OUTSTANDING BOOKS ON INDUSTRIAL RELATIONS, 1949*

1. General Works


Feeling that too much of the personnel literature deals with techniques and descriptions of plans, Professor Callhoon attempts a "critical evaluation of what is being done in relation to purposes and accomplishments." Personnel directors may feel that the book is weak in structure and may not always agree with its evaluations, but they are likely to find the discussion more stimulating than a purely descriptive approach.


This first report of proceedings of the Industrial Relations Research Association contains papers and discussions by leading students on the following subjects: the wage-price problem, emergency disputes, social security, collective bargaining and management rights, and the contribution of psychology, sociology, political science, and law to industrial relations research.


These are new general textbooks in labor. Shister summarizes the material that has appeared in professional journals and monographs during the past decade. Reynolds presents a well-written and integrated analysis, drawing from his own studies and emphasizing the economics of wages and wage changes.

2. Company Policies and Programs

Baker, Helen, John W. Ballantine, and John M. True. Transmitting information through management and union channels; two case studies. Princeton, N.J. Princeton University, Industrial Relations Section. 140 pp. Cloth bound $3.00; paper bound $2.50.

An intensive exploration of objectives, methods, and effectiveness of communications in two industrial organizations.

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

In this comprehensive text, the author discusses the socio-psychological aspects of personnel methods in the light of available evidence and opinion. The development of present personnel technology is studied with reference to the underlying psychological basis.


This study presents a system of industrial psychology which brings its various parts into a comprehensive whole. Emphasis is placed on the social or group-relations basis of the subject and frequent reference is made to the Hawthorne studies.


Presents the case for decentralization of management authority and responsibility. Based on his experience of nearly forty years with one company, the author stresses the value of releasing the thinking and encouraging the initiative of all individuals associated with the enterprise.


A report of hiring practices in one New England and one Southern city, with an analysis of what these preferences and procedures mean in terms of workers’ goals and opportunities for achievement.


Emphasis is placed on the practical problems encountered by the authors in their experiences as management consultants. Special attention is given to the necessity of obtaining the cooperation of employees, their unions, and line supervisors in establishing and maintaining a program of job evaluation.


This study, developed with the aid of the first Lt. Toland Memorial Fellowship, analyzes the structure and characteristics of communication and elements in the process of communication which tend to make it more or less effective.


Part of a larger study of the structure and dynamics of local labor markets, this report presents evidence on those causes of labor mo-
bility or immobility which reside in the workers' own judgment of the advantages of retaining or changing his job.


Parts I and II of this book present the history of profit sharing and labor management attitudes towards it. Convinced that profit sharing can be an effective aid to "mutually profitable labor-management relations," the author gives major attention to a discussion of methods for the successful development of such plans.


Deals primarily with the technical problems involved in developing a personnel testing program. However, considerable attention is given to the difficulties of administering and maintaining such a program. The author draws upon the wealth of experience of the Army Air Forces Aviation Psychology Program in which he was engaged in the coordination of research on air-crew selection.

3. COLLECTIVE BARGAINING AND TRADE UNIONS


Professor Dulles has been skillful in capturing some of the spirit of public opinion contemporary with the major events that mark the growth of American trade unionism from colonial times to the years following World War II. Readers should appreciate the balance between sympathy and thoughtfulness in interpretation.


The experience of Norway with compulsory arbitration and with economic planning under a powerful trade-union movement and a labor party is carefully analyzed. Particularly instructive is the discussion of the policies and controls in the trade-union movement under a labor government.


Though the authors disavow either scholarly or propagandistic objectives, readers of this volume will be impressed by the extent to which both are achieved. Often critical of both policy and leadership, this analysis also performs a valuable service in relating the economics of collective bargaining and the internal life of one of the major "new" unions.


Union politics and policy are considered against the criteria of competitive pricing in this provocative study. Professor Lindblom concludes that unions are driven by the necessities of function and structure to act monopolistically through their control over employers' economic decisions.

Experience with collective bargaining in the ladies' coat and suit manufacturing industry in New York City is analyzed with special attention to the role of the impartial chairman and the attempts to control competition through union and joint union-management organizations.


Priced separately; vary from 75 cents to $1.50.

A series of monographs on the theory, problems, and experiences of industry-wide collective bargaining. Utilizing the talents of men representing a number of fields in the social sciences and the legal profession, the study deals with facets of the subject ranging from "Social Implications of Industry-Wide Collective Bargaining" to the "Problems of Hourly Rate Uniformity." Case studies included cover the steel, coal, trucking, printing, and Pacific coast pulp and paper industries, and the San Francisco Employers' Council.

Warne, Colston E. et al., editors. Labor in postwar America. Brooklyn 2, N.Y. Remsen Press (20 Court St.). 765 pp. $7.50.

The second volume in the series, Yearbook of American Labor, brings together the contributions of 56 specialists in the economic and legal aspects of labor relations and collective bargaining. Information rather than analysis is stressed throughout. Though the articles cover a wide variety of topics, the Taft-Hartley Law provides some unity to the discussion.

4. Social Insurance


Both of these texts describe the provisions and operations of the various social insurance and social assistance programs currently in force in the United States. The volume by Gagliardo is largely descriptive, containing considerable historical material and a bibliography. The work by Burns, while less detailed, is of a more analytical character, devoting greater attention to specific issues and problems involved in the various parts of the social security system.


A detailed account of the structure, operation, and experience of a group medical practice unit working in affiliation with a prepared voluntary health insurance plan. Stresses the need for and advantages of group medical practice and proposes a plan for voluntary national health insurance.