

# Frederick Herzberg papers, 1950-1995

## Overview of the Collection

|                            |   |
|----------------------------|---|
| <b>Creator</b>             | Herzberg, Frederick   |
| <b>Title</b>               | Frederick Herzberg papers   |
| <b>Dates</b>               | 1950-1995 (inclusive)<br>1950 1995  |
| <b>Quantity</b>            | 97.25 linear feet   |
| <b>Collection Number</b>   | Accn1592  |
| <b>Summary</b>             | The Frederick Herzberg papers (1950-1995) document the work of this professor of management and originator of the motivation-hygiene theory. Included are personal materials, professional correspondence, office files, teaching materials, and Herzberg's writings, as well as a variety of writings on management topics by other authors. |
| <b>Repository</b>          | <a href="#">University of Utah Libraries, Special Collections.</a><br>Special Collections, J. Willard Marriott Library<br>University of Utah<br>295 South 1500 East<br>Salt Lake City, UT<br>84112-0860<br>Telephone: 801-581-8863<br><a href="mailto:SPCreference@lists.utah.edu">SPCreference@lists.utah.edu</a>                            |
| <b>Access Restrictions</b> | Twenty-four hour advanced notice encouraged. Materials must be used on-site. Access to parts of this collection may be restricted under provisions of state or federal law.   |
| <b>Languages</b>           | English   |

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## Historical Note

Frederick Herzberg, the father of job enrichment and one of the major management philosophers of our time, was born in Lynn, Massachusetts, on 18 April 1923 to Lewis and Gertrude Copleman Herzberg and educated in the New York public school system. His studies in psychology at the City College of New York were interrupted by the second World War and he served in the United States Army from 1943-1946. Fluent in both German and Yiddish, Herzberg was involved in the relocation of internees of the Dachau Concentration Camp. This experience, where he "realized that a society goes insane when the sane are driven insane," was the matrix from which Herzberg's philosophy developed. His work, which stresses the nourishment of human character in the workplace, is directed toward "keeping the sane, sane." After receiving his B.S. from CCNY in 1946, Herzberg moved on to the University of Pittsburgh, where he was first lecturer, then instructor, while working toward his graduate degrees. He was awarded an M.S. in Clinical and Industrial Psychology in 1949, with his Ph.D. following a year later. Herzberg was the research director for Psychological Services of Pittsburgh from 1951 to 1957. In 1957 he became a professor of psychology at Case Western Reserve University in Cleveland. During this time he also served as director of the graduate program in industrial mental health. Herzberg's first book, *Job Attitudes: Research and Opinion*, was published in 1957. This book was the outgrowth of his work in the 1950s, when he conducted a number of employee morale surveys with apparently contradictory results, which prompted him to rethink the traditional approach in measurement of job

satisfaction. *The Motivation to Work*, Herzberg's controversial challenge to the industrial psychology establishment which questioned the validity of traditional attitude-measurement techniques, followed in 1959. Herzberg was awarded a Fulbright research fellowship in 1963-64 which took him to Finland. An inquiry about his theories led Herzberg to travel to the Soviet Union on a tourist visa and resulted in a long and productive relationship with colleagues in the Soviet Union. Herzberg's *Work and the Nature of Man*, recently named one of the 10 most important books on management in the 20th century, was published in 1966. In 1972 Herzberg accepted an offer from the University of Utah in Salt Lake City and became distinguished professor of management in the college of business. In addition to teaching and writing, Herzberg spent the next twenty years consulting with government and industry leaders throughout the world. He developed seminars and workshops to train managers and employees at all levels. Herzberg retired from the University of Utah in 1995.

## Content Description

The Frederick Herzberg papers (1950-1995) cover Herzberg's work from the 1950s to the 1990s with the bulk of the material dating in the 1970s and 1980s. The documents are roughly arranged into six sections: Personal Materials, Correspondence, Office Files, Course Materials, Manuscripts, and Management Articles. Section 1, Personal Materials, boxes 1-3, consists of two boxes of correspondence containing informal letters with colleagues, former students and clients, and a box of material relating to a reunion of Herzberg's army division that took place in the 1990s. Section 2, Correspondence, boxes 4-30, contains files largely devoted to correspondence. Most correspondence in this section is of a general nature and is organized both chronologically and alphabetically. Section 3, boxes 31-114, contains Herzberg's office files. Section 4, boxes 115-147, contains material relating to Dr. Herzberg's classes at the University of Utah. This section includes lectures, case studies, outlines, and other course material prepared by Herzberg, and student reports and research projects. Section 5, boxes 148-165, contains drafts and notes for Herzberg's published work. Section 6, boxes 166-208, contains articles by Herzberg and articles about Herzberg and his theories. This includes a compilation of articles on Herzberg published throughout the world entitled "Collected Works."

## Use of the Collection

### Restrictions on Use

It is the responsibility of the researcher to obtain any necessary copyright clearances.

Permission to publish material from the Frederick Herzberg papers must be obtained from the Special Collections Manuscript Curator.

### Preferred Citation

*Initial Citation:* Frederick Herzberg papers, Accn 1592, Box [ ]. Special Collections and Archives. University of Utah, J. Willard Marriott. Salt Lake City, Utah.

*Following Citations:* Accn 1592.

## Administrative Information

### Acquisition Information

Frederick Herzberg papers, 1950-1995  
<http://archiveswest.orbiscascade.org/ark:/80444/xv73168>

Gift of Frederick Herzberg in 1996.

## Processing Note

Processed by Manuscripts Division staff.

## Separated Materials

Photographs were transferred to the Multimedia Division of Special Collections (P0711).

Audio-visual materials transferred to the Multimedia Section of the Manuscripts Division (A0402).

