

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

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## OUTSTANDING BOOKS ON INDUSTRIAL RELATIONS, 1954\*

Baker, Helen and Robert R. France. *Centralization and decentralization in industrial relations*. Research Report Series No. 87. Princeton, N.J. Industrial Relations Section, Princeton University. 1954. 218 pp. \$4.00.

This study of the practices of 135 multi-plant companies investigates the extent to which the current emphasis on decentralized management is reflected in the industrial relations function—broadly defined to include personnel administration as well as union-management relations. A major conclusion is that there is an impressive divergence between company philosophy and actual practice. "Important decisions in industrial relations are commonly made at high levels."

Bernstein, Irving. *Arbitration of wages*. Los Angeles 24. University of California Press. 1954. 125 pp. \$3.50.

The author analyzes in detail wage arbitration awards as recorded in the Bureau of National Affairs' *Labor Arbitration Reports* from 1945 to 1950. On the basis of this data he provides valuable insights into (1) "The institutional situations in wage arbitration functions," (2) the pros and cons of some of the major procedural questions involved, and (3) the more important criteria employed in the actual determination of wage awards.

Brown, J. A. C. *The social psychology of industry; human relations in the factory*. Baltimore 11. Penguin Books (3300 Clipper Mill Rd.). 1954. 310 pp. 65 cents.

A basic survey of the workings of our industrial society presented in terms of the "human relations" viewpoint. In proposing solutions to the problems of industrial relations, the author lays special emphasis upon the role of "face to face" groups in the work area.

Caplow, Theodore. *The sociology of work*. Minneapolis 14. University of Minnesota Press (10 Nicholson Hall). 1954. 330 pp. \$5.00.

This volume attempts to outline the field of occupational sociology which is concerned with the cultural causes and consequences of the division of labor. It is the author's thesis that "the complex society is maintained by the mutual dependence of highly specialized and differentiated occupational groups," and that analysis of the productive activities of these groups and of the factors which influence the allocation of social rewards among them is indispensable to an understanding of social organization and social processes.

\* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

Chalmers, W. E. and others. *Labor-management relations in Illini City*. Volume 2. "Explorations in comparative analysis." Champaign. Institute of Labor and Industrial Relations, University of Illinois (704 S. Sixth St.). 1954. 662 pp. \$7.50.

The second volume of an interdisciplinary study of labor relations at the local plant level. Quantitative techniques, which for the most part are new to industrial relations research, have been combined with qualitative analysis to compare labor-management relations in eight establishments. "Attitudinal climate," economic status of the workers, and the extent of union influence are singled out for study, and the relationships among these aspects, as well as their determinants, are analyzed.

Chamberlain, Neil W. and Jane Metzger Schilling. *The impact of strikes, their social and economic costs*. New York 16. Harper & Brothers (49 E. 33rd St.). 1954. 257 pp. \$4.00.

The authors elaborate a measure for judging the relative cost of strikes to consumers and producers. Using this measure they analyze the effects of strikes in the coal, railroad, and steel industries and conclude that suppliers, buyers, and non-participating members of the struck unit may be more adversely affected than the ultimate consumer. They also conclude, among other things, that administrative flexibility is a requirement of any strike control program.

Couper, Walter J. and Roger Vaughan. *Pension planning; experience and trends*. Industrial Relations Monograph No. 16. New York 20. Industrial Relations Counselors, Inc. (30 Rockefeller Plaza). 1954. 245 pp. \$5.00.

Concise and effective presentation of the facts derived from detailed analysis of nearly 500 pension plans. On the basis of these facts the authors discuss the various alternatives to be considered by a company planning a pension program.

Dearing, Charles L. *Industrial pensions*. Washington 6. The Brookings Institution (722 Jackson Place). 1954. 310 pp. \$3.75.

Covers recent developments in private pension plans including their coverage, costs, and the investment of pension funds, and discusses economic and social issues inherent in the present pension movement. In his final chapter the author suggests minimum requirements for sound pension planning.

Drucker, Peter F. *The practice of management*. New York 16. Harper & Brothers (49 E. 33rd St.). 1954. 404 pp. \$5.00.

This is a wide-ranging book in which the author discusses the experience of particular managements and expresses his own opinions on a variety of subjects. It is thought-provoking, with much stress on new developments.

Haber, William and others, editors. *Manpower in the United States: problems and policies*. Industrial Relations Research Association. Publication No. 11. New York 16. Harper & Brothers (49 E. 33rd St.). 1954. 225 pp. \$3.00.

The manpower problems and developments in this country are reviewed in 16 papers by experts in each subject. The subjects covered include factors affecting labor use, changes in the distribution of the work force, and requirements and policies in the mobilization of labor resources for war.

