

Book Reviews

SAMUEL B. MAGILL, Editor

THE MANAGEMENT PROFESSION

by Louis A. Allen

McGraw-Hill Book Co., New York
\$8.50 375 pp.

This is an interesting and readable book on management, written by an experienced consultant who obviously knows whereof he writes.

A comparison with standard texts shows that this book is less formally written, with more illustrations from business history and with fewer lists and qualitative details.

Thus it is not primarily a text for beginners but is rather a follow-up book for advanced students of management. Even so, the basic principles are not neglected. There is a section apiece on fundamentals: Planning, Organizing, Leading, and Controlling. The heart of the book is the insight it gives into the evolutionary pattern of large-scale business enterprises and the accompanying changes in management thinking necessary to facilitate this growth.

An interesting feature is the list of definitions at the beginning of certain chapters and the full-scale glossary of management terms at the end of the book.

One curious item is the author's tendency to apply his name to laws and principles which seem to be matters of fairly universal knowledge. In this, however, Allen is merely following in the footsteps of Emerson, Gantt, and

others who have pressed their names into the wet concrete of this developing field of professional management, and, as Parkinson and the legendary Murphy of satellite fame have demonstrated, even in our own time there is still room for these personal references.

This book can be read with interest by higher managers and executive policy makers.

S.B.M.

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T-GROUP THEORY AND LABORATORY METHOD

Innovation in Re-Education

Edited by Leland P. Bradford,
Jack R. Gibb and Kenneth D. Benne

John Wiley & Sons, New York
\$9.75 498 pp.

Reviewed by RICHARD STERN
Management Development and
Sales Training Consultant

This is intended as a handbook for sensitivity trainers and others highly sophisticated in the field. Contributors include Warren G. Bennis, Robert R. Blake, Jerome D. Frank, Murray Horwitz, Ronald Lippitt, Matthew Miles, Herbert A. Shepard, Dorothy Stock, and Roy M. Whitman. As with most collections, some contributors got their message across better than others.

The book opens by explaining how T-Group training started, and explores

its changing philosophies. Many parts of this discussion are extremely difficult to understand. An example might be quoted from the chapter by Jack Gibbs: "To perform the heuristic function for the general theorist, an analysis should stimulate a set of cognitive and/or logical operations which lead to continual mathematical, deductive, or other logical tests of the constructs and relationships within the concern area of the theorist." Some of the material is more straightforward. For example, Shepard's presentation of process observation and variations of laboratory design is well done. Dorothy Stock gives a clear picture of the research status in T-Group. Miles compares the T-Group with the class-

room. Benne describes, in a very readable style, how a typical lab is planned; and Bradford adds his comments as a trainer to the documentation of what happened in an actual T-Group.

The editors feel that this book will be of use and interest to all trainers and participants familiar with the program of the National Training Laboratories. However, its broad acceptance may be limited by the technical jargon of some of the articles. We in the training field need more of this type of information, but it must be written in an understandable style if it is to appeal to a wide audience.

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