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Annotated bibliography of published articles, speeches and books having significance to public relations

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Boston University

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Boston University
BOSTON UNIVERSITY
School of Public Relations and Communications

Thesis

ANNOTATED BIBLIOGRAPHY OF PUBLISHED ARTICLES, SPEECHES
AND BOOKS HAVING SIGNIFICANCE TO PUBLIC RELATIONS

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Master of Science

1953

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INTRODUCTION

Within the space of a relatively short time we have experienced the emergence of a "new" management activity--Public Relations.

Although the values of good public relations policies, practice, and techniques were recognized by a few pioneers shortly after World War I, the major developments, recognition, and expansion of this activity have taken place during the past 15 years. Numerous management officials in all types of enterprises in our society--business, schools, welfare organizations, churches, and government--now are utilizing successfully public relations knowledge in their day-to-day operations.

This growth and recognition has encouraged many people to concentrate and relate their experiences towards becoming public relations specialists. As these people have acquired the vast amount of desirable skills and knowledge to serve as public relations advisers, their thinking--as in the cases of doctors and lawyers--has been directed towards the establishment of their practice as a profession. Whether this can be accomplished remains to be seen.

In the development of a profession, however, there is great need to accumulate and classify the recorded knowledge and experiences which have a bearing on the field of endeavor. In the past, there have been several attempts to produce bibliographies of writings on
public relations. These lists, however, have been limited—either in length or in scope. Most have become quite outdated due to the tremendous number of books, magazine articles, and speech reprints which have been published in the past five years about various phases of the public relations function.

The authors of this text have attempted to fill this gap by collecting and cataloging the writings of various authorities whose works have an impact upon public relations. Undoubtedly, certain practitioners will question the inclusion of some works referred to in this bibliography. However, the authors have based their judgments of merit upon the various theories and functions of public relations as implied by present day practice.

In attempting to cover so much ground, it soon became apparent that a time deadline would have to be determined for practical purposes of publication. Therefore, this bibliography cannot be considered as having exhausted all of the sources of knowledge available to the field. The authors intend to continue their explorations in the immediate future to document the remaining literature.

Analyzing and classifying the literature included here has tended to underscore one of the concerns of college teachers of public relations. A majority of the knowledge assembled for publication has been found to pertain to only a few phases of public relations work. In several instances, meanwhile, the recording of theory and experience has been practically negligible.

Numerous books and articles have been published about management
and leadership development, personnel and industrial relations, public
opinion, social sciences, propaganda, media and techniques, and public-
ity. The wealth of material in these areas is indicative of the atten-
tion being devoted to the solution of human relations problems. How-
ever, there appears to be a real need, yet, for realistic evaluation
of much of the theory and showing its potential application to solving
"live" problems. This is especially true in the case of the social
sciences.

On the other hand, relatively little has been written about
some other areas, which produce equally-troublesome problems for the
public relations adviser. This is particularly true in the cases of
stockholder and board of director relations. Since these groups
control the funds and determine the policies of corporate bodies, they
affect directly the solution of public relations problems which may
be readily discernible and vulnerable to public scrutiny. Therefore,
it is imperative that greater attention be devoted to these two areas.
Other areas, about which recorded knowledge is sparse, are consumer,
dealer, supplier, government, and trade relations.

The authors have discovered that in practically every instance
there is a woeful lack of realistic, usable case problems. This is a
major concern in the training and development of public relations
personnel. To be most constructive, such cases should outline the
problems in detail, their historical background, and all actions lead-
ing to solutions, as well as proposed solutions which were rejected.
The documentation should be in such detail that the student may "re-live"
the complete problem.

In summary, it may be said that considerable progress has been made in the development of knowledge in the field of public relations. It is evident, however, that there remains still a genuine opportunity for the authorities on certain aspects of public relations work to make significant contributions by recording for publication their theories, experiences, and findings. The remuneration for such undertakings can be gratifying, both spiritually and financially.

Explanatory Notes

The major aim of the authors has been to make this bibliography valuable not only to the professional practitioner, but also, to the student of public relations, and to the researcher. For this purpose, annotations have been included to indicate the content and scope of publications listed. Other features of the bibliography are:

1. Subject Listing. Each publication has been cataloged alphabetically under the subject heading which appeared most appropriate after analyzing its contents. This arrangement seemed more practical than the usual method of listing by authors' names, since the user's prime objective would be to locate material relating to a particular subject.
2. **Numerical Listing.** Each publication has been assigned a reference number. The numbers run from 1 through 450, and have been assigned in sequence according to the occurrence of publications in the listing.

3. **Cross References.** The contents of some publications pertain to more than one subject. In such cases, these publications have been cross-indexed under two or more subject headings. The annotation appears under the heading of major consequence. The secondary listings indicate by numerical reference (i.e., See under 429) where the annotation may be found. An exception has been made in the case of the books in Chapter I. They have not been cross-indexed, because they survey generally all aspects of public relations work.

4. **Publications for Current Reading.** In order that the bibliography users may keep up-to-date on current practices and information useful in public relations work, the authors have included a list of journals and magazines in which public relations articles occur frequently. This list may be found under Chapter XX. The frequency of publication is indicated, as well as the publishers' addresses.
Chapter I

GENERAL AND INTRODUCTORY


   A handbook on the methods, functions and techniques of public relations work. Various case studies are employed to illustrate how public relations and publicity programs are planned and carried out.


   A description of public relations as "a new profession" in which the author gives his viewpoint as to principles and problems. One chapter poses the question--"Do You Belong in the PR Field?" The last eight chapters devoted to a PR story from eight different organizations including General Foods, Army and Navy, A. T. & T., General Motors, Johns-Manville Co., firm of Ivy Lee and I. J. Ross, and The Institute of Life Insurance.


   See under 279.


   A text type work breaking discussion of public relations down into five main areas: the perspective, the process, the public, the practice and new horizons. Points to three roles of the PR man: as communicator of ideas, as analyst of opinions, and as counselor. Section Four presents general organizations which practice PR: industry, trade associations, unions, welfare agencies,
government, public schools, higher education, military forces, etc. Summarizes qualifications for PR work.


   Vocational monograph supplemented by suggested reading bibliography, list of schools, glossary, and other information.


   General text covering all major aspects of public relations work. Outlines role of public relations in society, publics to be considered, and communication tools utilized by the practitioner. Also organized as a reference book for the professional.


   An early book dealing with the introduction of public relations. The author seeks to establish a background against which the activities of public relations can be properly evaluated. The problems of industry are surveyed not only as an organic whole, but in their public relations aspects.


   Points to history and development of public relations and to approaches to public relations problems. Case histories used to demonstrate approaches to PR problems are from the experience of the author.


   Discusses the wide scope of public relations today—the many areas of business and industrial operation where public relations helps build, maintain, and support good will. It presents an awareness of opportunities for promoting beneficial relations with customers, dealers, suppliers, investors, the press and community.

An analysis of public relations and its relationship to the development of the American economic system as seen by a British Home Service Fellow. He discusses "the new profession", the public relations of the federal government, and the place of PR in American Democracy.


An elementary text stressing the telling of the PR story as written by a well-known publicist. Discusses the various publics: employee, stockholder, customer, trade, community, and political. He concludes by treating the agencies of public relations: the PR man, the PR staff, the PR counsel, the advertising agency, the PR department, and associations.


Shows that the PR man is not just a publicist. Discusses the relation of news to advertising, and makes a differentiation. Says that real test of news material is the value to the reader.


See under 376.


Written by 36 public relations specialists--each contributing material on his particular field--this book gives an insight into most phases of the public relations profession.


General consideration of public relations as "primarily good business management". Deals with the field, the
publics, and the practitioner as well as stressing fact-finding and planning. Covers principles for handling PR in business, labor, and social institutions. Includes nearly 100 short case studies. Tells students how to prepare for careers in PR.


Presents in organized form some of the more important principles which guide the activities of workers in business, the government, the professions, and other important fields served by public relations. Public relations work is here presented as the science through which an organization can consciously attempt to fulfill its social responsibilities.


A basic text presenting full coverage of the field including the following relations: employee, stockholder, consumer, community, association, distributor-dealer, supplier, educational, government, and press. Also discusses the tools of public relations: PR research, press publicity, PR advertising, PR periodicals, special events in PR, and oral communications in PR. Extensive bibliography in back of book. Illustrative problems included.


Pamphlet incorporating speech delivered at Boston University, School of Public Relations. Outlines public relations practices of the United States Steel Corporation.


