OUTSTANDING BOOKS ON
INDUSTRIAL RELATIONS, 1955*

1. General


Based upon intensive interviews with 62 mass production automobile workers, Chinoy examines the disparity between the American dream of opportunity and the reality of the work experience. Workers tend to focus their aspirations for "success" upon minor job improvements and the acquisition of material possessions rather than the achievement of a major shift of status. David Riesman has contributed a stimulating introduction to the book.


A careful statistical comparison of Soviet and American labor productivity. Output and employment data were obtained on an industry basis over a considerable period of time. "Part I contains a discussion of the productivity concepts employed and of the problems involved in the statistical comparisons. Part II consists of the separate industry studies, with the U.S.-USSR productivity comparisons. Part III includes a summary and generalization of the industry studies, an evaluation of some factors that may explain observed differences in productivity between the two countries, and some speculation regarding future trends in Soviet productivity."

2. Organization and Management


An interdisciplinary approach to the problems of personnel management, including a consideration of ethical values. Knowles draws on the fields of industrial engineering, industrial psychology, and in-

*Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
dustrial sociology to formulate a democratic philosophy of employer-
employee relations. This philosophy respects the right of workers,
recognizes the dignity of the individual, and sees labor and manage-
ment in a partnership in the productive process. Also included are
practical sections on union-management relations, wage administration,
and government regulation of employer-employee relations.

Koontz, Harold and Cyril O'Donnell. *Principles of management; an*
The authors provide a conceptual framework for the orderly presenta-
tion of the principles of management. These principles are applicable
to the first-line supervisor as well as to the top executive. Management
organization, staffing, direction, planning, and control are carefully
analyzed and discussed. Selected references are given with each
chapter.

Newcomer, Mabel. *The big business executive—the factors that made
The author studies presidents and board chairmen of the largest rail-
road, public utility, and industrial corporations in order to determine
how top management is selected, and what type of training, experience,
and family background the chief executive has. Three generations of
executives are surveyed, permitting the recognition of changes in the
character of the executive. Miss Newcomer finds that inside boards
of directors are increasing, especially in expanding industrial firms,
and, on the whole, have better records than outside boards. This may
be an indication of the "professionalization of business leadership."

Samson, Robert C. *The staff role in management: its creative uses.*
$4.00.
A book which is concerned with the problem of how to improve staff
work by de-emphasizing techniques and promoting the concept of the
staff man as "a catalytic agent who will serve as a counselor to line
executives, including first-line supervisors. In this new role he will
be responsible for ... helping executives in their solutions to their
problems in their work situations." Much of the book is devoted to a
discussion of ways in which the staff, acting as an adjunct to the line,
can help line to make improvements in management development,
organization planning, and administrative planning.

Warner, W. Lloyd and James C. Abegglen. *Occupational mobility in
American business and industry, 1928-1952*. Minneapolis 14. Uni-
A sociological and statistical study of the vertical occupational mobility
of all levels of top management. The authors examine the factors
responsible for mobility from lower to higher levels as well as the forces which operate to prevent mobility. They also compare the present generation of executives with the elite of 1928. There seems to be more flexibility today in that more executives are drawn from the labor and white collar class groups, while there is a decrease in the number from the business and professional categories. Other factors considered are education, business career, family background, marriage, and geographic distribution.

3. Labor Unions and Labor-Management Relations


A pioneering study of the significance of plant size for industrial relations. Size is considered in relation to union organization, wage and personnel policy, personal relationships, and industrial relations experience. Some of the conclusions are that plant size and not plant location is a significant factor with respect to unionization, for in a highly unionized area all the unorganized plants were small (less than 500 workers); strikes were less prevalent in small plants; and the small plants did not seem to be significantly different from the large plants in their bargaining relationships.

Derber, Milton. Labor-management relations at the plant level under industry-wide bargaining: a study of the engineering (metal working) industry in Birmingham, England. Champaign. Institute of Labor and Industrial Relations, University of Illinois. 1955. 130 pp. $2.00, paper; $2.50, cloth.

An analysis of the functions and responsibilities of management and union at the plant level in ten establishments which form a small segment of England's largest single industry-wide collective bargaining unit. While admitting the limitations of his study, the author concludes that "For Americans concerned with the issue of industry-wide bargaining, this study suggests the inadvisability of debating whether certain objectives . . . can be more or less effectively implemented within particular structures." The study also suggests, he feels, "that industry-wide bargaining is not nearly as inflexible as many assume."


Larruce examines the influence of the shape-up and the hiring hall on the collective bargaining relationships on the two coasts, as well as on the character of the unions, the ILA on the east and the ILWU on the west coast. He also considers the role of the employers and the public officials, especially in the east, who have helped create the
conditions in which the unions operate. A brief history of the unions is included, as well as detailed information on the causes of the various major strikes in the longshore industry. The findings indicate that the hiring hall is by far the preferable method for the decasualization of the longshore labor market and that it better promotes the welfare of the individual workers.


Careful and scholarly delineation of the emergence and dominance of the American national union in the latter half of the nineteenth and early years of the twentieth century. Part I of this work deals with some of the important historical factors in the rise of the trade union movement, such as the relative scarcity of labor, immigration, the extension of markets, innovation, the big firm, and business conditions. Parts II through IV consider certain aspects of the internal development of the national union. Part V discusses the jurisdiction of the national union, Part VI the bargaining strategy and policies. Finally, there is a most interesting section which reappraises the labor theories of Commons and Perlman in the light of the research in this volume and presents an alternative hypothesis.

4. CONnVFfMENT AND LABOR


The labor problems of the British coal industry during the past decade are examined in detail in this volume. Experience with collective bargaining, joint consultation, labor supply, and labor and technological change is carefully reviewed. Baldwin believes that the problems of the British coal industry can not be solved merely by nationalization, but that productivity increase must rest on solution of the specific technological and labor problems inherent in coal mining.


A comprehensive history of railway labor legislation from the Civil War period to 1951 with special emphasis on collective bargaining and the role of the Railway Labor Act. The forces affecting the development of railway labor legislation and the issues arising out of their application are considered. To facilitate labor settlements, Lecht recommends revising the present law in order to restore collective bargaining before emergency boards are appointed, as well as revising the method for adjusting grievance claims.