

UNIV
SHELF

c.1

THE INSTITUTE
OF INDUSTRIAL
RELATIONS 
UNIVERSITY OF
CALIFORNIA 
LOS ANGELES 

California University.
Institute of Industrial Relations (Los Angeles)

INSTITUTE OF INDUSTRIAL
RELATIONS LIBRARY
UNIVERSITY OF CALIFORNIA
BERKELEY

Los Angeles, 1964

I believe that this Institute is most important and fundamental to the life of our State. No relationship other than that of the family is more important in our complex civilization than the relationship of employer and employee. There is none which needs to be kept on an even keel more than this. EARL WARREN, FORMER GOVERNOR OF CALIFORNIA



The Institute of Industrial Relations at the University of California, Los Angeles, serves all of Southern California—one of the largest and most rapidly growing industrial areas in the world. The services of the Institute are available to all persons and groups interested in industrial relations, whether they represent management, labor, government, or the public.

The Institute was established by the California Legislature in 1945 on both the Berkeley and UCLA campuses in response to a proposal made by former Governor Earl Warren. The following statement illustrates the Governor's thinking: *I believe that this Institute is most important and fundamental to the life of our State. No relationship other than that of the family is more important in our complex civilization than the relationship of employer and employee. There is none which needs to be kept on an even keel more than this.*

Through the years, we seem to have studied every phase of business and

industrial life seriously except this matter of industrial relations. . . . I am convinced that we shall never have good industrial relations by choosing up sides and fighting things out to the bitter end.

Research and education play an important role in effective labor relations and personnel management. There is need for systematic analysis of collective bargaining issues; labor contract administration; the economic forces affecting labor supply and demand; the impact of changing technology; human relations problems; and personnel functions such as placement, training, and fringe benefit and wage and salary administration. There is also a demand for specialists in these fields.

The Institute of Industrial Relations attempts to meet these needs through a variety of activities, many of which are discussed briefly in the pages to follow. It is hoped that this brochure will assist you in making more effective use of these services. In the center section you will find information on



where to address inquiries with regard to specific programs.

The Institute is recognized as one of the major centers of industrial relations research in the nation. The diversity of specialties represented on its staff makes possible a program extending over a wide range of subject matter areas, including collective bargaining, human relations, industrial disputes and their settlement, labor economics, labor history, labor law and legislation, personnel management, social security, and trade unionism, in the U. S. and foreign countries.

Attention is given to the specialized regional problems of Southern California as well as the more general industrial relations issues that face the nation at large. No effort is made, however, to duplicate or to supplant the statistics-gathering functions of state and federal departments. The interdisciplinary character of industrial relations is recognized, and diverse backgrounds are drawn together to meet the needs of particular projects.

In 1949 several staff members formed the Institute's Human Relations Research Group, which is now nationally known for its work in this field. It is concerned with the range of personality, group, organizational, and cultural variables relating to the effective functioning of formal organizations and their leaders. The group is interdisciplinary in composition, and has provided a training ground for numerous graduate students.

The provision of research assistantships for graduate students is an established part of the Institute program in all its areas of study. These assistantships give graduate students in a number of academic departments the opportunity to gain research experience under the guidance of senior staff members.

Much of the Institute research is financed out of the regular University budget, but a considerable number of projects are supported by outside grants. The research program is intended to serve the public interest.



The Institute does not and cannot accept any proposal for a research project designed primarily to provide either unions or employers with material for use in adversary proceedings.

Staff members share their findings with management, labor, and the public through lectures and participation in conferences and seminars. However, publications serve as the major outlet for research.

The Institute's research findings are disseminated through four types of publications: books, monographs, reprints, and popular pamphlets. A list of these publications to date will be found on the inside back cover.

Institute books are published by the University Press or by other leading publishing houses. Shorter studies are issued by the Institute in one of the following series:

MONOGRAPHS—are research studies midway in length between the books and the reprints. The series has a distinctive cover treatment, and the price varies with the nature of the study.

REPRINTS—are copies of publications that have appeared either as articles in scholarly journals or as chapters in books. Through this device, research results are made available to a wide public. Single copies are obtainable without cost, except for postage; additional copies may be procured for a small charge.

POPULAR PAMPHLETS—are written simply and in nontechnical language. Each pamphlet is attractively bound and illustrated and deals with a single topic. This series is designed for the use of labor organizations, management, government officials, schools and universities, and the general public. The pamphlets are moderately priced, with special rates for bulk orders.

The Institute maintains a mailing list which is used primarily to announce new publications and to which names may be added upon request.

The Institute has stimulated the development of academic courses fitted to the needs of persons already active in, and those planning to enter, the



fields of labor relations and personnel management.

CAMPUS INSTRUCTION — The Institute has avoided duplicating the facilities and services of other University departments. It does not offer courses on the campus or grant degrees, since these are the functions of the various schools and departments of instruction. However, faculty members of the Institute staff teach courses on campus under the auspices of their academic departments. Also, the Institute consults with these departments regarding industrial relations courses.

CERTIFICATE PROGRAM IN INDUSTRIAL RELATIONS — The Institute offers a comprehensive program of evening courses in cooperation with University Extension to meet the needs of adults who are employed during the day. The Certificate Program consists of about 35 approved courses selected from a wide variety of fields, including psychology, economics, sociology, business administration, law, history, engineering, and public health.