Historical and analytical study of public relations as a growing profession. Deals with qualifications and aptitudes necessary for practice, opportunities, remuneration, ethics, etc. Contains a biographical sketch of Bernays. Bibliography included.

Provides eight-step formula for solving public relations problems in an orderly fashion. Steps are: interviewing, reading, using opinion research, clearing out non-essentials, shaping strategy, finding a theme, dramatizing with devices, and rounding out a program. Illustrative case histories are included.


A sketch of the main outline of the history of public relations in America. Some of the more promising points are suggested for further thought and research.


A Public Relations counsel presents what he terms a guidebook to the new career--Public Relations. Covers a wide variety of areas: human psychology, fund raising, employee relations, stockholder relations, publicity propaganda, customer relations, advertising, etc. The author includes interviews with four prominent public opinion researchers: George Gallup, Henry Link, Claude Robinson, and Elmo Roper.
Chapter II

MANAGEMENT AND LEADERSHIP


Case history of the effects of technological change, during the installation of a new product, upon the day-to-day human relationships, in a factory, of workers, supervisors, and executives.


Cases for administrative action; the techniques of organization and management.


Cases on human relations in business.


Presents an overall picture of business institutions, their organization, operation, and practices. Subsequent sections are devoted to Managerial Controls and Records, Finance and the Financial System, Risk and Risk-Bearing, Production, Personnel, Marketing and Transportation, and Business and Government. Well documented with illustrations, charts, and halftones.


Contains some observations of human behavior, principles for wording questions and the exceptions to these principles.

The meaning and methods of leadership are set forth as contrasted with the concept and methods of command to show why it is better to lead than to boss, and to understand how the art of leading can be in some measure acquired.


Points to some of the "basic principles underlying an effective program in executive development". Shows how one may appraise potential managers and determine "promotability". Stresses the importance of letting a man know where he stands.


Presents cases in the field of organization and general administration. "The emphasis throughout is on one or more of the basic processes of administration—the underlying techniques, mastery of which distinguishes truly competent executives from technical specialists or routine operators".


Treats basic techniques and rules in conference leadership. Includes a narrative exposition of specific techniques used in conferences as well as principles in applying the procedures in day-to-day problems. Chapter titles include: The General Conference Process, Situation and Problem in Conference Leading, Conference and Discussion Planning, Conference Leading and Its Everyday Business Applications, and Some Do's and Don'ts for the leader.


A description of scientific management including its definition, development, and influence. Outlines what
fundamental practices are necessary basis for scientific management.


Handbook of management development techniques. Embraces ample case studies.


A report which deals with the objectives of professional education, the content and methods of professional instruction, and the humanistic and social education as preparation for professional responsibility and citizenship.


Compiled for business executives and others interested in the practical aspects of business administration. The problems, which executives face in trying to get effective coordination at the top level as well as among the various parts of industrial enterprise, are studied and analyzed. There are two main divisions: The Executive World and Executives in Action.


A study of the methods of leaders, past and present, whose performance entitles them to be held up as examples that others may follow. The material is drawn from interviews, personal observation, and previously published biographical sources.


An industrial management consultant presents "a fundamental statement of business objectives, policies, and general methods that govern the solution of basic business problems". Includes discussion of basic management problems, plans and planning, business objectives and
ethical standards, executive leadership and management, responsibility, the line organization, the staff organization, attributes of good organization, and morale.


A consideration of the requirements of leadership and membership for democratic group discussion, with suggestions for achieving them.


Presents a number of formulas which are used to conceive new ideas as well as the technique for applying them. One of the many solutions possible is supplied with each formula. Many sample ideas are also included.


A psychologist's approach to the problems of human relationships in the business firm. Non-technical presentation embracing how to understand people, self-management, employee supervision, and high-level leadership.


See under 171.


Seventy-five cases from business and industry showing typical human situations. Most show how situations have been mishandled. Others show intelligent approach in applying good human relations techniques. Section headings include: Developing Attitudes and Sentiments, Using and Abusing Incentives, Bargaining with Individuals and Groups, Mobilizing the Brainpower of an Organization, and The Ways of Executives and Supervisors.

This book attempts to link the four vital areas of Industrial Relations, Business Management, Sociology, and Public Administration. Much emphasis is placed upon formulating a usable theory, rather than developing a set of operating rules.


See under 173.


A treatise on management practices. Chapters 23 through 28 deal with personnel management, including procurement, supervision, morale, employee education, and personnel research.


Explores management know-how where successful and points to results that can be expected by using such principles and practices. Presumes some knowledge of organization and management. Chapters deal with managing people, executive philosophy, organizing, the human touch, executive downfalls, discipline, and day-to-day applications.

A case study research report done on one company. Includes discussion of: organization and background, the management team, informal groupings and change, employee attitudes, foremen and their relationships with employee and management, and conclusions.


Discusses management's responsibility in executive development. Includes sections dealing with: public understanding and acceptance, participation, specialization, testing the man, organization aspects, and character and integrity. Gives pointers in the setting up of a sound program.


A study of the principles of office management. This edition includes new developments in the field and new material on psychological environment and its standardization, wage plans, and like subjects. Contains additional material and illustrations of equipment, forms, office layouts, manuals, aptitude tests, and similar matters.


Presents detailed job specifications, functions, relationships, duties and responsibilities, and methods of measurement of achievements.


Study of the role of ethics in modern business and economic organization. Forward by Charles P. Taft.


The results of a two-year survey are presented, in which the author and his associates participated in the work of changing company organization. Besides the conclusion
and the appendices, the book is divided into two parts. Part I discusses the organization problems at the various stages of company growth, while Part II points out the methods of determining the need for organization changes and the methods of making these changes.


Presents the accepted principles and methods of control in modern industry, rewritten to reflect important changes in concept and practice. The philosophies and fundamentals of management are developed and the need for sound human relations in today's changing industrial environment is pointed out.


See under 248.


A review of the existing literature and principles of management. Includes definitions of management, administration, and organization.


Presents philosophy and principles of organization from the time of Moses to the present. Then it deals specifically with various kinds of organizations: church, government, military, economic, labor, etc.


Chairman of the board of American Brakeshoe Co. describes unique management which has been highly successful in his organization.


See under 247.

Case study of Jewel Tea Company's experience with a management philosophy of sharing profits, information, and management problems with employees, community, and customers.


A series of four lectures which were delivered in April and May of 1950 at New York University in connection with the Golden Anniversary of its School of Commerce, Accounts, and Finance. It presents the diverse viewpoints of a social engineer, a trade-union leader, a management executive, and an economist, regarding the social responsibility of management and the recent advances in the field.


Treats and discusses the social role of the business man in a free enterprise economy.


Presents the need of developing the theme of democracy in public relations. A plan of action is outlined for all citizens to follow describing when, where, and how to "speak up for democracy". Includes extensive bibliography on democratic practice, dictatorships, leadership techniques, and public opinion.


Defines the tools of executive control and outlines the factors involved in the successful handling of others. Methods are presented for achieving a maximum output of work with a minimum amount of friction.

Presents eleven "secrets" of handling people and suggestions for developing leadership.


Study of policies and practices in management of thirty-one industrial organizations. Done as research at the Graduate School of Business of Stanford University, this book gives an overall view of corporate organization and control as well as specifics in certain areas. Includes discussion of various staff activities.


Author presents his twelve scientific principles which apply to straight thinking in business, personal, social, and educational situations. Categorizes twelve rules under: "rules for making precise observations," "rules for defining the real problem and considering possible solutions," "rules for securing evidence on possible solutions," and "rules for drawing conclusions".


These lectures present the difficulties in obtaining harmonious relationships between field and central offices and between the general administrator and the technician.
Chapter III

PRESS RELATIONS AND PUBLICITY


See under 1.


An integrated study of newspapers, the general magazine and special press, publicity, advertising, scholastic and collegiate publications, and certain phases of radio and motion pictures. Chapter 21 devoted to public relations.


A manual, sponsored by the American Council on Public Relations, on methods of securing favorable publicity for educational institutions.


"A general description of the nature and practice of federal administrative publicity in the period of 1937-38 against a background of the role of publicity in modern administrative statesmanship."


See under 397.

See under 377.


Comprehensive text describing all facets of news gathering and reporting. Describes newspaper operations, policies, and ethics. Chapter 35 discusses how reporters use publicity.


Gives purpose and scope of industrial publicity as well as actual operation and evaluation of the program. Techniques are treated. Personality and qualifications for industrial publicist discussed. Numerous illustrations are used.


See under 275.


