OUTSTANDING BOOKS IN INDUSTRIAL RELATIONS, 1957*


A case study of the impact made by the closing of an International Harvester plant upon the local labor market in Auburn, New York. The authors discuss the effects of the shutdown upon the workers involved, efforts made in the community to assist them, how the workers themselves went about locating new jobs, job satisfaction and labor mobility, and the influence of the shutdown upon the attitudes of high school seniors. Implications of the findings "for an understanding of labor markets and for policy and program aspects of various agencies" are also considered.


Develops a theory to explain why people behave the way they do in organizations. The author points out the essential conflict between the needs of a mature personality and the principles of a formal organization. Two approaches to the resolution of the conflict are considered: the subordination of the individual to the organization and the creation of an organizational environment through job enlargement and democratic leadership which will secure optimum satisfaction of the needs of both the organization and the individual.


A study of managerial behavior in the Soviet Union based upon interviews with former Soviet managerial officials residing in Germany and supplemented by study of published Soviet sources through 1956. After describing the economic environment in which management operates, the author discusses the goals of the managers, stressing the importance of the premium, or bonus. He then describes typical managerial practices which are in violation of official rules and attempts to explain the reasons for their prevalence and persistence in spite of the existence of a variety of controls.

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

In the first essay in this volume, J. Douglas Brown 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 article by Frederick Harbison is concerned with the special problems of underdeveloped countries in the development of "strategic human resources."

Danish, Max D. *The world of David Dubinsky*. Cleveland 2. The World Publishing Company (2231 W. 110th St.). 1957. 347 pp. $4.75.

Although this is primarily the biography of an individual, it is also necessarily the story of the organization with which that individual has become identified—the Ladies' Garment Workers' Union.


The papers in this volume are arranged under the following headings: "The General Level of Wages," "The Impact of the Labour Union," "The Wage Structure," "The Nature of Bargaining," and "Labour Market and Labour Supply." Its special value lies in the analyses of wage theory by eminent general economists, many of whom are from countries other than the United States and whose writings are not otherwise easily available.


Examines the strategic factors involved in management's decision to decentralize operations and in the initiation and implementation of such a program. "... the essence of successful change lies not in the design of a plan but rather in the ability of the president and his senior executives to alter their behavior in accordance with the new principles which the plan seeks to realize."


Management, labor, and academic points of view are ably represented in this collection of papers appraising human relations research and its applications in industry.
Kampelman, Max M. *The Communist Party vs. the C.I.O.*; a study in
power politics. New York 22. Frederick A. Praeger, Inc. (150 E.
52nd St.). 1957, 299 pp. $6.00.

The story of Communist infiltration into the C.I.O. and several of its
member unions and of the struggle for control which resulted in the
expulsion of the Communist-dominated unions from the parent orga-
nization. The author offers an explanation of how the Communists got
control and why they could not keep it.

Leiter, Robert D. *The Teamsters Union*; a study of its economic impact.
304 pp. $5.00.

After tracing the early growth of the Teamsters Union, the author
describes its rise to a position of prominence in the American labor
movement under the leadership of Tobin and Beck. Recent develop-
ments involving corruption and racketeering are also discussed. The
book is, however, particularly concerned with the impact of the union
upon the economics of the trucking industry through its philosophy of
business unionism and its collective bargaining policies.

National Bureau of Economic Research, Universities-National Bureau
Committee for Economic Research. *The measurement and behavior
605 pp. $7.50.

This volume contains the papers of a conference which was organized
"in the belief that a sound treatment of unemployment requires . . .
a deep understanding of its causes, and that the time has come for a
full exploration of the available statistics." The papers are grouped
under two main headings: "The Meaning and Measurement of Un-
employment and Full Employment" and "The Behavior of Unemploy-
ment."

National Manpower Council. *Womanpower*; a statement by the Na-
tional Manpower Council with chapters by the Council staff. New
pp. $5.00.

The policy statement by the National Manpower Council is concerned
with expanding opportunities for; and increasing knowledge about,
the effective development and utilization of womanpower. The special
studies in Part Two of this book discuss present and future trends
in the training and labor-force participation of women.

Steiner, Peter O. and Robert Dorfman. *The economic status of the
1957. 296 pp. $5.00.

This study is based on a national survey of noninstitutionalized per-
sons 65 years of age and over and examines their labor-force status
and financial circumstances. Among the solutions suggested for the
economic problems of the aged are: the provision of employment opportunities for women of forty or over, increased attention to survivors’ benefits, and continuing education to prevent obsolescence of skills. However, the authors conclude that the provision of adequate economic resources for old age in large part depends upon the comprehensiveness and benefit levels of public and private pension plans.


A collection of essays on the development of collective bargaining since World War II in the following countries: Great Britain, Norway, the Netherlands, France, Germany, Italy, and the United States. The volume concludes with a comparative analysis by the editor of several significant issues.


A comprehensive historical account of the “evolution of policy and programs within the Federation” and of its role in the American labor movement through the year 1924.


A collection of essays in the field of wage theory developed from the point of view that “wage theory should be closely, but not exclusively, tied to general [economic] theory,” and that wages are “profoundly affected” by institutional as well as market considerations. Essays in Part I are concerned with the environment in which wages are set, Part II with structural characteristics of wages, and Part III with national wage movements.


Miss Thorne, who served as Gompers’ confidential assistant for more than twelve years, presents a personal approach to the philosophy and principles which motivated Gompers as a labor leader.


A detailed case study of the social and psychological effects of introducing a more nearly automatic method of making steel pipe in the Lorain Works, National Tube Division of the United States Steel Corporation. The ways in which this revolutionary technological change created “a new kind of mill society” are fully explored.