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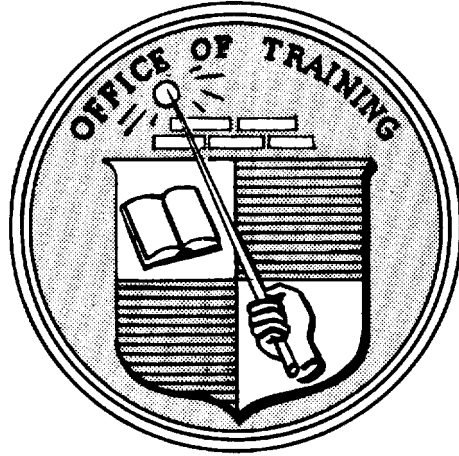
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FILE # 38

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# The Bulletin Board

## Overseas Effectiveness Course Scheduled

On 14 September OTR will begin the first of its full-time courses in Overseas Effectiveness. Three others will be given within the next year. Detailed objectives, general content, and administrative information are outlined on pages 7 to 13.

The course has been prepared for professional employees who will work or travel abroad or who will receive, assess and interpret the words and actions of foreigners and foreign societies. It is the result of exploration and study in the social sciences undertaken by senior members of LAS. Consultations with personnel in other components in the executive branch of the Government, with university associates, social psychologists, anthropologists, and with others in related professions went into its preparation. A special preliminary course was conducted during which thirteen senior Agency employees who had had significant overseas experience participated as consultants.

OTR will expand instruction in this field. A Senior Seminar on Overseas Effectiveness has been planned for late fall. Details will be announced.

## Writing Workshop (Advanced) for OCI and RPB

FOIAb3b1

Writing Workshop (Advanced), the third level of instruction in OTR's Writing Workshop Program, will be given for personnel in OCI and in RPB from 17 August to 10 September. (See Registrar's Reminders, page 28, for the schedule.)

The course covers intelligence reporting and report writing and stresses especially, the formats, style and editorial practices of the two offices. A major part of the course time will be spent in student writing and in the instructor's analysis of individual writing problems.

Applicants who have not satisfactorily completed Writing Workshop (Intermediate) are required to take a qualifying test. This test is scheduled:

3 August  
0900-1130 hours  
Room 1016 R&S

Training Officers should register personnel for the qualifying test through the Registrar/TR no later than 29 July.

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Uzbek Newspaper Reader  
Published by OTR

The Office of Training has published an Uzbek Newspaper Reader, compiled by an instructor in the Language and Area School. The reader is part of a series of foreign language publications designed to offset the lack of commercial reading material of an area-background or a factual nature. It contains current articles and stories from Uzbek newspapers and journals published in the USSR. Subjects are varied. They include education and sociology, politics, economics, and the arts.

The instructor plans to revise this so-called "preliminary" edition to include a vocabulary and explanatory notes. Meanwhile copies of the present issue may be requested through LAS, extension [redacted]

Display Chart of Area Courses

A graphic outline of types of OTR area courses will be posted (in late July) on the large bulletin board in the 1800 wing of Quarters Eye.

It will show course objectives and will outline recommended sequences of courses to be completed both before and after overseas duty. The courses included will comprise those concerned with specific foreign areas and with those on personal effectiveness overseas.

Inter-Agency Roundtable  
on Area Training

An informal, bi-monthly, inter-Agency roundtable on area training problems has recently been organized by OTR's Language and Area School. Other Government Agencies represented in the membership are: Army/ACSI/Strategic Intelligence School, Army/ACSI/Organization and Training Division, Defense/Military Assistance Institute, State/FSI/School of Foreign Affairs, State/ICA, and USIA.

The purpose of the group is to exchange and pool ideas on common problems in this comparatively new field of training. Subjects will range from philosophies and objectives of area training to specific courses, schedules, and organizational problems.

OTR has drawn heavily on support and advice of Agency components in developing its Area Training Program. The staff of LAS believes that further improvement can be hastened by this new opportunity to tune in on the varied experiences of other agencies in this particular field.

The next roundtable is scheduled for October. Any inquiries as to specific matters to be discussed, or any suggestions for consideration at future meetings, can be directed to [redacted], extension [redacted]

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Voluntary Students Register Now  
for Fall Semester 1959

The Fall Semester of the Voluntary Language Training Program begins on Tuesday, 8 September. Registration closes 14 August.

As announced in the previous Bulletin, beginning with the September classes, this off-hours program will be conducted on a 21-week semester schedule; no longer the 15-week trimester system as has been the case in the past. There will be no classes for two weeks at Christmas-time and the semester will end on 12 February 1960.

