

UA1990.19

## Peter T. Swanish, Ph.D., Papers

**Dates:** 1921-1971, n.d.

**Creator:** Swanish, Peter T. (1895-1971)

**Extent:** 11.01 ft

**Level of description:** Folder

**Processor & date:** Lisa Gulstine, 1980; updated by K. Young, March 2008; updated by K. Young, 2018

### Administration Information

**Access Conditions:** None

**Usage (Reproduction) Conditions:** Consult repository for information.

**Citation:** Loyola University Chicago Archives & Special Collections. Peter T. Swanish papers, 1921-1971. Box #, folder #.

**Provenance:** The Peter T. Swanish papers were donated to Loyola University Chicago Archives by Glen A. Gildemeister, University Archivist, Northern Illinois University, on August 23, 1989.

### **Separations:**

**See Also:** American Association for Social Security Records, Kheel Center for Labor-Management Documentation and Archives, Cornell University Library

### Biographical Sketch

Peter Theodore Swanish was born in Minneapolis, Minnesota, on April 21, 1895. Educated at the University of Minnesota, Swanish began his distinguished career as a professor of economics at Loyola University Chicago in 1921. He earned an M.B.A. degree (1924) from Northwestern University and a Ph.D. (1930) from the University of Chicago, writing his dissertation The Taxation of Agricultural Classes in Soviet Russia.

In 1931 Swanish became the chair of the Department of Economics, Accounting, and Finance in the School of Commerce, later the School of Business Administration, at Loyola University Chicago, a post he held for 15 years. While at Loyola he conducted a major lecture series on revolutionary changes in the economic organization of Soviet Russia.

From 1934 to 1937 Swanish was the Chief of Research and Statistics for the Illinois Department of Labor, and from 1937 to 1942 he was the Commissioner of Unemployment Compensation for the State of Illinois. His responsibilities included collection and analysis of labor economic data, particularly with respect to labor and management relations, and developing and recommending standards for improving state compensation laws. Swanish left the position of Commissioner of Unemployment Compensation in 1942 to become director of research for the Railroad Retirement Board.

From 1945 to 1949 Swanish was the director for Industrial Relations at the Quality Hardware and Machine Corporation in Chicago, Illinois. During this time he served on various congressional committees and assisted the Director of Vocational Rehabilitation and Education for the Veterans Administration.

In 1949 Swanish returned to academe as the chair of the Department of Industrial Management and director of the Small Business Management Development Plan for the School of Business Administration, Loyola University Chicago. He retired from Loyola University Chicago in 1964, after 25 years on the faculty. Following his retirement from

Loyola, Dr. Swanish accepted a position as a visiting professor at Northern Illinois University, where he remained until his death on August 15, 1971.

A recognized expert in the areas of economic studies, personnel administration, and labor relations, Peter T. Swanish contributed much to the literature of economics and business management. He was a member of the Illinois State Small Business Advisory Council, Method-Time Measurement Association, Industrial Relations Research Association, Society of the Advancement of Management, American Economics Association, and national Council for the Development of Small Business Management.

### **Scope and Content**

The Peter T. Swanish, Ph.D., papers consist of 11.0 linear feet spanning the years 1921 to 1971 and include correspondence; reports; term papers; dissertation research materials and draft chapters; notes; pamphlets; articles; lectures; minutes; and conference proceedings. Most materials in the collection relate to Swanish's non-academic activities, although some material does relate to his time on the faculties of Loyola University Chicago and Northern Illinois University. Languages in the collection are English, Russian, and German; some notes are in shorthand.

### **Series**

#### **Series 1: Education, 1921-1933, 1942, 1962, n.d., Boxes 1-3**

This series consists of report cards; transcripts; dissertation chapter drafts; notes; term papers; doctoral exams; papers; and book reviews. This series also includes sketches of Mr. & Mrs. Swanish by Ivan Gorich; a certificate appointing Swanish to the Illinois State Small Business Advisory Council; and Swanish's orders from the War Department. Subjects include Soviet Russia, taxation, Communism, Marxism, and Socialism. Some materials are in Russian and some notes are written in shorthand.