Book of readings devoted to role of the press in society. Part I discusses the formation of public opinion and meaning of propaganda. Part II describes how the press views major contemporary problems. Part III deals with outside influences on press practice, including pressure groups, profits, governmental publicity, and publicity agents.


A fundamental and all inclusive handbook for publicity workers. Contains discussion of: media, research, definition of limits, budget, schedule and staff, planning, methods in producing material, successful placement of material, and prospects of placement. Puts forth
basic requirements for practitioners of publicity who would be more than mere press agents.


See under 368.
Chapter IV

ADVERTISING


Combines psychological principles of advertising with application of practical research methods. Deals with psychological objectives, appeals, techniques of presentation, and evaluation of media audiences.


A text covering the wide area of advertising. Deals in five main sections with: historical and economic aspects, advertising research, the advertising message, testing advertising effectiveness, and the advertising organization. Chapter 32 deals with "Advertising and Public Relations".


Presents the story of advertising work clearly in picture and word form. Discusses and portrays advertising generally and then covers the media, the materials, and the methods.


A survey of advertising as a marketing activity. Broad in scope, the work covers advertising's philosophy, science, art, and strategy. Frequent use is made of illustrations to point up copy, layout, and art.

See under 383.


See under 368.


See under 324.


See under 106.
Chapter V

COMMUNITY RELATIONS


An analysis of problems confronting American communities today. Includes discussion of: nature of community problems, nature of communities, economic competition, political competition, religious competition, economic conflict, race conflict, political conflict, religious conflict, disorganization and dissociation, personality and the community, reform, planning, and social engineering.


See under 254.


See under 383.


In textbook style, gathers ideas of sociologists, social workers, and engineers on matters of community organization and planning. Frequent use is made of quotations from varied sources.


A study of power leadership patterns in a city of half a million population, which the author chooses to call
Regional City. This study of leadership and power relations points out the fact that one may find out who the real leaders are and something of how they operate in relation to each other.


See under 396.


Summary report, with editorial interpretations, of the Corning Conference held May 17-19, 1951. Treats industrial human relations in plant and community.


Covers philosophy and application of approach in developing leaders for volunteer community activities. Discusses where to find the leaders as well as how to train them. Many hints for the Community Relations practitioner. Chapter 9 deals with "Participative Public Relations". An annotated bibliography of references is contained.


The author supplements his 1946 book, "A Business of My Own", and describes the story of how several small industries were fostered by and have contributed to the small community of Yellow Springs, Ohio.


Part II of a two-part article. Deals with the relationship of a city administration to private citizen community councils, neighborhood improvement associations, and youth councils in building community understanding and cooperation.

Part I of a two-part article. Deals with techniques available to the municipal public relations director for interpreting and publicizing the work of the city administration.


See under 190.


See under 262.


Demonstrates how to pick the community with greatest competitive advantages in transportation costs, access to raw materials and markets, labor costs and skills, tax aspects, climate, power, etc. Data gathered from study of thousands of communities also offers guidance to community groups seeking to attract new industries. Bibliography pp. 116-119.


See under 263.


See under 265.


Describes in detail the cultural life of the community, emphasizing particularly the way in which these people have been divided into superior and inferior classes.
It also presents the reader with an interpretation of the systematic analysis of the techniques, methods, and conceptual framework used in the research, a summary of the findings, and a general orientation.


Tells how advertising helped the McBee Company of Athens, Ohio, to establish better community relations. Instead of using advertising only for sales, an institutional campaign was launched. Shows how this by company overcame possible resentment by a small town.


A report of an experiment designed to reveal various ways of teaching individual and group skills necessary for harmonious and productive living in modern society.


Presents advice on reasons for organizing a community committee, how members should be chosen, agenda planning, chairmanship duties, board functions, etc.


Presents questions that one would want to answer in studying a community from the point of view of a social worker or a community relations practitioner. Chapters deal with: community setting, local government, public safety, employment conditions, housing, health conditions, educational resources, recreational facilities, religious agencies, public assistance, family welfare, racial minorities, and the foreign born, and agencies for community planning and coordination.
Chapter VI

CONSUMER AND DEALER RELATIONS


See under 26.


Relevant and recent developments in statistics, psychology, economics, and sociology are discussed and related to marketing research problems. One section is devoted to the psychological problems of communication and securing information from respondents.


Designed to aid consumers in understanding the market and to provide them with a basic point of view by which to appraise and evaluate practices and actions. Points out the consumers' responsibility in improving their situation and steps that should be taken.


A post-war study of the American economy from the consumer point of view. The consumer interest is set in historical perspective and the extent and strength of the consumer movement is analyzed.

Points out the plight of the average consumer. Confusion resultant upon constant introduction of new products, high pressure salesmanship and modern advertising. Suggests a special organization to protect consumer interests.


See under 335.


Embraces suggestions by International Harvester Co. to dealers for building better sales staffs by providing suitable compensation and incentives plans.


Presents the actual text of a folder sent to customers concerning boost in water rates. Folder prepared by the City Manager.


See under 371.


See under 271.


Covers all subjects which an advertising agency would consider in preparing a marketing campaign. Chapter on public relations. Discussion of policies for consumers, retailers, and wholesalers.

Part II of two-part article. Describes program of Ford Motor Co. to aid dealers in meeting competition more effectively. Discusses organization, dealer training, dealer council, dealer advertising aids, and customer attitude surveys.


See under 372.


A Dean at Ohio State points to the challenges, problems, and opportunities in using the orientation week or its equivalent as a valuable PR device. Gives general and specific recommendations as to their use and usefulness.


See under 273.


See under 373.


See under 292.
Chapter VII

STOCKHOLDER RELATIONS


Covers preparation and interpretation of annual financial reports. This study has used the annual reports of 64 selected companies as a basis. Moves from historical development of such reports through the more technical phases of preparation and interpretation. Includes a glossary of accounting terms.


Evaluation of currently prevailing policies and practices in corporate financing. Eight Hundred citations of information sources. Should be especially helpful in stockholder relations work.


Describes presentation of public program of panel discussions, sponsored jointly by the Detroit Public Library and the Detroit Stock Exchange, regarding stock ownership and investment procedures.


Primer on all aspects of stockholder relations programs. Includes philosophical concepts and techniques common in industrial practice today. Annual report requirements in various states.

A guide to stockholder relations techniques, and most specifically, the organization, production, and distribution of the annual report. Discusses responsibilities of the company official in charge of shareholder relations. Mentions the Financial World Survey of Annual Reports. Illustrations are included.


A study to determine the facts concerning share ownership. Subject matter falls into two parts. In Part I the shareholdings of record in a large number of companies are analyzed to determine the nature and characteristics of shareholdings in publicly owned corporations. Part II classifies shareowners on the basis of occupation, educational level, geographic location, and size of community. Other aspects considered include stock ownership by employees, the length of time owners have held shares in any corporation and the reasons why people buy stock.


A report which describes how corporate officials communicate directly with their shareholders and in what detail. It points out what industry can do and is doing to restore public confidence in itself.


An analysis of methods employed by 100 companies to keep 3,500,000 shareholders informed. Based on a mail survey, it enumerates and describes current, voluntary acts, policies, and practices of management aimed at gaining understanding and goodwill of shareholders.
Chapter VIII

GOVERNMENT RELATIONS


See under 148.


See under 26.


See under 270.


Outlines the approach and objective of the various phases of this subject. Each chapter points out the direct obligations and the responsibilities resting with each of the groups involved. Included is a treatment of both the past and the present and also a statement of the sequence of the steps necessary in the approach to the determination of a post-war program.


A study of the intergovernmental relations--national-state, state-local, national-local, interstate and interlocal--involved in the educational function. Attention is given to these relations rather than the educational programs and the programs themselves are discussed only to give an understandable setting to the relationships between the various governmental levels.

Presents federal government's labor policies as of time of writing. If not policy today, book still serves as valuable reference. Gives specific laws and cases which came up under them. Generally, it deals with: unionization, collective agreements, labor markets, wages, hours, safety, child labor, etc. Presents the machinery for adjustment of wartime disputes. Indicates major trends.


Traces the history of lobbying through its development from the days of personal persuasion down to the present time to show how it has become an integral part of our democratic process. Also examines the Lobbying Act of 1946.


See under 191.


See under 275.


Studies of relations between special-interest agencies and administrative bodies. Special attention is given to trade associations. There are chapters on each of the leading Federal Commissions and on interest-representation for consumers, farmers, laborers, businessmen, and scientists. Bibliographic footnotes.