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## Detailed Description of the Collection

### Personal Correspondence, 1970-1976

Box1

### Personal Correspondence, 1971-1994

Box2

### 63rd Infantry Division

Box3

### Correspondence, 1970-1975

Box4

Also contains miscellaneous office files.

### Correspondence, 1972-1973

Box5

### International Correspondence, 1960s-1990s

Box6

| Container(s) | Description          | Dates |
|--------------|----------------------|-------|
| Box          |                      |       |
| 6            |                      |       |
| Folder       |                      |       |
| 1            | Japan Correspondence |       |

| Container(s) | Description                                 | Dates |
|--------------|---|-------|
| 2-4          | Miscellaneous Correspondence                |       |
| 5-6          | Correspondence with Rita Cunha of Portugal  |       |
| 7            | Correspondence with Miscellaneous Countries |       |

## International Correspondence, 1970s

Box7

| Container(s)  | Description  | Dates |
|---------------|--|-------|
| <b>Box</b>    |  |       |
| 7             |  |       |
| <b>Folder</b> |  |       |
| 1-2           | Correspondence with Luther Backer of Johannesburg , Africa |       |
| 3-4           | Correspondence with South Africa                           |       |
| 5             | Correspondence with South America                          |       |
| 6             | Miscellaneous Correspondence                               |       |

## International Correspondence, 1970s-1980s

Box8

Includes English drafts of a 1981 interview with Herzberg published in , which focuses on the humanization of work and productivity.

## International Correspondence, 1960s-1990s

Box9

Includes viewgraph for speeches in English and other languages.

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| <b>Box</b>   |             |       |
| 9            |             |       |

| Container(s) | Description                  | Dates |
|--------------|------------------------------|-------|
| Folder       |                              |       |
| 1-2          | Correspondence with Russia   |       |
| 3-7          | International Correspondence |       |

## Requests, Publication and Study Replications, 1970s-1980s

Box10

## Requests, Publication and Study Replications, 1970s-1980s

Box11

## Consulting Correspondence, 1982-1994

Box12

| Container(s) | Description                               | Dates     |
|--------------|---|-----------|
| Box          |   |           |
| 12           |   |           |
| Folder       |   |           |
| 1-3          | Miscellaneous Declines                    |           |
| 4-12         | Declined Request for Speaking Engagements | 1982-1987 |

## Consulting Correspondence, 1979-1982

Box13

## Consulting Correspondence, 1976-1979

Box14

## Consulting Correspondence, 1975-1976

Box15

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| Box          |             |       |

| Container(s) | Description                   | Dates |
|--------------|-------------------------------|-------|
| 15           |                               |       |
| <hr/>        |                               |       |
| Folder       |                               |       |
| <hr/>        |                               |       |
| 1            | Consulting Correspondence     |       |
| 2-3          | Declined Invitations to Speak | 1975  |
| 4            | Consulting Correspondence     |       |
| 5-8          | Declined Invitations to Speak | 1974  |

## **Consulting Correspondence, 1973**

Box16

## **Correspondence, 1965-1976**

Box17

Contains requests for copies of Herzberg articles and invitations to speak.

## **Letters of Recognition, 1962-1984**

Box18

## **Correspondence, 1966-1969**

Box19

## **Correspondence, 1951-1965**

Box20

## **Correspondence, 1959-1969**

Box21

## **Correspondence, 1962-1969**

Box22

## **Draft, "To be Efficient and to be Human", 1975**

Box23

## **Correspondence, 1960-1980**

Box24

General correspondence, Case Western Reserve and University of Utah.

### **General Correspondence, 1971-1974**

Box25

### **General Correspondence, 1975-1979**

Box26

### **General Correspondence, 1971-1994**

Box27

### **Correspondence, 1970s-1990s**

Box28

Contains correspondence from Transaction Publishers to Work in America Institute, and information pertaining to Management 688 from 1991 to 1993.

| Container(s) | Description                               | Dates |
|--------------|---|-------|
| Box          |   |       |
| 28           |   |       |
| Folder       |   |       |
| 1-2          | Correspondence with Transaction Publisher |       |
| 3            | Miscellaneous Correspondence              |       |
| 4            | Correspondence with Roy Walter            |       |
| 5-6          | Correspondence with American Institute    |       |
| 7-10         | Miscellaneous Correspondence              |       |

### **Correspondence, 1970s-1980s**

Box29

Also contains proposals for "Herzberg on People and Work," 1976, and "Work Motivation Today," 1987.

| Container(s)  | Description                               | Dates |
|---------------|---|-------|
| <b>Box</b>    |   |       |
| 29            |   |       |
| <b>Folder</b> |   |       |
| 1             | Job Enrichment Studies                    |       |
| 2             | Articles on Searching for Self Fulfilment |       |
| 3             | Articles Written by Peter Drucker         |       |
| 4-7           | AMACOM Proposals                          |       |
| 8             | "Work Motivation Today"                   | 1987  |

## Russian Correspondence, 1960s-1990s

Box30

Also contains Herzberg speeches from 1986.

| Container(s)  | Description   | Dates |
|---------------|---|-------|
| <b>Box</b>    |   |       |
| 30            |   |       |
| <b>Folder</b> |   |       |
| 1             | Herzberg's Speech in Georgia  |       |
| 2-4           | International Personnel Management Conference in Vienna and San Francisco |       |
| 5-7           | Russian Correspondence  |       |

## Consulting and Office Notes, 1970s-1980s

Box31



| Container(s) | Description  | Dates |
|--------------|--------------|-------|
| Box          |              |       |
| 31           |              |       |
| Folder       |              |       |
| 1-2          | Consulting   |       |
| 3-4          | Office Notes |       |

## Office Notes, 1983-1988

Box32

| Container(s) | Description             | Dates |
|--------------|-------------------------|-------|
| Box          |                         |       |
| 32           |                         |       |
| Folder       |                         |       |
| 1            | Pamphlets on Motivation |       |
| 2-4          | Office Notes            |       |

