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## Harbison and Dubin: PATTERNS OF UNION-MANAGEMENT RELATIONS

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PATTERNS OF UNION-MANAGEMENT RELATIONS. By *Frederick H. Harbison* and *Robert Dubin*. Chicago: Science Research Associates. 1947. Pp. 238. \$3.75.

Frederick H. Harbison and Robert Dubin are executive officer and manager, respectively, of the Industrial Relations Center, University of Chicago. In this book they have provided an exhaustive, unbiased, and penetrating analysis of union-management relations between General Motors Corporation and the United Automobile Workers and between Studebaker Corporation and the same union. The General Motors situation is an example of labor relations at a "power center." The concentration of economic and political power in both management and union is great and the consequences of union-management action are far-reaching. In "power center" labor relations the determination of policies is complicated, the areas of conflict overshadow the areas of cooperation, and the issues usually have national political overtones. The Studebaker situation is an example of labor relations between a smaller mass-production company and a local union of the UAW-CIO. Unlike General Motors, the company is in a highly competitive position and the labor relations issues are predominantly local. Studebaker is an illustration of one kind of constructive adjustment which a smaller company and a local union can make as they bargain in the shadow of the giants of industry. In both studies the authors have been able to probe beneath historical events to reach the motivations and attitudes of union and management decision-makers. The book is an excellent case study of union-management relations in important segments of the automobile industry. The findings based upon research of this kind should lead to a more precise understanding of the nature and consequence of labor relations throughout the entire country and in the mass-production industries in particular.