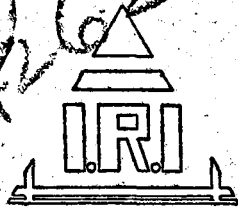


**INTERNATIONAL INDUSTRIAL
RELATIONS ASSOCIATION**
(FOR THE STUDY AND PROMOTION
OF SATISFACTORY HUMAN RELA-
TIONS AND CONDITIONS IN INDUSTRY)



SECOND SECTION

REPORT OF FIRST TRIENNIAL CONGRESS
HELD AT CAMBRIDGE (ENGLAND) JULY 1928
ON THE SUBJECT OF
**FUNDAMENTAL RELATIONSHIPS
BETWEEN ALL SECTIONS OF THE
INDUSTRIAL COMMUNITY**

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REPORT

OF FIRST TRIENNIAL CONGRESS

HELD AT

CAMBRIDGE (ENGLAND)

JULY 1928

ON THE SUBJECT OF

FUNDAMENTAL RELATIONSHIPS
BETWEEN ALL SECTIONS OF THE
INDUSTRIAL COMMUNITY

IN TWO SECTIONS

SECTION II

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INTERNATIONAL ASSOCIATION FOR THE
STUDY AND IMPROVEMENT OF HUMAN
RELATIONS AND CONDITIONS IN INDUSTRY

PROGRAMME



1928
CONGRESS

HELD AT GIRTON COLLEGE,
CAMBRIDGE, ENGLAND, FROM
JUNE 27TH (EVENING) TO
JULY 3RD (MORNING)

SUBJECT

FUNDAMENTAL RELATIONSHIPS BETWEEN
ALL SECTIONS OF THE INDUSTRIAL COMMUNITY

WEDNESDAY, June 27th. 20.30	Reception and Social Evening.
THURSDAY, June 28th. From 9.— — 9.45	Opening of Congress and Report by Secretaries.
From 9.45 — 10.45	Reporters' five minutes addenda to the reports on their countries, already submitted.
From 10.45 — 11.—	Rest Period.
From 11.— — 12.45	Reporters' five minutes (continued).
From 16.30 — 17.30	Lecture: "The Collective Idea": a consideration of experience in seeking agreement between groups in industry. Speaker: The Rt. Hon. Lord Asquith K.C.B. In the Chair: Mr. C. H. van der Leeuw.
From 17.30 — 18.30	Discussion.
FRIDAY, June 29th. From 9.— — 10.—	Lecture: "Groups in Industry": their origin, characteristics and activities. Speaker: Dr. C. Dehale Burgis M.A. In the Chair: Mr. Geo Cadbury.
From 10.— — 10.45	Discussion.

SECRETARIAT L.R.L. JAVASTRAAT 66, THE HAGUE, HOLLAND

From 10.45 — 11.—	Rest Period.
From 11.— — 12.45	Symposium "The Contribution of the Social Sciences to Industrial Relationships" In the Chair: Miss Mary van Kleeck. Speakers: Sociology and Economics: Dr. Frieda Wunderlich, Psychology: Dr. C. S. Myers, C.B.E., F.R.S. The Interrelated Sciences: Mr. V. Branford M.A. Three Simultaneous Round Table Sessions. The subjects are taken from: A. Education and Training for all Groups in Industry. B. Personnel and Employment Management. C. Research in Industrial Relations.
From 16.30 — 18.30	First Round Table Sessions: A. I. "Is the Workers' Job the Centre of his Life as a Human Being?" Chairman: to be announced later. Opener of Discussion: Mr. Spencer Miller. B. I. "Leadership in Industry and the Choice of Executives" Chairman: Major L. Urwick O.B.E., M.C. Opener of Discussion: Mr. R. M. Olzendam.
SATURDAY, June 30th. From 9.— — 10.30	To be announced later.
From 10.30 — 10.45	Rest Period.
and 10.45 — 12.45	Second Round Table Sessions. A. II. "The Nature of the Educational Training to Equip Foremen and Supervisors". Chairman: Mr. George Cadbury. Opener of Discussion: to be announced later. B. II. "Policies in Employment and Discharge". Chairman: Miss L. C. Odencrantz. Opener of Discussion: Frau Dr. K. Gaebel. C. I. "What are the Problems of Method in Research in Industrial Relations?" Chairman: Dr. Otto Lipmann. Opener of Discussion: Dr. G. Miles.
From 15.30 — 16.30	General Meeting of I.R.I. members.
From 16.30 — 17.—	Rest Period (for Tea).
From 17.— — 18.30	Continuation of General Meeting.
From 20.30 — 22.—	Public Lecture: "Public Opinion and Industrial Relations" Speakers: Miss Kerstin Henselgren. Mr. Paul U. Kellogg. In the Chair: Mr. C. H. van der Leeuw.