The basic requirement for organizing a class in a language is that five persons apply for instruction in that language, and that their requests are for instruction at the same level. An applicant is also required to have taken the Foreign Language Aptitude Test. (This test is given weekly, on Wednesday, by the A&E Staff. Arrangements can be made by Training Officers.)

Formal instruction consists of 5 classes each week, either before (0715-0815) or after duty hours. The latter is three times a week, usually on Monday and Wednesday from 1730-1930, and on Friday, 1730-1830. Five hours of laboratory work a week is the minimum requirement of all students.

Classes are organized according to levels of instruction. The 100-level is for those with no knowledge - or very little knowledge of a language. Instruction within the 200-level is for those whose skill is at the elementary level and can be brought up to the intermediate level. Classes in the 300 series are planned for those with intermediate proficiency

or better, and who may achieve skill at a still higher level. In this fall semester, OTR expects to conduct classes at elementary and intermediate levels. These, with levels indicated in parens, are in:

Arabic (100,200)	Greek (100)
Armenian (100)	Italian (100,200)
Chinese (Mandarin) (100)	Japanese (100)
Dutch (100)	Polish (100)
Finnish (200)	Russian (100,200)
French (100,200)	Spanish (100,200)
German (100,200)	

Seminars for those already at the intermediate level will be conducted in French, German, and Russian - and in other languages if enough interest is demonstrated through registration.

Instructors are also available to teach courses in Czech, Chinese (Cantonese), Danish, Hebrew, Hungarian, Norwegian, Persian, Portuguese, Romanian, Serbo-Croatian, Slovak, Swedish, Thai, Ukrainian, Uzbek, and Yiddish.

Since the Agency has a continuing requirement to improve the foreign language qualifications of its personnel, particularly in the more unusual languages, we especially want to encourage enrollment in the VLTP. Any employee may enroll. His application (on Form 73) should be processed through his Training Officer.

Further information on the program can be obtained from [redacted] 25X1A9a  
[redacted] on extension [redacted] 25X1A9a

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Fall Registration Dates  
at Local Area Schools

Fall semester dates for registration at local colleges and universities have been announced. They are:

American University	17-22 Sep
Catholic University	
Undergraduate	21-23 Sep
Graduate	23-26 Sep
Department of Agriculture Graduate School	12-19 Sep
Georgetown University	
Institute of Languages and Linguistics	14-16 Sep
School of Foreign Service	14-16 Sep
George Washington U.	17-18 Sep
Howard University	15-16 Sep
School of Advanced Internation Studies,	
Johns Hopkins University	28 Sep
University of Maryland	14-18 Sep
University of Virginia (Extension)	1-18 Sep

Reference copies of catalogs of these and many other schools here and abroad are on file in the Information Branch, 2611 Quarters Eye. Data on courses, requirements for admission, schedules, etc. may be obtained through a personal review of the catalogs, but similar information can also be obtained by calling [redacted] on extension [redacted]

We remind employees for whom Agency-sponsored training is planned that OTR requires submission of applications at least four weeks before a scheduled registration date. This is necessary so that Chief, Processing Branch can complete procedures required for this type of training.

Clerical Testing

The Clerical Refresher Training Staff/OTR, conducts two types of test to determine levels of skill of on-the-job-personnel. One is a pre-test for assignment to classes in the Clerical Refresher Program, and a second is the Clerical Skills Qualification Tests for employees required to meet the Agency's standards in shorthand and typewriting.

Pre-tests are given to all prospective students in the clerical courses and the results are a primary factor in assigning them to a class. They are scheduled on the Thursday preceding the date a related clerical course begins. The time and date of the next test are scheduled in the Registrar's Reminders. Training Officers are responsible for notifying their personnel of the test. No registration with the CRT office is required.

The Clerical Skills Qualification Tests in shorthand and typewriting are administered during the afternoon of specified Mondays. The next are scheduled for:

3 August	7 September
24 August	28 September

Typewriting:	1315 hours
Shorthand :	1400 hours

Supervisors or Personnel Placement Officers must register employees for these qualification tests by calling extension 2100. A special report of results is sent to the respective offices. Those who do not pass the test must wait five weeks before taking it again.

