

# Index

- Accounting, 70, 74–75  
Accidents (coal mining), 120–123  
    Causes, 136–139  
    Costs, 119, 136–138  
Alford, LP, 18–19, 23, 54, 74, 76  
American Federation of Labor  
    (AFL), 34, 115, 117  
*American Labor Monthly*, 78  
American Locomotive Company  
    (ALCo), 22  
*American Machinist*, 74, 96  
American Relief Administration  
    (ARA), 8, 61–62  
American Society of Mechanical  
    Engineers (ASME), 7, 39  
Americanization, 29, 34  
Amtorg, 89, 92, 113, 142
- Bacon, F, 28, 86  
Barth, C, 6, 16, 42, 47  
Bebel, A, 46, 65  
Bedeian, A, 9  
Biography (historical), 4–7, 145–146,  
    147–149, 152–153  
Bolsheviks, perceptions of, 102  
Brandeis, LD, 36  
Braverman, H, 3, 36–37  
Bruce, K, 4, 38, 48  
Brussilova, Barbara, 93–94  
*Bulletin of the Taylor Society*,  
    7, 33, 107  
Bureau of Investigation – *see* FBI  
Bureau of Municipal Research 3, 36
- Civil Works Administration (CWA),  
    106, 107  
Clark, W, 62, 76, 141  
Coal  
    consumption, 14, 22  
    mining, 69, 108  
    processing, 24, 67
- Coburn, F, 40  
Cole, GDH, 108  
Commons, JR, 29, 34, 38, 117  
Conference of Industrial  
    Organisations – *see*  
    Congress  
Congress of Industrial Organisations  
    (CIO), 117, 118, 120,  
    127–128, 132, 143  
Cooke, ML, 20–21, 51, 87, 90,  
    103–104  
Copley, FB, 6, 18  
Coughlin, C (Father), 106  
Covici Friede, 109
- Day, C, 16, 21  
Day and Zimmerman, 8, 21  
Depression – *see* Great Depression  
Dies committee, 123, 125, 127, 129,  
    143  
Dies, M, 117, 124  
Dilling, E, 129, 143  
Donner, R, 128–129  
Dresden, 2, 12  
Drury, HB, 39–45  
Dzerzhinsky, F, 88
- Eastern Rates case, 36  
Efficiency  
    craze, 15  
Efficiency Society, 17  
*Eighteenth Brumaire of Napoleon III*  
    (Marx), 1  
Einstein, A, 58, 77  
Ellis Island, 1, 30, 59  
Emerson, H, 6, 16, 17–18, 90, 93–94  
    death of, 95
- Fairfax Station, VA, 129, 131  
Fatigue, 13, 63, 71, 122  
FDR – *see* Roosevelt, FD