## Autobiography; Bibliographies; Articles; Inventory of Files

Box33

| Container(s) | Description          | Dates |
|--------------|----------------------|-------|
| Box          |                      |       |
| 33           |                      |       |
| Folder       |                      |       |
| 1-2          | Video File           |       |
| 3            | Request for Reprints |       |

| Container(s) | Description            |
|--------------|------------------------|
| 4-6          | Chinese Articles       |
| 7-10         | Bibliographies         |
| 11           | Inventory of Files     |
| 12           | Herzberg Autobiography |
| 13           | Miscellaneous          |

### Telephone Logs, Scrapbook, 1987-1994

Box34

### Telephone Logs, 1974-1981

Box35

### Address Cards

Box36

### Personnel Files; *Industry Week* , Contracts and Correspondence

Box37

### "Dr. Frederick I. Herzberg, Public Relations" Vol. 1 and 2, 1973

Box38

### Printed Media Coverage of Dr. Herzberg, 1960s-1980s

Box39

### Herzberg Articles and Brochures, 1970s

Box40

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| Box          |             |       |
| 40           |             |       |
| Folder       |             |       |

| Container(s) | Description       | Dates |
|--------------|-------------------|-------|
| 1-8          | Articles          |       |
| 9-15         | Seminar Brochures |       |

## **News Clippings; Reports; Financial Statements**

Box41

## **Awards; Autobiography; News Clippings; Correspondence; Bibliography; Legal Briefs, 1960s-1980s**

Box42

## **News Clippings, 1970s**

Box43

## **News Clippings; Scrapbook; Intel Research Study, 1979**

Box44

## **Alphabetical, Advanced Systems--Airforce Logistics Command, 1971-1981**

Box45

## **Alphabetical, American Management Systems--Department of the Army, 1971-1986**

Box46

## **Alphabetical, American Productivity Center--Arthur, William J., 1966-1992**

Box47

| Container(s) | Description  | Dates |
|--------------|--|-------|
| Box          |  |       |
| 47           |  |       |
| Folder       |  |       |
| 1-3          | Correspondence                                       |       |
| 4-5          | Correspondence with American Telephone and Telegraph |       |

| Container(s) | Description  | Dates |
|--------------|--|-------|
| 6-10         | Correspondence with American Productivity Center--Arthur, William J. |       |

## Alphabetical, Bedeian, Arthur--Capatosto, Lt. Col. Richard, 1977-1991

Box48

| Container(s) | Description                          | Dates |
|--------------|--------------------------------------|-------|
| Box          |                                      |       |
| 48           |                                      |       |
| Folder       |                                      |       |
| 1-2          | Correspondence with Arthur           |       |
| 3-4          | Correspondence with Bedeian          |       |
| 5-7          | Correspondence with Capatosto        |       |
| 8-9          | Correspondence with Lt. Col. Richard |       |

## Alphabetical, Center for Environmental Study and Development-Committee for Economic Development, 1964-1989

Box49

| Container(s) | Description                                    | Dates |
|--------------|--|-------|
| Box          |  |       |
| 49           |  |       |
| Folder       |  |       |
| 1            | Center for Environmental Study                 |       |
| 2-3          | City College of New York, Dr. Lawrence Nyman   |       |
| 4            | Development Committee for Economic Development |       |

**Alphabetical Files, *Communications West* -Dow Jones-Irwin, Inc. , 1970s-1980s**

Box50

**Alphabetical Files, *Managerial Choice* Book Reviews-GTE Service Corporation , 1970s-1980s**

Box51

**Alphabetical Files, General Learning Press- *Hasidim-The Jewish Encyclopedia*, 1970s-1980s**

Box52

**Alphabetical Files, *Harvard Business Review* -International Committee on Occupational Mental Health , 1960s-1980s**

Box53

**Alphabetical Files, International Management to *New York Times*, 1960s-1980s**

Box54

These files contain correspondence, articles, notes on visits and panel discussions

**Alphabetical Files, National Research Council to *Personnel Administrator*, 1960s-1990s**

Box55

**Alphabetical Files, Perczel, J. to Rokeach, Milton, 1960s-1980s**

Box56

**Alphabetical Files, Rosen, Kalman to Stern, R. Mohn, 1960s-1980s**

Box57

**Alphabetical Files, Taylor to Thompson, 1960s-1980s**

Box58

Also contains information relating to the ASI lawsuit

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| Box          |             |       |

| Container(s) | Description                  | Dates |
|--------------|------------------------------|-------|
| 58           |                              |       |
| Folder       |                              |       |
| 1-5          | ASI Lawsuit                  |       |
| 6            | Correspondence with Taylor   |       |
| 7            | Texas Instruments            |       |
| 8            | Correspondence with Thompson |       |

## University of Utah, 1970s-1990s

Box59

Orthodox Job Enrichment (OJE) at Hill Air Force Base; Herzberg recruitment and professorship, sabbatical activities, psychology licensing board

| Container(s) | Description  | Dates |
|--------------|--|-------|
| Box          |  |       |
| 59           |  |       |
| Folder       |  |       |
| 1-3          | Course Evaluation and Letters from the President of the University of Utah |       |
| 4            | "American Men of Science"  |       |
| 5            | "Recruitment of Herzberg to the University of Utah"                        |       |
| 6            | "OJE"  |       |
| 7            | Professorship  |       |
| 8            | Herzberg's Films   |       |
| 9-10         | Sabbatical Activities  |       |
| 11           | Psychology Licensing Board   |       |

| Container(s) | Description  | Dates |
|--------------|--------------|-------|
| 12           | APA Licensor |       |

## University of Utah, 1970s-1990s

Box60

Awards, press releases, correspondence, biographical information, sabbatical activities