#### **Series 2: Correspondence, 1927, 1930-1971, Box 4**

This series is arranged chronologically and consists of correspondence and telegrams received by Swanish in the course of academic and non-academic work. Subjects include unemployment compensation; Japan-Russia conflict over Manchuria; taxation; Commission on Inter-State Cooperation; Committee on Hours of Labor; Interstate Conference on Labor Compacts; and small business.

#### **Series 3: Academic Work, 1927-1933, 1945-1971, Boxes 4-9**

This series consists of lectures; notes; book reviews; correspondence; course notes; articles; brochures; reports; and student papers. Subjects include Soviet Union; taxation; agriculture in the Soviet Union; health care; economics; economic history of the United States; cost of living; business management; business ethics; communication and language; and small business administration. This series is divided into two subseries – subseries 1: Loyola University Chicago, and subseries 2: Northern Illinois University.

#### **Series 4: Non-Academic Work, 1933-1967, Boxes 9-18**

This series consists of reports; surveys; minutes; proceedings; statements; legislation; presentation materials; rules and regulations; memorandums; draft amendments; articles; case files; and manuals. Subjects include taxation; Interstate Labor Conference; unemployment; social security; labor relations; National War Labor Board; Veteran's Administration; and Swanish's consulting work.

**Series 5: Writings, Reports, and Addresses, 1923, 1931-1969, n.d., Boxes 18-20**

This series consists of articles; reports; book reviews; and addresses in published and manuscript form by Swanish and others. Subjects include Soviet Russia; taxation; health care; social security legislation; unemployment; business administration; and small business management.

**Series 6: Publications used for Research, 1930-1969, Boxes 21 -22**

This series consists of pamphlets, articles, and books used by Swanish in his research. Materials are mainly in English and Russian, although some articles are in German. Subjects include labor relations; sales training; health care; health insurance; interstate compacts; Soviet Union; and Russia.

**Subjects:**

Swanish, Peter Theodore  
Business Administration  
Industrial Relations  
Labor laws and legislation  
Loyola University Chicago – School of Business Administration  
National War Labor Board  
Northern Illinois University  
Small Business Administration  
Social Security laws and legislation – United States  
Soviet Union  
Unemployment Compensation  
Veteran's Administration  
Taxation  
Health care

**Accession No.:** UA1990.19

**Creator:** Swanish, Peter T. (1895-1971)

<u>Box</u>	<u>Folder</u>	<u>Title</u>	<u>Dates</u>
<i>Series 1: Education, 1921-1933, 1962, n.d.</i>			
<i>Education</i>			
1	1	Grades and Transcripts	1926-1927, 1929-1930, n.d.
1	2	Doctoral Examinations	1924-1929
1	3	Term paper: Intellectual Life and Amusements of American People	Ca. 1926
1	4	Term paper: The Role of the Interest Rate in Continental Over-Capitalization Theories of Crises	1927
<i>Dissertation Materials</i>			
1	5	Chapter 1 – Taxation of Agricultural Classes in Soviet Russia	n.d.
1	6	Chapter 1 drafts – Tolstoy’s Theory of Social Reform	n.d.
1	7	Communism	n.d.
1	8	Economic Development in Agriculture	n.d.
1	9	Problems of Soviet Russia	n.d.
1	10	Bread – Symbol of Revolution	n.d.
1	11	Traits of the Soviet Economy	n.d.
1	12	Agrarian Communism	n.d.
1	13	Economic Policy of Soviet Russia	n.d.
1	14	Notes on Communism	n.d.
1	15	Chapter 2 Drafts – Transition to Communism	n.d.
1	16	Agricultural Tax	1923-1924
1	17	Financial Organization	n.d.
1	18	Agricultural Taxation, Conclusion	n.d.
1	19	Chapter 3 Draft – The Period of Economic Compulsion and Police	n.d.
1	20	Indirect Taxation and Socialism	n.d.
1	21	Communist View of Role of Taxation	n.d.
1	22	Soviet Budget and Taxation	n.d.
1	23	Pre-War Taxation	n.d.
1	24	Incidence of Taxation, Agriculture	n.d.
1	25	Five Year Finance Plan	n.d.
1	26	Foundations of Revenue in Proletarian State	n.d.
1	27	Taxation – Pre-Revolution	n.d.
1	28	Decree of Nationalization of Land	n.d.
1	29	Nationalization Tactical Measure to Seize Power	n.d.
1	30	Economic Result of Nationalization	n.d.
2	1	Main Motive of Nationalization	n.d.
2	2	Debauchery of Money	n.d.
2	3	Policy of Requisitions	n.d.
2	4	Results of Requisitions	n.d.

