

SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

PRINCETON UNIVERSITY

NO. 53*

PRINCETON, N. J.

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THE SELECTION AND DEVELOPMENT OF EXECUTIVES**

I. GENERAL DISCUSSIONS

Advanced Management (74 Fifth Ave., New York 11), January, 1953.

"Executive development." pp. 5-36. \$1.00 (non-members); 75 cents (members).

Covers the need for executive development and requisites for success, the fundamentals of directing others, methods of communication, and tools for executive development. Contributors to this symposium include Peter F. Drucker, Frederick G. Rudge, Burleigh B. Gardner, Erwin H. Schell, and several other outstanding authorities.

Bower, Marvin, *editor. The development of executive leadership.* Cambridge 38, Mass. Harvard University Press. 1949. 130 pp. \$2.50.

A compilation of papers presented at an annual conference of the Harvard Business School Association which is devoted to discussions of the kind of business leaders needed and steps in developing them. The latter phase of the subject is discussed by the presidents of the American Brake Shoe Company, the Kroger Company, and Harris-Seybold Company.

Dooher, M. Joseph and Vivienne Marquis, *editors. The development of executive talent;* a handbook of management development techniques and case studies. New York 36. American Management Association (330 W. 42nd St.). 1952. 576 pp. \$6.75 (non-members); \$5.75 (members).

A compilation of "the best of AMA's published material on management development and selection" supplemented by additional new material. Covers principles, methods, and practices. Includes 17 case studies and a comprehensive bibliography.

Janney, J. Elliott. "Company presidents look at themselves." *Harvard Business Review* (Soldiers Field, Boston 63, Mass.), May-June, 1952. pp. 59-70. \$1.50.

This article is "a condensation . . . of some thousands of confidential interviews with 200 company presidents. . . ." "The one remaining exclusive available to the contemporary top administrator is the building

* Supplement to Selected References No. 28.

** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

of a better organization than his competitors. . . . The men who build the best enduring organizations appear to have most of the following character traits in common: They are magnanimous. . . . They possess great humility. . . . They are men of faith. . . ."

Mace, Myles L. *The growth and development of executives*. Boston 63. Harvard University, Graduate School of Business Administration (Soldiers Field). 1950. 200 pp. \$3.25.

Based on a one-year research study in manufacturing companies, this report covers the requirements of executive positions, appraisal and inventory, tests, techniques of development, and administration of development programs.

2. PROBLEMS AND TECHNIQUES IN SELECTION

Bass, Bernard M. "Selecting personnel by observation." *Personnel* (330 W. 42nd St., New York 36), January, 1950. pp. 269-272. \$1.00.

Discusses the application of the leaderless group discussion technique to the selection of managerial personnel.

Flanagan, John C. "Defining the requirements of the executive's job." *Personnel* (330 W. 42nd St., New York 36), July, 1951. pp. 28-35. \$1.00.

Describes the use of the "critical incident technique" in two research studies. This technique requires "the development of accurate job definitions . . . in precise behavioral terms" and is claimed to provide "a relatively precise and comprehensive definition of effectiveness on a job. . . ."

Fraser, John Munro. "The group method of selecting executives." *Personnel* (330 W. 42nd St., New York 36), July, 1949. pp. 50-53. \$1.00.

To illustrate the use of a "selection board" the author describes the application of the technique by a medium-sized British company "faced with the problem of finding a process engineer." "Basically these boards operate by bringing a short list of the most likely candidates together in a group, setting them certain tasks, and observing their performance over a day and a half."

Freeman, G. L. and E. K. Taylor. *How to pick leaders*. New York. Funk & Wagnalls (153 E. 24th St.). 1950. 226 pp. \$3.50.

Relates "scientific practices . . . applied to officer selection . . . to the field of business leadership."

Goode, Cecil E. "Significant research on leadership." *Personnel* (330 W. 42nd St., New York 36), March, 1951. pp. 342-350. \$1.00.

Based on careful study of the important literature in the field, the author finds that "the qualities which make for successful leadership in working organizations" are intelligence, well-rounded interests and aptitudes, unusual language facility, mental and emotional maturity, strong motivation, social orientation, and administrative skill.

Klumb, Shirley and A. C. Van Dusen. "Employee determination of managerial functions and characteristics." *Personnel Psychology* (Mt. Royal and Guilford Avenues, Baltimore 2), Winter, 1952. pp. 263-279. \$2.00.