A study of the broad field of state-local relations. Describes relations as they actually exist and sets forth suggestions for improved practices.

See under 209.

Chapter IX

PERSONNEL AND INDUSTRIAL RELATIONS


A background work for practice of labor, personnel and government relations. Written under the assumption that government controls "will continue to play an important role in the attempts of labor and management to find satisfactory solutions to the labor problems that they face". Gives information on laws, court actions, and government policies that affect policies and actions of workers and management in their relationships.


A factual presentation of the history, structure, functions and background material of American Labor Unions. This edition includes a new section which deals with the historical review of the series of world-wide labor movements.


See under 26.


Tells the story of F. W. Whitman's employee morale project with the Western Pacific Railroad in 1948. He set up a special train to carry a $15,000 road show to the 4,700 employees and gave them a chance to have dinner with the boss. Relates the communication value of such an undertaking, and shows employee response.

Deals with the process of planting the seeds of morale in an organization and what steps and action should be taken to foster and secure its development.


An evaluation by eighteen contributors of their experiences in applying the case method of teaching human relations, developed at the Harvard Business School, whereby the student analyzes and works on concrete business situations. The technique and its effectiveness are described in detail by the contributors.


Presents the mechanics of negotiation, the general objectives of collective bargaining agreements, and attitudes of negotiators. Supplements the discussion with sample labor agreements and clauses and examples of special forms that may be needed. Also includes various issues that are usually the subjects of negotiation and suggests how they can be dealt with in the labor agreement.


Outlines the preliminary steps starting at the contract proposal and working through the conference organization. Covers the procedure of negotiations, the use of economic data, group relations, the resolution of deadlocks, and the final agreement.


A manual for labor leaders and business executives, describing the history, the legal status, and the methods of labor negotiations.

See under 95.


See under 335.


Concerns itself with one important area of industrial relations—employee counseling. Three main parts are: the problem, the approach, and the organization. Shows what problems arise and how psychology is pointing to solutions. Frequent use made of examples to point up important principles.


See under 367.

161. **Employee Relations in the Public Service.** A report submitted to the Civil Service Assembly by the Committee on Employee Relations in the Public Service. Chicago: Civil Service Assembly, 1942. 249 pp.

One of a series dealing with the major phases of public personnel administration. Includes findings based upon special field studies of public personnel policies and practices, supplemented by information obtained from existing studies and reports. Bibliography pp. 231-246.


A basic handbook in employee relations stressing every supervisory worker's part as a semi-personnel director. Points to such areas as: hiring, testing, placement, training as well as discussions on unions, foremen, budgets, and legal aspects.

Covers one special phase of industrial personnel interviewing: the employment interview. Combines both technical and non-technical terminology and discussions. Discusses background needed for interviewing as well as the conduct of the interview.


An analysis and appraisal of the development of national labor policies and labor relations.


Sets forth principles of human relations and administration and analyzes the present failings in industrial relations management.


Contains detailed information on the methods of making collective agreements work to the best possible advantage. Discusses each step in the process of initiating, operating, and renewing agreements, including the handling of grievances.


Guide to practitioners of personnel relations. Deals with numerous areas including: job analysis, job specification, recruiting, interviewing, induction, training, merit rating, discipline, layoffs and dismissals, job evaluation, incentive plans, suggestion systems, grievances, accidents, employee benefits, labor relations, personnel records, etc. Contains an outline for a self-audit for personnel people. Also points to sources of information of help in personnel management. Contains case examples.

Designed to give executives insight into the sources and possible solutions for some of the pressing problems of personnel administration and industrial relations. Situations are analyzed in the light of recent findings and practical techniques are worked out for dealing with them. The book has four major divisions—labor, employer, selection, and training problems.


Answers many questions concerning the mechanics of Board operations and the way in which the NLRB investigates specific issues and examines the facts involved. It outlines its powers and the points to remember in dealing with the Board. Sample forms are included.


See under 371.


Presented here are some of the results of research and reflection appearing within the past decade which seem to the editor pertinent in gaining a better understanding of the human problems of organizations. The material is grouped under two main topics—the functions of the executive and the satisfactions of the worker on the job.


See under 42.


Presents principles and practices in all situations where men direct the activities of others. Tells of
need for good human relations between labor and management, the process of personnel administration, and the development of the supervisor.


See under 145.


Traces the historic and philosophic roots of paternalistic unionism, liberalistic unionism, and revolutionary unionism in the United States.  Bibliography pp. 197-212.


See under 146.


Extensive handbook dealing with techniques of psychology in the industrial situation.  Covers: interviewing, testing, training, inspection, merit rating, fatigue and efficiency, and attitudes and morale.  Appendices include elementary statistical procedures and a listing of employee test publishers.


An introduction to the study of labor.  Presents history of growth of labor problems, trade unionism, collective bargaining, public policy, and the economics of income and security.  Discusses political aspects of the union—what it has obtained and what it is still striving for.


See under 140.

Professor of Labor Relations at Harvard presents ideas and principles for putting good human relations into labor relations. Deals with the on-the-job situation. Calls for mature managers and labor leaders.


An analysis of the Hawthorne Works of the Western Electric Company's inquiry into the effect of work and working conditions on employees. Supplemented by extended interviews with workers in the plant.


Offers advice to management negotiators "to help determine which demands are risky, what concessions may be made safely, and what protection management should get during negotiations". Presents the practical techniques of collective bargaining, and how to prepare for and act during negotiation conferences.


See under 48.


See under 372.


See under 50.


Chairman of the Board of Armstrong Cork Company states
his belief that the company's part in helping to pro-
vide career training for willing employees can and will
lead to employee loyalty and dependability. Presents
and discusses his company's policy and activities.

1947. Two volumes.

930 pp.

One of a series of three volumes dealing with the
Economics of labor. This volume is a study of labor's
history and purpose including such subjects as trade-
union policies and practices, the problem of strikes
and lockouts and employee-representation plans.


A text in two parts. Part I covers: nature of person-
nel administration, handling personnel problems,
diagnosing organizational stability, building and
maintaining work teams, wages and work assignments, and
employee services and programs. Part II presents case
illustrations followed by topics for discussion.
Exhaustive section of selected references for personnel
administration students or practitioners (pp. 565-599).


A presentation of personnel administration, as practiced
in America today, for those concerned with manpower man-
agement. Includes information on starting a personnel
program, assembling a work force, handling staff prob-
lems, dealing with labor unions and the community.
Offers guidance on job analysis and job specification,
training help, handling wage and salary questions,
employee incentives and morale, safety, merit rating,
promotions, demotions, dealing with tardiness and
absenteeism, etc. 118 photographs, charts, and
diagrams.

Extensive and complete guide to such personnel areas as: the overall program, organizational planning, budgeting and cost control, job analysis and job evaluation, wage and salary administration, personnel tests, various services, contracts, safety, communications, governmental relations, morale, training, and personnel audit. Section 19 treats "Public Relations" as it relates to personnel work and as it operates on its own.


A guide to the functions, operations, and latest applications of personnel interviewing, covering a wide range of situations in business and industry. Three main parts cover: the interviewer and his work, techniques of interviewing, and types of interviews. Includes many interview forms, tests, etc.


Designed as a text to introduce students to the broad field of industrial relations and as an aid to professional practitioners in the field. Provides a survey and explanation in current policy and practice and refers to the results of research that may have an important bearing upon these procedures.


Systematic outline of the field of manpower management, emphasizing its present philosophy and major questions of policy and practice, rather than techniques and devices.


See under 102.


A text on the importance of personal relations in
supervisory work. It presents specific knowledge of what is expected of supervisors by their workers and management and how best to satisfy these requirements. Well illustrated.


See under 54.


See under 241.


See under 242.


See under 276.


See under 392.


A non-technical discussion of how to get the desired information to the employee and establish and maintain understanding. It delves into "how" by presenting numerous techniques including: bulletin board, house organ, annual report, direct mail, group meetings, the grapevine, handbooks, etc. Also deals with questions of what information can be shared.

See under 225.


See under 362.


Designed either as a textbook or a reference book, it explores the fundamental principles of successful human relations and how they can be applied to everyday human problems.


Outlines the human relations aspects in the management of manpower: organization as a supervisory activity, communication, informal organization, belief systems, motivation, participation, and incentives. Sets forth principles for selection and training of supervisors.


A report on what has been accomplished by some companies in the field of human relations. Presents principles to guide management in operation a human relations program. Numerous examples and case studies.


See under 65.