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2	5	Policies of Requisitions	n.d.
2	6	Peasant Resistance to the Tax	n.d.
2	7	Attitude Toward Middle Peasantry – Class Principle	n.d.
2	8	Chapter 4 – Taxation	n.d.
2	9	Taxation	n.d.
2	10	Decrees on Taxation	n.d.
2	11	Chapter 5 – Taxation of Agricultural Classes	n.d.
2	12	Summary of Principles Behind Taxation	n.d.
2	13	Taxation of Soviet Farms, 1924-1925	n.d.
2	14	Exemptions of Tax, 1924-1925	n.d.
2	15	Computation of Tax, 1924-1925	n.d.
2	16	Administrative Defects in Taxation, 1924-1925	n.d.
2	17	Burden of Taxation	n.d.
2	18	Chapter 6 Draft – The Single Agricultural Tax of 1925-1926	n.d.
2	19	Chapter 7 Draft – Taxation of Agricultural Classes, 1926-1927	n.d.
2	20	Burden of Taxation in USSR, 1924-1927	n.d.
2	21	Character of the Single Agricultural Tax, 1925	n.d.
2	22	Currency in Russia	n.d.
2	23	Tax Exemptions	n.d.
2	24	Taxation of Household Items	n.d.
2	25	Calculation of Single Agricultural Tax, 1925-1926	n.d.
2	26	Taxation of Soviet Farms, 1925	n.d.
2	27	Administrative Organs of Tax Collection	n.d.
2	28	Procedures in Enforcement of Tax Collections	n.d.
2	29	Chapter 7 Draft – Defects in Tax Structure 1925-1926	n.d.
2	30	Direct Taxes in USSR	n.d.
2	31	Tax Burden, SAT, 1925-1926	n.d.
2	32	Economic Effects of Taxation	n.d.
2	33	Basis of Assessment – Pashnya or Posev	n.d.
2	34	Characteristics of Rate Structure in Law 1926-1927	n.d.
2	35	Fundamental Substance of Agricultural Tax 1926-1927	n.d.
2	36	Computation and Collection of Tax 1926	n.d.
2	37	Calculation of Income from New Sources	n.d.
2	38	Introduction – Agricultural Tax 1926	n.d.
2	39	National Income 1923	n.d.
2	40	Chapter 8 Draft – Essential Changes in the Taxation of Agricultural Classes in 1927-1928	n.d.
3	1	Single Agricultural Tax 1927-1928	n.d.
3	2	Computation and Application of Rates for Determination of Tax	1927
3	3	Introduction 1928-1929	n.d.
3	4	Changes in Taxation of Non-Agricultural Incomes 1928-1929	n.d.
3	5	Changes in Taxation of Leased Lands 1928	n.d.
3	6	New Offensive Against the Kulak	n.d.
3	7	Computation of the Tax	n.d.

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3	8	Chapter 9 Draft – The Grain Crisis and the S.A.T. Reform of 1928-1929	n.d.
3	9	Chapter 10 – Notes on Peasantry and Collectivization	n.d.
3	10	Chapter 11 Draft – Summary of Achievements of Soviet Taxation of Agricultural Classes	n.d.
3	11	Exemptions in 1929-1930	n.d.
3	12	Basis for Effecting Link Between Peasant and Communism	n.d.
3	13	Individual Procedures	n.d.
3	14	Bibliography	n.d.
3	15	Notes on Alexander V	n.d.
3	16	Notes on Materialism	n.d.
3	17	Notes on Russian Marxist Historiography	n.d.
3	18	Commercial Policies in Soviet Russia 1893-1922	n.d.
3	19	Foreign Commercial Policies as Expressed by Soviet Officialdom	n.d.
3	20	Credit institutions of Soviet Russia	Ca. 1921-1928
3	21	Distribution of National Income USSR	n.d.
3	22	Agrarian History of Soviet Russia	n.d.
3	23	Lenin and the Socialist Plan	1933
3	24	History of the Party 1919-1933	1929-1933

