MANAGEMENT IN THE SOVIET UNION**


A basic Soviet work which includes a comparison of the development of the forms of management in capitalist and Soviet industry, a description of the principles of management as evolved under the Five-Year Plans, and details on the structure and function of management for selected types of enterprises. Also includes a section on industrial management during World War II and in the early postwar years.


A book about the cultural, psychological, and social aspects of Soviet life, based on published materials, as well as on the systematic interviews of expatriates carried out under the Harvard Project on the Soviet Social System. Under the three main headings into which the book is divided—"Operating Characteristics of the Soviet System," "The Individual in Soviet Society," and "Social and Psychological Characteristics of Specific Groups"—the position of the manager and the problems of management are woven into the examination of a wide range of social questions.


A penetrating analysis of Soviet industrial management, based on published materials and on the results of systematic interviews of defectors who had experience in Soviet management prior to and/or during World War II. Includes a summary of the nature of Soviet economic institutions insofar as they form the operating milieu for the factory manager, a presentation of the "goals of management," an elaboration of the operating techniques employed in attaining these goals, and a discussion of controls over management. Compared to other studies (such as Granick's, listed below) based solely on published materials,

* Compiled by Professor Warren W. Eason, Research Associate.
** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
the use of the defector information does not so much reveal aspects of managerial behavior heretofore unnoticed, as it permits a reordering of emphasis and the injection of considerably more depth and “personality” into the presentation.


Presentation in article form of some of the main topics appearing in the book listed above.


The problem is that many Soviet enterprises “continue to work in spurts, producing almost half the month’s program in the final ten days of the month.” In surveying and commenting on recent literature, Berliner elaborates on questions raised in his subsequent book.


A pioneering study of Soviet management of industrial enterprises and collective farms. In spite of the appearance of more recent studies (e.g., those by Granick and Berliner), based on a more intensive utilization of available materials as well as on a wider range of materials, this book remains an extremely useful survey of managerial activity as it has evolved under the Five-Year Plans.


A detailed, comprehensive examination of the various categories of specialists and professionals in the Soviet Union, as seen primarily through the nature of their education and training. The category of managerial personnel is included, although qualification for management as such is less a matter of formalized training and more a matter of individual experience and development than in other professions.


A clear and careful presentation of the structure and functions of Soviet public administration, including several chapters which introduce effectively the principal problems of management of industrial enterprises and collective farms.

A critical description and interpretation of the activities and attitudes of the Soviet industrial manager, based in large part on the personal testimony of a small number of individuals now in this country who have had experience in Soviet management.


This systematic discussion of the ways in which the manager can initiate action and make recommendations within the confines of the planning mechanism appears in somewhat more elaborate form as part of the author's subsequent book.


A thorough, detailed, and intensive analysis of "Soviet economic planning with particular reference to the management of the individual firm in heavy industry," based solely on published materials available for the 1930's. Considers the role of the manager within the overall planning mechanism and as the instrument for implementing basic decisions on the day-to-day operation of the economy. Includes thumbnail sketches of prototype managers, with particular attention to their career patterns.


Volume I is a comparative survey in which materials on the conduct of Soviet enterprises appear under a number of headings. Volume II consists of translations of Soviet documents. Chapters relevant to problems of management are those dealing with "Government Quasi Corporations," "Patent and Copyright," and "Agrarian Legislation."


Translations of laws as well as court decisions and other relevant documents. The chapter on the "Use of Socialist Property other than Land" includes materials helpful in studying Soviet management practices.

Hildebrandt, Walter. "Personnel problems of management in the Soviet economy." Wirtschaftsdienst, English edition (Hamburgisches Welt-
[Translation of article first published in German edition, September
1956, pp. 498-505.]

A competent discussion of the problems of recruitment for management
in Soviet industry. The historical development of managerial ideology
is traced from Lenin, who saw the activities of the manager evolving
to little more than administrative routine, to Khrushchev, who criti-
cizes present training methods as failing to provide individuals capable
of dealing with the complexities of modern industrial activity.

Khrushchev, Nikita. "Theses on reorganization of industry." Pravda,
(Joint Committee on Slavic Studies, 405 W. 117th St., New York

Complete translation of Khrushchev's proposal which led to the reor-
ganization of the administrative superstructure of the Soviet economy.
Much of the earlier and later discussion and commentary is also trans-
lated or summarized in this and other issues of the Current Digest of
the Soviet Press.

Krynski, George I. "Management problems in Soviet public enterprises
as indicated by arbitration awards." The American Slavic and East
European Review (Columbia University Press, 2960 Broadway,

A brief description, with commentary, of the system of arbitration of
contracts between enterprises, including a selection of cases taken from
the prewar bi-monthly Soviet journal, Arbitrash.

The Manager (Management Publications, Ltd., 80 Fetter Lane, Lon-
don E. C. 4), February, 1958. "Management bows to the organiza-
tion man." pp. 133-134. 38. 8d.

A brief discussion of the implications of recent changes in the structure
of Soviet economic administration with particular reference to possible
effects on the position of the enterprise manager. The author sees in
the changes the realization of the need to give the manager greater
freedom within which to operate.

Rothstein, Andrew. Man and plan in Soviet economy. London. Fred-
erick Muller, Ltd. 1948. 300 pp. Out of print.

A straightforward and readable, but essentially uncritical, survey of
planning techniques in the Soviet Union. Chapters on "Resources for
Soviet Planning and Management Initiative" and on "Collective Farms
and the Individual" comprise about one-half of the book.