SUNDAY, July 1st.
From 9.— — 9.30

From 9.45 — 10.45

Organ Recital.

Third Round Table Sessions.

A. III. "The Relationship of Industry to Contemporary Civilization"

Chairman: Dame Adelaide Anderson.

Opener of Discussion: Mr. Spencer Miller.

B. III. "The Form Coordination should take, or the Place of Personnel Work in the Organisation".

Chairman: to be announced later.

Opener of Discussion: Miss Eugenia Lea.

C. II. "What are the Most Pressing Problems Requiring Research in the Immediate Future?"

Chairman: Prof. T. H. Pear M.A., B.Sc.

Opener of Discussion: Dr. H. M. Vernon M.A.

From 10.45 — 11.—

From 11.— — 12.30

Rest Period.

Continuation of Round Table Sessions.

MONDAY July 2nd.

From 9.— — 10.—

From 10.— — 10.45

Presentation at Plenary Session of Reports from the Round Table Discussions.

General Discussion: "Relationships within the Industrial Establishment".

Chairman: to be announced later.

Openers of Discussion: Mr. George Cadbury.

Mr. R. M. Fox.

Herr E. Libbe.

Herr H. Mars B.A.

From 10.45 — 11.—

From 11.— — 12.45

From 16.30

From 20.15

Rest Period.

Continuation of above.

Second General Meeting of I.R.I. Members.

(Election of Officers).

Lecture: "Restatement of Values and Embodiment of Tentative Conclusions".

In the Chair: Incoming President.

Speaker: Miss Mary van Kleeck.

FORMULATION OF POSSIBLE STATEMENTS EXPRESSING THE IDEAS OF THE CONGRESS.

SPEAKERS:

The Rt. Hon. LORD ASKWITH K.C.B. London.

Mr. VICTOR BRANFORD M.A. Sociological Society, London.

Dr. C. DELISLE BURNS M.A. Author of "Industry and Civilization" etc. Lecturer University of Glasgow.

Miss KERSTIN HESSELGREN, Inspector of Factories and Member of Parliament, Stockholm, Sweden.

Mr. PAUL H. KELLOGG, Editor of "The Survey" and "Survey Graphic" New York City.

Miss MARY VAN KLEECK, Director, Dept. of Industrial Studies, Russell Sage Foundation, New York.

Dr. CHARLES S. MYERS C.B.E., F.R.S. Director of the National Institute of Industrial Psychology, London.

Frau Dr. FRIEDA WUNDERLICH, Schriftföhrerin der Zeitschrift "Soziale Praxis und Archiv für Volkswirtschaft", Bureau für Sozialpolit. Forsch.

**OPENERS OF
DISCUSSION:**

Mr. GEORGE CADBURY, Managing Director, Messrs. Cadbury Bros. Ltd. Bournville Birmingham, England.
Mr. R. M. FOX, Author of "The Triumphant Machine", Ireland.
Frau Dr. K. GAEBEL, Oberrägeringerrat in der Reichsanstalt für Arbeitsvermittlung und Arbeitslosenversicherung, Berlin-Friedenau.
Miss EUGENIA LIES, Director of Planning, Messrs R. H. Macy & Co. Inc. New York.
Herr E. LUBBE, Werkzeugdreher, Vorsitzender des Gesamtbetriebers der Siemens-Schuckert A.G. Berlin.
Herr H. MARS B.A., Referent, Arbeitswissenschaftliches Referat der Kammer für Arbeiter und Angestellte, Wien.
Dr. GEORGE H. MILES, Assistant Director, National Institute of Industrial Psychology, London.
Mr. SPENCER MILLER, Secretary of the Workers' Education Bureau of America, New York.
Mr. R. M. ZENDAM, Staff Representative at the International Labour Office Geneva, of Industrial Relations Councils Inc. of New York.
Mr. H. PAUWELS, Secrétaire Général, Confédération des Syndicats Chrétiens de Belgique, Bruxelles.
Dr. H. M. VERNON M.A., Investigator for the Industrial Fatigue Research Board, London.

