

# THE MANAGEMENT OF LABOR RELATIONS

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TO  
A. D. W.  
AND  
B. J. D.

## PREFACE

Many developments have taken place since the publication of *Labor Management* by Gordon S. Watkins in 1928. This is strikingly true of American economic life and particularly of labor relations. The past decade has witnessed significant changes which already have had a marked effect upon points of view, attitudes, and practices in the field of personnel administration. The unprecedented growth of American unionism with the consequent expansion of collective bargaining, the appearance of an increasingly militant leadership in the American labor movement, the extension of progressive social legislation, the active interest of political leaders in the improvement of standards of employment, and the accumulation of authoritative data through research in the field of industrial relations have resulted in the development of new techniques to aid in the solution of old and new problems.

The net result of what has just been said is that no book on labor relations written a decade ago is adequate either for classroom instruction or as a reliable guide to personnel executives in dealing with new problems and situations which have emerged in the interim. For all practical purposes, therefore, the present volume is a new book even though it was undertaken originally as a revision of *Labor Management*. Every effort has been made to incorporate the latest available information on significant changes in industrial relations and the techniques that have proved effective in meeting such changes. Both the results of special research and the practical experience of American industry, business, and government have been drawn upon generously to give concreteness to the problems discussed and the methods of procedure adopted to deal with them. The influence of the rapid expansion of unionization and of progressive social legislation upon labor relations is definitely recognized, and the possible consequences of further changes are discussed. To simplify and clarify the analysis of the numerous problems and techniques, statistical data, charts, graphs, and forms have been scattered throughout the text. A comprehensive selected list of references has been included in order to aid students, personnel executives, and general readers who may wish to make a more intensive study of particular problems.

The authors have drawn freely and widely upon the research and experience of special students and numerous corporations. It would be impossible here to acknowledge their debt of gratitude to all of these individually. Wherever possible, their assistance is acknowledged in the body of the text and in the footnotes.

In conducting the research necessary for the completion of their task, the authors have received excellent assistance from Miss Frances M. Fearing. Anna Davis Watkins and Bonnie Jennings Dodd have read the manuscript and the proof. Their encouragement and criticism have been invaluable.

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