The courses are taught by instructors who are authorities in their specialties, usually with considerable experience in industrial relations work. Classes are open to all persons, regardless of previous formal education. Since the students represent a wide variety of backgrounds, the exchange of experiences and points of view is highly stimulating and informative.

A Certificate in Industrial Relations is awarded by the Institute to students who complete a planned program of at least eight courses. Persons enroll in the Program by filling out an application for candidacy and paying an enrollment fee. At the time of application, the candidate is counseled concerning courses appropriate to his needs. The Certificate is widely accepted in the community as evidence that the recipient has mastered the fundamentals of labor relations and personnel management. For additional information on the Certificate Program in Industrial Relations, see the center section of this brochure.

INSTITUTE REPORT

1962 1963

RESEARCH

The Institute has undertaken a long-term investigation of the impact of technological change upon man in many of its ramifications. The research project, under the over-all direction of Benjamin Aaron and Irving Bernstein, will be confined geographically to an intensive analysis of the Southern California community. Several of the contemplated studies are under way:

The impact of technological change on job skill requirements. Paul Prasow and Paul E. Sultan.

The impact of technological change upon Negroes and Mexican-Americans. Paul Bullock and Robert Singleton.

Technological change and its work force impacts in the retail food industry. Walter Fogel.

During the past year the Institute initiated a number of studies in comparative industrial relations research:

Methods of accommodation by employers and employees to rapid technological change in France and the United States. This study has been undertaken in cooperation with Professor Jean Reynaud of the Institut des Sciences Sociales du Travail in Paris. One of the Institute's graduate students is working with Professor Reynaud, and one of his has joined the Institute staff for a year. Benjamin Aaron.

Study of programs designed to stimulate activity in the regions characterized by relatively low income and relatively high rates of unemployment in the Common Market countries and the United Kingdom. National studies are being conducted in Belgium, England, France, Germany, Holland, and Italy, under the over-all direction of Frederic Meyers.

Comparison of legal and collective bargaining institutions bearing on the protection of workers from dismissal for disciplinary or economic reasons, in the United States, France, Britain, and Mexico. Meyers.

In December 1962 the Institute, jointly with Cornell and the universities of Chicago and Illinois, participated in an international conference on automation held in London.

The Institute's Human Relations Research Group has the following projects under way: *An inquiry into the psychological relevance of time to the functioning of business managers.* Robert Tannenbaum, with Arthur Shedlin.

A study of managers' "private" attitudes toward the self. Tannenbaum.

An evaluation of two experiments in continuing sensitivity training. Tannenbaum, with James F. T. Bugental.



A monograph entitled "The Leader Looks at Himself." Tannenbaum.

Studies in the prediction of individual choice behavior. Fred Massarik.

Research on the impact of the sensitivity training method. Coordinated by Massarik.

A study of the particular processes that occur in two-person interactions within sensitivity training groups that lead to measurable personal growth. James V. Clark.

A field study of the organizational factors which facilitate and constrain the development of high creativity, motivation, and productiveness in a socio-technical system. Clark.

The Institute's current research program encompasses many other studies dealing with various aspects of industrial relations:

A history of the American worker in the period 1933-1941. This volume will be the successor to *The Lean Years*, published in 1960. Irving Bernstein.



A monograph on labor injunctions. Aaron.

Individual rights under collective agreements and contracts of employment. Aaron.

The impact on collective bargaining of the Supreme Court decision holding that the Norris-LaGuardia Act prohibits federal courts from enjoining strikes in breach of collective bargaining agreements. Aaron.

A report on the relationship between trade unions and their members in the United States, for the international congress of the International Society for Labor Law and Social Legislation. Aaron.

A monograph on the French Labor Courts. Meyers, with W. H. McPherson.

Experience under a collectively bargained plan for unemployment.

ment insurance in France. Meyers.



A study of the personnel and organization problems of several firms in moving from personal to semibureaucratic relations. Melville Dalton.



The role of Soviet trade unions in the mobilization, control, indoctrination, and socialization of the Soviet industrial labor force. Howard Swearer.



The relationship between the internal wage structure of firms and their external labor markets. Fogel.



Studies on various aspects of human investment, particularly in education. W. Lee Hansen.



Research on occupational structure and interoccupational mobility, as well as income distribution by size for different occupational groups. Hansen.



A history of the Sudan's nine major labor markets. Peter McLoughlin.



A monograph on the Sudan labor force. McLoughlin.



LIBRARY

In addition to the basic reference materials, the library now has more than 24,000 bound volumes and 10,000 pamphlets. It also receives a total of 1,456 journals, newspapers, and other periodicals.

The library is located in Room 2400 of the Graduate School of Business Administration Building (enter through Room 1400). During the fall

and spring semesters it is open from 8 a.m. to 10 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 9 a.m. to 5 p.m. on Saturday; and 1 p.m. to 5 p.m. on Sunday.

It is planned that from January 1964 the Industrial Relations Library will be located in the North Campus Social Science Research Library. This location will give the users of industrial relations materials convenient access to the general University collection in the social sciences. For information, write or telephone:

LIBRARIAN

INDUSTRIAL RELATIONS LIBRARY
UNIVERSITY OF CALIFORNIA

LOS ANGELES 24

PHONE: 272-8911 OR 478-9711
EXTENSION 2948



Certificate Program



The Certificate Program has grown steadily over the years. Courses included in the Program now have an annual enrollment of more than 3,000. Seventy-nine certificates were awarded in the academic year 1962-63.

