

SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

PRINCETON UNIVERSITY

NO. 90*

NOVEMBER, 1959

MANAGEMENT AND LABOR PROBLEMS IN ECONOMIC DEVELOPMENT**

Bendix, Reinhard. *Work and authority in industry*; ideologies of management in the course of industrialization. New York 16. John Wiley & Sons, Inc. (440 Fourth Ave.). 1956. 466 pp. \$7.50.

The author distinguishes between "entrepreneurial ideology," associated with the early stages of industrialization, and "managerial ideology," found in fully industrialized societies. His case histories are drawn from 18th and 19th century England and Russia, from 20th century United States, and from East Germany. The link between these two parts of his analysis is formed by a chapter on the bureaucratization of economic enterprises. He concludes with a discussion of East-West alternatives in dealings with developing states.

Dunlop, John T. *Industrial relations systems*. New York 17. Henry Holt and Company, Inc. (383 Madison Ave.). 1958. 399 pp. \$5.75.

An attempt to develop a general theory of industrial relations which can be used for analysis of "the widest possible range of industrial relations facts and practices." After developing his concept of an industrial relations system, the author tests it against the rules developed by bituminous coal mining in eight countries, the building industry in nine, and the national industrial relations system in Yugoslavia. The impact of change over time and of economic development upon industrial relations systems are also considered.

Dunlop, John T. and Melvin Rothbaum. "International comparisons of wage structures." *International Labour Review* (917 15th St., N.W., Washington 5), April, 1955. pp. 3-19. 60 cents.

Presents a generalized framework for the comparative study of wage structures in different countries and indicates the uses which could be

* Compiled by Arthur B. Shostak.

** This bibliography is a partial list of the publications of the Inter-University Study of Labor Problems in Economic Development, made possible by a grant from the Ford Foundation to Harvard, M.I.T., Princeton, Chicago and California (at Berkeley). Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

made of such comparisons. Sample comparisons are included, as well as several hypotheses for future research.

Galenson, Walter, editor. *Labor and economic development*. New York 16. John Wiley & Sons, Inc. (440 Fourth Ave.). 1959. 304 pp. \$6.75.

A volume of essays concerned with the creation and commitment of nonagricultural labor forces, as well as with the development and role of labor unionism in India, Japan, Egypt, French West Africa, and the British West Indies.

Harbison, Frederick. "Entrepreneurial organization as a factor in economic development." *Quarterly Journal of Economics* (Harvard University Press, 79 Garden St., Cambridge 39), August, 1956. pp. 364-379. \$1.50.

Argues that the concept of organization is "more precise and meaningful" for the study of economic growth and development than traditional notions of entrepreneurship. In relating organization to other resources, the author discusses the following tentative propositions: "(1) industries requiring large capital investment probably require a correspondingly large investment in organization; (2) organization is the principal factor determining the productivity of labor, assuming capital and natural resources to be constant; and (3) because of non-economic factors . . . , all organizations are probably 'inefficient' in effecting the optimum combination of economic resources which is theoretically possible."

Harbison, Frederick H. and Eugene W. Burgess. "Modern management in Western Europe." *The American Journal of Sociology* (University of Chicago Press, 5750 Ellis Ave., Chicago-37), July, 1954. pp. 15-23. \$1.25.

Compares American management with that in France, Belgium, and Italy. Particular attention is paid to the organizational development of the enterprise, the means of access to managerial positions, and the goals of management. Concludes that dynamic changes may be taking place in the static enterprise systems of Europe.

Harbison, Frederick and Ibrahim Abdelkader Ibrahim. *Human resources for Egyptian enterprise*. New York 36. McGraw-Hill Book Company, Inc. (330 W. 42nd St.). 1958. 230 pp. \$5.50.

An unprecedented systematic appraisal of the human aspects of Egyptian industrialization. The authors attempt "to chart the dimensions of the labor problems of industrialization in Egypt and to suggest, on the basis of 'a systematic impressionistic analysis,' some general approaches toward solutions." The book has three major sections: "The Setting," "Development of Manpower Resources," and "Management of Labor Protest."

