

Book Reviews

SAMUEL B. MAGILL, Editor

INDUSTRIAL ORGANIZATION AND MANAGEMENT FUNDAMENTALS

Herman B. Henderson
and
Albert E. Haas

The Industrial Press New York, 13
\$7.50 438 pp.

When the training executive looks for a book on industrial organization he often finds that the author apparently had in mind a very different kind of company than his own.

Thus it is interesting to see how well the authors of this book handle their material. They chose to explain their subject in a manufacturing setting, with examples which could readily be adapted to other types of industry.

The twenty-one chapters include such basic topics as equipment layout, wage administration, job simplification, production planning, quality control, and cost reduction. The writing is consistently simple and clear yet remarkably compressed. Even though the subject is almost encyclopedic, and though all the customary topics are well covered, the book is of comfortable size.

A good bibliography is provided and there is a very complete index covering ten pages, which adds greatly to the usefulness of the book as a reference work.

Some of this compression has been achieved by limiting examples and omitting pictures. Another way has been to leave out those infrequently used practices whose description clutters up the ordinary texts. For example, when

describing types of business organization, just four are mentioned, against eight or more usually, and of these four, only one, the corporation, is explained at any length.

The Hawthorne Experiment, about which whole books have been written, is recognizably described in half a page.

S. B. M.

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HOW MANAGERS MAKE THINGS HAPPEN

George S. Odiorne

Prentice-Hall, Inc.

Englewood Cliffs, N. J.

Price \$4.95 211 pages

Reviewed by ROBERT T. QUEEN
Psychologist

Personnel Testing Service
St. Louis, Missouri

The author prefaces chapter one with a quotation from Nicholas Murray Butler which says, "People, it has been said, can be placed in three classes: the few who make things happen, the many who watch things happen, and the overwhelming majority who have no idea what has happened."

Dr. Odiorne's purpose, in this book is to change as many as possible of the "majority" and the "many" into the "few" who really effect changes in the status quo of management.

The expanding of personal techniques for encouraging your subordinates, the application of these techniques to spur others to action, and through these accomplishments to contribute to your

company's growth and increasing prosperity are the aims of this book.

There are innovations in this book and some very fresh approaches to problems which we all know exist but which are usually only mentioned in passing but without any guidance toward solving them.

The chapter on "managing Cliques in the Organization" is a case in point of an area usually only lightly touched, but in this book thoroughly explored.

Another chapter on "The Gentle Art of Chewing Out a Subordinate" is handled with exceptional psychological insight and understanding.

The excellent point is made that "The key to effective reprimand is to fit the reprimand to the man's own image of himself."

The author discusses "luck as a factor in management success" and includes a very interesting chapter on "How to Keep and Use a Secret."

There is much sound help in this book on how to be flexible, make the most of your staff, use executive time more effectively, control committees and coach a winning management team.

Dr. Odiorne is a member of ASTD and reflects exceptional understanding in the problems of training directors.

This book is a provocative presentation of his ideas.

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SEMICONDUCTORS AND TRANSISTORS

Alexander Schure

John F. Rider Publisher, Inc.

New York, N. Y.

144 pages

\$2.90

This is another volume in the Rider Electronic Technology Series. It dis-

cusses and evaluates the theory and characteristics of semi-conductors and transistors. Specific attention is given to atomic structure, the quantum theory, conductors, insulators, and semiconductors. Conduction by holes, semiconductors with impurities, and the semiconductor rectifier are analyzed. The p-n junction under equilibrium conditions and in reverse and forward bias, diode tubes (including photodiodes), and an extension of p-n junction theory into the transistor receive specific attention. Considerable attention is given to basic design procedures in transistor amplifiers. Review questions are included at the end of each chapter to help the reader determine his comprehension of the material previously presented.

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