

ences of leading companies in placing members of minority groups in positions.

MANAGEMENT BEHAVIOR AND FOREMAN ATTITUDE: A Case Study. By David N. Ulrich, Donald R. Booz, and Paul R. Lawrence. Cambridge, Mass.: Harvard Business School Division of Research. 36 pp. Paperbound, 75 cents.

An analysis of the impact of management behavior on the attitude and performance of foremen. The book's focus is at the middle management level, where most major breakdowns in human communication exist.

MAKING WORK HUMAN. By Glen U. Cleeton. Yellow Springs, Ohio: Antioch College Press. 326 pp. \$3.75.

Dr. Cleeton defines a basic problem of management today in its relation to the total economy. He contends that work can be made fully as satisfying as leisure-time activities.

WORKING WITH PEOPLE. By Auren Uris and Betty Shapin. New York: The Macmillan Co. 311 pp. \$3.

What every foreman and supervisor should know to get along successfully with his associates. The principles of human relations are here for those who will dig for them.

PROBLEMS IN PERSONNEL ADMINISTRATION. By Richard P. Calhoun. New York: Harper & Bros. 540 pp. \$4.

A professor of personnel administration at the University of North Carolina discusses human relations in industry and the administration of various personnel functions.

PSYCHOLOGY OF PERSONNEL IN BUSINESS AND INDUSTRY. By Roger M. Bellows. New York: Prentice-Hall. 500 pp. \$6.

A professor of industrial psychology submits a program designed to improve current personnel policies and methods.

LINCOLN'S INCENTIVE SYSTEM. By James A. Lincoln. Cleveland: The Lincoln Electric Co. 191 pp. \$2.

INCENTIVE MANAGEMENT. By James A. Lincoln. Cleveland: The Lincoln Electric Co. 280 pp. \$1.

According to Mr. Lincoln, president of the Lincoln Electric Company, there hasn't been a work stoppage or an hour lost in thirty years at his plant because of individual grievances. In these books he explains the practical applications of incentive management, step-by-step details of how it is used,

(Continued on page 58)

The Businessman as Reader

A VANISHING cliché, and deservedly so, is the once prevalent stereotype of the business tycoon with a library full of handsomely bound books which he has never read. Today the books may or may not be handsomely bound, but the pages have been cut because many a modern executive is a voracious reader not only in his professional field but in the whole range of literature.

The Research Institute of America, in a poll of the reading habits of a cross-section of more than 15,000 officers and executives of U.S. corporations, discovered that the chairman of the board or the president who finds time out of his crowded schedule to read as much as 150 or 200 books a year is not a rarity.

More rare, according to Leo Cherne, executive director of RIA, is the business leader who reads only one or two books in the course of twelve months. The reason is quite simple. An executive in a responsible position can no longer afford not to read. The modern world is too complex.

Government and science, public relations, cold-war tensions, labor unions, changing mores and morals, long-range economic trends, shifting patterns of public tastes and attitudes, all crowd around the desk of the present-day manager testing his knowledge, demanding his decision. Ideas come from books, and in the swift competition of contemporary business ideas must come before policy or action. To read is an act of self-defense as well as a means of recreation and inspiration.

On the amount of reading among businessmen the RIA poll disclosed the following practices for the representative cross-section of executives tested:

Number of Books	Read Annually	Respondents
None		4%
1-9 books		41%
10-24 books		36%
25-50 books		12%
Over 50 books		7%

Thus it is seen that 55 per cent of the executives polled read more than ten books a year, and 19 per cent over twenty-five. A Minnesota baking official emerged as top man in the number of books read. He reported that his annual reading runs to 300 volumes.

Equally as interesting as the number of books that attracted the attention of businessmen was the diversity of reading matter reported. The tastes of the American executive encompass almost as broad a range of interests as there are books published. The twenty-five leading titles in the RIA poll were the following:

1. KON-TIKI, by Thor Heyerdahl
2. THE FORRESTAL DIARIES, edited by Walter Millis
3. THE CAINE MUTINY, by Herman Wouk
4. THE SEA AROUND US, by Rachel Carson
5. CLOSING THE RING, by Winston Churchill
6. WASHINGTON CONFIDENTIAL, by Jack Lait and Lee Mortimer
7. THE MEMOIRS OF HERBERT HOOVER
8. FROM HERE TO ETERNITY, by James Jones
9. LIFE'S PICTURE HISTORY OF WESTERN MAN
10. A SOLDIER'S STORY, by General Omar Bradley
11. A FOREIGN POLICY FOR AMERICANS, by Senator Robert A. Taft
12. WHAT'S AHEAD FOR AMERICAN BUSINESS, by Sumner Slichter
13. THE CATCHER IN THE RYE, by J. D. Salinger
14. MELVILLE GOODWIN, U.S.A., by John P. Marquand
15. STRANGE LANDS AND FRIENDLY PEOPLE, by William O. Douglas
16. THE CHINA STORY, by Freda Utley
17. SCHNOZZOLA, by Gene Fowler
18. FIFTY BILLION DOLLARS, by Jesse Jones
19. THE MAGNIFICENT CENTURY, by Thomas A. Costain
20. MR. SMITH, by Louis Bromfield
21. THE HOLY SINNER, by Thomas Mann
22. THE CRUEL SEA, by Nicholas Monsarrat
23. THE PRESIDENT'S LADY, by Irving Stone
24. REQUIEM FOR A NUN, by William Faulkner
25. HOW I MADE THE SALE THAT DID THE MOST FOR ME, by J. M. Hickerson

