FORWARD PLANNING AND MANAGEMENT**

I. General


The papers and discussion included in this volume are focused around questions such as the following: Will the corporation of 1985 be largely managed by computers? What will the development of multinational corporations mean for management? How will the productive powers of the Western world be made available to underdeveloped nations and what will be the impact on American corporations? In terms of values, what is the significance of the corporation for man’s future? Contributors of papers were Herbert A. Simon, Robert Merton, A. A. Berle, Jr., Friedrich A. Hayek, David Lilienthal, Barbara Ward, and Robert M. Hutchins.


A broad analysis of economic, educational, political, and social aspects of modern society written from the viewpoint that we are already in the process of transition to a new age. Contrasts the former belief in the inevitability of progress with the new view of the universe “as one of risk...” and “man as the order-maker, working consistently through the anticipation, control and direction of change” by means of innovation. Includes discussion of the role of the large organization.


A broad look at the industrialization process in the light of the comparative studies in various countries which have been made by the authors and their collaborators in the Inter-University Study of Labor Problems in Economic Development. Some of their significant findings are that labor protest is on the decline as industrialization spreads, that the structuring of the labor force is the labor problem in economic development, and that the future will see the development of a pluralistic industrialism in which numerous strategies will coexist, but which will tend to become more alike.

* Compiled by H. C. Benjamin, Librarian.
** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
2. MATHEMATICS AND MANAGEMENT ECONOMICS


The author states that this book "is intended to offer the reader both a systematic exposition of received microeconomic analysis, and an intuitive grasp of the many recent developments in mathematical economics. . . ." Many of the chapters illustrate the "applications of economic theory to the tools of operations research and to business analysis."


Considers that the work already done in management science is "exciting and powerful, and the talent at work is of a high order of competence, ability, and dedication." Warns, however, that this potential is in danger of being frittered away and of becoming a "management gadget bag of techniques for the efficiency expert."


A discussion of the impact of the new "information technology" upon business firms. Among other things, the authors predict that the boundary between planning and performance will move upward, that large industrial organizations will recentralize, that middle management will be radically reorganized, and that the line between top and middle management will become increasingly clear and impenetrable.


Part 1 of this book is concerned with the relation of the executive to decision-making. Parts 2 and 3 outline the relation of operations research to decisions and include model problems in the fields of marketing, production, and administration. In Part 4 the executive's relation to operations research is considered. In general, the book is intended to help the executive decide which problems are suitable for solution by means of operations research, to evaluate the methods available, and to implement and control the solutions.

3. MANPOWER REQUIREMENTS AND RESOURCES

In this book Census data have been organized to show changes in the labor force with particular reference to the 1940-1950 decade. Of special interest are the discussion of the role of women in the labor force, the relative importance of part-time workers, and the changing family employment patterns. The book concludes with a series of projections to 1975. Much valuable data is given in a series of charts and tables.


The first essay in this volume discusses conditions which affect the demand for, and supply of, highly talented individuals in science, engineering, and management, the problems and policies of corporations and institutions of higher learning in developing such individuals, and the role of government in improving their supply. The second essay is concerned with the special problems of underdeveloped countries in the development of "strategic human resources."


A report on the findings of the Conservation of Human Resources Project at Columbia University, the first two chapters of this book describe the background of the study of human resources and the gradual emergence of a national manpower policy. Succeeding chapters discuss wastage in the training and employment of manpower and attempt to account for some of the factors which produce talent and superior performance. Final chapters emphasize the relation of human resources to the general welfare and stress the importance of investment in people.


A study of occupational changes in industrial employment in fifty enterprises. The findings indicate that the increasing proportion of professional, technical, executive, and administrative personnel is closely related to the amount of innovation in these companies. Assuming that the rate of innovation in industry is likely to continue at the same or an accelerated pace, the authors discuss the implications for company planning and for American industry as a whole.