CHAIRMEN:

Dame ADELAIDE ANDERSON, Formerly Principal Woman Inspector of Factories, Gt. Britain. Author of "Humanity and Labour in China".
Mr. C. H. VAN DER LEEUW, Partner Messrs. De Erven de Wed. J. van Nille, Rotterdam, Holland.
Herr Dr. OTTO LIPMANN, Direktor des Instituts für angewandte Psychologie, Berlin.
Miss L. C. ODENCRANTZ, Director Joint Employment Bureau for the Disabled, New York.
Prof. T. H. PEAR M.A., B.Sc. Professor of Psychology, University of Manchester, England.
Major L. URWICK O.B.E., M.A. Hon. Gen. Secretary Management Research Group, London, and Organizing Secretary, Messrs Rowntree & Co. Ltd. York.

CONGRESS HOSTESS:

Miss D. A. CADBURY, Managing Director, Messrs. Cadbury Bros. Ltd. Bournville, Birmingham, England, Hon. Treasurer of the I.R.I.

HON. SECRETARY:

Miss M. L. FLEDDERUS.

GEN. SECRETARY:

Miss E. B. VOYSEY B.A.

**NOTES
LANGUAGES:**

The proceedings of the Congress will be conducted in the English, French and German languages, translations being arranged for according to the needs.

MEALTIMES:

Except where announced otherwise, these will be as follows:
Breakfast 8—8.45 — Lunch 1— — Tea 4— — Dinner 7—

**VISITS TO FACTORIES
AND INSTITUTIONS:**

For all information concerning visits to factories and institutions, including those arranged during the Congress week, application should be made to the BUREAU OF INFORMATION, where Miss S. M. Bevington will attend daily between 8.30 and 9—, both morning and evening.

EXCURSIONS:

Arrangements have been made for daily visits to the Colleges and other places of interest in the neighbourhood.
On Sunday, July 1st, there will be an auto-excursion to visit Ely Cathedral and Audley End (a typical 17th Century English Manor House). Departure 13.45, return 19.30. For all particulars concerning the daily and the Sunday excursions, application should be made to the Bureau of Information which will also supply particulars as to omnibus services, hire of cars, boats, etc.
For all information regarding post, telegraph and telephone, application should be made to the Concierge of the College.

BANK & TRAVELLING:

A representative from Lloyd's Bank Ltd. will attend at Grilton College on two afternoons, the days and times to be announced on the Notice Board.
Messrs. W. W. Bell & Co., Travel Agents, 6, King's Parade, Cambridge, will be glad to give Members every possible assistance in making their travelling arrangements.

**CHARGES
REGISTRATION FEE:**

For Members £ — 10/-; for Persons introduced by Members £ 1— 4—. Payable to the Secretariat January 26. The Hague, Holland, in advance and non-refundable.

CONGRESS FEE:

(In addition to Registration Fee and including a free copy of the Report of the Congress Proceedings) £ 1.10—. Payable to Secretariat in advance or on arrival at Cambridge. Returnable in case of inability to attend.

***ACCOMMODATION
FEE:**

£ — 10/- per day inclusive of all meals except coffee in morning rest pause. Payable to College authorities at time of departure from Cambridge.

PROGRAMME CHANGES

June 29th

From 9.—10.— In the Chair: Mr. Eugene Kinckle Jones, L.L.D. Executive Secretary,
National Urban League, New York City.

From 16.30—18.30 A. J. Chairman: Herr Hans Mars B.A.

June 30th

From 9.—10.30 Discussion on paper on Scientific Management contributed by Dr. H. S.
Person in Vol. I of Report. Chairman: Herr Hugo von Haan, Provi-
sorischer Leiter, Internationales Rationalisierungs Institut, Genf, Schweiz.

From 10.45—12.45 A. II. Chairman: Mr. Spencer Miller. Opener of Discussion: Major
L. Urwick O.B.E.

July 1st

From 9.45—10.45 B. III. Chairman: Mr. W. H. M. Jackson, Welfare Supervisor Messrs. Green
Silly Weir, Ltd. London; President, Institute of Industrial Welfare Workers,
(Inc.), Gt. Britain.