- Federal Bureau of Investigation  
(FBI), 8, 86, 123–125  
and Board of Economic Warfare,  
135  
on Polakov's books, 132–133  
on Polakov's income and tax, 133
- Federal Emergency Relief Act  
(FERA), 117
- Ferguson, C, 48, 49, 51
- Fisher, HH, 91–92
- Gantt Charts, 47, 63, 89–90, 92,  
96–97, 111
- Gantt Medal, 87
- Gantt, HL, 7, 16, 18–20, 41–42  
and New Machine, 48–52  
death, 53–54
- Gastev, A, 89
- Geyer Bill, 119–120
- Gilbreth, F, 6, 28
- Gilbreth, L, 6
- Gitlow, B, 129
- Goldman, E, 59
- Gorky, M, 61
- Gramsci, A, 3, 36
- Great Depression, 84–86, 123–124  
unemployment for engineers,  
102–103
- Grundrisse* (Marx), 71
- Habits of industry, 99
- Haig, R, 43
- Harper's Magazine*, 97–98
- Harvard Business Review*, 101–102
- Hathaway, HK, 6, 42
- Hoover, H, 60–61
- Hoover, JE, 124, 127, 131–132, 135
- Hoover Institution, 8, 91
- Hopkins, H, 105, 125
- House Un-American Activities  
Committee (HUAC), 115  
Dies Committee, 124–125
- Hoxie, R, 16
- Hyphenated Americans, 34
- Ideology, 149–150
- Immigration, US, 14, 69
- Keyser, C, 76, 80
- Kipling, R, 45
- Königlich-Sächsisches  
Polytechnikum, 12
- Korzybski, A, 58, 60, 76, 107,  
107–108, 123, 139, 141
- Kuvin, C, *see* Polakov, Catherine
- Kuvin, L, 60
- Labor process, 37
- Labor theory of value, 73, 75
- Leverhulme, Lord, 71, 73
- Lewis, JLL, 117–118, 119–120, 123, 141
- Lilienthal, DE, 105–106
- Lincoln Memorial, 86
- Lincoln, A, 73, 79, 84
- Linguistics, 76, 101
- Little Steel Strike, 116
- Lowman, MG, 8, 106–107, 143
- Lusk Committee, 52–53
- Luxemburg, R, 12
- Macintyre, S, 153
- Mail cover, 128
- Maintenance management, 24, 69–70
- Management, history of 6, 152
- Man and His Affairs from an  
Engineering Point of View  
(MAHA)*, 76–81, 82
- Marx, and theory of money, 75
- Marx, K, 1, 71, 78–79
- Mastering Power Production*, 64–75
- Maintenance management, 69–70
- Mayne, DD, 125–126, 127
- Meaning of Meaning, The, 77
- Mechanization, 114, 117, 118–119,  
121, 141
- Morgan, AE, 104–105
- Moscow, 2, 12–13, 90, 94–95
- Murray, J (Senator), 120–121
- National Archives and Records  
Administration (NARA),  
8, 95  
Polakov's OPF, 22, 107
- National Safety Council (NSC), 122,  
136

- Nativism, 53, 54
- New Deal, 84–85, 106–107  
and anti-New Dealers, 128  
planning in, 85
- New Machine, The, 48–52, 60, 146
- New York City  
1900s, 13–14, 28–29  
1910s, 34–35
- Nyland, C, 4, 59, 68, 71, 108
- Occupational hygiene, *see*  
occupational safety
- Occupational safety, 68–69, 119–123  
employers and, 122–123, 137  
in unorganised mines, 134
- Palmer Raids 1919, 32, 53
- Parke, C, 152
- Pearson, Drew, 125–126
- Pelley, WD, 116, 125
- Pennsylvania Light and Power  
Company, 157
- Perkins, F, 120, 121
- Person, HS, 6, 35
- Planning Power Plant Work, 46–47
- Polakov, Antoinette, 30–31, 59
- Polakov, Barbara, 87, 93, 141  
death of, 139
- Polakov, Catherine, 30–31, 60, 76, 87
- Polakov, WN,  
and statistics, 138  
arrives in US, 11–13  
as Marxist, 45, 67–68, 71, 73, 109  
as consultant, 53, 59, 62  
as Red Taylorist, 151–152  
at UMW, 117–123, 134–139, 146  
divorce from Antoinette, 7, 31, 59  
early work in US, 22*ff*  
engineering studies in Dresden, 12  
FBI file, 126–34, 139–143  
Foremanship (1921), 62–63  
health 1940s, 123  
joins Taylor Society, 39  
limp, 12  
Making Work Fascinating, 63–64  
marriage to Barbara, 62, 87, 90  
marriage to Yvonne (Savon), 142  
multi-lingual, 13  
on capitalism, 66  
on FW Taylor, 63, 111  
on Machine Age, 109–112  
on man as animal, 78  
on engineers, 80  
on scientific management, 27–28,  
67–68  
on Wall Street Crash, 90  
on waste, 25, 74, 81  
Organized Sabotage, 54  
retired by UMW, 140, 141  
Taylor Society, 44–46  
unemployment 1931–3, 102–104  
work in USSR, 90–95, 99–100  
writings on USSR, 96–102
- Polakov, Yvonne (Savon) *see* Riggles,  
Yvonne
- Polyakova-Khvastova, Aline (Anna),  
12
- Power Age, The*, 84, 109–112
- Power Plant Betterment, 23–25
- Power Plant Management*, 2, 84, 133,  
151
- Prevention of Industrial Conditions  
Hazardous to the Health of  
Employees subcommittee,  
120
- Professional societies, 27–28, 39
- Progressivism, 14–15
- Rand School, 29, 52–53, 146
- Recession 1920–21, 33
- Record keeping, 74
- Recovery Through Revolution*, 108, 113
- Red Scare 1919–1920, 32, 53, 72
- Reserve army of labor, 70
- Richman, IB, 139–140
- Riggles, Yvonne (Savon), 141
- Roe, J, 105
- Roosevelt, FD, 84–85, 124
- Rural electrification, 103
- Russell, W, 1, 22, 30–31
- Russia  
19<sup>th</sup> century, 12  
Revolution, 55–59  
Russia – famine, 60