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LANGUAGE AND AREA TRAINING

Language Courses

In addition to courses announced on pages 34 through 37 of the May-June OTR Bulletin as scheduled for this fall, twelve part-time courses have been planned. Applications for any of these should be sent through Training Officers to the Registrar/TR, 2623 Quarters Eye on or before a close-of-registration date, that is, two weeks before the course begins. These additional classes are:

<u>Course</u>	<u>Dates</u>
Czech (Basic) Reading - Phase I Three 2-hour classes a week	28 Sep - 22 Jan 60
French (Basic) Reading - Phase I Three 2-hour classes a week	28 Sep - 11 Dec
French (Basic) Reading - Phase II Three 2-hour classes a week	28 Sep - 11 Dec
German (Basic) Reading, Speaking, Writing Phase II Three 2-hour classes a week	28 Sep - 11 Dec
Hungarian (Basic) Reading, Speaking, Writing Phase I Three 2-hour classes a week	28 Sep - 26 Feb 60
Italian (Basic) Reading - Phase I Three 2-hour classes a week	28 Sep - 11 Dec
Polish (Basic) Reading - Phase I Three 2-hour classes a week	28 Sep - 22 Jan 60
Polish (Intermediate) Seminar - Phase I One 2-hour class a week	28 Sep - 20 May

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Languages Courses (contd)

<u>Course</u>	<u>Dates</u>
Polish (Advanced) Reading, Speaking, Writing Phase I Three 2-hour classes a week	28 Sep - 22 Jan 60
Romanian (Basic) Reading - Phase I Three 2-hour classes a week	21 Sep - 4 Dec
Russian (Basic) Reading, Speaking, Writing Phase I Three 2-hour classes a week	28 Sep - 26 Feb 60
Spanish (Basic) Reading - Phase I Three 2-hour classes a week	14 Sep - 20 Nov

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Area Courses

Applications for area training should be submitted to Registrar/TR no later than the dates listed for the close of registration.

<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
<u>Introduction to Overseas Effectiveness</u>	3 Sep	14 Sep - 25 Sep
0830 - 1700 hours Daily 2820 Quarters Eye		

This course is intended for professional employees who have received or who are about to receive their first overseas assignment. It is designed to prepare the individual for working and living with foreigners and for working and living in foreign countries. It is not intended as a substitute for language and area studies but as a supplement to such studies. It is intended to develop and enlarge the individual's understanding of himself as a human individual and as a member of a social group, to introduce him to the basic concepts of behavior, to give him a clearer knowledge of the problems of communication, and to present to him the experiences of those who have lived and worked abroad. The basic rationale of the course is that it forms a significant part of an employees professional development in that it is designed to sharpen and improve his ability to understand, interpret and utilize men and women of a foreign society for the more effective discharge of his Agency responsibilities.

The course will run full-time for two weeks. It is open to those in grade GS-9 and above. The first offering will begin on Monday, 14 September 1959. Registration will close Friday, 3 September 1959. An interview with the Chief Instructor, [REDACTED] is required of each applicant, and arrangements for the interview may be made by calling [REDACTED]

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ScheduleI. Introduction

Monday, 14 September	Introduction to the Course
0900-1000	Objectives and methods of the course; Agency and NSC policy on preparation for duty overseas.

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Introduction to Overseas Effectiveness

Schedule

Monday, 14 September (contd)

- |           |  |
|-----------|--|
| 1000-1200 | Introduction to the nature of the problem. A panel of three Agency persons with experience in different areas abroad thus compare their observations on the necessary characteristics for overseas effectiveness and the major factors in developing them.   |
| 1300-1400 | Class organized into groups by geographical-cultural areas, where possible the group will be related to the individual's prospective assignment. Assignment of area groups' project "Developing Knowledge and Skills for overseas effectiveness in X area", to be presented in 10th day "conclusions". Introduction to research materials. |
| 1400-1500 | Area groups meet to organize their respective project assignments.   |
| 1500-1600 | Individual study and consultation.   |
| 1600-1630 | Summary  |

II. Basic Concepts from the Behavioral Sciences

- |                       |  |
|-----------------------|--|
| Tuesday, 15 September | Bio-cultural factors in understanding ourselves and other-culture persons.   |
| 0900-1000             | The family of man; historical sketch of racial and ethnic groups; their geographical distributions, physical and major ethnographic characteristics. |
| 1000-1100             | Individual study and consultation.   |
| 1100-1200             | Area groups meet to discuss application of historical aspects of bio-cultural concepts and methods to their respective project assignments.          |

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Introduction to Overseas Effectiveness

Tuesday, 15 September (contd)

- 1300-1400 Culture, society and the individual; basic factors in human motivation and behavior; values, customs, national character; methods for determining cultural differences.
- 1400-1500 Individual study and consultation.
- 1500-1600 Area groups meet to discuss scientific aspects of bio-cultural concepts and methods to their respective project assignments.
- 1600-1630 Summary

Wednesday, 16 September The Structure and Function of Society.