Reports a study of "the specific demands of the specific position of Sales Branch Manager" by the method of "asking company personnel . . . from all levels of job responsibility" "what a branch manager should be like and what he should do."

Mandell, Milton M. "Problems in executive selection." *Advanced Management* (74 Fifth Ave., New York 11), March, 1952. pp. 14-18. \$1.00 (non-members); 75 cents (members).

Although the author doubts the ability of research workers to develop any "firm solution to the problem of executive selection" in the immediate future, he advises that many selection errors can be avoided by postponing final decision until the potential candidates are "between the ages of 32 and 35." He also favors "the long and carefully developed training program" and "the search for the person who has . . . the abilities required for a particular executive job in terms of the organization's projected needs and in terms of supplementing the skills of the present executive team."

———. "The qualifications investigation; a tool for improving executive selection." *Personnel* (330 W. 42nd St., New York 36), March, 1952. pp. 387-390. \$1.00.

The method described in this paper "involves evaluation based on performance in a normal work environment" by the individual's "present and former supervisors, colleagues, and subordinates." The author outlines principles to be followed and discusses the advantages and disadvantages of the system.

Shartle, Carroll L. "Leadership and executive performance." *Personnel* (330 W. 42nd St., New York 36), March, 1949. pp. 370-380. \$1.00.

Study of the work patterns of executives and their analysis in terms of organization goals suggests that "If the organization is to continue in much the same way as it has in the past, a replacement with a similar pattern might be a safer bet than one with a distinctly dissimilar pattern."

3. TYPES OF EXECUTIVE TRAINING

American Management Association. General Management Series No. 162. *Management development: key to company progress*. New York 36 (330 W. 42nd St.). 1953. 43 pp. \$1.25 (non-members); \$1.00 (members).

Includes discussion of the McCormick multiple management plan, a report on the Detroit Edison program, and a preliminary report on the American Management Association's forthcoming study of company programs.

Bach, G. L. "Where do executives come from?" *Personnel* (330 W. 42nd St., New York 36), July, 1952. pp. 50-56. \$1.00.

The Dean of the Graduate School of Industrial Administration at the Carnegie Institute of Technology discusses the responsibilities of managers and educators in training executive personnel. He places particular emphasis upon the importance of fundamental, rather than specialized, academic training and of informal training procedures in industry.

Crow, Richard R. "Group training in higher management development." *Personnel* (330 W. 42nd St., New York 36), May, 1953. pp. 457-460. \$1.00.

". . . at the higher management levels the specific needs of the individual have been stressed so much that in many cases the beneficial results of group management training have been overlooked." This article discusses "the *when* and *how* of using group development to improve management ability."

National Industrial Conference Board, Inc. Studies in Personnel Policy No. 107. *Company programs of executive development*. By Stephen Habbe. New York 17 (247 Park Ave.). 1950. 64 pp. Membership.

Concise case studies of the Standard Oil Company (New Jersey); Lockheed Aircraft Corporation; Hardware Mutual Casualty Company; McCormick & Company; Sears, Roebuck and Company; Bank of America; Swank, Inc.; Eastman Kodak Company; and Bigelow-Sanford Carpet Company.

Planty, Earl G., C. K. Beach, and Gordon Van Ark. "Executive development through colleges and universities." *Advanced Management* (74 Fifth Ave., New York 11), December, 1950. pp. 14-18. \$1.00 (non-members); 75 cents (members).

Provides a selected and representative compilation of information about formal courses available to company management personnel.

Riegel, John W. *Executive development*; a survey of experience in fifty American corporations. Ann Arbor, Mich. University of Michigan Press. 1952. 369 pp. \$5.00.

"One purpose of this report is to outline the scope of a fairly comprehensive program of executive development, to suggest a philosophy for it, and to outline means for carrying it on."

Urwick, Lyndall F. "How effective is education for management?" *Developing management leadership for a free society*. General Management Series No. 159. New York 36. American Management Association (330 W. 42nd St.). 1952. pp. 18-30. \$1.25 (non-members); \$1.00 (members).

A discussion of the mutual problems of business and educational institutions in developing men capable of business leadership. ". . . the true solution is that practical experience and formal instruction in management thought should extend far later into the student's life than is usually contemplated at present."