Explores the past and present attitudes of society
toward unions, and traces the changing views of the courts. Examines to discover what the impact of such developments as mass production, social security and a planned economy has had on the position of the working man. It also considers the proper role of the government in disputes which may affect the public welfare and includes the observations of the author on the desirability of labor activity in organized politics.


Intended primarily to serve as a handbook for those executives responsible for training employees or whose function it is to plan and coordinate training throughout an organization. Detail is given to descriptions of how training is being done in actual situations in various types of business.


Discusses the structure of labor unions, why they came into being and the role they play in American life. Also includes a directory of American Labor Unions.


"This book is concerned with the origins, development, organization, and functions of unions; the impact of their policies and practices on the lives of workers, management and the public; the issues their presence raises in the operation of industry and the economy as a whole, and in the maintenance and improvement of the American system of social and political organization."


This volume deals with the methods of giving understanding to and gaining the confidence of those who together make up what is called labor. Presents a list of the things which should not be done and the methods which should not be used along with certain basic recommendations.
Chapter X

BOARD OF DIRECTOR RELATIONS


Attention is focused on the responsibilities of directors in business administration and on a variety of specific problems of administrating companies in various stages of development.


See under 29.


An examination of directors and their functions in the early 1940's, based on a broad study of the directors in many companies as well as specific policies relating to directors in four well-known American corporations.


A study dealing with the type of information provided by management and the methods and media used to convey that information. Case studies are included which describe in some detail the practices of the various companies.


See under 49.

See under 372.


Explains the duties and restrictions imposed on the director and the joint obligations of the director and the operating executives to their stockholders.
Chapter XI

ASSOCIATION AND TRADE RELATIONS


Covers various aspects of trade association operation. Useful to association staff members, as well as officers and directors. Provides orientation into association work for the neophyte.


See under I35.


See under 275.


See under 114.


Description and analysis of wage surveys conducted by 120 employer associations. Suggestions are offered for the evaluation and improvement of wage surveys.

Names, addresses, leaders, size of staff, size of membership, year of establishment and main activities of over 3000 organizations with a gross membership of 40 million. Contains section on federal agencies serving associations. Bibliography, pp. 299-305.
Chapter XII

SOCIAL SCIENCES


See under 26.


See under 111.


Product of 17 social scientists—psychologists, anthropologists, sociologists, historians, and economists—studying the changes in America since 1890. Deals with such social factors as the person, primary group, national character, and world organization.


Discussion of the role of the social sciences in the atomic age. Stimulating text for courses in human relations and social science survey courses.

A. PSYCHOLOGY


See under 61.

Explains the contributions of psychology to five major activities in our culture: effectively training the new generation, maintaining mental health, administering justice, promoting economic progress, and facilitating efficient production.


See under 159.


Contains reports on research sponsored by the Human Relations and Morale Branch of the Office of Naval Research. Discusses research on group behavior, research on leadership, and research on individual behavior. Technical in both subject matter and treatment.


See under 168.


See under 40.


Explores the field of human relations, presenting principles that decide what action will produce a given result under a given circumstance, and procedures for obtaining desired results. Illustrations and examples are drawn from a wide variety of selections.

Outlines in non-technical language the psychologists' contributions to problems of leadership, incentives, absenteeism, work, leisure, and other daily concerns of industrialists and personnel managers.


See under 177.


Presents "a sort of biological survey" of the general aspect of mental development. "It is a lucid exposition unencumbered by technical expressions which explains the normal functions of the brain, in terms of feeling and action, the most powerful urges and their control in childhood and adult life, and the reaction of the whole organism to the environment".


Presentation of research design, techniques, and results of study done on the Chesapeake and Ohio Railroad as part of research for the Office of Naval Research. Contains general summaries as well as highly technical coverage.


Presents the research project done for the Office of Naval Research at the Prudential office in Newark. Involved basically with underlying principles of organizing and managing human activity, and then attempting applications. Technical in parts, but presents summaries. Appendix contains technical information.


A reference containing various recommendations for
the improvement of human relationships.


Treats generally of human behavior, individual and in group situations. A non-technical presentation of the content of industrial psychology--designed for managers responsible for good human relationships.


The uses of persuasion in various types of speaking situations.


Numerous writings and experiments in such areas as emotions, motivation, personality, reasoning and thinking, and social behavior. Shows the scientific method and procedures in action. Research results not interpreted to the PR situation, but can be applied in many instances.


A compilation of representative articles in industrial and business psychology. Each article is preceded by a brief summary of content. Among topic areas dealt with are: motivation and morale, industrial leadership, fatigue and worker efficiency, and training in industry.


A psychologist presents cases and experiments to show the benefits of good human relations practices. Chapters include: A Human Relations Training Program, Discussion Methods, Role Playing, Reactions to Human Relations Training, Group-Decision Procedure, Democratic Supervision in Action, The Quality of Group Decisions as Influenced by the Discussion Leader, The Supervisor's Dealings with Individuals, and Non-directive Counseling.

See under 206.


See under 65.


Presentation of science of psychology as it can be applied to current social issues. Significant chapters on beliefs and attitudes, public opinion research, group morale and leadership, prejudice, industrial conflict, dynamics of behavior, and perceptions. Extensive bibliography references at end of chapters.


Summarizes a series of articles on psychology's role in business. Says that industrial psychology has won a strong place in management thinking, but more progress in this direction is needed. Two conclusions drawn are: (1) management sees the need for putting science in human relations, and (2) psychologists need to improve their understanding of how people work in business and industry.

**B. SOCIOLOGY**


See under 89.


Comprehensive text on urban sociology. It considers American cities as part of the pattern of our culture,
as well as the effects of stress on individual human values upon the objectives of cities. It involves an extensive treatment of rural-urban relationships.


See under 92.


See under 93.


Volume I analyzes basic ideas which can be abstracted from concrete situations and relationships. Volume II presents 33 cases from life situations which the authors have found provocative in group discussions.


See under 43.


Series of articles on human relations and social organization in industry--factory in the community, motivation of the underprivileged worker, race relations, role of union organization, factory as a social system, and industrial conflict.

A fundamental study in the underlying causes of antagonism, hatred, and violence. Should be helpful to every serious student of anti-racialism.


Presents the problems of a backward, isolated community as it reacts to urban influences. Does not present solutions for the rural community.


Provides 60 basic readings on many aspects of minority-group relations in the United States. Five main selections deal with: minority problems in the U. S., kinds of discrimination, group life of minorities and their reaction to discrimination, causes of prejudice, and proposed techniques for eliminating minority problems. Editor integrates readings with comments and introductions.


Selections from writings of 56 sociologists. Topics include: scientific study of human relations, socialization of the individual, human ecology, race, social class, collective behavior, institutions, and sociology in sociology in social policy.


Author makes suggestions on how the fundamental goodness of the small community can be injected into modern industrialized community situation. His qualifications include being: engineer, educator, and community service agency worker. Good background for understanding the modern community.

See under 105.

C. ECONOMICS


A study of the history of Capitalism. Attention is given to the various types of private capitalism—petty, mercantile, industrial, financial, and national. "This is a mere introduction to business history... a synthesis of business history and business genesis".


See under 113.


A series of essays on the relation of economic theory to actual policy. Part I deals with today's fundamental issues of theory and policy; Part II with the Marshall Plan; and Part III with the themes of free enterprise, full employment, and the monetary doctrines of Keynes.


Analyzes the many diverse factors upon which corporate policies must be based and explores the social, economic and political influences which are affecting the position of the American corporation. Included is a discussion of the impact on corporate practice of government regulation and recent court decisions.

Marketing as an essential, vast, and complex function of our free enterprise system. The social tasks performed; the institutions, agencies, and channels; social performance and government regulation.


"A plea for fuller use of scientific method by individuals and groups when they have to deal with economic issues. To this is added some personal suggestions as to certain major problems raised by current developments, how they might be formulated for scientific attack, and what sort of organization or method might be utilized for factual analytical, and experimental work upon them."


Presents the various price techniques and policies used today in industry, retailing, agriculture, public utilities, insurance, and the professions. The author includes not only his own writings, but the contributions of outstanding economists and authorities.


Presents the findings of our-year inter-industry research. Includes both theoretical and impecanical applications of input-output analyses, and shows how to apply this method to a study of the entire business structure; to specific industries within the economy; to inter-regional problems; to consumption and demand.

D. POLITICAL SCIENCE


Textbook in political science which covers such areas as public opinion, propaganda, publicity, trade association activities, and pressure politics. Confined mainly
to the national level. Extensive discussion of pressure groups with examples of their activities.


