

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

CAMBRIDGE, MASSACHUSETTS

DEAR SIR:—

At the regular meeting of the Faculty of the Harvard Graduate School of Business Administration on May 12, 1914, a vote was passed requesting the Dean to ascertain as precisely as possible the average amount of time devoted by each student to the work in each course in the School. To that end a form of report was prepared and sent to each student in the school at that time, with a statement that the reports would in no way affect the standing of the students and that the reports would be examined only by the Dean and then only after the year's grades had been turned in. Similar action was taken in June, 1915.

The responses to the requests in both years was not as general as was hoped for and the returns were so incomplete as to afford little assistance to the Faculty in arranging the work of the courses. One reason for the disappointment was that the blank forms called for figures for the entire year and were to be completed and sent to the Dean at the end of the year, when there were many other pressing demands upon the student's time and when his recollection of the distribution of work during the first four or five months of the year was not clear.

The information, if complete, would be of much value to the office and to the new Committee on Course Planning in their efforts to coördinate the work of the courses so as to provide an even assignment throughout the year and to avoid "peak loads."

It has been decided, therefore, to renew the request this year and to call for the information monthly, the reports to be sent to the office on or before the fifth day of each month, November to June inclusive. After examination by the Dean the perforated slip bearing the student's signature will be detached in the office and the reports will be turned over to the Committee on Course Planning for its information and assistance. The identity of the student will be known only to the office and the information on the report will not be used in any way to cause embarrassment to the student.

The helpful coöperation of students will be appreciated.

Very truly yours,

EDWIN F. GAY, *Dean.*

SYMBOLS FOR CORRECTING MANUSCRIPT

- p.* Fault in punctuation.
sp. Fault in spelling.
cap. Capital letter needed.
l.c. ("lower case"). Small letter instead of a capital.
δ. Omit.
^. Something omitted.
× Obvious fault.
quots. Quotation marks.
ch. Poor choice of word.
B. Barbarism.
I. Impropriety.
Coll. Colloquial.
Gr. Fault in grammar.
S. Faulty sentence.
|| Construction not parallel.
D.P. Dangling participle.
D. Dragging sentence.
U. Lack of unity.
Co. Lack of coherence.
Em. Lack of mass or emphasis.
¶. Proper place for a paragraph.
No ¶. Improper place for a paragraph.
¶ U. Paragraph lacks unity.
¶ Co. Paragraph lacks coherence.
¶ Em. Paragraph lacks emphasis.
R. Faulty repetition, redundant, wordy.
O. Obscure.
V. Vague.
K. Awkward.
Pt. v. Point of view violated.
F.W. "Fine writing."
M. Unskilful use of figurative language.
T. Change of tense of verb.

DIRECTIONS FOR WRITING REPORTS

Qualities of Style The qualities which the writer of a report or thesis should have especially in mind are clearness, accuracy, brevity, and force. A report should be so clear, both in construction and in expression, that the reader will not be obliged to reread it. Clearness and accuracy are of the first importance, and these should not be sacrificed for the sake of brevity. But brevity is the next important quality, and a writer should devise means of making his ideas clear in the shortest possible space. Furthermore, if he can write forcible sentences which keep the attention and which make points stick in the mind, he will make his writing even more efficient.

Structure A report or thesis should be composed according to the regular principles of unity, coherence, and emphasis. Special problems of construction will arise, according to the particular problems of the thesis. Some theses give an historical account of certain facts and would naturally be arranged in a chronological order; others analyze a complicated set of conditions, all existing at the same time; others are argumentative and aim to convince the reader of the writer's interpretation of facts. The student must choose whatever method of arrangement is most natural under the circumstances, and most intelligible to the reader. Whatever the method of structure, the student should keep the reader's attention by the use of brief announcements of method and by summaries.

Table of Contents A report or thesis should be regarded as a book. It should set out to make a distinct point or set of points, concerning which the reader should have no doubt when he has finished reading it. It should also aim to let the reader know as early as possible the purpose, plan, and method of the writer. Accordingly, a table of contents should be prefixed to every report or thesis. This table of contents should be arranged in correlated form; that is, the main divisions and the chief sub-headings, and what other important points are necessary, should be arranged in the form of an outline, with numbers and letters, and the page numbers should be given on which these points are discussed. Such a table of