- 0900-1000 Social institutions - the statics of society: social classes and castes; political and economic institutions; role and status; ethnic groups and the problem of self-identification.
- 1000-1100 Individual study and consultation.
- 1100-1200 Area groups meet to discuss the application of concepts and method on the statics of society to their respective project assignments.
- 1300-1400 Functionings and interactions of societies - the dynamics of society: functional adaptations of societies to physiographic, intra-societal and outside forces; culture change and social dynamics; society and the super-natural.
- 1400-1500 Individual study and consultation.
- 1500-1600 Area groups meet to discuss the application of concepts and methods on the dynamics of society to their respective project assignments.
- 1600-1630 Summary

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Introduction to Overseas Effectiveness

Thursday, 17 September      Social Communication

0900-1000      Basic concepts of the science of language: the relationship of language, thought and behavior; the silent language.

1000-1100      Individual study and consultation.

1100-1200      Area groups meet to discuss the application of the basic concepts of social communication to their respective project assignments.

1300-1400      Approaches to the practical problems of interpersonal and mass communications encountered by Agency personnel in dealing with other-culture persons and groups.

1400-1500      Individual study and consultation.

1500-1600      Area groups meet to discuss the application of practical approaches to communication problems to their respective project assignments.

1600-1630      Summary.

Friday, 18 September      Psychological and Psychosomatic Aspects of Overseas Effectiveness.

0900-1200      Psychological problems in adjusting to new behavior patterns and perspectives overseas; consequences of lack of adjustment in disorders and ineffectiveness; "culture shock". The principles behind the problems of adjustment: the learning process; factors in the development of individual behavior patterns, drives, cues, responses, and perspectives.

1300-1400      Area groups discuss specific psychological and psychosomatic problems relating to personal adjustment in their respective areas.

1400-1600      Area groups have situational exercises in learning new behavior that is effective in the societies of their areas: "cultured"

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Introduction to Overseas Effectiveness

Friday, 18 September (contd)

- 1400-1600 behavior as defined by the foreign society; the specific techniques for winning friends and influencing foreign nationals. Analysis of problems.
- 1600-1630 Summary

III. Techniques for Overseas Effectiveness

- Monday, 21 September
- Developing personal potential for dealing with overseas problems
- 0900-1000 Developing cultural empathy potential for understanding other cultures and their peoples.
- 1000-1100 Developing sense of politics and organizational abilities for successfully dealing with other-culture persons overseas.
- 1100-1200 The factors in developing personal resourcefulness for dealing with problems of overseas living and working: personal ingenuity, confidence, frustration, tolerance and relief, sense of humor, interest, and dedication.
- 1300-1400 Area group discussions of specific applications of personal potential principles to problems of effectiveness in their area.
- 1400-1600 Area groups have situational exercises in developing personal potential within their respective areas.
- 1600-1630 Summary
- Tuesday, 22 September
- Case data from experiences of Americans returned from abroad.
- 0900-1200 A panel of non-governmental Americans returned from overseas; missionaries; foreign

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Introduction to Overseas Effectiveness

Tuesday, 22 September (contd)

0900-1200 correspondents; businessmen. They compare and contrast their experiences in developing personal effectiveness.

1300-1600 Area groups discussions and exercises in answering the foreign critics of the United States and the Americans as encountered in their specific areas: combatting the stereotyped image of the "American"; explaining the American way of life and United States' domestic and the respective areas under study.

1600-1630 Summary

Wednesday, 23 September Overseas Effectiveness and the Agency.

0900-1200 Cultural and Personal Factors in Agency Activity Overseas I

A panel presentation and group discussion of individual interpersonal relationships in Agency work overseas. This session deals with the person-to-person problem, including both operational and support situations.

1300-1600 Cultural and Personal Factors in Agency Activity Overseas II

A panel presentation and group discussion of intergroup relationships in Agency work overseas. This session deals with the problem of working with and utilizing groups, organizations, etc.

1600-1630 Summary

Thursday, 24 September The effective American family overseas.

0900-1200 A panel made up of wives of employees who have served overseas in different areas. They discuss their analyses of the

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Introduction to Overseas Effectiveness

Thursday, 24 September (contd)

- 0900-1200 operational problems and roles of the family in developing effectiveness, and the nature and degree of orientation needed for dependents prior to departure and on station.
- 1300-1630 Area groups prepare material for presentation on 10th day. Final studies and consultations.

IV. Conclusions

Friday, 25 September Conclusions.

- 0900-1200 Area groups present their conclusions on "Developing Knowledge and Skills for overseas effectiveness in X areas".
- 1300-1630 Summary of the course.