*Biographical*

3	25	Sketches of Peter T. Swanish and Mrs. Swanish by Ivan Gorich	1932
3	26	War Department Orders	1942
3	27	Illinois State Small Business Advisory Council Appointment	1962

***Series 2: Correspondence, 1927, 1930-1971***

4	1	Peter T. Swanish Correspondence	1927, 1930-1936
4	2	Peter T. Swanish Correspondence	1937-1939
4	3	Peter T. Swanish Correspondence	1940
4	4	Peter T. Swanish Correspondence	1941-1942
4	5	Peter T. Swanish Correspondence	1943-1946, 1949-1953, 1955-1956
4	6	Peter T. Swanish Correspondence	1957-1960, 1962
4	7	Peter T. Swanish Correspondence	1965-1967
4	8	Peter T. Swanish Correspondence	1968-1971
4	9	Martin P. Durkin, Department of Labor, Correspondence	1937

***Series 3: Academic Work, 1927-1933, 1945-1971***

***Sub-Series 1: Loyola University Chicago***

*Lecture Series*

4	10	First Five Year Plan	n.d.
4	11	Trade and Industrial Tax	Ca. 1928
4	12	Soviet Revision of Calendar	1931

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4	13	Women in the Soviet Union	n.d.
4	14	Exemptions and Rebates for Collectives in Agricultural Tax of 1931	n.d.
4	15	Soviet union – United States Relations	1929-1932
4	16	Agricultural Revolution	n.d.
4	17	Agriculture in the Soviet Union	1930
4	18	Distribution of Income by Collectives in 1931	n.d.
5	1	Medical Services in Soviet Russia	n.d.
5	2	Collectivization	
5	3	Economic Objectives in 1931, Industry-Agricultural	n.d.
5	4	Exemptions for Individual Peasants	n.d.
5	5	The Tax System in 1931	n.d.
5	6	Taxation of Individual – Middle Peasant	n.d.
5	7	Results of Tax Campaign, 1929-1930	n.d.
5	8	Grain Collections in 1928-1929	n.d.
5	9	The Principles of Party Organization	n.d.
5	10	Second Five Year Plan	n.d.
5	11	Perspectives of the Second Five Year Plan	Ca. 1932
5	12	Decrees and Constitution of Soviet Russia	n.d.
5	13	Agricultural Tax of 1934	n.d.
5	14	Conditions of Life in Soviet Russia	1930-1931
5	15	Recognition of Soviet Russia	1929-1931
5	16	Taxation in Soviet Russia	n.d.
5	17	Taxation in Soviet Russia	n.d.
5	18	Agricultural Tax of 1932	n.d.
5	19	The Church in Soviet Russia	1927-1930
5	20	Health Care and Medical Service Under the Soviets	n.d.
5	21	Soviet Medical and Dental Care	1931
5	22	Collective Trade and Socialism	n.d.
5	23	Economic and Political Problems in Soviet Russia in 1931	n.d.
5	24	Economic Aspects of Russia	n.d.
5	25	Communism versus Capitalism	n.d.
5	26	Agricultural Tax of 1933	n.d.
5	27	Book Reviews	1931

*School of Commerce*

6	1	Department of Management Organization	n.d.
6	2	College of Commerce, Department of Management Correspondence	1949-1950, 1956
6	3	Economics – General Notes	1929
6	4	Economics in Europe, Notes and Reports	n.d.
6	5	History of Economics – England, Medieval thru Modern	n.d.
6	6	Great Britain Labor Party	n.d.
6	7	Colonial History, 1740-1765	n.d.
6	8	Economic History of the United States, 1729-1863	n.d.
6	9	Economic history of United States 20 <sup>th</sup> century	n.d.
6	10	History of Prices in the 20 <sup>th</sup> Century, notes	n.d.

