスの専門誌 *The Engineering Digest*, vols. 3-6 (1908-09) のほか、*The Engineering Magazine* とその後継誌 *The Industrial Management* に毎号掲載される“The Engineering Index”にもあたったので、少なくとも1920年代初頭までの主要論文は漏れなく採録しているはずである。

とはいいながら、この度の文献調査の精度と範囲には次のような限界がある。第一に、この度の調査ではデジタル・コレクションを積極活用したが、検索精度がテキストの状態に左右され、とくに小さな活字で組まれた小論については見落としが皆無とはいえない。組版で採用されているカーニングや送りのしかた、フォントの形状や印刷濃度、スキャニング時の解像度などが検索の精度に影響を及ぼしている。また、“Diemer”で検索するより、“Hugo”で検索した方が掛かりがよいといったコツのようなものもある。第二に、デジタル・コレクションの登録文献のうち、1922年以降の定期刊行物は諸外国からのアクセスに制限が設けられているため、この年代以降の調査は不十分であり、網羅性に欠ける。第三に、ディーマーはさまざまな雑誌に投稿しており、捜せばまだ出てきそうな気がしている。とくに古い雑誌は全巻揃っていないこともあり、ディーマー作品がありそうな気配を感じながら調査できなかったのは心残りである。未検討の文献で重要なものを以下に記しておく。

Bulletin of the Society for the Promotion of Engineering Education [Journal of Engineering Education], v. 1 (1910) - 12 (September 1921 - June 1922). これ以外の巻は未見。

Proceedings of the Society for the Promotion of Engineering Education. v. 2(1894), 8(1901)-29(1921).
これ以外の巻は未見.

Proceedings of the Society of Industrial Engineers. 第10回大会(1923年)以降は未見.

The Engineer (Published by the School of Engineering of the Pennsylvania State College). v. 2, no. 3 (May 1908); v. 3, nos. 3 and 4 (April & May 1910). これ以外の巻は未見.

Factory(Chicago: System Co.). v. 2-6(1907-1911), 9-10(1912-13), 16-17(1916), 20(1918), 22(1919), 24-25 (1920). これらの巻は未見.

Journal of Engineers' Society of Pennsylvania (Harrisburg, PA.). v. 1 (1909)-8 (1916)のみ調査済み.
第9巻以降は未見.

Personal Efficiency (Chicago). v. 7 (1917)のみ調査済み. これ以外の巻は未見.

American Management Association, *Institute of Management Series* (New York: AMA, 1929). 未見.

1. 『工場組織と管理』とその書評

Factory Organization and Administration. [1st ed.] New York: McGraw-Hill Book Co., 1910. 317 pages.

Factory Organization and Administration. 1st ed., 3rd impression, corrected. New York: McGraw-Hill Book Co., 1910. 317 pages.

Factory Organization and Administration. 1st ed, 5th impression. New York: McGraw-Hill Book Co., 1914. 378 pages. 表扉には「初版第5刷」とあるが、巻頭に「第2版への序文」が収められており、この版が事実上「第二版初刷」である。この版からマグローヒル社の工場管理(Factory Management)シリーズ全6巻中の第2巻に位置づけられた²⁾。

Factory Organization and Administration. 2nd ed., 2nd impression. New York: McGraw-Hill Book Co., 1914. 378 pages.

Factory Organization and Administration. 3rd ed. New York: McGraw-Hill Book Co., 1921. 398 pages.

2) 工場管理シリーズの他のタイトルは以下の通りである。

v. 1: Dexter S. Kimball, *Principles of Industrial Organization* (1913).

v. 3: Charles Siesel Rindsfoos, *Purchasing* (1915).

v. 4: Alexander Hamilton Church, *Manufacturing Costs and Accounts* (1917).

v. 5: Henry Grattan Tyrrell, *Engineering of Shops and Factories* (1912).

v. 6: Robert Haywood Fernald and George A. Orrok, *Engineering of Power Plants* (1916).

工場管理シリーズの出版元マグローヒル社は、管理の専門雑誌に10日間の無料試読クーポンを掲載し、郵送料自社負担による販促活動をおこなった。McGraw-Hill Book Co., "Factory Management [advertisement]," *Factory* 26, no. 6 (March 15, 1921): 752.

Factory Organization and Administration. 4th ed. New York: McGraw-Hill Book Co., 1925. 398 pages.

Factory Organization and Administration. 5th ed. New York: McGraw-Hill Book Co., 1935. 412 pages.