## University of Utah Lawsuit, *Industry Week* Manuscripts , 1970s-1990s

Box61

## Medical and Financial Records; Lawsuit, University of Utah; Lawsuit, ASI [Advanced Systems, Inc.] Publishing, 1970s-1990s

Box62

| Container(s) | Description  | Dates |
|--------------|--|-------|
| Box          |  |       |
| 62           |  |       |
| Folder       |  |       |
| 1            | Lawsuit, ASI   |       |
| 2-4          | Recruitment and Other Correspondence with the University of Utah |       |
| 5            | Lawsuit, University Of Utah                                      |       |
| 6            | Brochures and Annual Reports                                     |       |
| 7-9          | Correspondence with Krotinger                                    |       |
| 10           | Lawsuit, ASI   |       |
| 11-13        | Medical Records  |       |

## Lawsuit ASI Publishing, 1970s

Box63

## Herzberg Studies, Officer Motivation, 1960s

Box64

| Container(s) | Description  | Dates |
|--------------|--|-------|
| Box          |  |       |
| 64           |  |       |
| Folder       |  |       |
| 1-2          | Herzberg's Studies                                       |       |
| 3-4          | A Study on Officer Motivation                            |       |
| 5            | A new method of Viewing Officer Motivation and Retention |       |

## Job Enrichment, Hill AFB Project, 1974-1979

Box65

| Container(s) | Description   | Dates |
|--------------|---|-------|
| Box          |   |       |
| 65           |   |       |
| Folder       |   |       |
| 1-3          | Master File Viewgraph, Air Force Project and Job Enrichment |       |
| 4-5          | Job Enrichment, Hill Air Force Base                         |       |
| 6            | Job Enrichment  |       |

## Military Programs and Studies, 1965-1973

Box66

Contains correspondence, reports, memos, notes on telephone conversations and information pertaining to Herzberg students involved in the projects.

## Air Force Logistics Command, Orthodox Job Enrichment Files, 1976-1981



Box67

Boxes 67-72 contain memos, correspondence, reports, proposals, check lists, briefings, inspection materials, base progress reports, newsletters, logs, financial records, contracts, articles and evaluation charts on this project.

## AFLC-OJE Consulting

Box68

| Container(s) | Description                           |
|--------------|---------------------------------------|
| Box          |                                       |
| 68           |                                       |
| Folder       |                                       |
| 1-8          | AFLC-OJE Consulting                   |
| 9-10         | Visit to Headquarters AFLC Dayton, OH |
| 11-12        | Visit with Wright Patterson, AFB      |

## AFLC-OJE Consulting

Box69

## AFLC-OJE Consulting

Box70

## AFLC-OJE Consulting

Box71

| Container(s) | Description           |
|--------------|-----------------------|
| Box          |                       |
| 71           |                       |
| Folder       |                       |
| 1-2          | AFLC Project in Ogden |
| 3-10         | OJE Consulting        |

## AFLC-OJE Consulting

Box72

### Seminars and Conferences, 1973

Box73

Contains material on management seminars for African Americans. Also includes some early project reports by the Psychological Service of Pittsburgh, 1950s.

## Psychological Service of Pittsburgh

Box74

### Seminar Materials

Box75

Contains outlines, copied transparencies, and handouts concerning basic motivation-hygiene theory and motivation for the 80s.

| Container(s) | Description                 | Dates |
|--------------|-----------------------------|-------|
| Box          |                             |       |
| 75           |                             |       |
| Folder       |                             |       |
| 1-7          | Motivation of the 1980s     | 1980s |
| 8-9          | Unit Seven-Motivation Types |       |

**Proposed Film Series for BNA, 1985; Retirement Study, 1987; Motivation-Hygiene Principals; Dissertations on File, 1970s-1980s; Articles on Herzberg's Work Arranged by Job Classification, 1985; 1987; 1970s-1980s**

Box76

### Workshop Materials; Articles; Scripts

Box77

### Job Enrichment Wordbook by Advanced Systems, Inc. (JEWASI)

Box78

## "Women, the Emerging Resource," Participation Material

Box79

## "Motivation: The Management of Success," Participation Materials

Box80

| Container(s) | Description                                      |
|--------------|--|
| Box          |  |
| 80           |  |
| Folder       |  |
| 1-3          | "Motivation: The Management of Success"          |
| 4-5          | A Guide to Motivation: The Management of Success |
| 6-7          | "Motivation: The Management                      |

## Scripts, "Job Enrichment" Tapes, 1973

Box81

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| Box          |             |       |
| 81           |             |       |
| Folder       |             |       |
| 1-2          | Script #1   |       |
| 3-4          | Script #2   |       |

## Copied Transparencies

Box82

## Speeches, 1980-1985

Box83

## **Speeches, 1979-1980**

Box84

## **Speeches, 1977-1979**

Box85

## **Speeches, University of Utah, 1973-1990**

Box86

## **Seminars, 1962-1988**

Box87

Also contains article copies

## **Psychological Service of Pittsburg Reports, "Job Attitudes: Review of Research and Opinion", 1950s**

Box88

## **Seminars and Speaking Engagements: Ashland Chemical Company to Patrick AFB, 1975**

Box89

Boxes 89-93 typically contain correspondence, articles, news clippings, seminar materials, itineraries, etc.

## **Seminars and Speaking Engagements: San Diego State University to Western Canada Education Administration; American Production and Inventory Control to Employment Management Association, 1975-1976**

Box90

## **Seminars and Speaking Engagements: International Personnel Management Convention to University of Tehran; Auto-Assay to Envirotech, 1976-1977**

Box91

## **Seminars and Speaking Engagements: Green River Community College to Utbildningsbolaget Annual Conference, 1977**

Box92

## **Seminars and Speaking Engagements, 1979**

Box93

**Consulting Correspondence, 1974-1974**

Box94

Boxes 94-97 typically contain brochures, itineraries, correspondence, and notes on meetings.