During a twelve-month period, over 100 sections of courses in the Program are offered in various Southern California locations. Courses are given each year in Los Angeles, San Diego, Riverside, Ventura, Santa Barbara, Santa Maria, Buena Park, Long Beach, Torrance, and the San Fernando Valley. Periodically courses are given at various military bases including Vandenberg Air Force Base, China Lake, and Camp Edwards Air Force Base.

The enrollment fee for the Certificate is \$10. Charges for the courses vary.

For further information concerning the Certificate Program and to receive a bulletin describing the Program in detail,

write or telephone:

BUSINESS ADMINISTRATION
EXTENSION

813 SOUTH HILL STREET

LOS ANGELES 14

PHONE: 623-6123

OR

COORDINATOR OF

PUBLIC PROGRAMS

INSTITUTE OF

INDUSTRIAL RELATIONS

UNIVERSITY OF CALIFORNIA

LOS ANGELES 24

PHONE: 272-8911 OR 478-9711

EXTENSION 2425

Lectures

In the spring of 1963 the Institute was pleased to be able to bring former Secretary of Labor Frances Perkins to the UCLA campus as a Regents' Lecturer. Miss Perkins, who was Secretary of Labor in the Roosevelt Administration from 1933 to 1945, gave a series of public lectures during March and April on the subject "Labor under the New Deal and the New Frontier Compared."

Other lectures, also open to the public without charge, were presented by Ted F. Silvey, staff member of the national AFL-CIO, Washington, D.C., on "Obsolete Skills and Future Employment Opportunities," February 13, 1963, and Folke Schmidt, Professor of Law, University of Stockholm, and Visiting Professor of Law, University of Pennsylvania, on "The Swedish Philosophy of Labor Law," April 22, 1963.

PUBLIC PROGRAMS

During the academic year 1962-63, the Institute sponsored the following conferences in cooperation with University Extension and community organizations:

The Regulation of Prepaid Health Service Plans. November 29-30, 1962. Coordinated with a public hearing of the Subcommittee on Prepaid Medical Care of the California

State Assembly Committee on Finance and Insurance.

Investment Policies of Public Employee Retirement Funds. December 12-13, 1962. Coordinated with a public hearing of the California State Senate-Assembly Joint Interim Committee on Public Retirement and Pension Funds.

Cost Analysis Seminar on Pre-paid Vision Care. March 14-15, 1963. With California Vision Services, Inc., California Optometric Association, and Teamsters Joint Council 42.

Postal Supervisors Seminar. June 22-23 and 29-30, 1963. With National Association of Postal Supervisors.



In addition to these conferences, the Institute held a number of informal dinner meetings to discuss current problems in the fields of public health, mental health, and health insurance.

In view of the changing picture in labor-management relations in all branches of government, the Institute is planning additional classes and programs for public employees. It is anticipated that programs for specialized groups in government will be developed.

For further information on programs for the general public, write or telephone:

COORDINATOR OF
PUBLIC PROGRAMS
INSTITUTE OF
INDUSTRIAL RELATIONS
UNIVERSITY OF CALIFORNIA
LOS ANGELES 24
PHONE: 272-8911 OR 478-9711
EXTENSION 2425



LABOR PROGRAMS

In 1962-63 the following workshops and conferences were presented in cooperation with University Extension and various labor groups: *Issues in Education and Professional Development.* July 30-August 3, 1962. With American Federation of Teachers.

Machinists Leadership School. August 5-10, 1962. With International Association of Machinists.

Communications Workers Summer School. August 26-31, 1962. With Communications Workers of America.

Trends in Retirement Benefits: A Workshop on Retirement Systems and Social Security. October 6, 1962. With California Nurses Association.

Institute on Social Insurance. October 21-24, 1962. With Teamsters Joint Council 42.

Labor and Education Conference. January 10-12, 1963. With union leaders and the Berkeley Institute of Industrial Relations.

Public Employees Issues of 1963. February 8-10, 1963. With public employee organizations.

Representing the Union: A Leadership Conference. April 27-May 1, 1963. With Teamsters Joint Council 42.

Conference on Economic Problems. May 3-4, 1963. With International Union of Electrical Workers.

Postal Workers Conference. May 18, 1963. With California Postal Union.

San Diego Labor Leadership Conference. June 13-15, 1963.

Upholsterers' International Union Summer School. June 17-20, 1963.

16th Annual Steelworkers Summer Institute. June 23-28, 1963. With United Steelworkers of America.

Presently the Institute is associated with a group of sixteen universities for the purpose of enlarging and improving the services available to the labor movement. With the assistance of the National Institute for Labor Education efforts are being made to develop long-term nonresidential programs which will afford the opportunity to study and participate in action research programs.

Unions desiring educational programs should write or telephone:

COORDINATOR OF
LABOR PROGRAMS
INSTITUTE OF
INDUSTRIAL RELATIONS
UNIVERSITY OF CALIFORNIA
LOS ANGELES 24
PHONE: 272-8911 OR 478-9711
EXTENSION 2208 OR 3782

MANAGEMENT PROGRAMS

Approximately a thousand persons annually take part in the Institute's management programs, the majority of which are seminars ranging in length from twenty to sixty hours. The following were presented in 1962-63 in cooperation with University Extension and the Graduate School of Business Administration: *23rd Workshop on Sensitivity Training.* Fall, 1962.