Reviews of the 1st ed. (1910)

Lee Galloway, *Journal of Accountancy* 12, no. 5 (September 1911): 382-87.

Iron Age 86 (October 6, 1910): 780-81.

Engineering Magazine 40, no. 1 (October 1910): 160.

American Machinist 33, pt. 2 (October 6, 1910): 650.

Reviews of the 2nd ed. (1914)

American Machinist 40, no. 9 (February 26, 1914): 396.

Industrial Engineering and the Engineering Digest 14, no. 4 (April 1914): 168.

Iron Trade Review 54 (May 28, 1914): 969-70.

G. Charter Harrison, *Journal of Accountancy* 18, no. 6 (December 1914): 403-4.

Reviews of the 3rd ed. (1921)

Personnel 3, no. 2 (February 1921): 6.

"Publications Relating to Labor." *Monthly Labor Review* 12, no. 3 (March 1921): 228.

Industrial Management 61, no. 11 (June 1, 1921): 443.

Richard H. Lansburgh, *Bulletin of the Taylor Society* 4, no. 3 (June 1921): 136.

Leon P. Alford, *Management Engineering* 1, no. 2 (August 1921): 127-28.

John S. Keir, *Journal of Personnel Research* 1, no. 2 (June 1922): 90.

2. その他の著書

Automobiles: A Practical Treatise on the Construction. Chicago: American School of Correspondence, 1909. 192 pages. Also in *Cyclopedia of Automobile Engineering: A General Reference Work* (4 vols.), 3:11-220. Chicago: American School of Correspondence, 1909.

Self-Propelled Railway Cars. Chicago: American School of Correspondence, 1910. 16 pages.

Motor Boats and Motorcycles. Chicago: American School of Correspondence, 1910. Instruction paper prepared by Hugo Diemer.

Wood-Turning, Wood-Working Machines and Pattern Making: A Text for University, College and Technical High School Shops for Apprenticeship Courses. With George Henry Resides. New York: McGraw-Hill Book Co., 1911. 117 pages.

Industrial Organization and Management. Chicago: La Salle 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.

The Manufacturing Organization. Chicago: La Salle Extension University, 1919. 18 pages.

Standardization and Scientific Management. Chicago: La Salle Extension University, 1921. 34 pages.

Foremanship Training. New York: McGraw-Hill Book Co., 1927. 230 pages.

Wage-Payment Plans That Reduced Production Costs. New York: McGraw-Hill Book Co., 1929. 272 pages.

3. 編者としての仕事

Modern Foremanship and Production Methods. 15 manuals. Assembled, organized, and edited by Hugo Diemer, Meyer Bloomfield, Daniel Bloomfield, and Everett Francis Dahm, in cooperation with others. Chicago: La Salle Extension University, 1921.

1. *The Foreman and His Job*. 53 pages.

2. *The Working Force*. 67 pages.

3. *Leadership*. 65 pages.

4. *The Foreman and Training*. 76 pages.

5. *The Foreman and Job Analysis*. 66 pages.

6. *The Flow of Work*. 64 pages.

7. *Good Place to Work*. 64 pages.

8. *Getting the Work Out*. 59 pages.

9. *The Foreman as Stockkeeper*. 66 pages.

10. *Cost Control in the Shop*. 62 pages.

11. *Industrial Organization*. 74 pages.

12. *What Is Production and Why?* 70 pages.

13. *Wages and Incentives*. 77 pages.

14. *The Foreman and the Law*. 80 pages.

15. *The Foreman and Industrial Service*. 75 pages.

Business Management Executive Manuals 37 and 38: *Control through Planning*. With the Editorial Staffs of La Salle Extension University. Chicago La Salle Extension University, 1925.

How To Set Up Production Control for Greater Profits. New York: McGraw-Hill Publishing Co., 1930. 312 pages.

4. 各種専門家協会での報告とディスカッション

a) アメリカ機械技術者協会 American Society of Mechanical Engineers; ASME

“Discussion, on the function of laboratory courses in engineering schools.” ASME *Transactions* 26 (1905): 659-63. Discussion of the paper of “The Function of Laboratory Courses in the Curriculum of Engineering Schools,” by Charles Edward Lucke (pp. 646-58).

“Discussion, on industrial engineering [welfare and betterment].” ASME *Transactions* 27 (1906): 362-66. Discussion of the paper of “The Realization of Ideals in Industrial Engineering,” by H. F. J. Porter (pp. 343-72). Presented at the New York meeting, December, 1905.

