OUTSTANDING BOOKS
IN INDUSTRIAL RELATIONS, 1958*


The book by Levine is a broad study of contemporary developments, including the managerial system, the labor movement, collective bargaining and labor disputes, and government regulation of collective bargaining.

Abegglen's book is narrower in scope, making an intensive examination of the Japanese factory system, especially of the personalized system of relations within the factory and of the customary lifetime commitment of employees to the firm for which they work.


Allen sets forth principles of optimal performance and structure for management functions, the organization of the enterprise, and organization-building. Most of his terms are clearly defined, his illustrations are drawn from a large sample, and he translates some research results into advice for the practitioner. A useful and engagingly written book for the executive, even if it does restate some insights developed by earlier writers.


This volume presents a survey of the major research contributions in the following areas: union government and leadership, collective bargaining, wage determination, economic effects of unionism, employee benefit plans, and the labor movement abroad.

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

Contending that the possibilities for improving productivity by the use of wage incentives have been unduly neglected and that the potential savings in labor costs are much greater than normally assumed, the authors support their thesis by a number of detailed case studies which analyze the relationships between methods of payment, productivity, worker attitudes, and labor costs. The fact that these studies were undertaken during a period of high employment must be kept in mind in interpreting the findings.


Presents a new general theory which is intended to be applicable to the analysis and comparison of industrial relations systems, whether in an enterprise or in a country, as well as to those systems arising in the course of economic development.


A scholarly treatment of the development of trade unionism and collective bargaining in the offshore shipping industry since 1900. The author evaluates the extent to which seamen's unions have realized their aims, the impact of organization on the industry, and the role of government in solving its problems.


This is a “think-piece” in which the author focuses his attention on two important sets of questions: (1) the effects of the ageing process on the character and behavior of American unions; and (2) the implications of this evolutionary process for union-management relations, economic analysis, and public policy in the labor area. The analysis is based not only on observations of the American labor scene, but also on the development of trade unionism in Sweden and Great Britain.


A study of the economic and social position of the British clerical worker which is especially concerned with the problem of class consciousness. A chapter on clerical trade unionism is also included.

This is a very carefully prepared empirical analysis of the labor force and will prove invaluable to all future students of labor supply phenomena. Special emphasis is placed on the implications of changes in income and the level of employment for participation in the labor force.


March and Simon theorize on the motivation and reasoning of members of administrative organizations. The book’s austere and esoteric language makes for difficult reading, but the systematic approach of the analysis and the innumerable hypotheses suggested by the authors are two marks of distinction.


A comprehensive study of India’s manpower problems which covers the emergence and commitment of a labor force for the new industries, the development of a labor movement, managerial responses to labor problems, the role of government in labor-management relations, and policy implications of industrialization for labor, management, and the government.


A useful survey of the major contributions to the literature in this field. The author presents five basic theories of unionism and, in a final chapter, evaluates these theories with reference to their contribution to interpreting current American union developments.


Examination of the national wages policies in several countries leads the author to conclude that “a centrally administered national wages policy cannot be relied upon as a means of preventing inflation,” and to stress the importance of keeping the process of wage-setting “as autonomous as possible within the broader framework of a general economic policy.”

Largely through study of participation in the grievance process, the author identifies four distinct patterns of group behavior and analyzes the reasons for their differences. Implications of these findings for management and the union, as well as for the theories of the behavioral scientists, are discussed.


A study of the attitudes of union members in six Midwestern locals of coal miners, plumbers, steel workers, metal workers, knitting mill employees, and telephone workers. On the basis of these case studies, the authors draw conclusions about union leadership, membership participation, and union democracy in these locals and also raise some questions of general policy regarding the union movement.


A well-conceived study of the activity of union members in four locals of two industrial unions, two locals with a high rate of participation and two with low rates. Implications for union democracy are examined along with a detailed analysis of a sample of about 200 members in each local. The volume contains a wealth of information on the characteristics of the four locals and their membership.


Two studies of the dynamics of labor force adjustments in five small Midwestern labor market areas. The authors conclude that adjustments in the size of the labor force in small cities do seem to take place and that the most important factor in these adjustments "is the existence of job opportunities rather than the industrial structure of the community or the average real wage of breadwinners."

Zaleznik, A., C. R. Christensen, and F. J. Roethlisberger. *The motivation, productivity, and satisfaction of workers; a prediction study*. Boston 63. Division of Research, Graduate School of Business Administration, Harvard University. 1958. 442 pp. $6.00.

On the basis of a case study of a group of fifty workers in a medium-sized manufacturing company, the authors present findings which should be of interest to both social scientists and business men. In their analysis of the factors determining productivity and work satisfaction, they challenge present assumptions regarding motivation and stress the need for management and worker re-education.