

Relations industrielles Industrial Relations



***Personnel: The Human Problems of Management.* By George Strauss and Leonard R. Sayles. Englewood Cliffs, N.J.; Prentice-Hall, Inc., 1960, 750 pp. \$7.00.**

Roger Chartier

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par tous ceux qui travaillent dans le domaine social s'ils veulent élargir leurs horizons, contribuer à redonner aux hommes l'espérance et les faire sortir du bourbier universel dans lequel nous sommes engagés.

G. DION

Personnel: The Human Problems of Management. By George Strauss and Leonard R. Sayles. Englewood Cliffs, N.J.; Prentice-Hall, Inc., 1960, 750 pp. \$7.00.

Personnel, by Strauss and Sayles (co-authors of *The Local Union*), is the most recent textbook in the field of Personnel Management; it is also, to my mind, the most refreshing and the most solid of its kind to have come out in many, many a year.

Along the lines of Pigors and Myers' *Personnel Administration*, but much more deeply and thoroughly, this new textbook has its foundation deep in the latest research results in the behavioral sciences such as anthropology, psychology, and sociology.

While competent and articulate in the field of personnel techniques, alongside such books as Yoder's, Mee's, Henneman and Turnbull's, and other well-known personnel works, the new volume is better organized than most and has a more scientific approach in attempting to indicate how to develop policies and procedures with regard to human resources in modern business concerns.

The interdisciplinary approach to personnel problems is everywhere present which satisfies the scholar. The language of the book, however, remains relatively simple and intelligible for the practitioner eager to meet day-to-day emergencies in his dealings with subordinates.

The impact of the union is stressed realistically enough; and so, of course, is collective bargaining. The problem of worker productivity and motivation to work, with all its psychological and sociological implications, is then studied at length, and solutions are put forward.

The first three chapters on « The Meaning of Work », « Technology and Job Satisfaction », and « Work Groups and Informal Organization » are especially worthwhile. Supervision is also given the full treatment in various chapters. Part Four on « Organization » is standard material to be found in most textbooks of the kind.

Part Five on « Manpower and Employee Development », and Part Six on « Incentives for Effective Performance » both deal with the techniques usually described in similar books. But this new volume does it with orderliness, clarity, especially in the chapters dealing with recruitment and selection, promotion and transfer, training, wage and salary administration, and incentive systems.

Here, then, is a textbook which I would not hesitate to recommend most heartily to all students and practitioners of personnel administration.

ROGER CHARTIER

Men and Their Work. By Everett C. Hughes. Glencoe: The Free Press, 1958. 184 pp. \$5.

Le titre de ce petit ouvrage du professeur Hughes étayé de treize essais un peu hétéroclites en embrasse un peu trop, peut-être: car les essais les plus récents qu'il contient portent très précisément sur les professions, et à peine sur le travailleur du rang, l'atmosphère d'usine ou de bureau.

Le volume groupe sous une forme commode des articles qui s'échelonnent sur plus de vingt ans et qu'on a de la difficulté à retrouver dans les revues savantes. Qui, parmi les sociologues, ne se souvient pas de « Work and the Self », de « Institutional Office and the Person », et de « Dilemmas and Contradictions of Status »?

A plus d'un égard, le professeur Hughes, si bien connu au Canada, et en particulier à l'Université Laval où il a enseigné, est un pionnier de la sociologie du travail, en général, et de celle des professions, en particulier. Il continue à exercer une influence très réelle dans ce secteur aux Etats-Unis et en Europe.