- Sabotage, 54
- Sacco-Vanzetti trials, 58
- Schachter, HL, 4, 36, 38, 68
- Scientific management 3–4, 27, 38–39, 141–151  
 and planning, 111, 119  
 and socialism, 65  
 ideology of, 149–150  
 in USSR, 89, 98–99  
 negative views of, 36–38
- Second New Deal, 115
- Semantics, 102
- Shenhav, Y, 39, 96
- Shock Brigades (USSR), 92
- Silver Shirts, 116, 124, 125
- Smith Act, 124
- Society of Industrial Engineers 93, 103, 105, 108
- Society to Promote the Science of Management, *See* Taylor Society
- Stalin, J, 92
- Sunlike Illuminating Company, 86–87
- Sunlike Lamp, 139
- Surveillance, 85, 115, 125, 141, 143, 146–147
- Swanson, T, 97–101, 105
- Task and Bonus pay, *see* Two rate wages
- Task Setting for Firemen, 26–28
- Taylorism, *see* scientific management
- Taylor Society, 35–39, 150–151  
 Discussions in, 44
- Taylor, FW, 1, 3–4, 7, 15–20, 28, 35–39, 41–42, 65, 111
- Tchaikovsky, PI, 12
- Technical Alliance, 50, 51, 60, 146
- Technocracy, 48, 51, 80, 84, 103, 105, 107
- Tennessee Valley Authority (TVA), 104–106, 117, 146
- Thompson, S, 43
- Time-binding, 76, 78–80, 109
- Time-Binding Club, 31, 60, 77
- Tugwell, R, 85
- Tula (Russia), 13, 92
- Two-rate wages, 63, 72–3, 99–100
- UMW – Engineering Department, 118
- United Mine Workers of America (UMW), 115, 118  
 District #28, 134–135
- United States  
 Coal mining, 121–123  
 economy 1920s, 57–59, 83  
 perceptions of USSR, 101–102  
 Poll Tax proposed, 119  
 suspicions in 1930s, 117  
 trade with USSR, 101
- US Fuel Administration, 64–65
- USSR  
 foreign engineers in, 87–89  
 party faithful rewards, 92
- USSR, Five year Plan, 92
- Valentine, R, 45–46
- Van Kleeck, M, 6, 108, 150
- Veblen, T, 48, 50–51, 111–112
- Vesenhka (VSKHa, USSR), 83, 88, 113
- Wagner Act, 115, 117
- Washington Merry-Go-Round, 125–126
- Waste in Industry inquiry, 1921, 60
- Works Progress Administration (WPA), 106, 116, 117
- Willits, J, 41
- Webb, S, 71
- What is to Be Done?*, 126
- Winstead, R, 8, 135
- Witkin, Z, 80–81
- Wolf, RB, 43, 76
- Wood, C, 50, 76
- Works Progress Administration (WPA), 84, 107, 114, 116, 125–126
- World War I, 28–30
- World War II, 115–116
- Wren, D, 9, 113
- Zinn, H, 3, 9, 33, 37