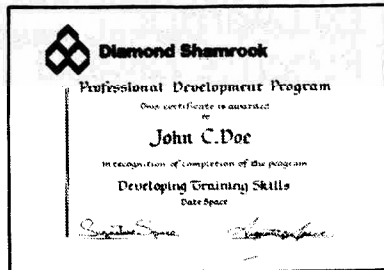


# Traditionally correct printed Certificates for Training Programs



Now you can obtain the classic elegance of hand-lettering with the economy of printing for your continuing award programs. Using your wording, our master scroll artists will create an original art certificate for you. We'll print and store a supply and hand-letter the recipients name as needed.

Call or write for FREE descriptive Brochures:

AMES & ROLLINSON, INC.  
215 Park Ave. So., Dept. A4  
New York, N.Y. 10003 (212) 473-7000  
Circle No. 106 on Reader Service Card

## CAREER DEVELOPMENT SOFTWARE, INC

Announces

\*\*\*\*\*  
\*1984 Revisions are now complete.  
All CDS customers may return their disks  
(plus \$5.00 shipping per disk) for their  
**FREE ANNUAL REVISION.**

Included [all fifth revision]:

- \*\*THE WORK ACTIVITIES INVENTORY
- \*\*E.S.P. . . . THE BASICS OF SUPERVISION
- \*\*M.A.R.T. A GUIDE TO THE PREVENTION OF STRESS
- \*\*THE CORPORATION JOB GAME
- \*\*THE VALUES AUCTION

\*All programs now operate on **TRS-80** models III, IV, as well as the **Apple II**.  
(Soon—IBM-PC)

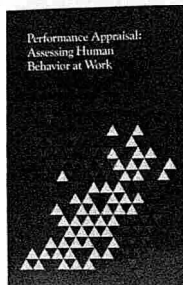
\*\*\*\*\*  
For information on our new micro package—

**THE MICRO EMPLOYEE CAREER  
MANAGEMENT PROGRAM—write:**  
**Phil Mattox, President**

CDS  
P.O.Box 2545  
Vancouver, Washington 98668  
206-696-3529

Circle No. 110 on Reader Service Card

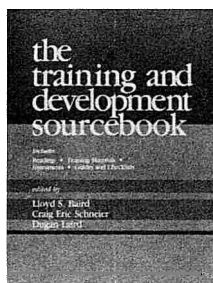
# Bookshelf



## Performance Appraisal: Assessing Human Behavior at Work

H. John Bernardin and Richard Beatty have written *Performance Appraisal* as a comprehensive text for students, researchers and practitioners. The authors believe they have justified their positions and recommendations on the basis of the vast empirical literature and on practical experience with performance appraisals. The emphasis of the book is on viewing appraisal in the context of a complete human resource system that integrates training, personnel decisions, compensation and motivation.

Among the topics covered in the book are: the role of job analysis in appraisal systems development; legal considerations in performance appraisal; performance appraisal methods and formats; measuring the effectiveness of appraisal data, quantitative, qualitative and utilization criteria; and the appraisal process. 401 pp. \$13.95. **Kent Publishing Company**, 20 Park Plaza, Boston, MA 02116.



## The Training and Development Sourcebook

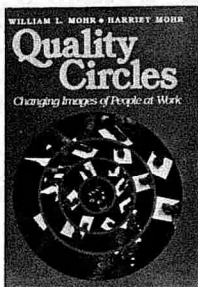
Lloyd Baird, Craig Eric Schaefer and Dugan Laird believe that training and development is no longer an expendable part of personnel administration and that we are entering an era in which effective training and development marks the difference between successful and unsuccessful organizations. "People are an organization's most valuable resource," they add, "...and that resource must be managed and developed."

The organization of *The Sourcebook* reflects the training and development process itself: identify the need, gain commitment, set training and development objectives, choose a training method, implement the program and evaluate results.

Part one contains selected source readings in 11 areas, including how to gain commitment, understanding the learning and training process, transferring learning, training and development for targeted audiences and strategic uses.

Part two contains examples, explanations and actual training aids to support the training and development process. This selection begins with an explanation of training roles, competencies and vocabulary as developed by ASTD's Training and Development Competency Study. Other sections cover determining training needs, training aids involving physical facilities, data-gathering instruments, visual aids, evaluation instruments and training aids for budgeting. The book is published by **Human Resource Development Press** and is available through the ASTD Professional Publishing Program. Order Code: BATD. \$30.00 ASTD national members. \$35.00

nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.