July 2nd

From 10.—10.45 Chairman: Mr. D. W. Collier, Maintenance Engineer, Messrs. Cadbury Bros.
Ltd. Bourneville, England.

Opener of Discussion: Mr. Alan Rees Colman, Director Messrs J. & J.
Colman, Ltd. Norwich, England (in place of Mr. Geo. Cadbury).

PREFACE

The following pages present an account of the proceedings of the first triennial Congress of the Association, which took place at Girton College, Cambridge, from June 28th to July 3rd, 1928, on the subject of Fundamental Relationships between all Sections of the Industrial Community.

This volume constitutes the second section of the full Report, the first section, containing reports from 18 countries, having been published in June, 1928.¹ These reports from countries were prepared in advance of the Congress, in order to allow for a preliminary orientation on the part of Congress members. The present volume contains the actual Cambridge proceedings.

For a fuller understanding of the subject of this Congress, and of the manner of elaboration of its programme, attention is drawn to the "Comments on the Programme"² which were circulated in advance to all participants in order that there might be mutual understanding and hence unity in treatment.

It is perhaps not without significance that the first item on the programme as it had been conceived, "The Collective Idea, a Consideration of the Philosophy and Technique of Thinking Together",³ had to be omitted, as for this part of the subject no speaker was available. Because of this incompleteness, its second part, "An Actual Experience in Seeking Agreement between Groups", the treatment of which was kindly undertaken by the Rt. Hon. Lord Askwith, K.C.B., has not been included in this volume.

For the subject of Scientific Management the reader is referred to the paper contributed by Dr. H. S. Person, Managing Director of the Taylor Society,⁴ New York, published in the first section of this Report.

¹ Obtainable from the Secretariat I.R.I., Javastraat 66, The Hague, Holland. Price H.Fl. 2.50 post free. For Members of the Association H.Fl. 2.00 post free.

² See page 40.

³ See Comments on Programme, page 42.

⁴ An international society to promote the science and the art of administration and of management.

PREFACE

The final subject on the programme, "Relationships within the Industrial Establishment", will be continued at the 1929 summer meeting of the Association under the title of "Methods of Promoting Satisfactory Human Relations in a Scientifically Organised Industry".

The aim of the Cambridge Congress has been, in the first place, the bringing together of material which would outline the picture of industry in the setting of our present day civilisation, furnishing us thereby with a frame within which all sections of the industrial community could be viewed in relation to each other. It was realised from the beginning that the Association would thus be likely to evolve a programme of discussion for subsequent meetings in, probably, many years to come.

We have often stressed the fact that in the Association we have a microcosm of industry itself, with men and women having different relations to industry and different points of view regarding it. Mutual enlightenment through variety of points of view and experience represented, are characteristic of the Association and should be characteristic of industry.

Hence, if we can develop in the I.R.I. a programme and a method of discussion which result in mutual and collective education, we may be able to make suggestions as to the formation of organs and the development of methods of conference which lead to mutual education and enlightenment within industry and its establishments.

THE HAGUE, January 1929.

PRÉFACE

Les pages suivantes offrent un compte-rendu des délibérations du premier Congrès triennal de l'Association, qui a eu lieu au Girton College de Cambridge, du 28 juin au 3 juillet 1928, et avait pour objet d'examiner la Nature des Relations Fondamentales entre les diverses sections de la Communauté Industrielle.

Le présent volume forme la deuxième section du Rapport dans son ensemble, dont la première partie, contenant les rapports relatifs à 18 pays divers, a été publiée en juin 1928.¹ Ces rapports sur les différents pays avaient été établis précédemment au Congrès, de manière à fournir aux membres de celui-ci une orientation préliminaire. Ce second volume renferme donc les discussions proprement dites qui se sont déroulées à Cambridge.

En vue d'assurer une plus entière intelligence du sujet examiné par le Congrès et de la façon dont le programme en a été élaboré, le lecteur voudra bien accorder toute son attention aux "Commentaires sur le Programme"², qui avaient été distribués d'avance à tous les participants de manière à permettre une compréhension mutuelle et, par conséquent, un maximum d'unité dans la méthode.