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<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
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Americans Abroad Orientation

Latin America	31 Aug	(Monday) 14 Sep
Western Europe	31 Aug	(Monday) 14 Sep

0830-1430 hours  
2925 Quarters Eye

Dependents and employees unable to attend on this date should inquire about the possibility of a briefing on Saturday, 19 Sep.

Middle East	14 Sep	28 Sep - 2 Oct
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0900-1200 hours  
Daily  
2925 Quarters Eye

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Americans Abroad Orientation (contd)

	<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
25X1A	██████████ 0900-1230 hours Daily 2925 Quarters Eye	31 Aug	14 Sep - 18 Sep
	Dependents unable to attend this week-day course may attend on Saturday, 19 Sep, provided the number of registrants is sufficient.		
	0830-1700 hours 2925 Quarters Eye	31 Aug	(Saturday) 19 Sep

This periodic series of briefings for employees and dependents preparing to go to ██████████ for the first time has been substantially revised, and the schedule for the September offering is given below. Changes include more material on ██████████ social structure and institutions, and an entirely new session (Thursday) on ways and means of dealing successfully with ██████████. This session reflects OTR's increasing attention to problems of inter-personal relations abroad and applies many of the principles which are examined in greater depth in the new full-time Introduction to Overseas Effectiveness.

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Schedule

	Monday, 14 September	Purposes of the Course
	0900-0915	Introductions.
25X1A6a	0915-1015	██████████ role in American foreign policy. Basic reasons why you are going to ██████████ its assets and liabilities; critical factors to observe.
25X1A6a	1030-1130	Adjustment in a foreign society. The problem of the American abroad; its significance for you and your organization.
25X1A6a	1130-1230	Films: ██████████ - Key to Europe" Crisis"

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Friday, 18 September

Your Daily Life in [REDACTED]

- 0900-1000      Comments and advice on current living conditions. Recent returnees discuss housekeeping, shopping, dining out, recreation. 25X1A6a
- 1015-1115      Preview of your future post. A recent returnee from each major post orients those concerned on highlights of the city, housing, working areas. 25X1A6a
- 1115-1215      Traveling in [REDACTED] and neighboring areas. Slides with commentary: what to see and how to travel.
- 1220-1300      Special session for the women. Discussion with a married and with an unmarried returnee.

Human Relations: A Look Into The Future

The field of human relations has its prominent advocates and detractors. A good portion of the controversy surrounding the subject is based, as one might expect, upon misunderstood aims and methods, upon the excesses of those who illuminate the part rather than the whole of the field, and upon semantic quibbles. The following article, by Chris Argyris, printed originally in Management Record, gives one man's glimpse into the future and, at the same time, reveals some of the curious ideas currently associated with human relations:

CPYRGHT

For anyone to make predictions about trends in human relations policies and practices is extremely difficult. For a researcher to make them based upon research results may be considered dangerous if not presumptuous. However, I have been asked to try, and try I will. Please keep in mind that what follows is, most of the time, one researcher's opinions, expectations, and hopes, and, at other times, his guesses into the future. Because of the limitation of time, I will state my views in terms of predictions that I hypothesize will tend to occur. The validation of these hypotheses is another matter.

I predict company human relations policies will shift:

- I. From: The policy that required people always to be friendly and like one another.  
To: The policy that permits freedom for people to dislike as well as to be friendly.

Some reasons for this change:

1. It is unrealistic to expect all people to like one another; it is inhuman to require it; it may be harmful to the individual and the company to enforce it.
2. The ability to express one's honest hostilities need not stifle cooperative effort. In fact, if done effectively, it can enhance such effort. It also can unleash much energy being used up when people attempt to withhold their feelings.

Mr. Argyris is Associate Professor of Industrial Administration and Research Project Director of the Labor and Management Center at Yale University. He is the author of Executive Leadership, Personality, and Organization, and several other books in the field of industrial relations.

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Human Relations (contd)

CPYRGHT

- II. From: The policy that individuals are conceived as the most important part of an organization.  
To: The more realistic policy that individuals are but one part of the organization whose importance varies under different conditions.

Some reasons for this change:

1. Employees who are self-responsible are not fooled by talk of their "importance," especially when they experience the tensions and frustrations inherent in production bogies, budgets, etc. (and I am not saying this is bad). Many of them are self-responsible and willing to accept the need for the organizational requirements made upon them.
2. At best employees view these policies as "unreal whims of management," who "might feel guilty about being the boss," At worse, as conscious manipulations that betray management's basic (but perhaps unknowing) lack of confidence in the individual.

- III. From: The policy that people (especially executives) should become so close to the organization that they are inseparable and indistinguishable from it.  
To: The policy that people should give of themselves without giving up themselves.