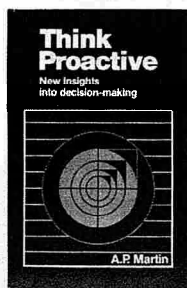
## Quality Circles: Changing Images of People at Work

Originally a Japanese management technique, quality circles have been used successfully in 33 countries, including more than 6,300 sites in the United States.

Based on the premise that the quality circle process, in the appropriate environment, can tap and capitalize on the changes that are taking place in the work force, William and Harriet Mohr have written *Quality Circles* with a dual purpose. Their objectives are to document transformations that are taking place in the human work climate and to offer a practical guide for people and organizations interested in implementing quality circles.

The book presents quality circles as a method for involving workers and managers in achieving higher levels of excellence, productivity, quality and job satisfaction. The authors address the human and business dimensions of quality circles and analyze the methodology and philosophy of QCs.

How to assess your organization's readiness for quality circles, how to identify objectives, how to manage problems in order to sustain momentum toward fulfillment of goals and how to evaluate implementation are discussed. 272 pp. \$29.95. **Addison-Wesley**, Reading, MA 01867.



## Think Proactive: New Insights Into Decision Making

A.P. Martin reports on the achievements of companies who are successfully applying proactive decision making in Canada, the United States, Sweden, the Netherlands, Italy, Mexico and Venezuela. The main theme of the book is that proactive management can provide a framework for diagnosing current problems and issues and for improving strategic planning and the management of change.

Part one consists of two chapters that outline the foundations and philosophy of proactive decision making. Part two explores the continuous functions of proactive management, including: authentic leadership; synergy, team building and coaching; power; authority and rewards; conflict management; time management; and the scanning function. Sequential iterative functions, the preplanning phase, strategic and operational planning and process evaluation are discussed in part three.

Martin includes figures and graphs to demonstrate complex relationships between the concepts, functions and ideas of proactive decision making. Case histories and examples are used to support concepts. 233 pp. \$29.95. **PDI Press**, Box 1181, Station B, Ottawa, Ontario, K1P 5R2, Canada.

GUIDED INDEPENDENT STUDY PROGRAM

## Bachelor, Master, Doctorate

- Business Administration
  - Engineering
- Engineering Management
  - Education
- Public Administration
- Counseling Psychology

These specialized degree programs are designed for active professional administrators and managers who want to enhance their career positions through our GUIDED INDEPENDENT STUDY PROGRAMS (GISP). College credit for work experience. Studies build upon experience related to your career. Studies self-paced, no classes, seminars or residency. For a no-cost evaluation send resume, or call

(213) 278-1094

**Century University**  
9100 Wilshire Blvd  
Dept. 7,  
Beverly Hills, Ca. 90212

## THE MICRO EMPLOYEE CAREER MANAGEMENT PROGRAM



Apple II®, TRS-80 III, IV®,  
IBM-PC® [Soon-84]

Consists of four disks plus 50+ page manual—addresses the three major stages in career development:

- Stage One: Career Selection
- Stage Two: Leadership/Supervisory Development
- Stage Three: Stress Management

All programs may be purchased separately or save 20% by purchasing entire package.

**FREE ANNUAL REVISIONS!** [we're on our FIFTH revision—four years in the making!]

For brochure write:  
Phillip Mattox, President  
**Career Development Software, Inc.**  
P.O. Box 2545  
Vancouver, Washington 98668  
206-696-3529  
Send \$15 for demo disk.

Circle No. 111 on Reader Service Card

## OUR ANSWER TO YOUR TRAINING NEEDS!!!

Six exciting publications now available to you!!!

Take a minute and review six titles that we've added to our Professional Publications List. You'll find new and practical approaches to a variety of situations dealt with on a day-to-day basis.

Order Your Copies Today!!!