**Consulting Correspondence, 1973-1974**

Box95

**Consulting Correspondence, 1972-1973**

Box96

**Consulting Correspondence, 1971-1972**

Box97

**Consultations, American Association of Industrial Management to National Management Association, 1970**

Box98

**Consultations, NAWGA-RCA; Consultations, General Telephone and Electronics-Institute of Labor and Industrial Relations, 1969-1970**

Box99

**Consultations, Insurance Company of North America-R & D Management Program, 1969**

Box100

**Consultations, Allison Division of General Motors-Fairchild and Servomation Corporation-Western Electric, 1969**

Box101

**Consultations, Frigidaire-General Telephone, 1969**

Box102

**Miscellaneous Files, 1958-1978**

Box103

Contains information on individuals, organizations, articles, and publications.

| Container(s)  | Description                     | Dates |
|---------------|---------------------------------|-------|
| <b>Box</b>    |                                 |       |
| 103           |                                 |       |
| <b>Folder</b> |                                 |       |
| 1             | Information on Paul Berube      |       |
| 2             | Information on John Seybolt     |       |
| 3             | Information on Don Singleton    |       |
| 4             | Information on Alex Autra       |       |
| 5             | Behavioral Science              |       |
| 6             | Behavior Today                  |       |
| 7             | Book Advertisement              |       |
| 8             | Center for Creative Leadership  |       |
| 9             | National Quality of Work Center |       |
| 10            | World of Work                   |       |
| 11            | Miscellaneous Newsletters       |       |
| 12            | Information on Chris Argyris    |       |
| 13            | Bibliographies                  |       |
| 14-15         | Miscellaneous                   |       |

## Consulting, United Parcel to Wiley Interscience, 1960s-1980s

Box104

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| <b>Box</b>   |             |       |

| Container(s)  | Description                                | Dates |
|---------------|--|-------|
| 104           |  |       |
| <b>Folder</b> |  |       |
| 1-3           | Consulting for United Parcel Service (UPS) |       |
| 4-5           | Consulting for Union Pacific Railroad      |       |
| 6-7           | Miscellaneous Consulting                   |       |

## **Consulting, Wiener to Weisburd**

Box105

Also contains Lecture notes and tests, Management 688, 1990-1991

## **Consulting, Utah Management Institute-Whitsett, David; Cummings Engine, 1970s-1990s**

Box106

## **Consulting, Shipper, Frank-Who's Who, Cummings Engine, 1970s-1990s**

Box107

## **International Consultations, 1970s-1980s**

Box108

International consulting files typically contain correspondence, itineraries, articles, seminar materials, and brochures.

## **International Consulting, 1960s-1990s**

Box109

## **International Consulting, 1960s-1990s**

Box110

## **International Consulting, 1970s-1990s**

Box111

Bulk of material on Great Britain, includes 1995 BBC interview transcript

## **International Consulting, 1970s-1990s**

Box112

## Writings, Lectures, 1960s-1970s

Box113

| Container(s) | Description             | Dates |
|--------------|-------------------------|-------|
| Box          |                         |       |
| 113          |                         |       |
| Folder       |                         |       |
| 1-4          | "The Managerial Choice" |       |
| 5-8          | Lectures                |       |

## Writings, Lectures, Contracts, 1960s-1970s

Box114

## Management 688, Student Text Evaluations, 1982-1984

Box115

| Container(s) | Description             | Dates |
|--------------|-------------------------|-------|
| Box          |                         |       |
| 115          |                         |       |
| Folder       |                         |       |
| 1-2          | Management 688          |       |
| 3-4          | Fall Quarter            | 1984  |
| 5            | Management 688          |       |
| 6-8          | Student Text Evaluation |       |

## Management 688, Student Text Evaluations, 1982-1984

Box116



## Management 688, Lecture Notes, 1980-1993

Box117

## Management 688, Lecture Notes, 1980-1993

Box118

## *BNA Bulletin* , Management 788 Course Materials , 1979-1988

Box119

| Container(s) | Description                     | Dates |
|--------------|---------------------------------|-------|
| Box          |                                 |       |
| 119          |                                 |       |
| Folder       |                                 |       |
| 1-4          | <i>BNA Bulletin</i>             |       |
| 5-7          | Management 788 Course Materials |       |

## Student Projects and Reports, Case Western Reserve University, 1960

Box120

## Course Materials, Management 688; "Motivation 80s;" "Motivation-Hygiene Theory"

Box121

## Case Studies Placed on Library Reserve

Box122

| Container(s) | Description                                  | Dates |
|--------------|--|-------|
| Box          |  |       |
| 122          |  |       |
| Folder       |  |       |
| 1            | Lectures Given at the University of Tel-Aviv |       |

| Container(s) | Description       |
|--------------|-------------------|
| 2-16         | Case Studies      |
| 17-18        | "Work In America" |

### **Herzberg Lectures, 1968-1969**

Box123

### **Herzberg Lectures, 1968-1969**

Box124

### **Course Outline, Management 788; Lecture Notes**

Box125

### **Management 788, Lecture Notes**

Box126

### **Personnel Files, Research Assistants and Graduate Students, 1970-1990**

Box127

### **Management 688, Student papers, 1985**

Box128

### **Management 688, Student papers, 1982-1984**

Box129

### **Management 688, Student papers, 1982-1983**

Box130

### **Management 688, Student papers, 1982-1983**

Box131

### **Management 688, Student papers, 1983**

Box132

### **Student papers, Management 688 and 691, 1980**

Box133

### **Student papers, 1980s**

Box134

| Container(s) | Description          | Dates |
|--------------|----------------------|-------|
| <hr/>        |                      |       |
| Box          |                      |       |
| <hr/>        |                      |       |
| 134          |                      |       |
| <hr/>        |                      |       |
| Folder       |                      |       |
| <hr/>        |                      |       |
| 1            | Small Companies, A-O |       |
| <hr/>        |                      |       |
| 2-3          | Small Companies, M-Z |       |
| <hr/>        |                      |       |
| 4            | Large Companies      |       |
| <hr/>        |                      |       |
| 5            | Engineers            |       |
| <hr/>        |                      |       |

