In the automatic weaving shed
"the first spontaneous acceptance of the new system and the subsequent determination to make it work were due primarily to the workers’ intuitive acceptance of it as one which would provide them with the security and protection of small group membership which they had lost by leaving their villages and their families to enter industry. At the same time, the new system allowed them to perform their primary task effectively and thus provided them with an important source of satisfaction."

In the non-automatic shed
"the acceptance of the new system and the determination to make it work were due to its providing more opportunities for effective task performance and for the building of stable and secure small workgroups relationships than those existing in the conventional system with which the traditional norms of performance and wages were associated."

The considerable changes that took place had their repercussions on the structure of management and the creation of new managing systems is described. The informal and personal management of the past had to give way to a new system of increased specialist knowledge and greater delegation to executive managers. Once more the approach followed well-accepted patterns.

"The first task was to get a picture of the existing organization, of the reasons for its development, and of how it worked. Thereafter the overall socio-technical system of the mills was analysed and appropriate managing systems evolved, discussed, modified and finally established and manned."

In the final section of the book, "Social and Technical Change", the original concepts and assumptions are re-examined and discussed. Although the book is primarily an account of a discreet study in an Indian textile mill it is clear that this serves to illustrate much wider concepts and throw light on more universal problems. India itself is going through its own particular version of our western industrial and social revolution of the last century and a half. The problems which confront India may, it is argued, be more effectively tackled if attention is paid to the implications of social change as it affects different groups—management and worker—caste and caste—village and factory. New groupings will have to give satisfactions to replace those of the former grouping. Developing machine technology requires a works organization not only appropriate to the scientific and technological demands but also appropriate to the changing psychological needs of those who are involved in it. The satisfactions which formerly accrued to a man through what he did must be replaced by satisfaction through what his machine does. The need to recognize that technical change has its impact on social organization is important both in India, where industrialization is replacing craft and village industry, and in the west where automation is having its impact on the operator-machine relationships. Harry G. Maule


This is essentially the report of a study of ageing within the conditions of modern industry—in this case the production of domestic furniture—and some com-