20th Seminar on Human Factors in Management. Fall, 1962.

7th Middle Management Institute, San Diego, Fall, 1962. With American Society of Training Directors, San Diego Chapter.



Workshop on Continuing Sensitivity Training, Fall, 1962.



Organization and Manpower Planning, December 11-13, 1962.



Industrial Relations Problems in Overseas Operations: Industrial Relations in Mexico—A Case in Point, January 10, 1963.



Executive Selection, February 13-15, 1963.



24th Workshop on Sensitivity Training, Spring, 1963.



21st Seminar on Human Factors in Management, Spring, 1963.



Workshop on Continuing Sensitivity Training, Spring, 1963.



Briefing Sessions on Collective Bargaining, March 11, 1963. With the Bureau of National Affairs, Inc., Washington, D.C.



Planning and Implementing Organizational Change, 6th Annual Research Conference on the Effective Use of Human Resources, April 4-5, 1963. With College of Engineering.



Productive and Creative Thinking, June 7-9, 1963.

In the fall of 1962 a new program, Sensitivity Training

—Wives' Group, was initiated for women whose husbands were currently enrolled in the Sensitivity Training Workshop. This proved to be so successful that a similar program for wives was presented again in the spring.

Additional information concerning programs for management may be obtained from:
COORDINATOR OF
MANAGEMENT PROGRAMS
INSTITUTE OF
INDUSTRIAL RELATIONS
UNIVERSITY OF CALIFORNIA
LOS ANGELES 24
PHONE: 272-8911 OR 478-9711
EXTENSION 3258



THE STAFF

BENJAMIN AARON

Director
Professor, Law
Research in Law

IRVING BERNSTEIN

Associate Director—Research
Professor, Political Science
Research Political Scientist

FREDERIC MEYERS

Assoc. Director—Comm. Services
Professor, Business Administration
Research Economist

Research Staff

PAUL BULLOCK

Assoc. Specialist Industrial Relations

JAMES V. CLARK

Asst. Research Behavioral Scientist
Asst. Professor, Bus. Administration

MELVILLE DALTON

Research Sociologist
Professor, Sociology

WALTER A. FOGEL

Assistant Research Economist
Asst. Professor, Bus. Administration

W. LEE HANSEN

Associate Research Economist
Associate Professor, Economics

FRED MASSARIK

Assoc. Research Behavioral Scientist
Assoc. Professor, Bus. Administration

PETER F. M. McLOUGHLIN

Assistant Research Economist
Asst. Professor, Bus. Administration

PAUL PRASOW

Research Economist
Lecturer, Business Administration

PAUL E. SULTAN

Research Economist

HOWARD R. SWEARER

Assistant Research Political Scientist
Assistant Professor, Political Science

ROBERT TANNENBAUM
Research Behavioral Scientist
Professor, Business Administration

Community Services

ARTHUR CARSTENS

Coordinator of Labor Programs

FRED H. SCHMIDT

Specialist in Labor

HERMAN J. SPERLING

Asst. Coordinator, Labor Programs

THEODORE ELLSWORTH

Coordinator of Public Programs

ANGUS G. S. MacLEOD

Coordinator, Management Programs

ELEANOR GAMARSH

Secretary, Public Programs

ETHEL DAVIS

Secretary, Labor Programs

LOUISE VORHAUS

Secretary, Management Programs

Office Staff

HAZELLE VAN GORDER

Administrative Assistant

ANNE P. COOK

Editor

RAE GOODMAN

Secretary to the Director

KATHRYN POWERS

In charge of publication sales

REGINA RIESZ

Secretary-Stenographer

DE LORIS VEACH

Secretary-Stenographer

CHERYL KARACSONY

Secretary-Stenographer

Library

EDWIN H. KAYE

Librarian

MARGARET ANNE DOLE

Assistant Librarian

ROBERT BENNETT

Senior Library Assistant

Graduate Research Assistants

E. AHRENSBURGER

MAHABIR BAJAJ

DAPHNE BUGENTAL

JAMES CARTER

JESUS CHAVARRIA

SAMUEL CULBERT

SAUL EISEN

JOHN GLASS

PETER MOUSSORIS

PADMANABBA PAI

JEAN PREVEL

ROBERTO SANCHEZ

ROBERT SINGLETON

H. VAN DER MERWE

EVA VAN DITMAR





INDUSTRIAL RELATIONS ALUMNI ASSOCIATION—The Institute feels a continuing obligation to the men and women who have devoted the large amount of time and effort necessary to complete the Certificate Program. The Program is not an end in itself, but only the beginning of a learning experience in a fast-moving field. To help graduates keep up with new developments, the Institute assisted in organizing an Industrial Relations Alumni Association.

The Institute and the Alumni Association join in co-sponsoring a number of activities. Among these are periodic meetings, the publication of a newsletter for all students and graduates of the Certificate Program, graduation dinners at which Certificates are awarded, and seminars on the UCLA campus for persons connected with the Program.

The Institute has assisted in establishing a specialized library which contains the most comprehensive collection of industrial relations publi-

cations in Southern California. The library's facilities are frequently used by labor and management groups as well as by the general public.