## Student papers and Research Projects, 1980-1993

Box135

Files in boxes 135-137 are arranged by job description

## Student papers and Research Projects, 1981-1982

Box136

| Container(s) | Description                    | Dates |
|--------------|--------------------------------|-------|
| <hr/>        |                                |       |
| Box          |                                |       |
| <hr/>        |                                |       |
| 136          |                                |       |
| <hr/>        |                                |       |
| Folder       |                                |       |
| <hr/>        |                                |       |
| 1-2          | Miscellaneous Projects         |       |
| <hr/>        |                                |       |
| 3            | Projects on Salesmen           |       |
| <hr/>        |                                |       |
| 4-5          | Projects on UPS                |       |
| <hr/>        |                                |       |
| 6            | Projects on Utah Power & Light |       |
| <hr/>        |                                |       |
| 7            | Projects on Geneva             |       |
| <hr/>        |                                |       |

## Student papers and Research Projects, 1983-1984

Box137

## Classroom Materials, Management 688, 1988-1989

Box138

| Container(s) | Description              | Dates |
|--------------|--------------------------|-------|
| Box          |                          |       |
| 138          |                          |       |
| Folder       |                          |       |
| 1-2          | Fall Quarter             | 1989  |
| 3-5          | Spring Quarter           | 1989  |
| 6            | Fall Quarter             | 1988  |
| 7            | Job Enrichment Exercises |       |

## Classroom Materials, Management 788, 1970s-1990s

Box139

## Classroom Materials, Management 688, 1990s

Box140

| Container(s) | Description        | Dates |
|--------------|--------------------|-------|
| Box          |                    |       |
| 140          |                    |       |
| Folder       |                    |       |
| 1-2          | Coding Exercise    |       |
| 4-7          | Classroom Material |       |

## Student Projects, 1990s

Box141

**Management 688, Student papers, 1982**

Box142

**Management 688, Student papers, 1981-1982**

Box143

**Management 688, Student papers, 1980**

Box144

**Management 688, Student papers, 1982-1986**

Box145

**Management 688, Student papers, 1985-1986**

Box146

**Management 688, Student papers, 1985-1986**

Box147

**Herzberg Manuscripts**

Box148

Contains early drafts of and

**Herzberg Manuscripts**

Box149

Contains continuation of and

**"An American Approach to Job Enrichment," Office Notes, 1970s-1980s**

Box150

| Container(s) | Description                              | Dates |
|--------------|--|-------|
| Box          |  |       |
| 150          |  |       |
| Folder       |  |       |
| 1-2          | "An American Approach to Job Enrichment" |       |

| Container(s) | Description                       | Dates |
|--------------|-----------------------------------|-------|
| 3            | "To be Effective and to be Human" |       |
| 4            | Office Notes                      |       |
| 5            | "How do You Motivate Employees"   |       |
| 6-7          | Office Notes                      |       |

## Herzberg Manuscripts

Box151

Contains unpublished manuscripts: "A Humanistic Approach to Motivation," "Feeling Good and Not Feeling Bad: Work Motivation for the 90s and Beyond," and an untitled manuscript containing essays on application of the motivation-hygiene theory to personal life.

| Container(s) | Description   |
|--------------|---|
| Box          |   |
| 151          |   |
| Folder       |   |
| 1-2          | "A Humanistic Approach to Motivation"                                   |
| 3            | Listing of Publications   |
| 4            | "Feeling Good and Not Feeling Bad"                                      |
| 5-7          | Essays on Application of the Motivation-Hygiene Theory to Personal Life |

## Notes, Motivation-Hygiene Applied to Personal Life

Box152

## Unpublished Manuscripts

Box153

Contains Herzberg's "Motivating People," 1979 and "The Golden Extremes," 1981. Also includes Richard D. Kahoe's "Development of an Objective Factorial Motivation-Hygiene Inventory."

| Container(s) | Description   |
|--------------|---|
| Box          |   |
| 153          |   |
| Folder       |   |
| 1-2          | "The Golden Extremes"   |
| 3-4          | "Motivating People"   |
| 5            | "Development of an Object Factorial Motivation-Hygiene Inventory" |
| 6            | A List of Independent Students Studies                            |

### **Scripts, *Job Enrichment* and *Management of Success* Series; Draft, "Wise Old Turk"**

Box154

### **Typescript, "The Managerial Choice: To Be Efficient and To Be Human", 1975**

Box155

| Container(s) | Description  | Dates |
|--------------|--|-------|
| Box          |  |       |
| 155          |  |       |
| Folder       |  |       |
| 1-10         | "The Managerial Choice: To Be Efficient and To Be Human" |       |
| 11-13        | Draft and Correspondence for Pascarella's Book           |       |

### ***Industry Week* Drafts , 1970s**

Box156

| Container(s)  | Description   | Dates |
|---------------|---|-------|
| <b>Box</b>    |   |       |
| 156           |   |       |
| <b>Folder</b> |   |       |
| 1-3           | <i>Industry Week "You Can't Understand Individuals"</i> |       |
| 4-6           | Miscellaneous Drafts                                    |       |
| 7             | "Counterfeit Managerial Professionals"                  |       |
| 8             | <i>Industry Week "Coping with Change"</i>               |       |
| 9             | <i>Industry Week "Job Enrichment's Father"</i>          |       |

