



BOOK REVIEWS

EMPLOYEE TRAINING AND DEVELOPMENT IN THE PUBLIC SERVICE

By K T Byers

Public Personnel Assn, 1313 East 60th St , Chicago, Ill 60637

372-page hardback

\$11 95

Editor Byers says this book is designed to "bring a broad perspective to the subject matter under treatment--one that gives insight into purposes and policies of personnel administration as well as techniques" It seems to fulfill this goal neatly The book is by no means confined to "public" personnel administration As a matter of fact, there is little reference to the specific problems of public personnel administration per se

In my opinion, this book's greatest contribution to the trainer's warbag is its fine outlines, checklists and annotated bibliographical references and sources A few examples from these appendices Training System Visualization, The Managerial Grid Process, Training Needs Profile, Sources of Information on Employee Development, The Conference Method, A Planned Experience Program, A Tuition Refund Program

For the most part, the book takes a broad-brush approach Expect nothing startling or revolutionary You *can* expect a fine basic handbook on training and development's need, purpose and foundation, and on its theory, methods and application

EFFECTIVE COMMUNICATION OF IDEAS

By George Vardaman

Van Nostrand Reinhold, 450 W 33rd St , New York, N Y 10001

255-page hardback

\$7 95

For that communication training program you've been thinking about, here's a text with a new twist The author touts his "TRIM" technique "based on 20 years of practical experience" TRIM stands for Targets, Receivers, Impacts and Methods By following specific TRIM procedures, one can work toward systematic communication

The book features schematics and useful work sheets and checklists The most unusual aspect Economics! Mr Vardaman shows the reader how to determine if a planned presentation is economical and practical Major emphasis is on oral communication The book includes 20 speeches by prominent business, government and professional leaders, and an analysis of them as they apply to the author's principles

Chapter headings A Design for Effective Communication, Knowing When to Communicate, Putting Ideas Together, Using Communication Media, Hitting the Target, Communicating With Receivers, Getting the Right Impact, Using the Right Methods

WHITE-COLLAR UNIONIZATION

By E R Curtin

National Industrial Conference Board, 845 3rd Ave , New York, N Y 10022

73-page softback

NICB Members \$3 50, Others \$17 50

This report stems from a survey of government data and of 11 unions and 140 companies experiencing organization drives It examines the unionization of office, sales, technical and professional employees. Government data go into white-collar employment, union membership, and representation elections

CHARLES VERVALIN
Book Review Editor



A second phase deals with the union's appraisal of, and approaches to, white-collar organizing. A section on company experiences considers reasons for initial interest in unionism, nature and status of employee groups involved, union campaigns and company counter-campaigns, reasons for union success and failure, and impact of unions when they win and when they lose

This is another of what I choose to call the NICB "green book" series. Like the others, it stems from a first-rate job of research, writing and editing. It is well illustrated with exhibits of campaign letters, authorization cards, and other relevant documents.

CLASSICS IN MANAGEMENT

By H F Merrill

American Management Assn, New York, N Y 10020

497-page hardback

\$12.50

Here's an updated version of a classic about classics. This new, revised addition offers selections from two additional authors: Chester I. Barnard on *The Theory of Authority* and *The Nature of Leadership*, and Douglas McGregor on *The Human Side of Enterprise* and *New Concepts of Management*.

This anthology of writings by 17 renowned management theorists spans the period from the mid 1800's (Robert Owen) to the present. The book includes an expanded bibliography. Other than this, it is basically the same material published in 1960—selections from works that have most influenced the development of management into a profession and science.

Authors represented, other than Barnard and McGregor: Robert Owen, Charles Babbage, Capt. Henry Metcalfe, Henry R. Towne, Frederick W. Taylor, Henry L. Gantt, Russell Robb, Harrington Emerson, Alexander H. Church, Henri Fayol, Frank B. Gilbreth, Oliver Sheldon, Mary P. Follett, Harry A. Hopf and George E. Mayo. Classicists all!

Great reading for the trainer who wants an historical analysis of management development philosophy as opposed to technique.

POSITIVE DISCIPLINE

By J M Black

American Management Assn, 135 W 50th St, New York, N Y 10020

216-page hardback

AMA Members \$8.00, Others \$10.00

Most useful in a first-line supervisory training program, this book is fairly philosophical, yet very practical. It comes forcefully to grips with the discipline problem, in these chapters:

Decade of Dilemma (discipline in a changing society), The Fringe Curtain (the security package: motivator or satisfier), Rule Book or Rule of Reason? (management's ground rules for effective discipline), The Third Force (positive discipline and organized labor), The Negative Syndrome (absenteeism, lateness, labor turnover), Our Careless Culture (waste, byproduct of affluence), Challenge to Discipline (insubordination: authority under fire), The Underside of the Affluent Society (discipline and the disadvantaged), The Remaking of Humpty-Dumpty (positive discipline reinstated), and Future Imperative (a look at the coming face of discipline).

With increasing cries of "too much permissiveness" in our society, this is a particularly timely book. As the author says, "men yearn for discipline most when there is an absence of it." He then sets out to give the subject of discipline a positive orientation that is more-or-less Theory Y.



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