A revision and expansion of Public Administration issued in 1935. It treats such topics as government corporations, the administration of field services, voluntary coordination devices, and planning and research. Attention is given to the theory of organization, federal personnel and finance systems, administrative law, and public relations. Selected readings appear at end of each chapter.


Points out the network of relations between public officials and those who receive the benefit of government services. Deals with the many responsibilities of citizenship.
Chapter XIII

PUBLIC OPINION


Lectures on public relations given 1939-1940. Such terms as public relations, propaganda, public interest and public opinion are examined and clarified.


An early presentation of public opinion and public relations. Gives understanding of beginning of professional practice of PR. Discusses scope, publics, techniques, and ethics.


See under l.


Describes the campaign launched by Standard Oil of California when it discovered the public didn't think so well of it. Company education included distribution of model oil field kits to schools and advertisements.


See under 275.
   
   See under 78.

   
   Presents the principles and practices of public opinion, propaganda, and the various media of communication. Particular emphasis is given to the newspaper and radio as they affect public thinking.

   
   Defines public relations and discusses use of statistical methods in public relations. Points out the necessity to know how the public feels before attempting to effect change.

   
   See under 300.

   
   See under 391.

   
   See under 393.

   
   A study on techniques of measuring the contents of radio programs and the characteristics and preferences of radio audiences, and on relations of press coverage to radio coverage. Conducted by the Office of Radio Research to determine value of radio and newspaper stimuli in changes of attitude.

Opinion bureau president and presently a college PR practitioner, the author points to the importance of research in originating and maintaining sound public relations. Discusses qualitative and quantitative studies. General consideration of research as a PR tool.


See under 63.


Systematic description of all aspects of surveys, polls, and samples in consumer and market surveys, public opinion polls, and social surveys.


See under 251.
Chapter XIV

PROPAGANDA


See under 278.


See under 303.


See under 275.


See under 78.


A study of propaganda in politics, education, business, science, art, and social service. Discusses reasons for types of and limitations on propaganda. Presents philosophy, ethical considerations, and techniques.


See under 284.

Description and illustration of the uses made of press, radio, and film to mold the mind of the Russian peoples.


See under 289.
Chapter XV

SEMANTICS


A rewrite of the author's Ph. D. dissertation, "Marks of Readable Style", in which he presents his statistical formula for measuring readability. Includes a discussion of the difference between conventional grammar and linguistic facts.


Discusses a few aspects of the general problem of mass education in the elements of semantics.


Comprehensive survey of the origin and development of language as it is used today.


Discusses the difficulty of semantics and phraseology in human communication. Describes effects emotions have on meaningfulness of verbiage. Result of notes taken from over 200 group deliberations.


The first of a series of books called "Studies in Semantics", which gives a general introduction to
the field and an explanation of the most important concepts.


Provides a general introduction to semantics. Frequent use is made of examples, many drawn from works of other writers.


Discusses the semantical problems involved in the use of language for transferring thoughts into actions, including abstractions, giving things names, institutionalized attitudes, and oververbalization.


"A simple introduction by ways of examples and the statement of a few general principles, to the historical development of English, in the hope that the story of the past may shed light on and add interest to the present."


Deals with meaning and understanding and the technique that brings them.


"Introduces a certain new viewpoint into the closely associated sciences of linguistics and semantics". States how the author arrived at his viewpoint, summarizes the prevailing views on words and language kinship, and points out some of the difficulties and unsolved problems in connection with these views.

Fundamentals of straight thinking in reading and writing. A combination of semantics and logic. Deals with levels of meaning, figurative language, defining terms, emotive language, etc. Practice exercises follow each of book's eight chapters.


United States journalist and economist discusses confusions that arise from emotional connotations of everyday language. Based on the logic and semantics of such writers as Count Alfred Korzybski, C.K. Ogden, I. A. Richards, and P. W. Bridgman. Bibliography, pp.385-386


The influence of words upon human thought is investigated, and a survey made of the remedies recommended by general semantics against the shortcomings of language. Defines the part played by words in human understanding.
Chapter XVI

GRAPHIC ARTS


Describes how to design book and magazine pages, announcements, brochures, displays, etc. Presents the basic elements that compose a layout pattern. Simple devices are explained and demonstrated from the elementary design motifs to the final methods of reproduction.


See under 335.


Revision of standard treatise illustrating various types of graphic presentation.


A very complete coverage of printing as it will be used by one planning and buying it. Deals with preparation of copy; preparation of illustrations, engravings, and duplicate plates; type composition; body types; specifying type; proofreading; copyfitting; printing processes; planning booklets and mailing pieces; paper; and binding. Excellent photographs, illustrations, and charts throughout.

See under 349.


An outline for school public relations purposes as well as other special public relations projects.


Detailed information on 126 type faces grouped according to various uses in books, magazines and advertising. A short history of the origin and development of each face is given along with an explanation of its distinguishing characteristics. Answers such questions as "What is this type face? What is its appearance? In what sort of work may I use it properly? How should I set it, and what kind of paper should I use? Where may I secure it, and where is it available?"


See under 373.


A guide to effective printed jobs. Discusses how to plan a complete campaign, how to produce printed materials, photography, typesetting, editing, how to purchase printing, and utilizing direct mail advertising.


Thorough discussion of the planning and preparation of
printed advertising. How-to-do-it coverage of production techniques applicable to other printed materials: layout, putting type to work, photoengraving, using color, choosing paper stock, planning printing, and figuring costs.
Chapter XVII

MEDIA AND TECHNIQUES


Designed for the non-journalist who finds need for a knowledge of specialized journalism methods, as well as basic writing and reporting. Describes methods for reporting news for radio, television, magazines, and newspapers.


See under 27.


Contains announcements of technical developments and articles by educators and others who have had personal experience in the use of visual aids. Lists sources of information on materials and equipment.


Presents the theory underlying the use of audio-visual materials in education. It describes the various types of materials, classroom applications, administration evaluation and preparation of materials.


The principles and suggestions which the authors have
tested both by their own personal experience and in their own classes in Business and Professional Speaking. This work is divided into three parts, Principles of Persuasive Speaking, Types of Business Talks, and the Personal Conference.


A presentation of the fundamentals of the three basic forms of expression - oral, graphic, and written - and their coordination for effective communication. The principles involved are discussed and analyzed. Then, through exercises and problems the principles are applied to typical cases and conditions.


See under 331.


Points up the use that can be made of regular local radio programs by municipal officials. Tells how several cities are using radio most effectively.


The process of communicating ideas, evaluating them and shaping their expression.


A guide for the neophyte preparing material for radio presentation. Includes twelve broadcast scripts complete with production notes, suggested music, and casting procedures. Comprehensive glossary of radio terms, lists of magazine and trade publications, and sources for scripts and sound effects.

Takes into account publications directed toward consumers and distributors as well as those designed for employees. The discussion includes the kind of news and information company publications should contain, how the material is gathered, problems of format, writing editorials, headlines, illustrations, production and distribution.


See under 4.


See under 436.


This book presents an up-to-the-minute survey of the non-theatrical film in all of its applications inside and outside the school—religious education, business, government, and industry.


Contains general discussion of the use of instructional films, outside the public service as well as in it. Appendix contains a "Catalog of Films Related to the Public Service".


See under 398.

See under 281.


Coverage of key points in conducting conferences including: elements of the conference, planning the conference, developing discussion questions, group motivation, and evaluating the conference.


Guide to planning, staging, and running a meeting - including suggestions for obtaining speakers, serving food, holding interest, using humor, and staging discussions.


See under 410.


See under 129.


See under 217.


See under 444.

See under 76.


Deals with all aspects of business correspondence. Covers: the purpose letters serve, the graphic aspects of production, and many suggestions for improving the effectiveness of your letter. Takes up many different kinds of letters: adjustment, credit and collection, sales, good will, application, etc. Numerous examples throughout book point up principles. Section on business reports begins on page 614.


Deals with the importance of reports, the background needed by the writer of reports, the gathering and organizing of material, and the writing of the rough draft of the report. Attention is also given to putting the report into an understandable and presentable written form.


Outlines and describes centennial celebration staged by Ilion, New York. Includes discussion of long-term preparation and organization, publicity, and programming.


See under 79.


See under 284.

Non-technical coverage of radio broadcasting including: structure of broadcasting, programming, the public service program, the sales organization, the audience, servicing the program, educational broadcasting, and ethics. Presentation of F.C.C. regulations and industry codes. Glossary of radio terminology.


