

International Bank for Reconstruction and Development to make up the difference between the target set and the sum total flowing on private account, and (3) each to stabilize via the International Monetary Fund its own external currency disbursements on current account in the event of a decline in its own demand for foreign goods and services. The last proposal means that if imports are less than exports, or debits less than credits, as is likely to happen in the United States trading account during depressions, the government will deposit the difference with the Fund for the use of other countries.

Needless to say these proposals in every instance represent the application of detailed national planning involving billions of dollars of governmental outlay both in the domestic economy and in foreign trade. They assume that unemployment is primarily due to a deficiency of aggregate demand, to be remedied by a program of government action which in general is assumed to be efficient and sufficient. Except in Dr. Clark's supplementary statement, little is said about comparative advantage, regional or differential price and cost levels, or the equation of international demand. Still less is said about curbing the excesses of a boom, and of the propensity of governments to compound such excesses. Obviously these proposals conflict head-on with the basic principles of free private enterprise. They are bound to be politically unpalatable in this country.

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BELLOWS, ROGER M. *Psychology of Personnel in Business and Industry*. Pp. xii, 499. New York: Prentice-Hall, 1949. \$6.00.

This book is essentially a handbook for students and personnel workers. It provides a clear, readable, and comprehensive coverage of the principal areas of personnel administration and preventive labor relations. Included are discussions of the rationale of personnel work, of the chief tools of the personnel administrator (techniques for job analysis, recruitment, selection, training, job evaluation, merit rating and

employee motivation), of methods for improving worker satisfaction, of the qualifications required for personnel work and of trends in personnel work. It is suited either for classroom work (it has an excellent series of references following each chapter) or for the practical personnel worker. (It also contains in the appendix such information as sources of training films, colleges giving courses in personnel subjects, publishers of tests and allied materials, a guide to current literature in the field and a list of research and professional organizations. Likewise included are the Taylor and Russell tables giving the relation of validity coefficients to the practical effectiveness of tests in selection.)

The treatment given the various topics is, with a few minor exceptions (no reference is made to the Field Review method in the discussion of merit rating or of the psychological effects of *not* receiving an award in the discussion of suggestion systems), more than adequate. The section on "Worker Satisfaction through Human Understanding" is especially outstanding. While the book cannot be said to contain a great deal which is strikingly new or original, it is a well organized and systematic compendium of material from many sources which bears upon the topics covered. As such, it is particularly suited to the student and the personnel worker who need orientation in the field and familiarization with sound practices and procedures.

The greatest merit of the book is its down-to-earth quality. It is obvious that the author has, himself, had first-hand experience in most of the areas about which he writes. This enables him properly to evaluate the material which he presents and to place the emphasis where it is most needed in his text.

The book should make a worthwhile addition to the literature of the personnel field.

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TURNBULL, JOHN G. *Labor-Management Relations: A Research Planning Memorandum*. Pp. x, 112. New York: Social Science Research Council (Bulletin 61), 1949. \$1.25.

The Council's Committee on Labor Market Research assisted Dr. Turnbull to prepare this memorandum, which contains a selected bibliography of 93 titles, plus numerous other references in footnotes. The tenor is thus summarized in Paul Webbink's foreword: "The survey of the literature of labor-management relations . . . showed that many pertinent and provocative generalizations . . . have been developed . . . about factors which influence patterns of labor-management relations . . . or which conversely are influenced by given relationships. Yet there came to light little or no material which dealt with the validity of these propositions, or with problems involved in assessing and testing them. . . . [This report is] an attempt to assemble certain of the more striking inferences and questions which have evolved, and to indicate that research can best be advanced if systematic efforts are made to put these propositions to test."

It is by no means a novel idea that theories are in chronic need of testing. Huxley remarked that Spencer's idea of tragedy is a theory killed by a fact. Dr. Turnbull's report bristles with queries as to how progress may be made in assessing the validity and significance of numerous and often contradictory generalizations found in the labor-management literature. The volume is well indexed, and brings together references to several treatments of the same general topic, such as the influence of the firm's prosperity on success of union-management co-operation efforts. Another feature is emphasis on inter-disciplinary links among studies of labor relations, by sociologists, psychologists, students of management, economists, and other specialists.

The methodological discussion as a whole, however, seems to ignore or underdevelop some other important aspects. One of these, I suggest, is the relations of abstract and empirical methods, quantitative and other. Dr. Turnbull and his advisors are here preoccupied with *recent* factual literature, which focus causes the report to give little regard to generalizations which several generations of students of labor-management relations have considered significant—such as those associated with the Webbs, Hoxie,

Commons, Perlman, and more recently with Henry Simons and Charles Lindblom.

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INDUSTRIAL RELATIONS RESEARCH ASSOCIATION. *Psychology of Labor-Management Relations*. Pp. vi, 122. Champaign, Ill., 1949. IRRA publications. \$5.00 per year.

This volume, a series of papers delivered at the Denver meeting of the Industrial Relations Research Association, is given over to representative *psychological* efforts to understand and improve labor-management relations. It is not just another book on human relations in industry. It is an unusually valuable contribution to the literature, and for several reasons.

First, the core of the volume consists principally of six papers, each of which approaches the basic problem in a different way. Daniel Katz discusses the contributions of the attitude survey. The group dynamics approach is taken by John R. P. French, Jr., and Alvin Zander. Robert N. McMurry's paper weighs the contributions and possibilities of the clinical psychology approach. Practical (so-called) personnel administrators will find much of this material to be off the beaten path of their routine thinking, and for that reason it ought to be read and studied by them. They will find themselves in more familiar territory in the papers of Viteles, Tiffin, and Maier, who write, respectively, on "Selection and Placement of Employees," "The Joint Committee in Job Evaluation," and "Improving Supervision Through Training." These discussions show that we need to remind ourselves that new discoveries are often made in the old familiar places. The papers provide fresh insights into well-known areas of personnel administration.

Second, each paper is examined critically and discussed vigorously by other experts. When an author subjects his presentation for rebuttal by men such as William Gomburg, Roger Bellows, James Worthy, and Clark Kerr, to name but a few, he must realize that he is about to engage in a skirmish that can hardly be classified as minor. The analyses add immeasurably to our understanding of the problems and the