### ***Industry Week Drafts , 1970s***

Box157

| Container(s)  | Description                              | Dates |
|---------------|--|-------|
| <b>Box</b>    |  |       |
| 157           |  |       |
| <b>Folder</b> |  |       |
| 1-5           | <i>Industry Week -Series of 5</i>        |       |
| 6-7           | <i>Industry Week "Why Work is Human"</i> |       |
| 8             | IW Pragmatic of Humanities               |       |

### ***Industry Week Drafts , 1970s-1980***

Box158

### ***Industry Week Drafts , 1980s***

Box159



| Container(s) | Description                                   | Dates |
|--------------|---|-------|
| Box          |   |       |
| 159          |   |       |
| Folder       |   |       |
| 1-3          | <i>Industry Week "Abstraction Revolution"</i> |       |
| 5-6          | <i>Industry Week "Herzberg the Humanist"</i>  |       |

## Book Outline, Draft 2

Box160

## Manuscripts, "The Motivation to Work" and "Job Attitudes", 1950

Box161

| Container(s) | Description              | Dates |
|--------------|--------------------------|-------|
| Box          |                          |       |
| 161          |                          |       |
| Folder       |                          |       |
| 1-3          | "The Motivation to Work" |       |
| 4-7          | "Job Attitude"           |       |

## *Work and the Nature of Man* : Reviews, Quotes, Permission Requests , 1960

Box162

## Scripts; Articles; Outlines, 1960s

Box163

| Container(s) | Description | Dates |
|--------------|-------------|-------|
| Box          |             |       |
| 163          |             |       |

| Container(s) | Description                    | Dates |
|--------------|--------------------------------|-------|
| Folder       |                                |       |
| 1-8          | Scripts; Articles; Outlines    |       |
| 9-10         | College Recruitment Philosophy |       |

## Correspondence; Notes; Studies; Workshops, 1960s

Box164

## Copyright Documents

Box165

## Articles and Notes, "Collected Works", 1952-1980s

Box166

| Container(s) | Description                   | Dates     |
|--------------|-------------------------------|-----------|
| Box          |                               |           |
| 166          |                               |           |
| Folder       |                               |           |
| 1-2          | <i>Industry Week</i>          |           |
| 3            | Film Series for BNA           |           |
| 4            | Notes                         |           |
| 5            | Effectiveness in Organization |           |
| 6-9          | "Collected Works"             | 1952-1960 |
| 10-13        | "Collected Works"             | 1970-1975 |

## "Collected Works", 1976-1995

Box167

| Container(s) | Description       | Dates     |
|--------------|-------------------|-----------|
| Box          |                   |           |
| 167          |                   |           |
| Folder       |                   |           |
| 1-3          | "Collected Works" | 1976-1985 |
| 4-6          | "Collected Works" | 1986-1995 |

## Herzberg Bibliography; "Collected Works", 1952-1974

Box168

| Container(s) | Description           | Dates     |
|--------------|-----------------------|-----------|
| Box          |                       |           |
| 168          |                       |           |
| Folder       |                       |           |
| 1-2          | Herzberg Bibliography |           |
| 3-8          | "Collected Work"      | 1952-1974 |

## "Collected Works", 1975-1995

Box169

| Container(s) | Description       | Dates     |
|--------------|-------------------|-----------|
| Box          |                   |           |
| 169          |                   |           |
| Folder       |                   |           |
| 1-7          | "Collected Works" | 1975-1995 |
| 8            | Herzberg in Text  |           |

## **Herzberg Articles in *Industry Week***

Box170

Also contains some original drafts.

## **Herzberg Articles in *Industry Week*, 1981-1988**

Box171

Also contains Herzberg bibliography and interviews.

## **Herzberg Articles and Articles on Management, Adams to Bloom, 1970-1981**

Box172

## **Articles on Management, Blum to Clark, 1970**

Box173

Also includes "Job Design for Motivation"

## **Articles on Herzberg Theories, Thompson-Whitsett, 1970s**

Box174

## **Articles on Herzberg Theories, Wieland-Zikmund, 1970s**

Box175

## **Copied Transparencies**

Box176

## **Articles on Management, Machungwa to Nemiroff, 1970s-1980s**

Box177

## **Articles on Management, Nias to Pascarella, 1970s**

Box178

## **Articles on Management, Peach to Reif, 1970s-1980s**

Box179

## **Articles on Management, Reif to Sedlackek, 1960s-1970s**

Box180

## **Articles on Management, Seigle to Taft, 1950s-1970s**

Box181

**Articles on Management, Taylor to Thompson, 1970**

Box182

Also contains .

**Herzberg Articles, 1970s-1980s**

Box183

Includes University of Utah publications and military journals.

**Herzberg Articles, *Industry Week*, 1980s**

Box184

**Articles on Management, Cramer to Friedlander, 1960s-1970s**

Box185

**Articles on Management, Friedlander to Haywood, 1960s-1970s**

Box186

**Articles on Management, Haywood to Kahoe, 1960s-1970s**

Box187

**Articles on Management, Kahoe to Lawler, 1960s-1970s**

Box188

**Articles on Management, Lawler to Luthens, 1960s-1970s**

Box189

**Writings by and about Herzberg, 1986-1994**

Box190

**Herzberg speeches and Articles, 1984-1985**

Box191

**Articles on Management, Bennis-Expectancy Theory, 1960s-1970s**

Box192

**Articles on Management, Flanagan-Miller, 1940s-1960s**

Box193

## Articles on Management, Freiberg-Jacobs, 1960s-1970s

Box194

| Container(s) | Description           | Dates |
|--------------|-----------------------|-------|
| Box          |                       |       |
| 194          |                       |       |
| Folder       |                       |       |
| 1-2          | Personal Management   |       |
| 3-6          | Business Management   |       |
| 7-9          | Industrial Management |       |