See under 289.


A reference work in handbook style dealing with: demand for reports, reports in letter form, forms of composition, style, fact collecting, report planning, and preparation of the manuscript. Numerous specimen reports, bibliography references, and figures are included.


See under 131.


See under 202.


Divulges a professional's "bag of tricks" on what makes a good speech: getting off to a good start, getting audience participation, how to handle notes, and how to demonstrate a sense of humor.

Outlines the fundamental steps in a sound and well-balanced program of employee communications. Ready-reference to news-letters, company magazines, bulletin boards, group meetings, and open houses.


See under 133.


A blueprint for doing a job on an employee publication as a path to improved labor-management relations. Besides including specific on setting up and running the publication, author points to need for and advantages gained through publication. Deals with layout, copy, reporting, legal aspects, distribution, organization, etc.


See under 134.


Offers principles for clear, readable writing. Text includes the readability formula to find the Fog Index in writing developed by Robert Gunning Associates. Appendix contains list of the 3,000 most familiar English words.


This study is part of an audio-visual aids research project.
conducted at the Harvard Graduate School of Business Administration. Presents the extent to which training films are employed in department and specialty stores and the obstacles to their more effective and widespread use.


A comprehensive survey of present day speech problems and a description of the difficulties that frequently arise in communication.
Chapter XVII

Public Relations For Specialized Activities

A. BANKS


Author points to PR as a job every bank employee can and should do well. Discusses community activity, friendliness and courtesy, confidential and non-confidential information, soliciting business, etc. This is one in a series of aids to bank employees.


Deals with many phases of public relations activity in banking. Discusses philosophy and presents specifics. Presents advertising, promotion, and publicity campaigns for banks. Not a recent book but useful as background.


Covers problems and policies of banks in general. Part V is called "Public Relations" and deals with bank statements and reports, service charges, and problems relating to personnel.
B. BUSINESS AND INDUSTRY


Public Relations of American Telephone and Telegraph Company are dealt with in chapters 12, 13 and 14 of this survey of the corporation. The documented data are based on the Federal Communications Commission's "Telephone Investigation". Bibliography. pp. 423-443.


Encyclopedic work that covers the selection and training of flight crews, fatigue, efficiency, selection of ground personnel, care of passengers, public health, and other topics. Discussions are full and are supplemented by long bibliographies.


Detailed treatment of all the business functions of a newspaper. Chapters embracing public relations and promotion, customer acceptance, personnel problems, and problems faced by corporate directors.


Discusses the problems of the graphic arts industry. Bernays surveyed the field to discover its problems: internal problems, relations with customers, and relations with the general public. Points out 6 major complaints by business people: not enough craftsmen, lack of realization of artistic potentialities, poor salesmanship, poor promotion, lack of cooperation in the industry, and need for well-coordinated promotional campaigns.


Based upon experiences of firms which, according to the author, have been successful in their campaigns.

Points to the special needs of the petroleum industry in PR. Says that the industry has much to live down and that new methods must be used to meet new conditions. Stresses need to inform the public about the industry's constructive policies and actions in the present and for the future.


Designed for retailers interested in the field of public relations. The material is arranged for convenient reference by executives who carry out store policies in employee relations, publicity, advertising, credit, complaints, resource relations and community relations. Some portions will be of interest to all store personnel in contact with the public.

C. CHURCHES


Discusses use of advertising and publicity channels available to the church publicist. Appendix helpful to neophyte; includes public relations program outline, style sheet, press manual, and press and radio glossary.


Examines in detail, the problem involved in the relations of churches to the public at large. Discusses and evaluates many of the techniques used in churches generally, with the aim of creating a better understanding of the roles they should play in the public relations program.
D. GOVERNMENT


Points to the place that PR plays in city government. Stresses a three-way function: to aid government itself, to interpret itself to the public, and to interpret the needs of the public to government. Talks about "continuous" efforts in government public relations.


Points to public relations as a "major part of city planning." Deals with such points as: integration, retention of counsel, expenditures, citizen participation, and functions.


Report of a survey made on municipal public relations activities. Shows that news releases, annual reports, and youth days most frequently employed. Presents and analyzes the data collected from several hundred communities.


See under 332.


Points out the use that can be made of "advertising and public relations" by a city or town in selling its "own facilities and advantages." Stresses using the press and cooperation with town's business and industrial people.


Description of the organization and operation of public information and public relations administrations in New York City. Presents names of individuals and organizations in these activities.
See under 339.

See under 72.

See under 117.


General policy statement for city administrators. Says - "It is not enough for a manager to do a good job in administration. He must let the public know, and he must know the public." Aimed at the city manager.


Phoenix population has increased tremendously and growth is continuing. Building expansion has progressed along with the growth, overcrowding Phoenix and the surrounding eighteen-mile suburban area. Commerce and municipal government have embarked upon a long-range annexation program, with municipal public relations playing a leading role. Annexation problems are analyzed and solutions offered.

See under 351.


Describes the factors that have given rise to the present public attitude toward the police. Outlines methods to obtain information concerning the standing of departments in the minds of the people they serve. Suggestions are presented for improving police public relations.

A report by the Public Relations Committee of the Civil Service Assembly, to focus the importance of public relations in government today. "It rests on the basic premise that a truly positive approach to public relations involves everyone in an organization." Both the role and techniques of public relations are examined.


A study of the operations of public relations in government by the Committee on Public Relations, William E. Mosher, chairman. Includes methods of determining the attitude of the public toward various government agencies and a rating scale for measuring the "diagnostic value" of public reports.


See under 205.

E. HEALTH AND WELFARE AGENCIES


A second in a series dealing with the public relations of selected agencies in the general field of social welfare. This study presents a testing ground for ideas and procedures in public relations.


Embraces a comprehensive description of the organization and meaning of community welfare organization, as a structure and as a process. Chapter 12 is entitled, "Public Relations in Social Work".

Covers all phases of social agency administration, including organization, committee meetings, personnel policies, public relations, and publicity.


A study of public relations as practiced in hospital administration. Includes suggestions for students of public administration.


See under 444.

F. LAWYERS


Discusses legal traditionalisms and practices which have produced public misunderstanding and unfavorable connotations of lawyers. Suggests remedial program.

G. SCHOOLS AND COLLEGES


Director of PR at Bradley University explains what happens when scandal hits a university. Case study of the basketball scandal at Bradley in June, 1951.

Argues that college PR has neglected to stress "the basic fundamental purpose of their particular institution." The author, a college president, presents three main steps which can be taken to remedy this situation.


Brief sketch of group fund-raising association formed by 23 New England colleges. Points to idea that this association will make easier corporations' decisions of where to contribute.


Manager of a university placement service explains the dual responsibilities of the placement officer to students and employees, and his role in the college public relations program. Presents criteria for measuring the plan of organization.


See under 71.


See under 4.


Presents program utilizing outstanding citizens employed by a Wisconsin state teachers' college. These citizens (from communities represented in the student body) have no legal function, but have helped vastly in such areas as fund raising and state legislation.


Discusses the public relations problems which are found in institutions of higher learning. Points to need for analyzing objectives before embarking upon a course of action. Stresses the use of symbols that the public can understand.

A specialist in business communications gives "a survey of principles and source book of effective examples" for college pr. Basically, he tells how a college or university can make friends through its correspondence with: alumni, parents, students, prospective freshmen, business and professional men, and other interested parties. It also deals with inter-college communications.


The author says that educational public relations programs must operate "on the basis of principles rather than expediency." Points to need for a program that is: complete, truthful, continuous, and flexible. Suggests what information should be imparted and what groups or agencies should be utilized.


Shows that basic need for public relations in education is much the same as in industry. Suggests that both may be handled in much the same manner. Discusses need for coordination as well as the use of public relations counsel in educational PR.


Points out the failure of educators to communicate simply and effectively with laymen. Humorous presentation which points up the problem but makes few really specific recommendations.


Devoted to discussions of the use of tests and measurement in the schools. Chapter 18 involves the public relations aspects of measurement in education.


Executive Secretary of NEA presents the program for telling the community what the schools are doing and the problems schools are facing. Eight points include: the press and radio, American Education Week, motion pictures, advertising, convention and conferences, contacts with lay leaders, contacts with legislators, and cooperation with professional groups and the press.
416. "Organizing the Small College PR Office", C. Duncan Wimpress.  

Shows how the "average small college translates public relations 
theory in terms of personnel, equipment and duties." Lists the 
publics the college will need to deal with. Discusses functions 
of the staff.