The first of these two publications is a popular presentation in chart form of projected changes in population and labor force between 1960
and 1970. The second is a detailed presentation of the same projections to 1975. The data indicate significant increases in the number of young workers, the number over 45 years of age, and the number of women. Continued increase in the number of part-time workers is also predicted. The number of males 25 to 44 years of age will also increase sharply between 1965 and 1975. A total labor force of nearly 95 million is expected by 1975. The implications of the data are discussed briefly.

4. COLLECTIVE BARGAINING DEVELOPMENTS

a. General


The essays in this volume deal with problems of current significance in collective bargaining. They include the effects of the AFL-CIO merger, automation, employee economic security, long-term contracts, and the impact of the Taft-Hartley Act.


The Research Director of the AFL-CIO Industrial Union Department considers the prospects of unionizing white-collar workers and predicts that, while different approaches will be required, the task may be no more difficult than blue collar organizing. He believes that the trend toward routinization and depersonalization in many white collar jobs may lead to development of the group consciousness which is basic to successful unionization. His paper draws freely upon western European experience with white collar unionism. Among the specific subjects discussed are the special collective bargaining problems and issues for white collar workers, probable forms of unionism, major structural changes needed in the labor movement, and the special problem of professional unions.


As a result of automation, the growing number of white-collar employees, and new control and decision-making techniques, the authors predict "new collective bargaining structures, new and thorny issues for union-management negotiations, and an expanded role for government agencies in labor relations." This will call, they say, "for top executives who are not only highly imaginative in the use of sophisticated informational and computational techniques but who are also
deeply understanding of the social, political, and economic forces at work." Unless "leadership of such caliber can be developed," "the continued viability of private enterprise will be gravely threatened."

Massachusetts Institute of Technology, Industrial Relations Section. The next twenty years in industrial relations. Cambridge 39. 1957. 99 pp. $1.00.


Based on extensive field work, this book brings together a wealth of illustrative material concerning "each of the three basic effects of unions upon management: their effect on the content of policy and practice, their effect on the decision-making process, and their effect on the execution of management policies." It provides a guide to management on a wide variety of specific collective bargaining topics of current and future importance.


In this attempt to forecast the industrial relations situation in 1975, John T. Dunlop discusses the American industrial relations system; Walter P. Reuther, labor's role; John S. Bugas, a management view of industrial relations; David L. Cole, the role of government; Edwin E. Witte, the future of social security; and Clark Kerr, the prospect for wages and hours. The editor's introduction includes a summary of what others have written about the future and a selected bibliography is included in the appendices.

b. Work Rules


Contends that work rules can be discussed only in the context of the whole agreement. The controversy concerning them is "part of a whole series of important phases of the collective bargaining relationship and the state of the national economy." "Constructive answers to the issue . . . lie . . . in the development of a growing local and national economy . . ., constructive collective bargaining relationships . . .," and public aid to employers and employees in redevelopment and readjustment.

A brief review of the way in which the work rules problem has been handled in a number of industries shows that "some significant changes have been agreed upon . . . in some areas." The author also believes that the survey shows "a change of attitude on the part of both management and the unions . . . ."


Identifies two categories of work rules—those involving inter-union conflicts over jurisdiction and those involving featherbedding. Many work rules, according to the author "define an emerging property right of the worker in his job." He traces the development of this concept and discusses the ways in which the issue of subcontracting is being handled in the maritime, railroad, and steel industries. He suggests that an arbitral tribunal be set up "on the basis of a fundamental acknowledgment of the worker's property right in his job . . . ." to decide whether or not obsolete jobs deserve to be continued and, if not, what the surrender of the property right in them is worth. "The cost of obsolete workers should be viewed as a charge on industry . . . ." and acceptance by management of this principle would lead to a desirable "diversity of handling the problem at the local level . . . ."


Examines the practice of featherbedding within the theory of the firm. Most of the article consists of an analysis of the " . . . effects of technological change from the standpoint of the firm, given alternative trade-union strategies," and is largely confined to the factor market. In conclusion "policy implications arising from this analysis are discussed for both parties in the collective-bargaining struggle."

