



New Patterns of Management.

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have been extended by sampling people, situations, and time periods.

The book provides a considerable understanding of the organizational dynamics of "Plant Y" (from near chaos to technico-economic efficiency and individual satisfaction), with implications for industrial application. Most noteworthy, Guest arrives at new and lucid theoretical syntheses by actually demonstrating the sociological importance of process, multiple causation, and the relevance of nonsociological factors.

DONALD L. MILLS

University of Alberta

Leadership and Dynamic Group Action. By GEORGE M. BEAL, JOE M. BOHLEN, and J. NEIL RAUDABAUGH. Ames, Iowa: Iowa State University Press, 1962. 365 pp. \$6.00.

I once heard one of those rare souls who had visited Bethel and failed to suffer a conversion experience describe group dynamics as "a cult where they don't know what they're doing, but they're doing it *all together*." Beal, Bohlen, and Raudabaugh are not such mystics; they are social scientists—but they are evangelical. This book was not written to convey information to social scientists. Its goal is to work from generalizations in sociology and social psychology, and to present applied interpretations that will "give further insight into human group behavior to those responsible people who are faced with the everyday problems of group living." The assumption is that "understanding these interpretations will help them to be more efficient group members and leaders."

Part I (Group Interaction, a general discussion of leadership and the dynamics of democratically-oriented groups), constitutes the basic theoretical background. Even here, in keeping with the authors' intention, the emphasis is on the application of social science knowledge for group effectiveness in administration, education, and communication.

A detailed, illustrated presentation of methods which can be applied in group meetings of various types and sizes comprises Part II (Techniques). Each chapter (one on the interview, one on the panel discussion, one on the lecture, one on the committee hearing, etc.) is an outline of the characteristics of the technique, the circumstances in which it is advantageous, how to employ it, and the pitfalls inherent in it.

Part III (Evaluation) deals with sociometric models and group observation, and provides check-lists as a basis for judging the effectiveness of the various techniques.

RAYMOND W. MACK

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New Patterns of Management. By RENSIS LIKERT. New York: McGraw-Hill Book Co., 1961. ix, 279 pp. \$6.95.

In this important book, Likert effectively summarizes a large number of studies conducted at the University of Michigan's Institute for Social Research since 1947. The volume is rich in data and portrays the major trends of development within what has become known as the Michigan tradition.

One trend is toward increased specification of findings and sophistication of approach. Initially, it was often assumed that the more communication, leadership, and group processes an organization built up, the more productive and satisfied its lower participants would be. Later findings showed that (a) the most satisfied workers are not necessarily the most productive ones, and (b) that lack of communication and arbitrary or tight control may reduce satisfaction but be a way of keeping production high.

A second trend is toward studying not just workers and supervisors but also executives, though here the tendency is to ask the same questions asked about lower participants, without enough exploration of the special nature of higher ranks.

A third trend is toward studying not just business corporations but also labor unions, voluntary associations, and other organizations, and some initial efforts at comparative statements. The comparative focus, though, is still rather limited, dealing chiefly with "human relations" characteristics.

Most pleasing for a sociologist who believes in the need and ability to coordinate structural-functional approach with communication and motivational analysis, the neo-Weberian approach, with the "new look" in group dynamics, is the trend, in the discussion of the Michigan findings, toward relating informal to formal organizations. Thus, groups are no longer discussed as if they existed in a vacuum, but their place in the organizational structure is taken into account; the relationship of formal leaders to informal groups is explored; the organizational goals and the mechanisms through which they are set are studied. The coverage is far from complete; Likert can still write 279 pages of organizational analysis without ever referring to Weber, Parsons, Gouldner or Blau, but certainly much progress has been made in this direction since the writings of Mayo and Lewin.

Likert's style is effective; the data are well represented and woven into the text; the shrill, value-laden, emotional tone sometimes found in human relations literature is avoided.

The main question raised by the book, though

not discussed in it, as far as the Michigan tradition is concerned, is: will it be used as a watershed, closing a period and opening a new one, or will the Michigan researchers continue to refine the old tradition? Has the process of specification reached a point of diminishing returns or does the application of the method to higher ranks and non-business organizations justify much additional investment in its elaboration? Could a major effort toward more articulation with other traditions in the field of organizational analysis provide a more fruitful way to enrich both the Michigan studies and organizational analysis?

AMITAI ETZIONI

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Human Relations in Management, A Behavioral Science Approach: Philosophy, Analysis and Issues. By WILLIAM G. SCOTT. Irwin Series in Management. Homewood, Ill.: Richard D. Irwin, 1962. xiv, 442 pp. \$7.50.

Human Relations in Management is written for business school students. It "is an effort to weld the analytical, critical, and philosophical implications of the behavioral sciences into a framework having meaning for a student who one day may occupy a managerial position." In reviewing this book, we have, thus, an excellent opportunity to see how the social sciences are represented to the coming generation of businessmen.

The book has three sections. The first, called "Philosophy," traces the changing ethic of business from "individualistic" to "social." The individualistic ethic is characterized by Upton Sinclair's *The Jungle*, in which ". . . there is no place where a man counted for anything against a dollar." The social ethic is illustrated by Bernard Lester's *Weatherby Crisis*. It states, ". . . the objective of a business should be to attain abiding satisfaction for all those persons who are a part of it irrespective of position of relative responsibility." For, "The best equipped plant will drag in production or even periodically come to absolute rest simply because men don't continue to work harmoniously together."

The latter quote sets the tone for a discussion of the "human relations movement." Only at the end of this section is its essential assumption brought into sharp focus by the question, "Could management practice done in the name of human dignity or theological doctrine have acceptance and justification if such practice violates the productive efficiency aspiration?" When the chips are down, Scott concludes ". . . it is not management's primary role to make other managers and operative employees happy.

. . . Human relations programs which are supposed to yield employee happiness are only justifiable if the true economic function of the business organization is not impaired."

So much for philosophy: "Training in the behavioral sciences," Scott states in characteristically vague language, is an activity of line and staff which has as its goal executive development to achieve greater individual job effectiveness, improved interpersonal relationships in the organization, and enhanced executive adjustment to the context of his total environment." This training seems to include an acquaintance with the results of specific studies and an abstractive ability so that specific situations can be seen in a system context. The second part of the book, "Analysis," deals with human relations in management in terms of their system properties. There are chapters on motivation, status and role, organization, communication, balance, and change. The third part of the book, "Issues," deals with more specific phenomena, such as bureaucracy, work and incentives, contemporary unionism, and the like. While this format might have been very effective, there is a great deal of redundancy and at the same time a lack of integration in the book. For example, bureaucracy, organization, communication, power, and status are each treated separately from one another and without much interconnection. The two sections that are most highly integrated, well documented, and inciteful are called appendices. One is on "Organizational Growth," the other on "Informational Theory." This reviewer wishes the rest of the book measured up to these sections.

The author's coverage of research literature is quite broad, particularly in psychology and the new semi-disciplines such as cybernetics. Interestingly enough, game theory is not discussed. The works of the industrial sociologists, including Moore, White, Argyris, Dubin, and Dalton, are covered. However, the sociologically trained organization analysts, Blau, Gouldner, and Selznick, for example, are not represented. Their exclusion might be due to the author's stated orientation, ". . . generalizations should come from the study of management," for these authors tend to focus on organizations other than business. Their exclusion may have another basis, however. These analysts all focus explicitly on system *tensions* and, as in game theory, they see system elements as making choices among differing strategies in a conflict situation.

The most notable thing about the book is that conflict of interest within management circles is never a systematic focus of study (except in an appendix, "The Novelists' View of the Business Executive," where the data are