Il ne laisse pas, sans doute, d'être significatif qu'on ait dû supprimer le premier point du programme tel qu'il avait été formulé, - "L'Idée collective, considération sur la philosophie et la technique de penser en commun"³ - aucun orateur n'ayant pu être désigné pour cette rubrique. En raison de cette omission, la seconde partie, intitulée "Considération sur les expériences relatives à la recherche d'un accord entre les groupes dans l'industrie", et dont Lord Askwith K.C.B. avait eu l'obligeance de se charger, n'a pas été reproduite dans ce volume.

En ce qui concerne l'organisation scientifique du travail, le lecteur voudra bien se rapporter à l'exposé de M. le Dr. H. S.

¹ Le premier volume peut être obtenu du Secrétariat de l'Association, Javastraat 66, La Haye, Hollande, au prix de H. Fl. 2.50. Les Membres de l'Association paient H. Fl. 2.—.

² Voy. page 46.

³ Voy. "Commentaires sur le Programme", p. 48.

PRÉFACE

Person, Directeur de la Taylor Society,¹ New York; cet exposé a été publié dans la première section du présent rapport.

Le dernier point du programme, "Les relations dans l'entreprise industrielle", continuera d'être examiné par l'Association, lors de l'assemblée d'été de 1929, sous cet autre titre: "Des méthodes propres à développer les relations humaines satisfaisantes dans une industrie scientifiquement organisée."

Le but poursuivi par le Congrès de Cambridge a été, en toute première ligne, de rassembler des matériaux propres à fournir une image de l'industrie dans l'ensemble de notre civilisation actuelle, et de nous donner ainsi un cadre à l'intérieur duquel il fût possible d'examiner toutes les diverses sections de la communauté industrielle dans leurs relations l'une avec l'autre. Dès le début, on s'est nettement rendu compte que cette méthode tendait plutôt à nous faire dresser un programme de discussion pour des rencontres ultérieures, devant même peut-être s'étendre sur une période de plusieurs années.

Nous avons bien souvent souligné ce fait que l'Association présente une sorte de microcosme de la vie industrielle, puisqu'elle groupe des êtres humaines soutenant des rapports différents avec l'industrie et ayant sur celle-ci des points de vue non moins divers. Un enseignement réciproque, rendu possible par la variété des points de vue et des expériences, constitue la caractéristique de l'I. R. I., comme il devrait l'être également de l'industrie elle-même.

Si donc nous réussissons, à l'intérieur le l'I. R. I., à élaborer et à pratiquer un programme et une méthode de discussion aboutissant à une éducation mutuelle et collective, nous pourrions de même être en mesure de formuler des suggestions quant à la formation d'organes et au développement de méthodes de délibération ayant pour résultat de créer une éducation et un enseignement réciproques, sur le plan des établissements industriels ou de l'industrie en général.

LA HAYE, Janvier 1929.

¹ Une société internationale qui favorise la science et l'art de l'administration et de l'organisation.

VORWORT

Der vorliegende Band bringt den Verhandlungsbericht des ersten Kongresses unserer Vereinigung, der vom 28. Juni bis 3. Juli im Girton College in Cambridge stattfand, und dessen Hauptthema die "grundlegenden Beziehungen zwischen allen an der Industrie beteiligten Gruppen" bildete.

Der Band bildet den zweiten Teil des Gesamtberichts. Der erste Teil, der die Berichte von 18 Ländern enthält, wurde im Juni 1928 veröffentlicht.¹ Die Drucklegung dieser Berichte erfolgte schon vor dem Kongress, um den Teilnehmern eine eingehende Vorbereitung zu ermöglichen. Der jetzt erscheinende Band enthält die eigentlichen Kongressverhandlungen.

Zum besseren Verständnis für das Thema des Kongresses und die Zusammenstellung des Programmes wird auf die "Erläuterungen zum Kongressprogramm"² verwiesen, die allen Beteiligten vor dem Kongress übersandt wurden, um ein gegenseitiges Verständnis und die einheitliche Behandlung der Probleme zu sichern.

Es ist wohl kein bedeutungsloser Zufall, dass der erste Teil des Programms "Der Kollektive Gedanke; Betrachtungen zur Philosophie und Technik gemeinschaftlichen Denkens",³ später fortgelassen werden musste, weil kein Redner dafür zu finden war. Weil die Behandlung des Problems daher unvollständig bleiben musste, ist der praktische Teil dieses Problems "Betrachtung über die Erfahrungen bei der Suche nach Verständigung zwischen den industriellen Gruppen", dessen Behandlung Lord Askwith K.C.B. gütigst übernommen hatte, in diesem Band nicht aufgenommen worden.