“Discussion on Interchangeable Parts.” ASME *Transactions* 33 (1911): 237. [John Calder, “The Assemble of Small Interchangeable Parts,” 195-209; Halcolm Ellis, “The Process of Assembling a Small and Intricate Machine,” 211-31; F. P. Cox, “Quantity Manufacture of Small Devices,” 233-36.]

“Discussion, on industrial management.” ASME *Transactions* 34 (1912): 1207-08. [“The Present State of the Art of Industrial Management: Majority Report of Sub-Committee on Administration,” 1131-52.]

“Discussion, on the human phases of engineering.” ASME *Transactions* 40 (1918): 943. Discussion of the paper of “Non-Financial Incentives,” by Robert B. Wolf (pp. 925-40), in the second session on “Engineering of Man Power,” at the annual meeting, December 3, 1918.

b) 工学教育促進協会 Society for the Promotion of Engineering Education; SPEE

“Education for Factory Management.” SPEE *Proceedings* 11 (1903): 152-55. Paper presented at the Eleventh Annual Meeting held in Niagara Falls, N.Y., July 1-3, 1903.

“Discussion.” SPEE *Proceedings* 11 (1903): 98, 115-16, 169-70, 319-20.

“Courses in Industrial Education.” SPEE *Proceedings* 15 (1907): 510-23. Paper presented at the Fifteenth Annual Meeting held in Cleveland, Ohio, July 1-3, 1907.

“Employers' Requirements of Technical Graduates.” SPEE *Proceedings* 17 (1909), 172-78. Paper of “Employers' Requirements: What Qualification Do Employers Most Desire from Graduates in a Course of Mechanical Engineering?” presented at the Seventeenth Annual Meeting held in New York City, June 25, 1909.

“Discussion.” SPEE *Proceedings* 17 (1909), 96-102. Discussion of the paper of “Why Manufacturers Dislike College Students,” by Frederic W. Taylor (pp. 79-92).

“Efficiency in Shop Work.” SPEE *Proceedings* 18 (1910), 94-97.

“Discussion, on report on Engineering Degrees.” SPEE *Proceedings* 18 (1910), 153.

“Discussion.” SPEE *Proceedings* 18 (1910), 409-10. Discussion of the paper of “Notes on the Co-Operative System,” by Herman Shneider (pp. 395-405).

- “Discussion (by letter), on the cooperative plan at the University of Cincinnati.” *SPEE Proceedings* 18 (1910), 413-20.
- “Results of Experience in Teaching Scientific Shop Management.” *SPEE Proceedings* 19 (1911), 133-45. Paper presented at the Nineteenth Annual Meeting held in Pittsburgh, Pa., June 17-29, 1911. Also in *Bulletin of the Society for the Promotion of Engineering Education* 2, no. 5 (January 1912): 257-69.
- “Departmental Organization and Efficiency.” *Bulletin of the Society for the Promotion of Engineering Education* 2, no. 10 (June 1912): 550-51. Abstracts of paper presented at the twentieth annual meeting of the Society, to be held at Boston, Mass., June 26-28, 1912.
- “Departmental Organization and Efficiency.” *SPEE Proceedings* 20, pt. 1 (1912), 139-44. Paper presented at the Twentieth Annual Meeting held in Boston, Mass., June 26-29, 1912. Also in *Bulletin of the Society for the Promotion of Engineering Education* 3, no. 4 (December 1912): 253-57; *A Symposium on Scientific Management and Efficiency in College Administration* (Ithaca, N.Y.: Office of the Secretary, 1913), 139-44.
- “Discussion, on teaching of physics.” *SPEE Proceedings* 20, pt. 2 (1912), 89.
- “Discussion, on mechanical laboratories.” *SPEE Proceedings* 20, pt. 2 (1912), 342-43. Discussion of the paper of “Instruction in the Mechanical Engineering Laboratory for Undergraduate Students,” by Arthur M. Greene, Jr. (pp. 326-38).
- “Departmental Organization.” *SPEE Proceedings* 21 (1913), 439-40. Also in *Bulletin of the Society for the Promotion of Engineering Education* 4, no. 3 (November 1913): 16-17. Discussion of the paper on Academic Efficiency by H. S. Person (pp. 39-48).
- “Letter to the Editor [on the study of scientific management].” *Bulletin of the Society for the Promotion of Engineering Education* 4, no. 2 (October 1913): 10-11.
- “Education in Scientific Management.” *SPEE Proceedings* 22 (1914), 71-84. Paper presented at the Twenty-Second Annual Meeting held in Princeton, N.J., June 23-26, 1914. Also in *Bulletin of the Society for the Promotion of Engineering Education* 4, no. 10 (June 1914): 35-49.
- “Discussion, on the question of inter-departmental accounting.” *SPEE Proceedings* 22 (1914), 54-55. Discussion of the paper of “The Financial Management of a School or University,” by T. H. B. McKnight (pp. 45-52).
- “Discussion, on instruction to freshmen.” *SPEE Proceedings* 30 (1922), 140. Discussion of the paper on instruction to freshmen by A. A. Potter and W. A. Knapp (pp. 121-28).
- “Report of Committee No. 9, 'Production Engineering'.” *SPEE Proceedings* 30 (1922), 194-96. With Bruce W. Benedict and H. L. McGregor.