417. "Orientation Is Public Relations" William S. Guthrie. College PR 

A Dean at Ohio State points to the challenges, problems, and 
opportunities in using the orientation week or its equivalent 
as a valuable PR device. Gives general and specific recommenda-
tions, as to their use and usefulness.

418. Print It Right: How to Plan, Write and Design School Public Relations 

See under 320.

419. Public Relations For America's Schools: Twenty-Eighth Yearbook. 
Washington, D. C.: American Association of School Administrators, 

Explores the broad field of school public relations dealing pri-
marily with purposes, principles, relationships and values. Also 
provides pertinent data regarding the American Association of 
School Administrators.

420. "Public Relations for Higher Education: A Challenge to Our Colleges 
and Universities." Edward L. Bernays. Talk before American College 
Public Relations Association, January 9, 1948. American College 
Public Relations Association. 10 pp.

Bernays presents what he feels are the needs in college and uni-
versity public relations. He determined goals from college presi-
dents and then proposes courses of action. Discusses: educational 
institutions getting together to agree on definition of PR; each 
school should clearly define its goals in writing; research should 
be undertaken by associations, and colleges may have to revise 
their actions and attitudes.

421. "Public Relations in Distributive Education", Fran McCreery. Education, 

A careful analysis of public relations needs and techniques for 
people working in Distributive Education (in which case the stu-
dent works part time as part of his education). Stress: media, 
techniques, personnel, etc.

A study of public relations in colleges and universities including: organization, functions, budgeting, conclusions, and recommendations. Presented is data gathered from American College Public Relations Association members.


Director of Vocational Education, State Department of Education, Columbus, Ohio, presents the relationship that exists between business leaders and educators in industrial and trade education. Presents results of workshop.


Presents results of a survey conducted to determine what kinds of preparation and practical experience are desirable in people who will be employed in educational public relations work. Makes frequent use of quotations from the questionnaire responses.


Candid examination of internal and external public relations practices and problems of public school systems. Considers philosophy, objectives, staff assignments, strategy, and techniques. Thought-provoking question at end of each chapter.


Author points out need for a "unified attack on the problem of public school relations by boards of education, specialists in public relations, school administrators, teachers' associations and lay citizens." She feels that the teachers are the "heart of the PR program" and that the students are "the most important public relations agents."


A public relations counsel working in educational PR discusses: utilization and training of teachers for PR; stressing the point to the teachers that the schools belong to the people; and need to become news-conscious.
H. LABOR UNIONS


A discussion of industrial relations from the viewpoint of public relations. Suggests programs for the union in communicating with its members and with management. Illustrates with example of what one union has done. Then Bernays presents further suggestions as to education programs.


Points to the need for unions to carry out public relations policies and activities. Suggests programs for the UAW. States his program for the education of employers.


See under 209.
Chapter XIX

MISCELLANEOUS AND SUGGESTED READING


Detailed information about each of the 677 papers and magazines in the labor field issued by the American Federation of Labor, the Congress of Industrial Organizations, independent unions, miscellaneous labor agencies, etc. Compiled by the University of Wisconsin WPA Project.


Brief for a new and more favorable attitude towards "bigness" in business, especially from the standpoint of anti-trust legislation. Controversial, but stimulating.


A series of essays on services performed by public business libraries. Contains lists of publications and book selection aids.


Quotations range from a few words to several paragraphs on such subjects as advertising, management, socialism, strikes, taxes, wages, and the welfare state. A storehouse of penetrating observations on free enterprise useful especially to speech writers.

Presents partial results of a survey to determine readership of trade publications. Describes the survey and analyzes some of the findings.


Practical suggestions for handling day-to-day business situations with tact and courtesy. Embraces etiquette for letter writing, speech making, business travel, mixing social life with business, business meetings, and company social affairs. Especially helpful for the beginner in business.


Practical suggestions to one who finds it is his job to obtain a speaker for a club or other group.


Addresses by business leaders at 22nd National Business Conference, 1952 on the subject, "What are the motivating forces in human relations of which the business man must make use to achieve harmonious conditions leading to successful operation?"


Bernays points to reasons why business has failed to sell successfully the American way of life even though vast sums have been spent on this project. Shows that business has concentrated too heavily on technology, machinery, and living standards. Points to need to sell: security, self respect, and participation.

A handbook which deals with the art of getting along with people in everyday business and social contacts, how to make people like you and how to win others to your way of thinking.


A discussion of the relationship of business to the law, including the "plain facts and the words of the courts on the issues involving American business, so that the average reader without formal law training can understand the cause, effect and application of the law to business in general."


Tells about the work and the philosophy of the professional fundraiser. Discusses what should determine the goals sought and the effects on campaign workers and prospective givers of extending goals. Can be applied to college public relations people who have responsibility in raising funds.


Twenty-eight experts advise on well-planned program of corporate giving. Embraces many do's and don't's for such programs. Considers ethics of utilizing tax deduction privileges.


Surveys problems of financing educational and social agencies: community chests, churches, hospitals, colleges, etc. Discusses campaign methods and techniques and the "new profession of of fundraising counsel".


Examines the anatomy of this emerging society, and suggests steps for solving the problems it presents to management, unions, and the public.

The complete statistics, state by state and county by county, on previous election results. Contains extensive information for those interested in studying current political trends.


An annotated bibliography and reference guide to writings by and about Edward L. Bernays from 1917 to 1951. Writings by Bernays include books, periodicals, and published talks.


See under 63.


See under 226.


A general picture of the material to be found in United States public documents, and a study of their distribution and utilization. Data are presented in terms of federal departments sponsoring the publications; functions of the publications; and subject matter.
Chapter XX

SUGGESTED PERIODICALS FOR CURRENT READING

1. Adult Leadership—monthly
   Adult Education Association of the U.S.
   404 N. Wesley Avenue
   Mount Morris, Ill.

2. Advanced Management—monthly
   Society for Advancement of Management
   74 Fifth Avenue
   New York 11, N.Y.

3. American City, The—monthly
   American City Magazine Corporation
   470 Fourth Avenue
   New York 16, N.Y.

   Bruce Publishing Company
   400 North Broadway
   Milwaukee 1, Wisconsin

5. Business Week—weekly
   Publication Office
   99-129 North Broadway
   Albany, N.Y.
6. College Public Relations Quarterly—quarterly

American College Public Relations Association
726 Jackson Place, N.W.
Washington, D.C.

7. Dun's Review—monthly

99 Church Street
New York 6, N.Y.

8. Factory, Management and Maintenance—monthly

Subscription Service
330 W. 42nd Street
New York 36, N.Y.

9. Financial World—weekly

Guenther Publishing Corporation
86 Trinity Place
New York 6, N.Y.

10. Fortune—monthly

Time, Inc.
9 Rockefeller Plaza
New York 20, N.Y.


Graduate School of Business Administration
Harvard University
Cambridge, Massachusetts

12. Human Relations—quarterly

Tavistock Institute of Human Relations
68-74 Carter Lane
London, E.C.4
   American Psychological Association
   1333 Sixteenth Street, N.W.
   Washington 6, D.C.

14. Monthly Labor Review—monthly
   United States Government Printing Office
   Washington 25, D.C.

15. Nation's Business—monthly
   U.S. Chamber Building
   1615 H Street, N.W.
   Washington 6, D.C.

16. NEA Journal—monthly
   National Education Association of the United States
   1201 16th Street, N.W.
   Washington 6, D.C.

17. Personnel Psychology—quarterly
   Personnel Research Institute
   Western Reserve University
   314 Superior Avenue
   Cleveland 14, Ohio

18. Printers' Ink—weekly
   Printers' Ink Publishing Corporation, Inc.
   205 East 42nd Street
   New York 17, N.Y.

   Box 486
   Princeton, N.J.
20. **Public Relations Journal**—monthly

2 West 46th Street  
New York 36, N.Y.


1 York Gate  
Regents Park  
London, N.W. 1

22. **Public Relations News**—weekly

815 Park Avenue  
New York 21, N.Y.

23. **Sales Management**—semi-monthly

Executive Offices  
386 Fourth Avenue  
New York 16, N.Y.

24. **Saturday Review, The**—weekly

Saturday Review Associates, Inc.  
25 West 45th Street  
New York 36, N.Y.

25. **School Executive, The**—monthly

The American School Publishing Corporation  
470 Fourth Avenue  
New York 16, N.Y.

26. **Trade**—fortnightly

The Magazines of Industry, Inc.  
1309 Noble Street  
Philadelphia, PA.