Harbison, Frederick and Charles A. Myers. *Management in the industrial world, an international analysis*. New York 36. McGraw-Hill Book Company, Inc. (330 W. 42nd St.). 1959. 413 pp. \$7.00.

The first part of this book is concerned with the formulation of "an international concept of management" applicable to any stage of economic development. The second part provides a comparative analysis of management in twelve countries. In both sections attention is paid to the nature of management as an economic resource, as a system of authority, and as a class. The authors find that there is a definite relationship between "the competence and performance of management and the facilities for developing managerial resources."

Hartmann, Heinz. *Authority and organization in German management*. Princeton, N.J. Princeton University Press. 1959. 318 pp. \$6.00.

Devoted to an analysis of the system of authority as it relates to the internal organization of modern industrial enterprises in West Germany. The author suggests that German industry has evolved its own unique system of authority which is firmly rooted in the traditions and values of German society. He compares general administration, industrial relations, and management development in four case studies of patrimonial and professional management as well as of management under codetermination.

Kerr, Clark. "Collective bargaining in postwar Germany." *Contemporary collective bargaining*. Edited by Adolf Sturmthal. Ithaca, N.Y. State School of Industrial and Labor Relations, Cornell University. 1957. pp. 168-209. \$4.50.

A discussion of German employer associations and trade unions and of their mutual relationships. Pre-Hitler patterns of collective bargaining were quickly restored at the end of the war with only two principal differences: the unification of the trade union movement and the prohibition of compulsory arbitration. According to the author, it is still too soon to know if these two important changes can be "counted as permanent."

Kerr, Clark. "Productivity and labour relations." *Productivity and progress*; proceedings of the 1957 Summer School of the Australian Institute of Political Science. Sydney. Angus & Robertson, Ltd. (89 Castlereagh St.). 1957. pp. 1-35. \$3.00.

Discusses the major determinants of productivity rates in different economies, the impact of trade unionism and collective bargaining on productivity, and various "solutions" for productivity problems.

Kerr, Clark, Frederick H. Harbison, John T. Dunlop, and Charles A. Myers. "The labour problem in economic development, a framework

for a reappraisal." *International Labour Review* (917 15th St., N.W., Washington 5), March, 1955. pp. 1-15. 60 cents.

The authors consider traditional analyses of the labor problem too limited for application to newly industrializing countries because such factors as recruitment and commitment of the labor force, the nature of business organizations and of the elites that direct them, and the emergence and management of protest are neglected. They suggest that social scientists can best make useful contributions toward the solution of the policy issues which these countries face through comparative studies of diverse patterns of industrialization based upon an expanded framework of analysis.

Kerr, Clark and Abraham Siegel. "The structuring of the labor force in industrial society: new dimensions and new questions." *Industrial and Labor Relations Review* (N.Y. State School of Industrial and Labor Relations, Cornell University, Ithaca), January, 1955. pp. 151-168. \$1.50.

Examines critically traditional theorizing about the labor movement. As such theorizing is primarily concerned with a "labor-movement" response to a liberal-capitalist challenge, and as neither such response nor challenge is characteristic of most developing countries, new theory is called for. Industrialization and the structuring of the labor force via "a web of rule" are thought to be keys to an improved theoretical framework.

Lorwin, Val R. *The French labor movement*. Cambridge 38. Harvard University Press (79 Garden St.). 1954. 346 pp. \$6.00.

A history of the French labor movement and an analysis of the structure and functions of French unions from 1789 to mid-1953. Particular attention is paid to the rapid Communist Party seizure of control of the major segments of the trade union movement after 1944. The author concludes that "the union movement, once so rich in ideas if not in bread-and-butter achievement, now has little of either to show." Several suggestions are made for giving new vitality to the labor movement in France.

Myers, Charles A. *Labor problems in the industrialization of India*. Cambridge 38. Harvard University Press (79 Garden St.). 1958. 297 pp. \$6.50.

An analysis of the problems facing labor, management, and government in the industrial development of the Indian economy. The volume is particularly noteworthy in that it "probably provides the first comprehensive treatment of the problems of labor and management in the explicit context of economic development." Recommendations for future action are given in the concluding chapter.