Ueber die wissenschaftliche Betriebsführung findet der Leser einen Vortrag von Dr. H. S. Person, Leitender Direktor der Tailor Society, New York,⁴ im ersten Band dieses Berichts.

¹ Der erste Band kann vom Sekretariat der Vereinigung, Javastraat 66, Haag, Holland, zum Preise von Fl. 2.50, portofrei, bezogen werden. Mitglieder der Vereinigung zahlen Fl. 2.—, portofrei.

² Seite 53.

³ Siehe Erläuterungen zum Kongressprogramm, Seite 55.

⁴ Eine internationale Gesellschaft zur Förderung der Betriebswissenschaft und ihrer praktischen Anwendung.

VORWORT

Das letzte Thema, "Die Beziehungen innerhalb des industriellen Unternehmens" wird auf der Zusammenkunft weitergeführt werden, die die Vereinigung im Sommer 1929 veranstaltet mit dem Thema, "Wege zur Herbeiführung befriedigender menschlicher Beziehungen in rationalisierten Betrieben".

Zweck des Kongresses war es in erster Linie Material zusammenzutragen und ein Bild der Industrie im Spiegel der Kultur der Gegenwart zu gewinnen - einen Rahmen zu bilden, in dem alle an der Industrie beteiligten Gruppen in ihren wechselseitigen Beziehungen betrachtet werden können. Die Vereinigung war sich von Anfang an bewusst, damit ein Programm zu entwickeln, das für Jahre hinaus Diskussionsstoff für ihre Tagungen bieten würde.

Wir haben wiederholt die Tatsache hervorgehoben, dass die Vereinigung gewissermassen einen Mikrokosmos der Industrie darstellt und Menschen mit ganz verschiedenen Beziehungen und Einstellungen zum Wirtschaftsleben umschliesst. Das Bemühen um gegenseitige Verständigung auf Grund verschiedener Anschauungen und Erfahrungen gibt der Vereinigung ihren besonderen Charakter. Dieses Bemühen sollte auch ein Wesenszug der Industrie werden.

Wenn wir in der I. R. I. ein Diskussionsprogramm und eine Methode entwickeln können, die der gemeinsamen Aufklärung dienen, werden wir auch Vorschläge für die Heranbildung von Organen und Methoden machen können, die zur gegenseitigen Verständigung und Aufklärung zwischen den an der Industrie beteiligten Gruppen dienen.

HAAG, im Januar 1929.

CONTENTS

INTRODUCTORY

	Page
CONGRESS PROGRAMME	5
PREFACE	10
PRÉFACE	12
VORWORT	14
FIRST TRIENNIAL PERIOD OF THE ASSOCIATION. COMMENTS BY THE HON. SECRETARY. M. L. Fleddéus	21
PREMIÈRE PÉRIODE TRIENNALE DE L'ASSOCIATION. COMMENTAIRES DE LA SECRÉTAIRE HONORAIRE M. L. Fleddéus	27
DER ERSTE DREIJAHRABSCHNITT DER VEREINI- GUNG. ERLÄUTERUNGEN DER EHRENAMTLICHEN SCHRIFTFÜHRERIN. M. L. Fleddéus	33
COMMENTS ON THE CONGRESS PROGRAMME.	40
COMMENTAIRES SUR LE PROGRAMME DU CONGRÈS	46
ERLÄUTERUNGEN ZUM KONGRESSPROGRAMM	53

LECTURES

GROUPS IN INDUSTRY: THEIR ORIGIN, CHARACTERISTICS AND ACTIVITIES. . . by Dr. C. Dellsie Burns, M. A.	63
THE CONTRIBUTION OF THE SOCIAL SCIENCES TO INDUSTRIAL RELATION- SHIPS, A SYMPOSIUM	
INTRODUCTORY REMARKS Chairman, Mary van Kleeck	77
I. SOZIOLOGIE UND NATIONALÖKONOMIE . Dr. Frieda Wunderlich	80
English text: SOCIOLOGY AND ECONOMICS Dr. Frieda Wunderlich	90
II. PSYCHOLOGY Dr. C.S. Myers, C.B.E., F.R.S.	99
III. THE INTERRELATED SCIENCES . . . Prof. P. Geddes and Victor Branford, M. A.	109
PUBLIC OPINION AND INDUSTRIAL RELATIONS Kerstin Hesselgren, M. P.	118
. Paul U. Kellogg	123