c) インディアナ工学協会 Indiana Engineering Society; IES

“Convention of A.S.M.E.” *IES Proceedings: 25th Annual Report* (1905), 169.

“Industrial Engineering.” *IES Proceedings: 26th Annual Report* (1906), 65-73.

d) ペンシルヴェニア技術者協会 Engineers' Society of Pennsylvania

“Discussion.” *Journal of Engineers' Society of Pennsylvania* 2, no. 7, *Proceedings of the Second Annual Convention of Pennsylvania Engineers, Held in the Capitol Building, Harrisburg, PA., June 1-3, 1910 under the Auspices of the Engineers' Society of Pennsylvania* (July 1910): 57-58, 62-63. Discussion on the Constitution for the District Associations of the State Society of Engineers.

“Industrial Organization.” *Journal of Engineers' Society of Pennsylvania* 4, no. 10 (October 1912): 317-38. Discussion by F. R. Pleasanton (pp. 339-44). Lecture before the Society on October 14, 1912. — *Proceedings of the Engineers' Society of Pennsylvania* (1912), 31 and 33.

“Methods of Labor Compensation.” *Journal of Engineers' Society of Pennsylvania* 5, no. 12 (December 1913): 277-81. Paper presented at the Pennsylvania Conference on Industrial Welfare and Efficiency, Harrisburg, October 28-30, 1913, Called by the Pennsylvania Department of Labor and Industry.

“Discussion, on industrial education.” *Journal of Engineers' Society of Pennsylvania* 7, no. 8 (August 1915): 396-98. Discussion of the paper of “Industrial Education,” by C. R. Dooley (pp. 393-96), at the Second Annual Pennsylvania Industrial Welfare and Efficiency Conference, Harrisburg, PA., November 17-19, 1914.

e) 管理科学促進協会／テイラー協会 The Society to Promote the Science of Management/The Taylor Society

“Discussion.” *Industrial Engineering and the Engineering Digest* 11, no. 4 (April 1912): 288-89. Discussion of the paper of “The Scope of the Society,” by William Kent, at a meeting of the Society to Promote the Science of Management, Philadelphia, March 6, 1912.

“Discussion (contributed).” *Bulletin of the Taylor Society* 4, no. 2 (April 1919): 29.

“Discussion, on the selection of workers, time study.” *Bulletin of the Taylor Society* 13, no. 3 (June 1928): 143-45. Quoted in *Bulletin of the Taylor Society* 15, no. 5 (October 1930): 224.

“Discussion.” *Bulletin of the Taylor Society* 15, no. 3 (June 1930): 173-74. Discussion of the paper of “Plant Facilities,” by Leslie E. Bryant, at a meeting of the Taylor Society, Columbus, Ohio, May 1, 1930.

f) 全国社立学校協会 National Association of Corporation Schools; NACS

“Discussion, on labor turnover.” NACS, *Eighth Annual Proceedings, New York, N.Y., May 31, June 1-4,*

1920 (New York: Press of Andrew H. Kellogg Co., 1920), 445-49, 450-52.

“Discussion, on profit sharing and allied thrift plans.” Ibid., 534.

“Discussion, on Americanization.” Ibid., 687-88.

“Discussion, on extension work.” Ibid., 788-89. Discussion of the speech of “training foremen as teachers,” by Dean R. Sackett, Pennsylvania State College (pp. 785-86).

g) 全国社内訓練協会 National Association of Corporation Training; NACT

“Discussion, on employment department.” NACT, *Ninth Annual Proceedings, Niagara Falls, N. Y., June 6-10, 1921* (New York: Press of Andrew H. Kellogg Co., 1921), 626-27.