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6	11	Cost of Living from 1890-1924	n.d.
6	12	Interest and Money	n.d.
6	13	Summary of Bohm-Bawerk Theory	1927
7	1	The Price Revolution	1932-1933
7	2	Theory on Profits and Rent	n.d.
7	3	201.70: Business Management	n.d.
7	4	Department of Management Student papers	Ca. 1962
7	5	Guide for the Study of Management	n.d.
7	6	380: Profit Management	1959-1960
7	7	231: Production Management	n.d.
7	8	301-40: Management, Automation	1957
7	9	Organization – Principle of the Span of Control	1957-1964
7	10	Managerial Control, Notes	1952
7	11	Industrial Development, Community Data	1958-1961

*Small Business Administration*

7	12	Loyola University's Plan for Developing Better SBA Management	1956
7	13	A History of the SBA Administrative Management Course Program, by Wilford L. White	n.d.
7	14	Small Business Administration, Principles of Organization	1945
7	15	Small Business Administration, Brochures	1965, 1967
7	16	Special Problems of Small Business	1947
7	17	Small Business Objectives	1955
7	18	SBA Policies and Procedures	1958
7	19	Causes of Failure in SBA	1954-1956
7	20	Small Business Planning	1957
7	21	National Council For Small Business Management Development	1958-1960
7	22	Training Small Business Executives, Reports	1956-1959
7	23	Small Business Administration Programs	1968
8	1	Principles of Learning	n.d.
8	2	Evaluation of Supervisory Performance	n.d.
8	3	Personnel Practices	n.d.
8	4	Wage Incentives	1959, n.d.

*Sub-Series 2: Northern Illinois University*

*Courses*

8	5	Religion and Business Management	1965
8	6	Character and Technology in America, by Geoffrey Gorner	n.d.
8	7	Existentialism	n.d.
8	8	Toward a Sociology of Management (SATORI), by Swanish	n.d.
8	9	Management 472: Personnel Policies and Teachings of Koran	n.d.
8	10	Business Ethics	1962-1967
8	11	Business Ethics	n.d.



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8	12	Creativity	n.d.
8	13	Human Factors in Management	n.d.
8	14	Business Seminars, Reports	1964-1967
8	15	Notes on Topic Communication and Language	n.d.
8	16	Notes on Topic Communication and Language	n.d.
9	1	Communication, Notes and Clippings	1946, 1951-1952
9	2	Articles, Notes and Reports	n.d.
9	3	Management 437: Class Materials	1970
9	4	Student Paper on "Cultural Patterns and Technical Change" by Margaret Mead	1965

*Series 4: Non-Academic Work, 1933-1967*

*Taxation*

9	5	Taxation: Chicago's Recovery Program	1933
9	6	Taxation in the United States	1935-1936
9	7	Survey of Bank Taxation in the United States	1935

*Interstate Labor Conference/Unemployment*

9	8	Principles of Business Organization	n.d.
9	9	NRA, Tabulation of Labor Provisions	1934
9	10	Interstate Labor Compact Conference: Minutes	1933-1935
9	11	Interstate Labor Compact Conference: minutes, reports, press releases	1934-1935
9	12	Interstate Labor Compact Conference: commission Reports	1934-1936
9	13	Interstate Labor Compact: Minutes of Sub-Committee	1935
10	1	Interstate Labor Compact Conference: Proceedings	1935
10	2	Interstate Labor Compact Conference: Proceedings	1936
10	3	Interstate Conference of unemployment Compensation Administrators, A Report	1937
10	4	Interstate Conference of Administrators, A Report	1937
10	5	Interstate Conference of Administrators: Minutes and Reports	1937
10	6	Interstate Conference of Unemployment Compensation: Proceedings and reports	1938
10	7	Interstate Conference: Proceedings and Reports	1938
10	8	Interstate Conference: Proceedings and Reports	1938
10	9	Interstate Conference: statement of Ray R. Adams	1939
10	10	Interstate Conference: Proceedings	1939
11	1	Interstate Conference: Reports	1939-1941
11	2	Interstate Conference Executive Committee: Minutes	1940
11	3	Interstate Conference: Proceedings	1940
11	4	Interstate Conference: Proceedings	1940
11	5	Interstate Conference: Proceedings and Report	1940
11	6	Interstate Conference: Proceedings	1940
11	7	Interstate Conference: Proceedings	1942
11	8	Alabama State Personnel Department: Legislation	1939
11	9	Arizona Unemployment Compensation Commission: Legislation	1936