- **TRAINING FOR TRAINERS**  
by Dr. Herman Birnbrauer, P.E.  
A basic, practical, how-to book for all trainers. **\$25.00**
- **MANAGING THE HRD FUNCTION**  
by Dr. Herman Birnbrauer, P.E. and Lynne A. Tyson  
A concise book that deals with twelve (12) major areas of Human Resource Development. **\$18.00**
- **EFFECTIVE PERFORMANCE APPRAISAL TECHNIQUES**  
by Dr. Herman Birnbrauer, P.E.  
Complete program for conducting and preparing for performance appraisals. **\$10.00**
- **A POSITIVE APPROACH TO DISCIPLINE**  
by Dr. Herman Birnbrauer, P.E. and Lynne A. Tyson  
A result of fifteen (15) years experience of preventing problems requiring punishment. Discipline must be corrective to be effective. **\$18.00**
- **THE NEWLY APPOINTED SUPERVISOR**  
by Dr. Herman Birnbrauer, P.E. and Lynne A. Tyson  
Designed to prepare potential or newly appointed supervisors with practical knowledge. **\$10.00**
- **LABOR RELATIONS FOR SUPERVISORS**  
by Dr. Herman Birnbrauer, P.E.  
Written for supervisors by someone who has been a union official, manager and an arbitrator. **\$20.00**

### CALL OR WRITE

Institute for Business and Industry  
1927 Bristol Pike  
Bensalem, PA 19020  
(215) 639-4660

IBI

Circle No. 128 on Reader Service Card

## EARN YOUR DOCTORATE WITHOUT INTERRUPTING YOUR CAREER

As a full time professional in business, psychology, education, government, health service, you can expand your opportunities as you've always hoped to. Start now on your individualized program. After intensive study on campus summer session, or 10 week-end seminars, you continue to progress toward your degree with outstanding faculty counsel on a self-paced schedule. Completion is possible in one or more years. Prerequisites include advanced graduate work.

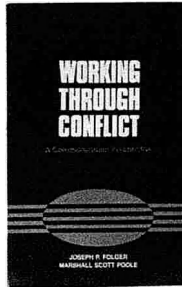
Call or write today for catalog and information:



Dept. T  
**Walden University**  
1-800-237-6434

607 Marquette Ave. #307, Minneapolis, MN 55402  
801 Anchor Rode Drive, Naples, FL 33940  
1710 West Cameron, #204, West Covina, CA 92790

Circle No. 150 on Reader Service Card

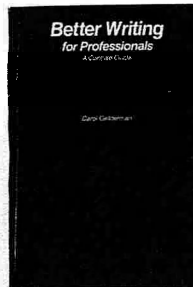


## Working Through Conflict: A Communication Perspective

Joseph Folger and Marshall Scott Poole take a broad, integrative approach to the issue of conflict rather than offering research analyses on specific elements of conflict or methods of conflict management. The authors base their work on the assumption that people must understand conflicts before they can successfully manage or resolve them. Conflict is analyzed as a form of interaction that develops and is managed through communication.

Ideas from traditional conflict research are described in terms of their implications for interaction. The authors then build a model of conflict interaction that is shaped by four forces: work habits, climate, power and saving face. Strategies for moving conflict in productive directions are derived from an examination of the forces that generate conflict cycles.

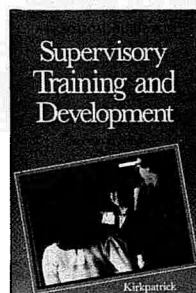
Reality-based case studies are used to demonstrate the complexity of conflict and to provide a practical foundation for the authors' model. 208 pp. \$9.95. **Scott, Foresman and Company**, College Division, 1900 East Lake Avenue, Glenview, IL 60025.



## Better Writing for Professionals: A Concise Guide

Are you confident that you are a good communicator with solid business writing skills? Carol Gelderman's advice is intended for people who are interested in producing the kind of clear, functional English that will enable them to face any professional writing situation. Suggestions and techniques for developing reports, memos, letters, articles and speeches are presented and applied in detailed examples of professional writing. Chapters cover the stages of the writing process; preparing to write; writing the article or speech; composing reports, letters and memos; style; usage; and editing.

Gelderman also presents a step-by-step approach to help writers get past writer's block; get the reader's attention and keep it; organize and focus writing; use plain English to inform and persuade; avoid common grammatical errors; and refine writing style. 116 pp. \$8.95. **Scott Foresman and Company**, 1900 East Lake Avenue, Glenview, IL 60025.



