OUTSTANDING BOOKS ON
INDUSTRIAL RELATIONS, 1952*

I. MANAGEMENT AND PERSONNEL ADMINISTRATION


Based on an analysis of several hundred organization charts and on interviews with outstanding authorities on organization, this report describes (1) the way companies meet specific problems of organization that evolve with the growth of a company, and (2) the processes that must be developed to utilize as fully as possible the people and resources on hand at a given time.


This book primarily emphasizes the underlying reasons for, and use of, group discussions and group decision procedures for training supervisors and others concerned with the problem of gaining favorable attitudes and maximum participation from their subordinates. Also included are an expanded application of role playing with small and large groups, interviewing, and non-directive counseling.


This report summarizes the objectives, methods, and experience with executive development in fifty companies. The appendices include commentary by L. Clayton Hill on the counseling of executives and a selected bibliography.


In this case study of attitudes of mass production assembly line workers in one automotive assembly plant, numerous aspects of their jobs are discussed. Such components as working conditions, pay, company and union reputation, supervision, and job content receive attention both from the individual and from society's viewpoint.

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

Whyte, in a witty and provocative manner, answers "No" to the question of his title, "Is Anybody Listening," i.e., to management's grandiose attempt to sell free enterprise to people. The dissenting spirit of the book also encompasses such divergent topics as management's reaching out for greater control over corporate wives and the social scientists' manipulative attitude and tendency to favor conformity with the group rather than individuality.


This text, covering the complete range of activities generally included in personnel administration and management-union relations, defines manpower management as "the procedure by which human resources are organized and directed in making their contribution to current social and individual goals."

2. THE LABOR MOVEMENT


A popularly written history of unionism in the telephone industry, with emphasis on internal union problems, leadership, and conflict with management in pursuit of the union's bargaining objectives.


This interesting and instructive little book examines the relationship which the CIO, as a politically oriented pressure group, had with the Democratic Party in certain city, state, and Congressional elections in 1950. Various techniques such as supplementing a Democratic campaign (Ohio—senatorial), entering into a direct primary challenge (Chicago—state senatorship), and partisan participation (Michigan—gubernatorial) are examined in an analytical and impartial manner.


In promoting the thesis that "the most fruitful approach to a study of the labor movement lies in the method of comparative analysis," this book presents seven essays by seven scholars discussing the labor movement in Great Britain, France, Germany, Russia, Italy, Australia, and the three Scandinavian countries. This type of presentation provides the reader with the historical and descriptive facts of each labor movement, but leaves him to his own devices for comparative purposes.

Goldstein confirms what other observers have noted—that a gap exists between the union member and union officers. By carefully stating his criteria of judgment and by using a case study of one of the Union's Branches, he is not only able to state the problem, but also to suggest possible remedies.


This symposium contains ten essays analyzing various aspects of the American labor movement—theories of its original behavior, its structural forms, the influence of ethnic groups, forms of government, limits to union penetration of management functions, the industry council program, the geographic area of single bargains, union wage policies, labor in politics, and American labor's international interests and ties. The essays vary considerably in quality; some of them contain a good up-to-date summary and analysis of their topics.


The importance of this book lies not only in its well-documented biography, but also in the light it throws upon the development of the Amalgamated Clothing Workers, the rise of the CIO, and the emergence of labor as a force to be reckoned with in national politics.


A large local (8,500) of the Teamsters provides the data for this case study examining "union solidarity." Subject to the standard limitations of a case study, it examines the position of the members of this local towards the union and its leadership. One conclusion suggests that solidarity-loyalty is a function of participation.

3. **Joint Relations of Labor and Management**


Historical sweep and careful analysis are successfully combined in this study of British strike experience since 1911. The author traces the development of "responsible" leadership and the movement away from militancy in the British labor movement.


The N.I.I.P. book reports the findings of a comprehensive survey. It describes the variety of activities covered by the term “joint consultation,” analyzes the psychological, technical, and economic factors involved, the types of formal organization for joint consultation, and its achievements and weaknesses. The Scott study is based on close observation in three firms. Mr. Scott, a sociologist, aimed to explore the relationship between formal joint committee processes and informal leadership in the situations observed, and his conclusions are more critical of formal arrangements for joint consultation than the N.I.I.P. study. Both books contribute to an understanding of employee-management relations in England today.


Making use of his experience on the staff of the California State Conciliation Service, the author has attempted to describe the process of conciliation in union-management relations. On the assumption that “the conciliation process is part of the collective bargaining process and can have no existence apart from it,” the first section of the book deals with the fundamentals of collective bargaining. Designed to present leaders in the second and third echelons of management and union with principles and techniques, this book should be useful for training purposes.


Attorneys, economists, and practicing arbitrators have contributed to this series of monographs which examines such issues as the role of economic data in wage arbitration, the submission agreement in contract arbitration, industrial discipline and the arbitration process, wage reopening arbitration, the relation between arbitration and the courts, and acceptability as a factor in arbitration under existing agreements. Case studies of arbitration in the transit and hotel and restaurant industries are included, as well as a historical survey of the development of labor arbitration.