Kaufman, Jacob J. *Collective bargaining in the railroad industry*. New York 27. King's Crown Press (2960 Broadway). 1954. 235 pp. \$3.75.

The author seeks the reasons for the absence of "mature and responsible" collective bargaining in the railroad industry. Part of the explanation lies in the economics of the industry and the unions' insistence on maintaining or extending complex working rules. But the provisions and administration of the Railway Labor Act are also at fault. Among Mr. Kaufman's recommendations is the elimination of the Act's provisions for emergency boards and a greater emphasis on mediation.

Kornhauser, Arthur, Robert Dubin, and Arthur M. Ross. *Industrial conflict*. New York 36. McGraw-Hill Book Company, Inc. (330 W. 42nd St.). 1954. 551 pp. \$6.00. [Prepared for the Society for the Psychological Study of Social Issues.]

This symposium is intended to provide a frame of reference for analyzing the problems of industrial conflict and for evaluating efforts at their solution on an interdisciplinary basis. The articles discuss the nature and basic issues of industrial conflict; its causes and conditioning factors; methods for reducing, eliminating, or controlling industrial conflict; the nature and extent of industrial conflict in other countries; and its probable development in this country. The book is well organized, and although the articles vary in quality, on the whole they are provocative.

Lester, Richard A. *Hiring practices and labor competition*. Research Report Series No. 88. Princeton, N.J. Industrial Relations Section, Princeton University. 1954. 108 pp. \$2.50.

Based largely on interviews with management representatives in 82 manufacturing firms in the Trenton labor market area, this study describes employers' hiring and wage policies and assesses their implications for economic theory and policy. The study finds that typical recruitment, promotion, and wage policies, as well as seniority and fringe benefit rights, make unrealistic the traditional notions about interfirm competition for labor and about the relationship between labor mobility and wage determination.

New York University, Institute of Labor Relations and Social Security. *Proceedings of seventh annual conference on labor*. Edited by Emanuel Stein. Albany 1, N.Y. Matthew Bender & Company, Inc. (255 Orange St.). 1954. 675 pp. \$11.50.

Almost half of the 31 papers included in this volume relate to various aspects of the Taft-Hartley Act, with principal emphasis on recent interpretations. Among other topics covered are pension and welfare funds, health insurance, and the roles of labor and industry in the national security program.

Palmer, Gladys. *Labor mobility in six cities*; a report on the survey patterns and factors in labor mobility, 1940-1950. New York 17. Social Science Research Council (230 Park Ave.). 1954. 177 pp. \$2.75.

The pattern of job movement between 1940 and 1950 of employed workers in 6 cities is analyzed in this summary volume. The statistical data, examined in more detail in a series of monographs, are much more complete than any available heretofore. The U.S. Census collected the interview data on which the findings are based.

Parnes, Herbert S. *Research on labor mobility*; an appraisal of research findings in the United States. Bulletin 65. New York 17. Social Science Research Council (230 Park Ave.). 1954. 205 pp. \$1.75.

Studies of labor mobility are analyzed, showing the character and limitations of the findings and the light that various studies throw on the factors influencing mobility. This is a research report that includes an examination of theoretical aspects of the subject.

Somers, Herman Miles and Anne Ramsay Somers. *Workmen's compensation*; prevention, insurance, and rehabilitation of occupational disability. New York 16. John Wiley & Sons, Inc. (440 4th Ave.). 1954. 341 pp. \$6.50.

An excellent basic text written for the general practitioner rather than for the specialist. Includes a summary of overall problems and basic data on occupational disability, as well as of the history and development of workmen's compensation insurance, followed by an analysis of administrative and organizational issues. Additional chapters deal with accident prevention and with vocational rehabilitation. Summaries of important laws and a bibliography are appended.

Taft, Philip. *The structure and government of labor unions*. Cambridge 38. Harvard University Press (44 Francis Ave.). 1954. 312 pp. \$6.00.

The author carefully examines some aspects of the internal operation of trade unions. Radicalism, union financial affairs, the distribution of power, competition for union office, factionalism, discipline and appeals within unions, the extent that more democratic procedures are needed, and the changing jurisdictional base of unions are analyzed, partly on the basis of a cross-section of unions and partly on the basis of a number of case studies.

Windmuller, John P. *American labor and the international labor movement, 1940 to 1953*. International Industrial and Labor Relations Reports No. 2. Ithaca. New York State School of Industrial and Labor Relations, Cornell University. 1954. 243 pp. \$3.00.

Thorough account of the relations of the trade union movement in the United States with the World Federation of Trade Unions and its successor the International Confederation of Free Trade Unions which emphasizes their differing views of foreign policy and the proper objectives of the trade union movement.