Some reasons for this change:

1. An "overloving" executive will tend to breed a sick organization.
2. He will also tend to distort reality in order not to see the impact of his leadership upon the organization and, ironically, upon himself.

- IV. From: The policy that maximum communication among individuals is necessary.  
To: The policy that optimum communication is most effective.

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CPYRGHT

IV. (contd)

Reason for this change:

Managements who are anxious about communications at times clog up the channels with much noise; other times they forget to listen; and still other times they may communicate information that either baffles the employees or makes them defensive. One sign of trust in a human relationship is appropriate silence.

- V. From: The policy that an effective organization is one with high production, low turnover, low absenteeism, and low grievance rates.  
To: The policy that emphasizes the total health of an organization.

Some reasons for this change:

1. Research suggests that the traditional objectives of profit can be achieved by employees who are apathetic, indifferent to the company and alienated from their management and from each other.
2. This could lead to an organization becoming increasingly rigid and defensive. This rigidity can lead to the inability of the participants to see the necessity and high cost of change and maintaining organizational growth.

- VI. From: The belief that superiors can develop subordinates to be more skillful in interpersonal competence and diagnosing accurately administrative situations.  
To: The belief that no one can develop anyone else except himself. The door to development is locked from the inside.

Some reasons for this change:

1. Much of what goes by the name of development is developing people in the image of a select group of executives. The danger is clear: today's managerial skills of success may pave the way for tomorrow's failure.
2. The criterion, if a superior has truly developed his subordinates, is not necessarily how many of his subordinates have succeeded. The criterion

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CPYRGHT

VI. (contd)

should be how many of his subordinates have gone on to develop their subordinates.

3. The responsibility of management is not to develop people. It is to develop the climate and the opportunities for self-development.

VII. From: The objective of executive development programs to change the executive's behavior.

To: The objective of helping the executive become aware of himself and become more tolerant, accepting of himself and therefore of others.

Some reasons for this change:

1. Changing behavior implies to the individual that his present behavior is wrong. Such implications, if the executive is healthy, tend to create defensiveness and resistance. Moreover, who knows what is the correct leadership behavior?
2. Research increasingly suggests that no one leadership pattern is best for all administrative situations. Effective executive leadership may require a number of different kinds of leadership patterns, each to be used in specific types of situations. I believe management is going away from "democratic" or "autocratic" leadership toward a concept of "reality-centered" leadership.
3. It may be condemnable and not laudable that people in three, thirteen or thirty-six weeks can be influenced to change their basic values and behavior that have taken a lifetime to develop.
4. Human wisdom, understanding and tolerance begin with oneself. If the individual can truly (emotionally) begin to care for himself, he will begin to care for others. An individual who cares for himself will tend (a) to have a high sense of inner worth, (b) to decrease his defensiveness, (c) to increase his own internal freedom and creativity and (d) to permit others to achieve the same if they so desire.

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Human Relations (contd)

CPYRGHT

VIII. From: The objective of executive development programs that teach an executive how he ought to behave or how he ought to think.  
To: The objective of helping the executive learn how to learn.

Reason for this change:

Development and change will be a main characteristic of management in the next twenty years. Teaching the executive what he ought to read, how he ought to behave and think emphasizes end results. These end results may not apply when the executive is given the opportunity to use this knowledge. Emphasizing the processes of how to learn, how to diagnose administrative situations, how to learn from experience are timeless wisdoms.

The former approach emphasizes developing learned men. The latter emphasizes developing learning men.

IX. From: The belief that human relations problems are caused primarily by poor organizational planning, poor budgets, incentive systems, etc.  
To: The awareness that effective organizational planning, budgets, incentive systems, etc. also can cause human problems.

Some reasons for this change:

1. Research suggests that the very nature of organization and managerial controls, if used correctly, can cause employees to feel dependent, subordinate, submissive, and to use relatively few of their adult abilities.
2. Employees, who are relatively healthy, may adapt by absenteeism, turnover, apathy, indifference, and unionization.
3. Not as often seen, and therefore worth emphasizing, is the trend, on the part of employees, of increasingly viewing wages as compensation for dissatisfaction and not necessarily as a reward for past performance, or as a motivation for future performance. The economic man may exist. If so, this may be one of the deepest human problems our society will face in the future.

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Human Relations (contd)

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Closing Comments

Management philosophy initially developed from an emphasis on scientific management and organization to an emphasis on people and human relationships. The future, I predict, will see an increasing emphasis that neither approach by itself is adequate.

Effective management may require the "right" combination of both approaches. What combination? How much emphasis on the company demands? How much on the individual needs? Fundamentally, these questions cannot be answered without much research to tell us what is the precise impact of each and a realistic philosophy of management to provide the manager with a set of basic values from which to make his choice.