“Labor Turnover,” and “Discussion.” Ibid., 634-47, 650-58.

“Discussion, on executive training.” Ibid., 676.

“Discussion, on foreman training.” Ibid., 809-10, 816.

“Discussion, at the business meeting, June 10, 1921.” Ibid., 943.

“Discussion, on personnel work.” NACT *Bulletin* 8, no. 4 (April 1921): 170-71.

h) 全国人事協会 National Personnel Association; NPA

“Discussion.” *Employment and Labor Turnover: Supplement to Report of Committee on Employment and Labor Turnover, Convention Address by S. R. Rectanus, at the Pittsburgh Convention, November 8, 1922* (New York: NPA, 1923), 7.

“Discussion.” *Foreman Training Methods: Supplement to Report of Committee on Foreman Training Methods, Convention Address by Dr. D. J. MacDonald, at the Pittsburgh Convention, November 10, 1922* (New York: NPA, 1923), 7, 10-11.

i) インダストリアル・エンジニア協会 Society of Industrial Engineers

“Round Table Discussion: Employment Problems.” In Society of Industrial Engineers, *Industrial Reconstruction Problems: Complete Report of the Proceedings of the [Second] National Conference, New York City, March 18, 19, 20, and 21, 1919* (Chicago: Frederick H. Jaenicken Co., [1919]), 125.

“Discussion.” In Society of Industrial Engineers, *The Practical Application of the Principles of Industrial Engineering: Complete Report of the Proceedings of the [Fourth] Spring National Conference, Philadelphia, March 24, 25 and 26, 1920* (Chicago: Frederick H. Jaenicken Co., n.d. [1920]), 125. Discussion of the paper of “The Importance of Definition to the Industrial Engineer,” by Lee Galloway (pp. 119-24).

“[no title].” In *Industrial Leadership: Complete Report of the Proceedings of the [Sixth] Spring National*

Conference, Milwaukee, Wisconsin, April 27, 28 and 29, 1921. Publications of the Society of Industrial Engineers, vol. 4, no. 5 (June 1921), 152-56.

“Discussion, on the educational department of a small plant.” In *The Influence of Industrial Engineering upon the Earnings of Capital and Labor: Complete Report of the Proceedings of the Eighth National Convention, Detroit, Mich., April 26, 27 and 28, 1922.* Publications of the Society of Industrial Engineers, vol. 5, no. 2 (September 1922), 38-40.

“Discussion.” *Ibid.*, 82-83, 97-99, 104-5, 110-11. Discussion of the paper of “How Industrial Engineering May Serve the Executive,” by E. W. Hulet (pp. 77-79).

“Discussion.” In *Problems of Management Today, Report of Proceedings, Twelfth National Convention, Cleveland, Ohio, May 6, 7, and 8, 1925.* Publications of the Society of Industrial Engineers, vol. 8, no. 1 (Chicago, 1925), 91-92, 134, 153-54. 第12回大会議事録は未見。

5. 論説

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

“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.

“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.

“Cost Finding Methods for Moderate-Sized Shops.” *Engineering Magazine* 24, no. 4 (January 1903): 577-89. An example of the successful application of the premium system to a shop employing about 400 men in the manufacture of machine tools.