5. **Managerial and Professional Personnel**

Argyris, Chris. "Organizational health and executive development." *Advanced Management* (74 Fifth Ave., New York 11), December, 1959, pp. 8-11. 75 cents, members; $1.00, nonmembers.

The author believes "that management should consider shifting its emphasis and philosophy from executive development *per se* toward the development of the total organization . . . ." with the purpose of providing an environment in which the executive can achieve his own development and exercise his own individuality.

Barnes, Louis B. *Organizational systems and engineering groups*: a comparative study of two technical groups in industry. Boston 63. Division of Research, Graduate School of Business Administration, Harvard University. 1960. 190 pp. $3.50.

A comparison of engineering groups in two different large manufacturing companies, one with a relatively closed and the other with a
relatively open organization. The relationship between these organi-
sational systems and the backgrounds, behavior, performance, and sat-
sification of the members of the groups is examined. The final chapter
discusses the implications of the study for management and for future
research in the behavioral sciences.

Cassell, Frank H. “The challenging years for personnel planning.”
pp. 46-54. $1.25.

This article is concerned with the problem of providing the increasing
number of gifted specialists and generalists required for change and
innovation in industry. It points out the importance of diversity in the
backgrounds and abilities of personnel being readied for promotion
to key positions and also stresses the need for more research in the
behavioral sciences so that manpower may be more skillfully allocated.

*Harvard Business Review* (Soldiers Field, Boston 03), November-
December, 1960. pp. 6-8, 10, 12-14, 160ff. $2.00.

In an effort to find out what businessmen think proper education for
business to be, the *Harvard Business Review*, by detailed questionnaire
and depth interview, polled a representative cross section of its execu-
tive readers. The data are analyzed in this article and show that
although specialization will help a man get his first job, if he is to
reach the top, he will have to be broad in his interests. The implications
for graduate and undergraduate business schools are discussed. The
point is also made that business needs to realize more fully its re-
sponsibility for continuing education of the men it hires.

Livingston, Robert Teviot and Stanley H. Milberg, editors. *Human
relations in industrial research management, including papers from
the sixth and seventh annual Conferences on Industrial Research,
Columbia University, 1955 and 1956*. New York 27, Columbia Uni-

The papers included in this volume are arranged under the following
topics: “The Expectations and Jobs of Research,” “The Individual
and the Research Job,” “Research Organization and the Management
Jobs,” “Some Aspects of Human Relations,” and “Managerial Tech-
nologies.”


The last section of this book is an outgrowth from the author’s basic
philosophy that the central principle of organization is the integration
of individual and organizational goals. He begins his discussion of
management development with “An Analysis of Leadership” in which
he points out that leadership is not so much a constellation of traits
as a particular kind of relationship. The implications of this for
management are discussed. The next two chapters are devoted to
management development programs in both industry and the academic
classroom. Emphasis is placed upon the importance of “growing” rather than “manufacturing” management talent and of creating the proper climate for growth within the organization. A final chapter is devoted to the development of effective management teamwork.

Marcson, Simon. The scientist in American industry; some organizational determinants in manpower utilization. New York 16. Harper & Brothers (49 E. 33rd St.). 1960. 158 pp. $3.50. (Published in cooperation with the Industrial Relations Section, Princeton University.)

The organizational structure of a large industrial laboratory and its effects upon research activities are discussed in detail. Recruitment of personnel, their initial and subsequent exposure to industrial norms, and the conflict between these and the norms of the scientific community are analyzed in terms of the adjustment process which this requires for both the scientist and the laboratory. A concluding section deals with strain and its resolution in an industrial research organization and presents a list of questionable management assumptions concerning scientific personnel.

6. Wage Behavior


A study of the behavior of wages in relation to inflation, taking into account the role of such factors as unemployment, automatic cost-of-living wage adjustments, unionization, industrial concentration, and profits in determining wage levels. The implications of the findings for monetary-fiscal policies and other types of anti-inflation policy are discussed.


Three papers pertinent to the discussion of postwar wage behavior which were published in connection with the Study of Employment, Growth, and Price Levels.