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11	10	California Unemployment Compensation, A report	1937
11	11	Illinois Unemployment Compensation: Legislation	1937-1943
12	1	Illinois Unemployment Compensation: Seminar Presentation Sections 1-4	n.d.
12	2	Illinois Unemployment Compensation: Seminar Presentation Sections 5-8	n.d.
12	3	Illinois Unemployment Compensation : Seminar Presentation Sections 9-12	n.d.
12	4	Illinois Unemployment Compensation : Seminar Presentation Sections 13-16	n.d.
12	5	Illinois Unemployment Compensation : Employee Training Policy	1940
12	6	Illinois Unemployment Compensation : Letter Writing	1940
12	7	Illinois Unemployment Compensation : Merit Rating	1937-1939
12	8	Illinois Unemployment Compensation : Rules and Regulations	1937
12	9	Illinois Unemployment Compensation (applied to Illinois Coal Industry)	1939
12	10	Illinois Unemployment Compensation: Reports and Memorandums	1939-1940
13	1	Illinois Unemployment Compensation: Reports and regulations	1940
13	2	Illinois Unemployment Compensation: A Proposed Amendment	n.d.
13	3	Illinois Special Advisory Committee on Administrative Methods, A Report	1937
13	4	Illinois Special Advisory Committee on Administrative Methods, Proceedings	1937
13	5	Illinois Special Advisory Committee on Administrative Methods, Proceedings	1938
13	6	Illinois Special Advisory Committee on Administrative Methods, Public Hearing	1938
13	7	Illinois Special Advisory Committee on Administrative Methods, Public Hearing	1938
13	8	Indiana Unemployment Compensation	1938-1942
13	9	Iowa Unemployment Compensation Law	n.d.
13	10	Kentucky Unemployment Compensation Commission	1939
13	11	Kentucky Unemployment Compensation Commission, A Report	1939
13	12	Louisiana Department of Labor	1938
13	13	Maine Unemployment Compensation Commission	1936
13	14	Maryland Unemployment Compensation Board, A Report	1941
13	15	Massachusetts Unemployment Compensation Law	1939
13	16	Minnesota Unemployment Compensation Law	1939
13	17	Minnesota Reorganization Act	1939
14	1	Minnesota Division of Employment and Security: Proceedings	1940
14	2	Minnesota Division of Employment and Security:	1940

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		Proceedings	
14	3	University of Minnesota, Institute on Employment Security: Proceedings	1940
14	4	Montana Unemployment Compensation Act	1939
14	5	New York Unemployment Insurance Law: Proposed Amendments	1938-1939
14	6	New York Unemployment Insurance State Advisory Council	1939
14	7	Ohio State Unemployment Compensation: Board of Review	1939
14	8	Oregon State Unemployment Compensation Law: Legislation	1939
14	9	Pennsylvania Unemployment Compensation: An Address by Ernest Kelly	1937
14	10	Utah State Unemployment Compensation: Legislation	1936
14	11	Washington Unemployment Compensation: Legislation	1939
14	12	Wisconsin Unemployment Compensation	1937-1938
14	13	United States Employment Service, A Report, by W. H. Stead	1939
		<i>Social Security</i>	
14	14	Social Security Newsletter	1935, 1937, 1940-1942
14	15	Social Security Board, Draft Amendments	1938
14	16	Social Security Board, A Report	1938
14	17	Social Security Committee, Memorandum	1938
15	1	Social Security Board, Experience Ratings	1940
15	2	Social Security Board, <u>Daily Press Digest</u>	1941-1942
15	3	Social Security Board, Memorandum No. 1	1939
15	4	Social Security Board, Memorandum No. 5	1940
15	5	Social Security Board, Memorandum No. 7	1940
15	6	Social Security Board, memorandum No. 11	1940
15	7	National Association of Manufacturers, <u>Economic Security Bulletin</u>	1941
		<i>National Labor Relations</i>	
15	8	International Association of Government Labor Officials, Progress Reports	1937
15	9	International Association of Government Labor Officials, Progress Reports	1937
15	10	International Association of Public Employment Services, Proceedings	1940
15	11	International Association of Public Employment Services, Proceedings	1942
15	12	Illinois Coal Mine Workers, Hearing	1941
15	13	Human Relations in Industry, Trade Unions, A Report	n.d.
15	14	National Labor Relations and Legislation	1947-1949

