SELECTED REFERENCES
INDUSTRIAL RELATIONS SECTION
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OUTSTANDING BOOKS ON INDUSTRIAL RELATIONS, 1961*


A broad picture of the functioning of local unions, this book includes chapters on the evolution and jurisdiction of locals, their formal constitutional basis, types of union meetings, the business agent, types of leadership in factory locals, the shop steward, the relation of the local to the international union, organized expression of diverse opinions in the local, and the attitudes of members towards their local unions. A concluding chapter discusses the place of local union government in democratic theory.


This thorough study of the corporate problems of executive retirement shows that a number of internal and external factors affect corporate policy. Specific topics discussed include the relation of retirement policy to staffing the management organization, chief problems in applying retirement policy, relation of retirement policy to planned executive succession, determinants in retirement-retention decisions, and early retirement and preparation for retirement.


The authors of this book argue that the approaches of the efficiency experts and the human relationists to organization problems are not incompatible. The personal, structural, and technical factors which make up the organization are all subject to objective measurements which can be used as a basis for management decision and action. Their book develops such a system of measurement based on workflow theory and the study of human interactions.

Clegg, H. A., A. J. Killick, and Rex Adams. Trade union officers; a study of full-time officers, branch secretaries and shop stewards in

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

A comparative study of officials in the six largest British unions which provides factual information about their duties, recruitment and selection, remuneration, promotion, turnover, and attitudes toward their jobs. Problems which these unions face with respect to staffing are discussed and suggestions for solving some of them are made. Although concerned with English unions, the study is suggestive in an area about which little information is at present available in the United States.


An empirical study based on interviews with affected employees from top executives to file clerks in a number of industrial, business, and government offices. After outlining the conceptual framework of the research, the author examines the effects of automation on the number and nature of clerical jobs, on office workers themselves as individuals and as group members, and on the formal and informal structure of organizations. The implications of the findings for management and unions, as well as their economic and social implications, are also discussed.


An analysis of the successes and failures of the grievance system based on study of grievance handling and grievance incidents in twenty different plants of nine industries. Of particular interest is the discussion of the way in which work groups, when dissatisfied with the functioning of the formal grievance procedure, seek to attain their goals through disruptive tactics and "fractional" bargaining. The author concludes that "unwelcome as these disruptions may be, the process that fosters them promises more meaningful democracy in industrial life if union and management leaders will but meet the challenge that grievance bargaining poses to collective bargaining."


The "generalized theory of management" presented in this volume is based on research studies which have been carried on by the Institute for Social Research at the University of Michigan. Analysis of the practices of managers with the best performance records in American business and industry points to the importance of patterns of supervision and leadership which result in an organization "made up of interlocking work groups with a high degree of group loyalty among the members and favorable attitudes and trust between superiors and subordinates."

The authors regard training as a tool of management for achieving organizational goals. They stress that an adequate training program requires "careful and continuous research" involving organization, operations, and man analysis. Several chapters are devoted to a discussion of learning theory and principles of learning as applied to industrial training. Training techniques are discussed from the standpoint of the degree to which they employ basic learning principles, and criteria for selecting them are suggested. The last two chapters in the book are concerned with the trainer himself and with the evaluation of training.


A well-written treatment of compensation administration which includes such facets of the subject as determining the value of the executive job, the theory and pricing of compensation structure, administration of the salary program, the role of promotion as an incentive, types of financial incentive plans and their administration, fringe benefits, and performance appraisal.


A scholarly study consisting of a history of the union organized around the administrations of its various international presidents, a discussion of the government of the union which includes quantitative data on its membership, revenue, and expenditures, and an analytical discussion of the development of the union's policies with respect to its relations with other unions, with employers, and with the community at large.


A broad survey of all types of in-company educational and training programs which includes information on administrative structure, types of courses given, teaching methods and course length, amount spent, and future plans. Examples of courses offered by a selected group of companies are given, as is information on the use of out-of-company educational facilities. One chapter is devoted to a case study of the educational program of the International Business Machines Corporation.

Over 125 practitioners and specialists contributed to this imposing volume devoted to the Labor-Management Reporting and Disclosure Act. In addition to papers on all of the specific provisions of this law, material is also included on the evolution of the law and Congressional points of view regarding it. The volume concludes with evaluations of its impact on unions and discussion of its long-range implications.


Covers the broad spectrum of the health field. Among the specific topics presented are the changing technology of medical and hospital practices, various types of private health insurance plans, and medical problems of the aged. Controversial issues are not avoided, and the concluding chapters contain an especially enlightening discussion of the "medical marketplace," as well as a summary of critical areas for policy decisions.


Reports on research findings of the Human Relations Research Group of the Institute of Industrial Relations at the University of California (Los Angeles). The work of this research group has been concerned with the problems of leadership and the influence process. These are studied in situations which involve superior-subordinate relations, staff-line relations, the consultant-client, the salesman-customer, the teacher-student, the counselor-counselee, the husband-wife, and the parent-child. These relationships are always affected by the groups or organizations in which they occur. The problem of managing difference between individuals, groups, or organizations is also diagnosed.

Walton, Richard E. *The impact of the professional engineering union;* a study of collective bargaining among engineers and scientists and its significance for management. Boston 63, Division of Research, Graduate School of Business Administration, Harvard University. 1961. 419 pp. $5.00.

A research study of experience in eleven companies for the purpose of analyzing management policies and practices pertaining to engineering personnel in companies which have professional engineers' unions, how these practices have changed during the period of unionization, what the collective bargaining objectives of such unions are, and what form their actions take. The author concludes that there is urgent need for "innovative thinking about engineer-management relations" and "experimentation with a variety of employee organizational forms."