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## Selekman: LABOR RELATIONS AND HUMAN RELATIONS

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LABOR RELATIONS AND HUMAN RELATIONS. By *Benjamin M. Selekman*.  
New York: McGraw-Hill. 1947. Pp. ix, 255. \$3.

Unlike other fields of human relations in which cooperation seems to be instinctive, labor relations are dominated by a spirit of conflict. In explanation, the author, who is professor of labor relations at the Harvard Graduate School of Business Administration, emphasizes the militancy required of the labor movement during the transitional period of the last fifteen years and the lack of any feeling of mutuality on the part of management and labor as producers for the public's needs. Legislation is discarded as a possible solution except in the area of great abuse. Instead Professor Selekman believes that mature leadership and recognition of the individual anxieties and apprehensions of the men in the shop may lead to the building of a satisfactory joint relationship. The book is concerned with the development of this relationship in the stages of organization, negotiation, and administration of the agreement, through the training of foremen and stewards and the cultivation of a feeling of participation on the part of the employees. The grievance procedure is given particular attention, and it is urged that a clinical, rather than a legalistic, approach be taken. Many grievances which might be discarded as ungrounded when a legal standard is imposed may have great significance as indicia of underlying shop emotions. In much the same manner, the resistance to shop change must be considered by management as one of the principal factors in any realistic approach to technological and other changes. A plea is made for maturity on the part of managers and labor leaders. Although this is made particularly difficult in the latter's case

by their position as both administrators and political leaders, some changes in tactics are suggested. The author points out that a new basis for union cohesiveness must be found to replace the hostility to management which has been chiefly relied on. In this connection he feels that, because compulsory membership did not encourage fellowship and joint purpose, prohibition of the closed shop may make possible a unity based on these elements. In addition to making his points in a manner which is generally clear and compelling, the author offers much help to leaders of management and labor in the form of concrete proposals and case illustrations.