In addition to its bound volumes, the library has a large collection of pamphlets, journals, newspapers, and other periodicals. Among the basic reference materials available are: *Government documents relating to industrial relations; Commerce Clearing House and Bureau of National Affairs services; trade union newspapers, journals, and constitutions; labor union convention proceedings; collective bargaining agreements; publications of National Industrial Conference Board and American Management Association; complete collection of basic journals in industrial relations.*

Anyone interested in industrial relations problems is welcome to use the library. A trained professional staff will be glad to assist researchers in finding the materials they need, and will attempt to answer specific informational questions. The librarians,



however, cannot provide intensive research services. Current information on the library's facilities, location, and hours will be found in the center section of this brochure.

Each year the Institute sponsors a variety of programs intended to keep participants abreast of the rapid developments in industrial relations. Many of these programs are held in cooperation with University Extension, the Institute's Northern Division at Berkeley, and academic departments of the University. Also, many functions are co-sponsored with community organizations representing labor, management, and other groups. Persons who wish to avail themselves of the Institute's services in this field will find further information in the center section of this brochure.

The Institute often arranges conferences and lectures for the general public. They have emphasized such subjects as industrial disputes and the public interest; wages, prices, and the national welfare; collective bargaining

and arbitration; retirement and pension funds; new developments in health and welfare funds, such as dental and mental health coverage; and occupational health.

The Institute also brings noted industrial relations leaders and authorities to Southern California to give public addresses. The list of such speakers includes many leading officials from labor, management, government, and the academic world. In certain cases, the proceedings of conferences and the addresses of lecturers have been published.

Conferences and classes are developed for labor union representatives in response to requests from specific labor organizations. Several types of programs are offered:

WEEK-LONG AND WEEKEND INSTITUTES—During summer months the University offers the opportunity to conduct week-long and weekend conferences in spacious new dormitories on its Los Angeles campus. These modern dormitories provide excellent



living quarters and classroom facilities. In addition, the University Conference Center at Lake Arrowhead is available on a year-round basis.

CLASSES—The Institute cooperates with the Department of Social Sciences-University Extension in the offering of a Program in Labor Studies. This is a two-year nonresidential program. It includes courses in liberal arts and in a selected group of technical subjects necessary to the effective functioning of an active union member. Individual courses may be taken by any member who can profit from the instruction, but a total of eight courses must be completed by persons seeking a Certificate.

INSTITUTES FOR UNION SPECIALISTS—The need for labor union specialists in a growing number of areas has led to the development of conferences on health and welfare plan administration, pension plans, communication, problems of public employees, and social insurance.

CONSULTANT SERVICES—These are

provided to assist in locating resources and personnel which unions may require in order to solve special problems and organize educational programs for their members.

Programs for management groups take the form of seminars, workshops, and conferences in industrial relations and human relations. They cover a wide variety of subjects, with most of the topics varying from year to year.

Programs designed for industrial relations administrators include:

1. Reports of recent behavioral science research plus discussions of applicability to current and future managerial problems.

2. Reviews of recent developments and current trends in broad areas, such as collective bargaining.

3. Analyses of current, specific industrial relations problems. The emphasis is on evaluation of organization activities in the problem area and on approaches to possible solution of policy-level problems.

4. Analyses of "frontier" problems—



those that are likely to become more significant and to have much greater impact in the near future.

Several types of human relations training programs are offered on a regular basis. These are attended by managers in business, industrial, governmental, and civic organizations as well as members of many professions. Primary purposes are to increase the individual's understanding of his own approach to leadership and decision-making and its impact on others, and to increase human relations skills.

The ability of an organization like the Institute to be of service to the community is based almost entirely on the quality of its staff. The nature of the Institute's work demands a unique collection of talents: a scholarly and objective point of view, an understanding of the practical needs of adult groups, and an ability to transmit ideas to others with clarity and conviction.

The professional staff includes specialists in adult education, business administration, economics, history, law,

political science, psychology, and sociology. This group does research and organizes, administers, and teaches classes, conferences, and seminars.

The Institute encourages participation in community activities. Members of the staff are widely known and in demand as speakers, arbitrators of labor-management disputes, consultants in industrial relations, and human relations training specialists. They are called upon to assist governmental agencies, to give expert testimony on many phases of industrial relations before congressional and state legislative committees, and to serve on governmental advisory committees or Presidential fact-finding boards.

Institute personnel are active in many community organizations and professional associations, often serving on the executive board as well as on the editorial boards of professional journals. They frequently present papers at meetings of professional societies.

The members of the staff are listed in the center section of this brochure.