- “The Fixing of Piece-Work Rates.” *Engineering Magazine* 26, no. 2 (November 1903): 161-76.
- “Thermal Diagrams and Their Practical Use.” *University of Kansas Science Bulletin* 2, no. 6 (November 1903): 227-33.
- “The Planning of Factory Buildings and the Influence of Design on Their Productive Capacity.” *Engineering News* 50 (March 24, 1904): 192-94.
- The Economic Theory of Factory Location. “*Railway Age* 37, no. 12 (March 18, 1904): 448-49.
- “Staff and Departmental Organization.” *Iron Trade Review* 37, no. 18 (May 5, 1904): 74-75.
- “The Heating Value of Kansas Coals.” *Railway Age* 37, no. 24 (June 10, 1904): 1084.
- “A Bibliography of Works Management.” *Engineering Magazine* 27, no. 4 (July 1904): 626-42.
- “The Entrance of the Engineer into the Commercial and Industrial Departments of Production.” *Engineering Magazine* 30, no. 5 (February 1905): 747-49.
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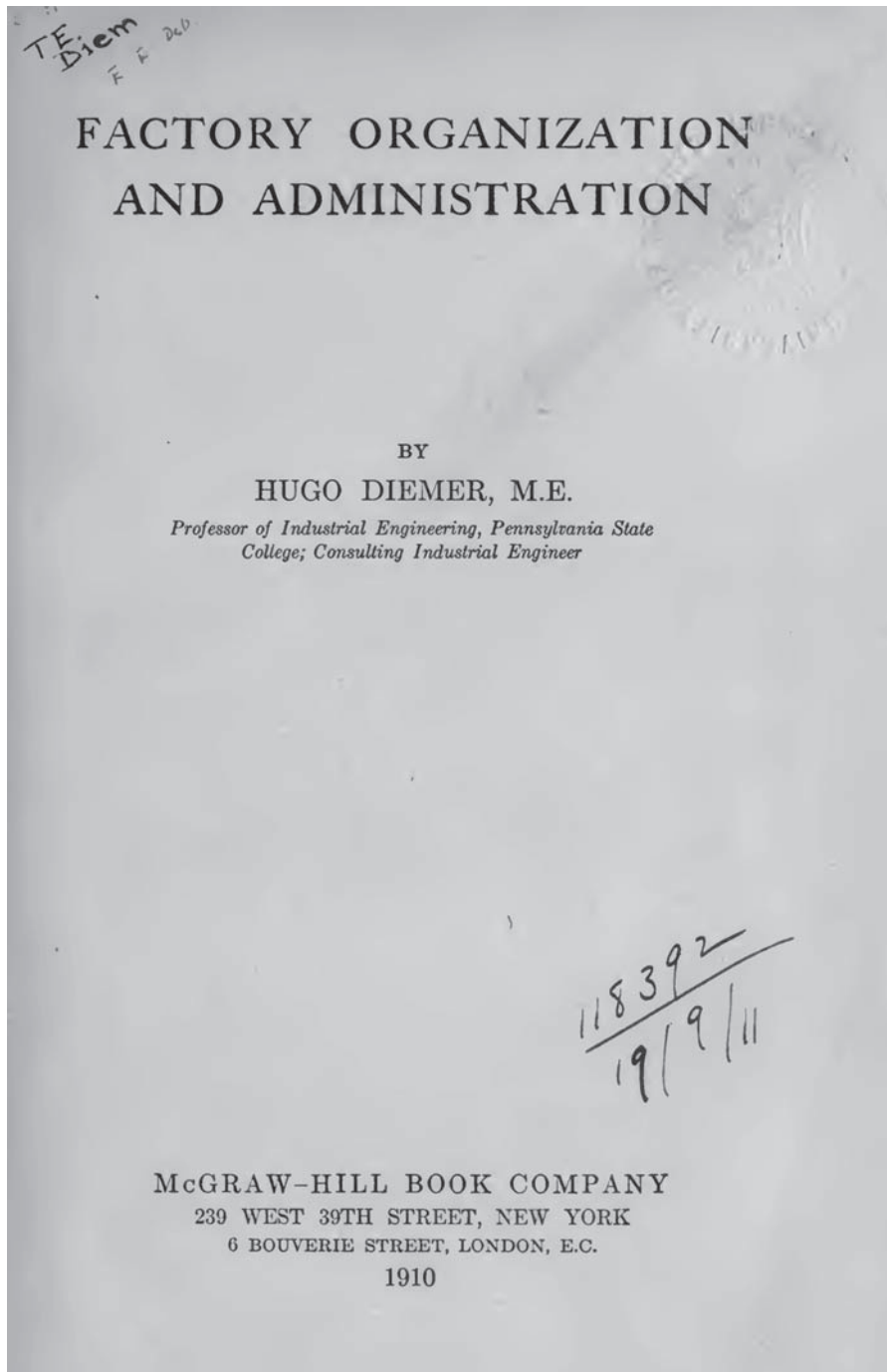


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Hugo Diemer:
An Annotated Bibliography

Tsuguyoshi UENO

ABSTRACT

Hugo Diemer (1870-1939) played an important part in the history of factory management movement for many years, especially in the fields of systematic management, industrial engineering, and personnel management. He was also a pioneer in the teaching of management in American colleges. In 1909 as a professor in the Pennsylvania State College, he founded the course in industrial engineering and won approval for the first in any American University.

This annotated bibliography was compiled for making an overview of Diemer's contributions to the institutionalization of management and for extending our understanding of the American management history. Thanks to digitized collections of the American management literature on the web which have sprung up recent years, I have been able to scrutinize major management and engineering journals, proceedings of professional associations' conventions, university bulletins, trade papers, etc.