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C.H. NORTHCOTT, M.A., PH.D., *The Personnel Aspects of Management, Institute of Personnel Management*, Management House, Hill Street, London, W.I., Price 3s. Od.

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2. The agencies most readily available to individuals in case of lost or reduction of normal income were asked to provide information about their operation within the community.

3. A survey of employers was conducted to determine the nature of the employee benefit programmes in the area and the number of persons covered by these various types of protection.

This method thus used included questionnaires and statistical tables, of which certain sample types have been added in an appendix as well as the other group of tables inserted in the text.

C.H. NORTHCOTT, M.A., PH.D., *The Personnel Aspects of Management*, Institute of Personnel Management, Management House, Hill Street, London, W.I., Price 3s. Od.

Dr C.H. Northcott, is a former director of the "Institute of Personnel Management". His booklet contains three speeches to the principal members of the executive of the Manchester Municipal College of Technology.

The chief aim of the author is to bring out two aspects of management which he considers as essential: The working out and the putting into force of a personnel policy, and the nature and importance of authority.

He believes, firstly, that a just idea of management is essential to good human relations and that a same conception is required in the handling of men and women of a very complex and changing nature. This personnel policy decided upon finally by the board of directors must be based on principles of justice, democracy and cooperation and must be adapted to persons, their needs, views and attitudes, in taking into account the place and the circumstances.

In the second place, the author discusses management as authority and makes a distinction between the head man and the leader. The head man is the one who is at the head of the enterprise and of whom the status is recognized by his rank. The leader is the one, who by his personality to direct, to react to the exigencies of situations and who is endowed with a sense of responsibility and in addition has a wide human and social comprehension and a spirit of penetration to analyze deeply. The author returns to the aspect of management concerned in directing authority and all the dangers that it carries and the necessities and duties that must follow.

The author concludes his work in insisting on this idea that the key to success lies in working out an established policy in conformity with principles after having consulted all those interested and in the application of this policy in a spirit of justice and democracy.

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