14. *Participation by Subordinates in the Managerial Decision-Making Process*, by Robert Tannenbaum and Fred Massarik (1950)
15. *The Arbitration Process*, by Edgar L. Warren and Irving Bernstein (1950)
18. *A Profile of Labor Arbitration*, by Edgar L. Warren and Irving Bernstein (1951)
19. *Labor Inflections in Action: A Five-Year Survey in Los Angeles County*, by Benjamin Aaron and William Levin (1951)
22. *Thirty-Six Years of "National Emergency" Strikes*, by Edgar L. Warren (1951)
25. *A New Management Tool: The Multi-Relational Sociometric Survey*, by Irving R. Weschler, Robert Tannenbaum, and Eugene Talbot (1952)
26. *Experimenting with Federal Efficiency Ratings: A Case Study*, by Irving R. Weschler, Fred Massarik, and Robert Tannenbaum (1952)
27. *American Unionism, Social Stratification, and Power*, by George H. Hildebrand (1953)
28. *Statutory Regulation of Internal Union Affairs: The Control of Communism*, by Benjamin Aaron (1953)
30. *Are Coal Strikes National Emergencies?* by Irving Bernstein and Hugh G. Lovell (1953)
31. *Governmental Restraints on Featherbedding*, by Benjamin Aaron (1953)
32. *Public Opinion and the Union Shop*, by Benjamin Aaron (1953)
35. *Training Managers for Leadership*, by Robert Tannenbaum, Verne Kallejian, and Irving R. Weschler (1954)
36. *Bureaucracy in a Government Laboratory*, by Paula Brown (1954)
37. *Changing Legal Concepts and Industrial Conflict*, by Benjamin Aaron (1954)
38. *Arbitration*, by Irving Bernstein (1954)
39. *The Role of Supervision*, by Melville Dalton (1954)
40. *Mediation and Fact-Finding*, by Edgar L. Warren (1954)
42. *Union Procedures for Settling Jurisdictional Disputes*, by Benjamin Aaron (1954)
43. *The California Jurisdictional Strike Act*, by Benjamin Aaron (1954)
44. *The Growth of American Unions*, by Irving Bernstein (1954)
45. *Industrial Controls and Personal Relations*, by Melville Dalton (1955)
47. *Managers in Transition*, by Verne Kallejian, Irving R. Weschler, and Robert Tannenbaum (1955)
48. *A New Focus in Executive Training*, by Irving R. Weschler, Marvin A. Klemes, and Clovis Shepherd (1955)
50. *The Uses of the Past in Arbitration*, by Benjamin Aaron (1955)
51. *The Postwar Italian Economy: Achievements, Problems, and Prospects*, by George H. Hildebrand (1955)
52. *The Italian Parliamentary Survey of Unemployment*, by George H. Hildebrand (1955)
58. *Unionism and the Wage Structure in the U. S. Pulp and Paper Industry*, by Robert MacDonald (1956)
54. *An Economic Definition of the National Emergency Dispute*, by George H. Hildebrand (1956)
55. *The Economic Impact of Strikes in Key Industries*, by Irving Bernstein (1956)
56. *The Bugaboo of Sovereignty and National Emergency Disputes*, by Benjamin Aaron (1956)
57. *An Evaluation of the National Emergency Provisions*, by Frank C. Pierson (1956)
58. *Rehabilitation under Workmen's Compensation in California*, by Lisbeth Bamberger (1956)
59. *Managing the Managers*, by Melville Dalton (1956)
60. *Factionalism and Organizational Change in a Research Laboratory*, by Paula Brown and Clovis Shepherd (1956)
61. *State Public Utility Laws and Mediation*, by Irving Bernstein (1956)
62. *The Mediation of Jurisdictional Disputes*, by Benjamin Aaron (1956)
64. *Measuring with a Broken Yardstick*, by Irving Bernstein (1957)
66. *Yardsticks for Human Relations Training*, by Irving R. Weschler, Robert Tannenbaum, and John H. Zenger (1957)
67. *Some Procedural Problems in Arbitration*, by Benjamin Aaron (1957)
68. *Leadership: A Frame of Reference*, by Robert Tannenbaum and Fred Massarik (1957)
69. *How to Choose a Leadership Pattern*, by Robert Tannenbaum and Warren Schmidt (1958)
70. *The Politics of the West Coast Teamsters and Truckers*, by Irving Bernstein (1958)
71. *Amending the Taft-Hartley Act: A Decade of Frustration*, by Benjamin Aaron (1958)
72. *The Impacts of National Security Expenditure upon the Stability and Growth of the American Economy*, by George H. Hildebrand and Norman V. Breckner (1958)
73. *The Economic Effects of Unionism*, by George H. Hildebrand (1958)
74. *Unions and Civil Liberties: Claims vs. Performance*, by Benjamin Aaron (1958)
75. *Interunion Representation Disputes and the NLRB*, by Benjamin Aaron (1958)
76. *Workers' Control of Industry in Europe*, by Frederic Meyers (1958)
77. *Empathy Revisited: The Process of Understanding People*, by Fred Massarik and Irving R. Weschler (1959)
78. *Varying Images of the Professional Nurse: A Case Study*, by Craig MacAndrew and Jo Eleanor Elliott (1959)
79. *Wage Policy and Business Activity*, by George H. Hildebrand (1959)
80. *Price Theory and Union Monopoly*, by Frederic Meyers (1959)
81. *The Situs Dimension in Occupational Structure*, by Richard T. Morris and Raymond J. Murphy (1959)
82. *Economics by Negotiation*, by George H. Hildebrand (1959)
83. *Reducing the Risks of Labor Arbitration*, by Paul Prasow (1959)
84. *West Coast Trade Union Characteristics, Membership, and Influence*, by Irving Bernstein (1959)
85. *The Trucking Industry on the West Coast*, by R. Thayne Robson (1959)
86. *The Use of Arbitration on the West Coast*, by Benjamin Aaron (1959)
87. *Unions, Anti-Trust Laws, and Inflation*, by Frederic Meyers (1959)
88. *On First Looking into the Lincoln Mills Decision*, by Benjamin Aaron (1959)
89. *Labor Arbitration and Its Critics*, by Benjamin Aaron (1959)
90. *Unemployment in the Great Depression*, by Irving Bernstein (1959)
91. *The New Labor Law*, by Benjamin Aaron (1959)
92. *Some Current Issues in Human Relations*, by Robert Tannenbaum (1959)
93. *Collective Bargaining and the Postwar Inflation*, by George H. Hildebrand (1960)
94. *The Labor-Management Reporting and Disclosure Act of 1959—I and II*, by Benjamin Aaron (1960)
95. *Arbitration and the Dilemma of Possible Error*, by Edgar A. Jones, Jr. (1960)
96. *Management of Differences*, by Warren Schmidt and Robert Tannenbaum (1960)
97. *Working Rules in West Coast Longshoring*, by Max D. Kossoris (1961)
98. *Some Aspects of the Union's Duty of Fair Representation*, by Benjamin Aaron (1961)
99. *A Look at Labor Relations in Britain*, by Frederic Meyers (1961)
100. *The Growth of American Unions, 1945-60*, by Irving Bernstein (1961)
101. *The Cyclical Sensitivity of the Labor Supply*, by W. Lee Hansen (1961)
102. *Occupational Situs: Subjective Class Identification and Political Affiliation*, by Raymond J. Murphy (1961)
103. *The Law and the Strike*, by Frederic Meyers (1961)
104. *Combating Discrimination in Employment*, by Paul Bullock (1961)
105. *Labor Relations in France*, by Frederic Meyers (1961)
106. *Don't Count the Unions Out*, by Irving Bernstein (1961)
107. *Cooperative Evasions to Support Labor-Management Contracts*, by Melville Dalton (1962)
108. *Explicit and Implicit Administration*, by Melville Dalton (1962)
108. *Implicit and Explicit Administration*, by Melville Dalton (1961)
109. *Investment Policies of Bilaterally Managed Pension Plans*, by Frederic Meyers and C. R. Miller (1962)
110. *The Union Member's "Bill of Rights": The First Two Years*, by Benjamin Aaron (1962)
111. *Arbitration in the Federal Courts: Aftermath of the Trilogy*, by Benjamin Aaron (1962)
112. *Labor's Power in American Society*, by Irving Bernstein (1962)
113. *Reflections on the Legal Nature and Enforceability of Seniority Rights*, by Benjamin Aaron (1962)
114. *A Healthy Organization*, by James V. Clark (1962)
115. *Employer Free Speech: The Search for a Policy*, by Benjamin Aaron (1962)
116. *Job Protection in France and Britain*, by Frederic Meyers (1962)
117. *What to Do with the Drop-Out and The Minority Child and the Schools*, by Paul Bullock and Robert Singleton (1962)
118. *The Labor Inflection Reappraised*, by Benjamin Aaron (1963)
119. *The Need to Study the History of Labor Policy in Africa*, by Peter F. M. McLoughlin (1963)
120. *Some Problems in Minority-Group Education in the Los Angeles Public Schools*, by Robert Singleton and Paul Bullock (1963)
121. *Workers Education and the University of California, 1921-1941*, by Roger Daniels (1963)
122. *Total and Private Rates of Return to Investment in Schooling*, by W. Lee Hansen (1963)
123. *Job Reinstatement: France and the United States*, by Frederic Meyers (1963)
124. *Professional Engineers: Salary Structure Problems*, by W. Lee Hansen (1963)
125. *Using Administration Reports to Measure Rural Labor Markets: Darfur, Sudan*, by Peter McLoughlin (1963)
126. *Strikes in Breach of Collective Agreements: Some Unanswered Questions*, by Benjamin Aaron (1963)