## Publications, 1965-1972

Box195

## Publications, 1965-1972

Box196

## Publications, 1965-1972

Box197

## Publications, 1965-1972

Box198

## Publications, 1965-1972

Box199

## Articles and Studies on Herzberg Theories, 1959-1962

Box200

## Articles and Studies on Herzberg Theories, 1952-1959

Box201

## Articles and Studies on Herzberg Theories, 1969-1980

Box202

## Articles and Studies on Herzberg Theories, 1968-1978

Box203

## Articles and Studies on Herzerg Theories, 1970s

Box204

## Articles and Studies on Herzberg Theories, 1970s

Box205

## Articles and Studies on Herzberg Theories, 1970s

Box206

## Corning Glass Works, Foreign Articles, 1970-1972

Box207

## Foreign Articles, 1972-1974

Box208

## Student Material

Box209

## Personal and Research Materials, 1963-1997

Box210

Boxes 210-215 were found and added to the collection in March 2002. Donation information is non-existent; they were probably part of the original donation.

| Container(s) | Description                           | Dates       |
|--------------|---------------------------------------|-------------|
| Box          |                                       |             |
| 210          |                                       |             |
| Folder       |                                       |             |
| 1            | Correspondence                        | 1963-1997   |
| 2            | Herzberg Resume                       |             |
| 3-5          | Compiled News Articles About Herzberg | 1960s-1980s |

| Container(s) | Description                                   | Dates       |
|--------------|---|-------------|
| 6            | Donations and Recognitions                    | 1980s-1990s |
| 7            | Frederick Herzberg vs. Advanced Systems, Inc. | 1975        |

## Personal and Research Materials, 1960s

Box211

| Container(s) | Description   | Dates |
|--------------|---|-------|
| Box          |   |       |
| 211          |   |       |
| Folder       |   |       |
| 1            | Herzberg, "Development of Criteria and Procedures for the Evaluation of the Clinical Performance of Medical Students" |       |
| 2            | Herzberg, "One Hundred Critical Incidents"  |       |
| 3-6          | Herzberg, "The Managerial Choice: To Be Efficient and To Be Human"  |       |
| 7            | Psychology Class papers   | 1960s |

## Personal and Research Materials, 1950s-1980s

Box212

| Container(s) | Description                               | Dates |
|--------------|---|-------|
| Box          |   |       |
| 212          |   |       |
| Folder       |   |       |
| 1            | Psychology Class papers                   | 1960s |
| 2            | Motivation Hygiene Theory Course Handbook |       |



| Container(s) | Description                                      | Dates       |
|--------------|--|-------------|
| 3            | "Manning the Business for Tomorrow"              |             |
| 4            | "The Saginaw Toll Operator Job Enrichment Story" |             |
| 5-7          | Research Studies and Reports                     | 1950s-1980s |

## Personal and Research Materials, 1956-1996

Box213

| Container(s)  | Description  | Dates       |
|---------------|--|-------------|
| <b>Box</b>    |  |             |
| 213           |  |             |
| <b>Folder</b> |  |             |
| 1             | Russian Research                                       | 1960s       |
| 2             | Job Attitude Research                                  | 1956-1957   |
| 3             | Turnover and Absenteeism at Raytheon Manufacturing Co. | 1957        |
| 4             | University of Utah Recruitment                         | 1960s-1990s |
| 5             | University of Utah Course Evaluations                  | 1970s-1980s |
| 6             | Montreal   | 1995-1996   |
| 7             | International Business Press                           | 1995        |
| 8             | Harvard Business School Press                          | 1995        |
| 9             | University of Pittsburgh                               | 1994-1995   |
| 10            | Conrad Shadlen   | 1973-1974   |
| 11            | Orthodox Job Enrichment registration                   | 1978-1984   |
| 12            | Industrial Relations Committee                         | 1966        |

| Container(s) | Description               | Dates     |
|--------------|---------------------------|-----------|
| 13           | Structured Query Language |           |
| 14           | Video Dynamics            | 1970-1972 |
| 15           | Dow Jones-Irwin           | 1976-1978 |
| 16           | Robert N. Ford            | 1969-1971 |

## Personal and Research Materials, 1954-1997

Box214

| Container(s)  | Description                                | Dates       |
|---------------|--|-------------|
| <b>Box</b>    |  |             |
| 214           |  |             |
| <b>Folder</b> |  |             |
| 1             | <i>Salt Lake Tribune</i>                   | 1990-1997   |
| 2             | Drake-Beam and Associates, Inc.            | 1971-1973   |
| 3             | Pittsburgh Surveys                         | 1954        |
| 4             | AUPHA, Project Manual Working Paper        | 1956        |
| 5             | Motivation, Morale, and Job Attitude Notes |             |
| 6             | Fireman Descriptions                       |             |
| 7             | Framemen Trial                             | 1967        |
| 8             | Phone Message Sheets                       |             |
| 9             | Booklets                                   | 1970        |
| 10            | Articles                                   | 1970s-1990s |
| 11            | Miscellaneous                              |             |

## Oversize Materials, 1973-1978

Box215

Included in this box are drawings and a portrait of Herzberg, A Certificate for the 1978 James A. Hamilton Hospital Administrators' Book Award, and magazine covers featuring Herzberg ( People and Profits in 1973 and Industry Week).

## Find Related Collections

### Subject Terms :

[Incentives in industry](#)

[Motivation \(Psychology\)](#)

[Motivation \(Psychology\)--Study and teaching--Utah--History--Sources](#)

[Psychology, Industrial](#)

### Personal Names :

[Herzberg, Frederick--Archives](#)

### Form or Genre Terms :

[Correspondence](#)

[Drafts \(documents\)](#)

[Instructional materials](#)

[Manuscripts for publication](#)

[Office files](#)