I predict increasing research that will focus on the requirements for an effective or healthy organization. This implies that what is needed is a philosophy of management that views the individual and the organization not only as interrelated but actually interpenetrating one another. A philosophy of management where not only do the individual and the organization have a right to health, but where it is acknowledged that their health can only come from this dynamic process of man interpenetrating the organization and the organization interpenetrating man.

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# External Programs

## Russian and East European Institute

(Indiana University)

The Russian and East European Institute at Indiana University offers two distinct graduate programs which lead to an Area Certificate on either the Soviet Union or Eastern Europe. Emphasis is on the combined use of the tools and methods of analysis of several disciplines for the study of all aspects of the Russian and East European Areas. The multi-disciplinary approach is implemented through a series of basic required courses representing the five major disciplines in the Institute Program (economics, geography, government, history, and Slavic languages and literatures), seminar work in at least two disciplines, and a certain amount of work on each of the two geographical areas. An Area Certificate is awarded only upon a student's completion of an advanced degree (A.M. or Ph.D.) within a department.

Indiana University regularly offers courses in all the principal languages of the area, including Bulgarian, Czech and Slovak, Finnish, modern Greek, Hungarian, Polish, Rumanian, Russian, and Serbocroatian. The resources of the University also make possible the systematic study of other languages in the Soviet and East European area, such as Albanian, Azerbaijani, Cheremis, Estonian, Kazakh, Mordvin, and Uzbek.

## American Management Association

The General Management Division of the American Management Association will hold the following seminars during the Summer 1959:

### Understanding the Interrelationship of Business Functions

10-14 August 1959, AMA Academy at Saranac Lake, New York

### Management, Men and Organization

10-14 August 1959, Colgate University, Hamilton, New York

### Modernizing the Executive Compensation Program

17-21 August 1959, Colgate University, Hamilton, New York

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American Management Association

From 3 to 7 August 1959 the American Management Association will offer an orientation seminar on Planning, Developing and Administering Supervisory Training Programs. This seminar is for personnel executives and will be held on the campus of Colgate University. Subjects include:

- Philosophies and Objectives of Supervisory Development
- Overcoming Resistance to Supervisory Training
- Methods of Determining Supervisory Development Needs
- Selection of Supervisors to Be Trained
- Administering the Supervisory Development Program
- Case Study - Supervisory Training at Boeing Airplane Co.
- Supervisory Courses which Offer Personalized Assistance
- Use of Outside Programs
- Special Techniques or Methods in Training
- Evaluation and Measurement of Supervisory Training

Conferences for Corporation Executives

(SAIS, Washington, D. C.)

Conferences for corporation executives have been scheduled in October and December 1959, and in February and March of 1960 by the School of International Studies, Johns Hopkins University, and its affiliated Foreign Services Educational Foundation. All meetings will be held in the Hotel Statler, Washington, D. C.

These conferences are planned for executives who have responsibility primarily in fields of international business. They include reviews of developments in trade, investments and industry in critical geographic areas. Speakers are officials in the United States government, representatives of foreign governments, labor leaders and business executives.

The Agency has been assigned a quota for attendance at each of the conferences. Those who attend do so on a non-participating basis, as guests of the Foundation. Arrangements for this are made with the Registrar through Training Officers and applications should be sent at least two weeks before the date of each conference. Training Officers will notify applicants of acceptance.

Schedule of Conferences

The Business Outlook in the Middle East (6 and 7 October 1959)

An analysis of recent developments in the Middle East and of their effect on American business interests in the area.

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Conferences for Corporation Executives

Schedule of Conferences (contd)

U. S. Business in Europe (15 and 16 December 1959)

A survey of recent changes and developments in Western Europe and of their impact on U. S. business operations.

Business Prospects in Latin America (9 and 10 February 1960)

A review of the problems and opportunities facing American business in Latin America.

The Role of Private Enterprise Overseas (29 and 30 March 1960)

A discussion of the potentials of an expanding private enterprise system for Free World economic growth.

Institute on Electronics in Management  
(American University)

The American University will hold its Sixth Institute on Electronics in Management on 2 to 6 November 1959. The theme of the Institute will be "Current Developments in Automatic Data Processing Systems." Management personnel who are engaged in planning or using automatic data processing systems are eligible to enroll. Training Officers should make the necessary arrangements with the Registrar.

Industry Defense and Mobilization  
(Battle Creek, Michigan)

Two Staff College courses in Industry Defense and Mobilization have been scheduled for 24 to 28 August and 16 to 20 November 1959 at the Office of Civil and Defense Mobilization National Operations Headquarters, Battle Creek, Michigan.