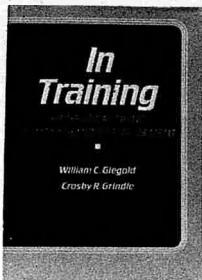
## A Practical Guide for Supervisory Training and Development

Based on the idea that effective training is necessary for improving attitudes, increasing knowledge, augmenting skills and increasing productivity, Donald L. Kirkpatrick presents a how-to approach for human resource development professionals. Specific recommendations and guidelines show the experienced as well as the inexperienced trainer how to initiate and update instructional systems for supervisory training and development.

The four main parts of the book are devoted to training

preparation, training methods and evaluation, the selection and training of potential supervisors and case examples of effective programs. Specific chapters cover the responsibility for supervisory training, organizational policy, conditions for optimal learning, coaching, needs assessment and outside management development programs.

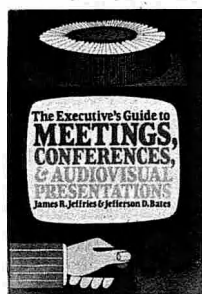
Principles and approaches are supplemented by illustrations, forms and examples. The book is published by **Addison-Wesley** and is available through the ASTD Professional Publishing Program. 240 pp. Order Code: KIPG. \$22.50 ASTD national members. \$27.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.



## In Training: A Practical Guide to Management Development

William C. Giegold and Crosby R. Grindle present a survey of professional activities which they believe are necessary for a sound management development program. *In Training* is intended for the trainer of managers and for the trainer of trainers. The authors believe that the success of a management development program depends on the trainer's understanding of how adults learn, what the manager's growth needs are, what teaching methods to use, how to select appropriate training goals, how to establish the right learning environment and how to exercise professional leadership.

*In Training* explores these topics using a how-to approach and an emphasis on the importance of a program that pays for itself. 224 pp. \$25.00. Lifetime Learning Publications, 10 Davis Drive, Belmont, CA 94002.



## The Executive's Guide to Meetings, Conferences & Audiovisual Presentations

The *Executive's Guide* is divided into two main parts: planning and conducting meetings and how to write, design and produce audio-visual presentations. James Jeffries and Jefferson Bates hold improved performance, reduced cost and conservation of time and effort as primary objectives of their book.

Chapters cover site selection, seating plans, negotiation of meeting room and food service costs, preparation of the agenda, the use of scripts and notes and how to maintain audience interest.

Sections devoted to audio-visual presentations include practical guidelines for making transparencies and slides, narration and music, storyboards, copystands, multi-screen and multimedia presentations and advanced techniques for slide preparation.

The book also provides case histories, illustrations, a glossary and a bibliography. 226 pp. \$18.95. McGraw-Hill Book Company, 1221 Avenue of the Americas, New York, NY 10020.

## STRESS Management Programs

### FIND OUT:

- What causes stress
- How it affects us
- Ways to reduce it

### PACKAGED TWO WAYS!

- Handbook, One Video Cassette ( Beta or  VHS) and Two Audio Cassettes
- Handbook, Apple Computer Software, Two Audio Cassettes

Yes, I am interested in your program. Please send:

- One Day Evaluation, \$65.00
- Full Package Purchase, \$349.95

Name \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Zip \_\_\_\_\_ Ph. \_\_\_\_\_

Make checks payable to:

**Innovative Marketing  
Company, Inc.**  
608 S. Madison  
Suite B  
Clinton, IL 61727

Circle No. 117 on Reader Service Card

## The Best Weekend Masters Program in Human Resource Development is as close as your airport

Offered jointly by

THE  
AMERICAN  
UNIVERSITY  
WASHINGTON DC

and  
**NIL**  
INSTITUTE<sup>®</sup>

In June 1984, The American University and NTL Institute will begin the 10th Class of a Master of Science in Human Resource Development.

The program brings together university-based management education and experiential learning in the fields of Organization Development and Training. Most of the multidisciplinary courses are held on three-day weekends in Washington, DC.

This Masters program is designed for an intact group of professionals from both the public and private sectors who will study together over a two-year period.

**Application deadline: April 13, 1984**  
For brochure and details, call:  
**Patti Goodall, 202/686-7910**

Circle No. 139 on Reader Service Card