Membership in a book club was also reported by 58 per cent of those questioned.

Hand in hand with books also went a comparable variety of magazines to fill out the reading diet of today's executive and help establish a fresh portrait of the businessman.

What Every Executive Should Read



Sumner Slichter

WHICH books published during the past year can most effectively broaden and deepen the insights of the men responsible for formulating the general policies of American business enterprises? *The Saturday Review* has asked one of the best informed men on economic problems in the United States, Sumner Slichter, Lamont University Professor at Harvard University, to draw up such a list. Professor Slichter modestly has not included one of the most important books of the year, his own "What's Ahead for American Business," published by Little, Brown & Co. of Boston, at \$2.75. With this inclusion his shelf of recommended books comes to sixteen:

EFFECTS OF TAXATION: CORPORATE MERGERS. By J. Keith Butters, John Lintner, and W. L. Cary, assisted by Powel Niland. Cambridge, Mass.: Harvard Business School Division of Research. \$4.25. An exceptionally competent and well-documented account of the extent of recent mergers and the causes of them, including taxation.

INFLATION IN THE UNITED STATES, 1940-48. By L. V. Chandler. New York: Harper & Bros. \$6. History and causes of the great inflation of the Forties.

MANAGERIAL ECONOMICS. By Joel Dean. New York: Prentice-Hall. \$6.65. The uses of economic analysis in formulating the policies of the business enterprise.

DEFENSE WITHOUT INFLATION. By A. G. Hart. New York: Twentieth Century Fund. \$2. How to keep the economy stable when a large defense program is undertaken in the midst of near full employment.

AMERICAN MONETARY POLICY. By E. A. Goldenweiser. New York: McGraw-Hill Book Co. \$4.50. A review of American efforts to manage money with proposals for changes in the Federal Reserve System.

THE CORPORATION INCOME TAX. By Richard Goode. New York: John Wiley & Sons. \$3. The effects of the corporate income tax on prices, wages, savings, consumption, and investment.

PEACE CAN BE WON. By Paul Hoffman. Doubleday & Co. \$2.50. A blueprint for dealing with our biggest problem—the waging of peace.

INDUSTRIAL PRODUCTIVITY. Edited by L. Reed Tripp. Madison, Wisc.: Industrial Relations Research Association. \$3. Searching papers on what determines the productivity of

organizations, executives, and workers.

PSYCHOLOGICAL ANALYSIS OF ECONOMIC BEHAVIOR. By George Katona. New York: McGraw-Hill Book Co. \$5. An inductive account of the spending and saving behavior of consumers.

ECONOMICS: AN INTRODUCTORY ANALYSIS. By Paul Samuelson. New York: McGraw-Hill Book Co. Second edition. \$5. A clear and balanced introduction to economics for the mature reader, written with imagination and enthusiasm.

EFFECTS OF TAXATION ON EXECUTIVES. By T. H. Sanders. Cambridge, Mass.: Harvard Business School Division of Research. \$3.25. Are high taxes undermining the efficiency of American business executives?

RUSSIA'S SOVIET ECONOMY. By Harry Schwartz. New York: Prentice-Hall. \$6.65. The facts, as best we can get them, about the strength and weaknesses of the Soviet economy.

PATTERN FOR INDUSTRIAL PEACE. By William F. Whyte. New York: Harper & Bros. \$3.50. The record of the transformation of union-management relations in a plant from conflict to cooperation.

CAPITALISM. By David McCord Wright. New York: McGraw-Hill Book Co. \$3.25. A sophisticated analysis of the superiorities of capitalism and of the weaknesses of the Socialist indictment.

NATIONAL INCOME AND PRODUCT OF THE UNITED STATES, 1929-1950. Prepared by the U. S. Department of Commerce. Washington: Government Printing Office. \$1. An extraordinarily rich source book of basic statistics about the production and income of the economy over the last twenty years.

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