CONTENTS

ROUND TABLE DISCUSSIONS, OPENING ADDRESSES: Page

THE NATURE OF THE EDUCATIONAL TRAINING TO EQUIP FOREMEN AND SUPERVISORS by L. Urwick, O.B.E., M. A. 139

French text:

NATURE DE LA FORMATION PÉDAGOGIQUE DES CONTREMAITRES ET DES SURVEILLANTS L. Urwick, O.B.E., M. A. 158

German text:

DIE ERZIEHERISCHE AUSBILDUNG VON WERKMEISTERN UND AUFSEHERN. L. Urwick, O.B.E., M. A. 183

AN INDUSTRIAL RELATIONS POLICY AND PROCEDURE FOR A LARGE ENTERPRISE Roderic Olzendam 207

THE FORM COORDINATION SHOULD TAKE, OR THE PLACE OF PERSONNEL WORK IN THE ORGANISATION B. Eugenia Lies 217

WHAT ARE THE PROBLEMS OF METHOD IN RESEARCH IN INDUSTRIAL RELATIONS Dr. George Miles 229

WHAT ARE THE MOST PRESSING PROBLEMS REQUIRING RESEARCH IN THE IMMEDIATE FUTURE. Dr. H. M. Vernon, M. A. 236

THE RELATIONSHIP OF INDUSTRY TO CONTEMPORARY CIVILISATION. . . . Spencer Miller, Jr. . . . 246

GENERAL DISCUSSION ON THE SUBJECT OF RELATIONSHIPS WITHIN THE INDUSTRIAL ESTABLISHMENT.

OPENING ADDRESSES:

FROM THE WORKER'S POINT OF VIEW . by R. M. Fox 253

FROM THE EMPLOYER'S POINT OF VIEW . A. R. Colman 257

FROM THE PSYCHOLOGICAL POINT OF VIEW, ZUM SYSTEM DER PERSONENBEZIEHUNGEN IN BETRIEBEN. (PSYCHOLOGISCHE BETRIEBSVERFASSUNG) H. Mars, B. A. 261

FROM THE WORKS COUNCIL POINT OF VIEW, DIE BEZIEHUNGEN INNERHALB DES INDUSTRIELLEN UNTERNEHMENS VOM STANDPUNKT DES BETRIEBSRATES . E. Labbe 270

CONTENTS

	Page
CONCLUDING SUMMARY	
CONCLUDING SUMMARY. by Mary van Kleeck .	285
French text:	
SOMMAIRE ET CONCLUSIONS Mary van Kleeck .	302
German text:	
ZUSAMMENFASSENDE SCHLUSSBERICHT Mary van Kleeck .	322

APPENDIX

ANNUAL REPORT OF SECRETARIES	343
RAPPORT ANNUEL DES SECRÉTAIRES	353
JAHRESBERICHT DER SCHRIFTFÜHRERINNEN	364
INCOME AND EXPENDITURE ACCOUNT; RECETTES ET DÉPENSES; EINNAHMEN UND AUSLAGEN	374
STATUTES.	375
STATUTS	383
SATZUNGEN	391
LIST OF OFFICERS, EXECUTIVE COMMITTEE AND COUNCIL MEMBERS; LISTE DES MEMBRES DU BUREAU, DU COMITÉ EXÉCUTIF ET DU CONSEIL; LISTE DER MITGLIEDER DES VOR- STANDES, DES GESCHÄFTSFÜHRENDE AUSSCHUSSES UND DES RATES	400
LIST OF CONGRESS MEMBERS; LISTE DES MEMBRES DU CONGRÈS; TEILNEHMERSLISTE.	407

**LIST OF OFFICERS, EXECUTIVE COMMITTEE AND
COUNCIL MEMBERS**

**LISTE DES MEMBRES DU BUREAU, DU COMITÉ
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* Prevented from attending Congress. Empêchés de participer. An der Teilnahme verhindert.