STANDARDS REQUIRED IN THE PREPARATION OF WRITTEN REPORTS

- Paper** The dimensions of the paper used in all reports shall be 8 x 10 1/2 inches and the color shall be white. In typewritten reports the paper shall be a Carter's Vellum Bond of 16 x 21-22, or its equivalent. For reports not typewritten, ruled ledger linen paper 16 x 21-22 of the quality now used for theses shall be employed.
- Cover** All reports shall be enclosed in a Dennison's clasp envelope No. 93 (9 1/2 x 12 1/2) or its equivalent, the face of which shall be printed as on the envelope enclosing these instructions.
- Body of Report** There shall be a title page inside which shall duplicate the information on the envelope.
- Type-written** All reports of more than 1500 words (or at the discretion of the instructor 2000 words) shall be typewritten, black record ribbon being employed. All others must be legibly written.
- Margins** There shall be preserved the following margins: from the top and the bottom in each case 1 1/4 inches and from the side 1 1/2 inches, including 1/2 inch for possible binding.
- Text** The text shall be in double space with single space for quotation. Paragraphs shall be indented five spaces.
- Table of Contents** Whenever possible, there shall be a table of contents at the beginning.
- Diagrams** Diagrams shall be on co-ordinate paper 8 x 10 1/2 inches or multiples thereof and shall be drawn in ink with colors when necessary.
- Exhibits** Single page forms, unmounted photographs and similar exhibits, not exceeding 8 x 10 1/2 inches, shall, whenever practicable, be pasted to leaf and included in the body of the report. Pins and wire clips are not to be used. Where the exhibits are too large for the envelope they shall be submitted detached.
- Paging** All reports shall be paged in the upper right hand corner.
- Duplicate Reports** Any report may be retained permanently by the instructor at his discretion and the student is therefore advised to have a carbon copy made should he desire a copy for himself.

contents is very valuable in keeping the writer on the main track, and is most helpful to a reader.

Paragraphs The matter of paragraphing deserves special attention. The length of paragraphs is dependent on the nature of the thesis. Paragraphs should not be fragmentary groups of a few sentences. A paragraph represents a distinct step onward. The use of topic sentences at the beginnings of paragraphs and of summaries at the end is essential. The relation of each paragraph to what has gone before should be made clear. It is not necessary to employ artificial and mechanical connective phrases for this purpose. The expression of the vital connection of the thought itself is all that is needful. In case a series of paragraphs represents various sub-headings of a certain point, it is frequently helpful to number them, so that the reader can see quickly their relation to each other.

Sentences Theses are often unsatisfactory on account of bad sentence structure. Sentences must first of all be grammatical, idiomatic, and correctly punctuated. Great care should be taken that each sentence is a unit in thought and expression. Straggling and incoherent sentences are fatal. Students should aim to form a neat, trim, compact style.

Technical Terms A word should be said about technical language. It is to be expected that a man will employ the technical terms and phrases commonly used by writers on his subject. But the privilege of using these shorthand technical expressions carries with it the obligation of using them accurately. If a writer thinks that his reader may have any doubt as to the meaning of technical words, he should carefully explain the sense in which he uses them.

Footnotes A thesis should be equipped with footnotes which give exact references to books from which the student has borrowed ideas or language. These footnotes, which should be placed at the bottom of the page, should contain: first, the name of the author; second, the title; third, the volume and page; fourth, the place and date of publication. It is not acceptable to give a list of references on the first or last page of a thesis and merely

refer to these by figures throughout the text. For various models of footnotes referring to books, articles, and periodicals, see the "Manual of Instructions and Exercises for English A," copies of which are in the Business Library. In this "Manual" will also be found helpful suggestions about note-taking and the use of the College Library.

- * Extensions on reports All reports must be handed in on the date specified by the instructor. Four days of grace beyond dates at which reports (with the exception of graduation theses) are due, may be granted at the discretion of the instructor, more than four days at the discretion of the Secretary of the School.

Note These instructions are printed on paper of the size, weight, and quality specified, with margins and envelope as specified. A blank sheet of the ledger linen to be used for reports not typewritten is enclosed herewith.

- * The four days of grace are withdrawn. Unless there are very unusual reasons for extension of time, reports must be handed in on days specified by instructor.
This rule cancels the above paragraph on Extension on reports.

OUTLINE FOR SQUAD. FACTORY VISIT REPORTS

FIRST-YEAR FACTORY MANAGEMENT

- (a) Nature of production
continuous or assembling
standardized or unstandardized
manufacturing for the general market
or to order, or both.
- (b) Product
- (c) Reasons for location
- (d) Maximum number of industrial employees
- (e) Percentages of total cost of
material)
labor : in a very general way; e.g.
overhead) 30%, 40%, 30%, respectively.
- (f) Material, direct and indirect
- (g) Stores system
- (h) Departmentalization
full for statistics and accounts, or
partial for routing and tracing, or of
what nature
- (i) Layout and routing
- (j) Labor--sex, character (skilled and unskilled),
selection, training, and compensation.
- (k) Method of distributing overhead expense.

L Increase wages, bonus, profit sharing