This course will provide business executives and Government officials with practical information and training in practices and procedures for protection from nuclear attack and major peacetime disaster in industrial plants, institutions and office buildings. It will help industrial firms achieve a greater measure of security through survival planning, and thereby give greater assurance of national survival in the event of a nuclear attack on this country.

In addition to lectures, discussions, and workshops, there will be exercises based on simulated attack and major disaster conditions in which students play appropriate roles in meeting and solving problems.

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# Registrar's Reminders

Information on courses can be obtained from Training Officers, the Information Branch/RS/TR, or from the OTR Catalog. Approval and sponsorship of a supervisor are necessary to register in a course. Applications should be submitted through Training Officers to the Registrar/TR, by the close of business of the date indicated.

<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
25X1A6a * Administrative Procedures 136, [REDACTED]	27 Jul	3 Aug - 21 Aug
25X1A6a Budget and Finance Procedures 132, [REDACTED]	27 Jul	3 Aug - 14 Aug
Clerical Refresher Program Hours arranged after completion of pre-test 508, 1016 16th St.	7 Sep	14 Sep - 9 Oct
Pre-testing for the <u>Clerical Refresher Program</u> is scheduled in Room 508, 1016 16th Street as follows:		
10 Sep		
Typing	0900 - 1000	
Shorthand	0930 - 1100	
English Usage	1100 - 1200	
Communist Party Organization and Operations Daily 0830 - 1230 hours 2103 Alcott	9 Nov	16 Nov - 11 Dec
Conference Techniques Monday, Wednesday 0930 - 1130 hours 2025 R&S	19 Oct	26 Oct - 2 Dec

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<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
Dependents' Briefing 117 Central	(Consult Training Officer)	4 Aug - 5 Aug 1 Sep - 2 Sep 6 Oct - 7 Oct
Effective Speaking Monday, Wednesday 0930 - 1130 hours 2025 R&S	7 Sep	14 Sep - 21 Oct
Effective Writing Tuesday, Thursday 0930 - 1130 hours 2025 R&S	28 Sep	6 Oct - 5 Nov
* Intelligence Orientation Daily R&S Auditorium	24 Aug	31 Aug - 25 Sep
Intelligence Research - Maps Monday, Wednesday, Friday 0900 - 1200 hours 2027 R&S	28 Sep	5 Oct - 23 Oct
Management GS 11-13 GS 14 and above Daily 0830 - 1230 hours 155, [REDACTED]	24 Aug 2 Nov	31 Aug - 11 Sep 9 Nov - 20 Nov
25X1A6a		
25X1A6a		
Operations Support 136, [REDACTED]	17 Aug	24 Aug - 25 Sep
Supervision GS 5-9 GS 11-12 Daily 0830 - 1230 hours 155, [REDACTED]	28 Sep 19 Oct	5 Oct - 16 Oct 26 Oct - 6 Nov
25X1A6a		
Supervision in Research and Analysis GS 12 and above Daily 0830 - 1230 hours 155, [REDACTED]	8 Sep	14 Sep - 25 Sep
25X1A6a		

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	<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
25X1A6a	Supervision and Management - Survey of GS 12 and above Daily 0830 - 1230 hours 155, [REDACTED]	9 Nov	16 Nov - 20 Nov
FOIAb3b1	Writing Workshop Basic Intermediate Advanced (OCI and PRB [REDACTED] only) 0900 - 1200 hours 1st Wk: Monday, Tuesday, Thursday Last 3 Wks: Tuesday, Thursday 2027 R&S	14 Sep 19 Oct 10 Aug	21 Sep - 15 Oct 26 Oct - 19 Nov 17 Aug - 10 Sep

\* Please indicate phase in which employee is to be enrolled

"0" Courses

Titles of "0" Courses are identified in the OTR Catalog (TR CC 100-1), January 1957.

0-2	8 Sep	21 Sep - 30 Oct
0-4	14 Sep	21 Sep - 9 Oct
0-6	31 Aug	8 Sep - 2 Oct
0-8	12 Oct	19 Oct - 6 Nov
0-10	8 Sep	14 Sep - 25 Sep
0-12	3 Aug	17 Aug - 16 Sep
0-17	21 Sep	5 Oct - 30 Oct
0-24	10 Aug	24 Aug - 18 Sep
0-25	8 Sep	14 Sep - 2 Oct
0-27	23 Nov	30 Nov - 11 Dec
0-28	5 Oct	12 Oct - 30 Oct
0-29	8 Sep	14 Sep - 18 Sep
0-30	21 Sep	5 Oct - 30 Oct
0-32	2 Nov	16 Nov - 11 Dec

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