

Politics in 1952. The latest addition to the Brookings political shelf is of modest proportions compared with most of its companions, but its contribution to our knowledge of presidential politics can scarcely be measured on this dimension. In *The 1956 Presidential Campaign*, Charles A. H. Thompson and Frances M. Shattuck have compiled an excellent summary of the major public events which preceeded the re-election of President Eisenhower.

Even the casual citizen must be impressed, if not overwhelmed and dismayed, by the complexities and confusion of presidential politics. The amateur pundit along with the serious student of American politics will appreciate the order and coherence which Thompson and Shattuck bring to their subject. Without omitting any of the major phases of the campaign, they have distilled, summarized, and condensed to present a well-paced account, extending from the election of 1952 through the repeat performance 4 years later. The result is true to the authors' explicit promise, in the preface, "to do a history of a political campaign."

It is less clear that this very readable volume redeems the implied concern, also voiced in the preface, for rigorous analysis of human behavior. Of the many aspects of political behavior, the antics and aspirations of presidential politicians are probably among those least amenable to analysis in terms of the various elegant models now being put forth for the study of decision-making or other phases of elite politics. *The 1956 Presidential Campaign* may provide case material and illustrations for theoretical speculation and generalization, but its major contribution is more likely to be appreciated by the reader interested in contemporary political history.

The professional scholar may be somewhat irritated by the authors' selection of footnotes. Frequently the most public and widely known events are described and then carefully attributed to the *New York Times*, while events not recorded by the journalists and interpretations obviously based on little known fact are presented without documentation. Both the scholar and the amateur politician may detect an occasional overtone of partisanship in the authors' choice of words and emphasis. One would guess that Thompson and Shattuck are either Stevensonian Democrats or else a pair of badly over-compensating followers of Mr.

Nixon. It may be only this reviewer who thinks that extended direct quotations of Mr. Eisenhower's informal remarks are a disingenuous form of unsympathetic criticism (see, in particular, page 278), but the use of a subtitle such as "Nixon's many masks" (page 289) is less open to interpretation.

Such minor cavils should not obscure my sense of the many good qualities of the book. It provides a most useful chronicle of the events of the campaign. It also records the most important facts of convention and election, with detailed presentation and some analysis of the votes cast in each. Finally, *The 1956 Presidential Campaign* captures the full spirit of its subject for future generations who will have forgotten, or never have experienced, the delight and the despair of the second Eisenhower-Stevenson contest.

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Automation and the Worker. A study of social change in power plants. Floyd C. Mann and L. Richard Hoffman. Holt, New York, 1960. 272 pp. \$4.50.

A power company built a new automated plant, "Advance," in a rural town. Elaborate questionnaires were given workers in Advance and in one of the older plants, "Stand." This text presents and interprets some hundred tables of comparative data obtained from these questionnaires.

Many variables made it difficult to create a reliable research design. The plants differed in managerial climate, work-force characteristics, and other nontechnological respects. The fact that there were fewer supervisory levels at Advance appeared to increase the status of the foremen and to improve communications.

Most workers at Advance had been promoted from older plants to jobs with enlarged responsibility, more prestige, improved working conditions, and higher wages. It was hardly surprising to find that workers at Advance had increased job interest and job satisfaction; since management was "paying attention" to Advance, the discovery of lowered job satisfaction at Stand might also have been expected.

Advance was not without its own problems. The pressure of management for early results increased work tension.

The interdependence of operations required centralized maintenance, which aroused conflict. The workers were dissatisfied with second and third shift arrangements. There is a full chapter, "Continuous operation; patterns and effects," which highlights the shift problem as a generally unsolved issue with which all management must become concerned. The increased capital investment per employee in automating production or data processing will inevitably increase the number of companies and human beings affected by shift work.

For companies about to introduce new processes, Mann and Hoffman suggest a conceptual viewpoint which anticipates effects on the total organization, not merely on the point of change; which recognizes that people do not adapt quickly to new problems or new skills; and which recasts traditional training methods to develop intellectual, rather than motor skills, as well as greater understanding of the role each new job plays in the interrelated production complex.

The authors concede that the effect of technical changes on the social system is not a new concept, but state that "planning continues to focus on engineering design and to ignore the psychological and sociological factors."

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An Introduction to Kansas Archeology.

Waldo R. Wedel. With a "Description of the skeletal remains from Doniphan and Scott counties, Kansas," by T. D. Stewart. (Bureau of American Ethnology, Bulletin 174.) Smithsonian Institution, Washington D.C., 1959. xvii + 723 pp. Illus. \$3.

Although titled "an introduction," this monumental volume is the most complete archeological synthesis yet made for any state in the union. Its author has worked on the archeology of the Central Plains for nearly 30 years; for most of that time he has been its most outstanding authority. The present volume is based on Wedel's field work in Kansas during 1937, 1939, and 1940 for the U.S. National Museum; but in order to make the record for the state as complete as possible, he has compiled numerous bits of evidence from now-obscure sources reaching back into the 19th century, on the one hand,