Institute books should be ordered from their respective publishers. To obtain other publications, or to be put on the mailing list to receive announcements of new items, write or telephone to:

INSTITUTE OF INDUSTRIAL RELATIONS
 UNIVERSITY OF CALIFORNIA
 LOS ANGELES 24
 PHONE: 272-8911 OR 478-9711
 EXTENSION 3782

In ordering from the Institute, please enclose remittance to avoid the need for billing, and add 10c for mailing. California residents should also add 4% sales tax. Make checks payable to The Regents of the University of California. PLEASE DO NOT SEND STAMPS.

PUBLICATIONS

POPULAR PAMPHLETS

- Collective Bargaining*, by Edgar L. Warren and Irving Bernstein (50¢)
Employing the Seriously Impaired, by Robert D. Melcher (50¢)
Making Grievance Procedures Work, by Abbott Kaplan (50¢)
Wages: An Introduction, by H. M. Douty (50¢)
Union Security, by Orme W. Phelps (50¢)
Wage Structures and Administration, by H. M. Douty (50¢)
Pensions under Collective Bargaining, by William Goldner (50¢)
Strikes, by William Goldner (50¢)
Productivity, by Peter O. Steiner and William Goldner (50¢)
Guaranteed Wages, by J. W. Garbarino (50¢)
Local Employers' Associations, by William H. Smith (50¢)
Health Insurance: Group Coverage in Industry, by Richard Baisden and John Hutchinson (50¢)
Unemployment Insurance, by Margaret S. Gordon and Ralph Amerson (50¢)
Automation: Technology's New Face, by Jack Rogers (50¢)
Personnel Management in Small Companies, by Frances Torbert (50¢)
Absenteeism, by Marjorie Brookshire (75¢)
Standards of Wage Determination, by Paul Bullock (75¢)
Merit Employment: Nondiscrimination in Industry, by Paul Bullock (75¢)
The Older Worker, by B. V. H. Schneider (75¢)
- NOTE: Quantity discounts available.