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15	15	National Labor Relations Board, Annual Report	1945
		<i>National War Labor Board</i>	
16	1	National War Labor Board, General Orders	1942
16	2	Sixth Regional War Labor Board, Hearing Guide	1943
16	3	Sixth Regional War Labor Board, Negotiations with Farley & Loetscher Company	1943
16	4	The Farley & Loetscher Company's Supplementary Brief	1943
16	5	Farley & Loetscher Company Summary of Negotiations	1943-1944
16	6	Gardner – Denver Company, Case No. 111-8491D	1944
16	7	Illinois Gear & Machine Co., Case No. 111-9159D	1944
16	8	Jordan Millwork Company, Case No. 111-3733D	1944
16	9	Donald P. Mossman Inc. Case No. 6-70, 325	1945
16	10	Minneapolis Hospital Council Case No. 111-1712D	1943
16	11	Phoenix Dye Works Case No. 111-6250D, Union Brief	1944
16	12	Pullman Standard Car Manufacturing Company, Case No. 111-3953D	1943
17	1	Rogan Brothers, Case No. 6-45, 583	1944
		<i>Veterans Administration</i>	
17	2	Vocational Rehabilitation and Education Service (VRE)	1944-1949
17	3	VRE Business Administration, a Manual	1946
17	4	VRE Registration and Research Manual	1946-1947
17	5	VRE Training Facilities Manual	1946
17	6	Veterans Administration Manual	1947
		<i>Consulting Work</i>	
17	7	Survey of a Business Organization	Ca. 1946
17	8	Manual on Team Supervision	1948
17	9	The Dartnell Corporation, Pricing policies	1948
17	10	Preview Television Corporation, A Reference manual	1952
17	11	E. B. Mathewson Co., a Survey of the Organization	1945
17	12	Little Company of Mary, Building Fund Committee	1945-1952
17	13	Milliken University, Fund Raising Policies	n.d.
17	14	George S. May Co., a Reference Manual	1946
17	15	G. LeBlanc Corporation, Management Procedures	1957-1967
18	1	G. LeBlanc Corporation, Marketing Presentation	1965
18	2	Northwestern Electric Co., Organization Survey	1949
18	3	H. A. Phillips & Co., Wage and Salary Management	1949
18	4	Northwestern Electric Company, Organization Survey	1950
18	5	Lyons Band Instrument Co., Outline of Money Plan	1960
18	6	Samuel Bingham's Son, Office Procedures	1957
18	7	Bert Packing Co., Analysis and Financial Report	1958
18	8	Anchor Bolt and Screw Co., Management Principles	1963

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18	9	Klemp Metal Grating Corp., Sales Incentives	1960
18	10	Scientific Management, A Report	n.d.
18	11	Society for the Advancement of Management, A Study on Human Behavior	1951-1952
18	12	MTM Association, Organization Manual	1961
18	13	MTM Association, Minutes	1959, 1967

**Series 5: Writings, Reports, and Addresses**

*By Peter T. Swanish*

18	14	The Taxation of Agricultural Classes in Soviet Russia	
18	15	Book Review: Soviet Policy in Public Finance, by Gregory Sokoknikov	1931
18	16	“The Common Interest in Prosperity”, <u>The Dental Digest</u>	1932
18	17	Book Review: Dialectical Materialism and Russian History, by M. N. Pokrovsky	Ca. 1932
18	18	Book Review: Red Interpretation of White Russia: White Interpretation of Red Russia	1932
18	19	“Proletarianization of the Peasant”	1932
18	20	“Taxation of Collective Farms in Soviet Russia”, <u>Bulletin of Tax Association</u>	1932
18	21	“Soviet Russia’s Tax in Kind of 1921-1922”, <u>The Bulletin of National Tax Association</u>	1932
18	22	“Soviet Russia’s Single Food Tax of 1922-1923”, <u>The Bulletin of the National Tax Association</u>	1932
18	23	“Russia’s New Five-Day Week Calendar”, <u>The Minnesota Alumni Weekly</u>	1932
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