BOOKS

ORDER FROM UNIVERSITY PRESS, UNIVERSITY OF CALIFORNIA, BERKELEY 4, CALIFORNIA

- The New Deal Collective Bargaining Policy*, by Irving Bernstein (1950) \$3.00. Paper-bound \$2.00
The Pacific Coast Maritime Shipping Industry, 1930-1948, by Wytze Gorter and George H. Hildebrand. Vol. I. *An Economic Profile* (1952) \$2.50. Vol. II. *An Analysis of Performance* (1954) \$5.00
Community Wage Patterns, by Frank C. Pierson (1953) \$3.75
The Arbitration of Wages, by Irving Bernstein (1954) \$3.50
The Rise of the Labor Movement in Los Angeles, by Grace Heilman Stimson (1955) \$6.00
Andrew Furuseth, Emancipator of the Seamen, by Hyman Weintraub (1959) \$5.00
Institutional Economics: Veblen, Commons, and Mitchell Reconsidered (1963) \$4.00
A History of the Los Angeles Labor Movement, 1911-1941, by Louis B. and Richard S. Perry (1963) \$10.50

ORDER FROM JOHN WILEY & SONS, 440 FOURTH AVENUE, NEW YORK 16, NEW YORK

- Men Who Manage*, by Melville Dalton (1959) \$6.75

ORDER FROM HOUGHTON MIFFLIN, 2 PARK STREET, BOSTON 7, MASS.

- The Lean Years*, by Irving Bernstein (1960) \$7.00

ORDER FROM MC GRAW-HILL BOOK COMPANY, INC., 330 WEST 42ND ST., NEW YORK 36, N.Y.

Leadership and Organization: A Behavioral Science Approach, by Robert Tannenbaum, Irving Weschler, and Fred Massarik (1961) \$7.50

ORDER FROM RICHARD D. IRWIN, HOMEWOOD, ILLINOIS

Legal Status of Employee Benefit Rights under Private Pension Plans, by Benjamin Aaron (1961) \$5.00

MONOGRAPHS

- No. 1. *Due Process on the Railroads: Revised Edition*, by Joseph Lazar (1958) \$1.25
No. 2. *Right-to-Work Laws: A Study in Conflict*, by Paul Sultan (1958) \$1.75
No. 3. *The Knights of Labor in Belgium*, by Leon Watillon, translated by Frederic Meyers (1959) \$1.50
No. 4. *Inside a Sensitivity Training Group*, by Irving R. Weschler and Jerome Reisel (1959) \$2.00
No. 5. *Law and the National Labor Policy*, by Archibald Cox (1960) \$2.50
No. 6. *Tenderness and Technique: Nursing Values in Transition*, by Genevieve Rogge Meyer (1960) \$2.75
No. 7. *European Coal Mining Unions: Structure and Function*, by Frederic Meyers (1961) \$2.75
No. 8. *Union Government and the Law: British and American Experiences*, by Joseph R. Grodin (1961) \$3.00
No. 9. *Education for the Use of Behavioral Science*, by James V. Clark (1962) \$2.25
No. 10. *Soldiers and Spruce: Origins of the Loyal Legion of Loggers and Lumbermen*, by Harold M. Hyman (1963) \$3.00

MISCELLANEOUS

Free unless otherwise indicated.

- Evaluating Research and Development: Annotated Proceedings of a Conference of Research Administrators held in Los Angeles, May 10, 1952.* \$1.00
Industrial Human Relations: A Selected Bibliography, Seventh Revision, Summer 1961. Prepared by Irving R. Weschler and Robert Tannenbaum. 35¢
The Secular Outlook: Wages and Prices, by John T. Dunlop (1957) \$1.00
Problems in the Use of Indirect Methods of Attitude Measurement, by Irving R. Weschler (1951)
When It's Time for a Change, by Robert Tannenbaum (1956)
The Industrial "Rate-Buster": A Characterization, by Melville Dalton (1956)
The Introduction of Change in Industrial Organizations, by Robert Tannenbaum (1957)
Postwar Italy: A Study in Economic Contrasts, by George H. Hildebrand (1957)
Research Developments in Personnel Management, Proceedings of the First Conference, UCLA (1956) \$1.00
Research Developments in Personnel Management, Proceedings of the Third Conference, UCLA (1960) \$1.00
Research Developments in Personnel Management, Proceedings of the Fourth Conference, UCLA (1962) \$1.00

REPRINTS

One copy free. Additional copies 20¢ each. Omitted numbers are out of print.

Reprint

No.

6. *Statutory Regulation of Internal Union Affairs—I*, by Benjamin Aaron and Michael I. Komaroff (1949)
8. *The Manager Concept: A Rational Synthesis*, by Robert Tannenbaum (1949)
9. *Managerial Decision-Making*, by Robert Tannenbaum (1950)
10. *Statutory Regulation of Internal Union Affairs—II*, by Benjamin Aaron and Michael I. Komaroff (1950)

