

BOOK REVIEWS

PUTTING MANAGEMENT THEORIES TO WORK

By Marion Kellogg

Gulf Publishing Co., Houston, Texas

276 page hardback

\$8.95

I feel there is no substitute for dialog in a book. It enhances readability and provides the basis upon which trainers can build case-history discussions. The author offers this kind of dialog in her illustrations of work-planning by a man and his boss, appraisals, evaluation, etc. Her observations stem from her 25 years of personnel development experience at General Electric Co.

A trainer should be able to use this book in implementing a management-by-objectives type program. It has plenty of how-to-do-it material. The author's thesis is based on three assumptions:

First, most managers will reach their departmental goals through professional specialists. The manager is in daily contact with people whose knowledge of a specific field exceeds the manager's.

Miss Kellogg presents ways to manage specialized work for maximum potential of a specialist's knowledge and a manager's guidance.

The second assumption is that while the manager and those who report to him are a team, there are problems of individual growth and motivation. Part Two examines solutions for five critical problems of this type.

Miss Kellogg's third assumption: In the future, a manager may be in a variety of organizations as well as in the profit-making business. Although the work may not be much different, the interests, priorities, and motives may present less well-explored challenges. These are defined.

JAMES E. McCONNELL, JR.
*Training Director,
Houston Natural Gas Corporation,
Houston, Texas.*

DYNAMIC MANAGEMENT EDUCATION

(Second Edition)

By A. A. Zoll

Addison-Wesley Publishing Co., Reading, Mass.

502 page hardback

\$17.50

This book is a revised and expanded version of the text published privately by the author in 1966. It was used widely by management trainers in business and industry, government at all levels, colleges and universities, and professional service organizations.

New materials include four chapters on role-playing with examples, showing the use of this training technique with cases to explore abstract ideas. McGregor's Theory X and Theory Y, Blake's Managerial Grid, and conflict in productive decision-making are among the ideas discussed.

Role-playing in skills training is also demonstrated, with examples in the dilemma of communications, exit interviewing, motivation, and problem solving. Also new are two in-baskets, including an example from start to use of an in-basket for a small company. A third action maze (a technique created by the author) has also been included.

Each training method outlined includes a carefully developed example to serve as a guide for the management trainer in creating his own exercises. These seminar-tested examples should be beneficial to most trainers.

CHARLES H. VERVALIN
Book Review Editor

INDUSTRIAL TRAINING HANDBOOK

By J. W. Barber, Editor

Chapel River Press, Andover Hants, England.
Distributed in the U. S. by A. S. Barnes & Company,
Cranbury, New Jersey

402 page hardback

\$14.25

Here's a book to place next to your copy of ASTD's classic *Training and Development Handbook*, especially if you're with a multinational company doing business in the United Kingdom. The editor has put together a fine anthology of training and development theory and practice. Each of the 40 chapters is written by a different leading training authority in Great Britain.

For the trainer with a company operating in the U. K., the book is worth its price if for no other reason than its useful explanation and analysis of the Industrial Training Act and its ensuing Industrial Training Boards.

The book also describes in detail the training organizations, associations and institutes operating in the U.K. It analyzes their respective services.

A full section is devoted to training methods and techniques. There are four additional sections with diversified coverage, ranging from training evaluation to interviewing techniques. Training methods for specific job functions also get more than ample treatment, considering the book's anthological nature.

This is one of the finest new contributions to the training and development literature.

THE STRATEGY OF SITUATION MANAGEMENT

By P. B. Crosby

Industrial Education Institute, Boston, Mass.

148 page hardback

\$10.00

Most management-development-oriented trainers are familiar with the Ohio State leadership studies, which found that management is situational — that is, sometimes democratic approaches are best, sometimes laissez-faire is better, etc. Then, of course, there is the Managerial Grid and similar analyses which illustrate an enormous variety of leadership behaviors. Now, this author — corporate vice president of ITT — adds his perspective to these and related studies and approaches.

In the 10 chapters are six cases, keyed to this content: the boss vs. peace and quiet, quarrelsome staffs, the "old man" and the idea, a new plant decision, unwanted improvement, and status report conflict.

In addition is a section on Crosby's "laws" of situation management. The book has illustrations that suggest many ideas for flip charts, slides, etc.

MANAGEMENT OF ORGANIZATION BEHAVIOR

By Paul Hersey and Kenneth Blanchard

Prentice-Hall, Englewood Cliffs, New Jersey

147 page hardback

I met co-author Hersey recently. He said his goal in this book was to present a *brief*, down-to-earth, practical analysis of approaches to organization evaluation and development. He has accomplished this goal, in my opinion. The book can be read comfortably in four or five hours.

(continued)

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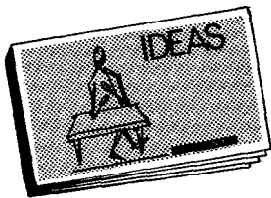
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This book does not offer any panaceas or astonishing new revelations. What it does offer is a thorough assessment of the major theories, philosophies and approaches to "OD." In six tightly-written chapters the authors wrap up (1) a behavioral approach to management, (2) motivation and behavior, (3) motivating environment, (4) leader behavior, (5) determining effectiveness, and (6) managing for organizational effectiveness.

Basic psychological theory is neatly woven into the text — just enough of it to make this small book useful for the student getting his first exposure to organization or management development, as well as the advanced training director who wants a handy overview of the best thinking on this subject.

Both authors conduct management development programs for Ohio University.

ORGANIZATIONAL BEHAVIOR

By Joe Kelly and Irwin D. Richard

Homewood, Illinois

666 page hardback

\$13.25

What the previously discussed book (*Management of Organization Behavior*) will do for the student or the overview-seeker, this one will do for the reader who wants a really in-depth and comprehensive introduction to organization psychology. The subject matter is man-in-organizations-in-a-social-environment. But the author concentrates on theoretically significant empirical research relevant to an understanding of organization life.

The book illustrates how discussion has been escalated from the individual via the group to the organization. In addition, it provides variety of empirical studies, hypotheses, and theories. Thus, the reader — when examining a proposition about organizational life — will consider not only its implications and the assumptions on which it is based, but also how it was established. He can assess under which restrictions it is valid as well as its relations to other "good" propositions.

The 14 chapters are replete with readings and cases, discussion models, glossaries and bibliographies.

CREATING MORE MEANINGFUL WORK

By F. K. Foulkes

American Management Assn., New York

223 page hardback

\$9.00

One of last month's reviews described *Motivation Through the Work Itself*, a discussion of AT & T's experience with job enrichment. Here is a good companion book with similar cases taken from industry.

The author, a professor at Harvard, interviewed line and staff managers who have had first-hand experience with motivational programs. The result is examples of how (1) a large consumer organization used job rotation, (2) a technology-based firm applied job involvement and management by objectives, and (3) a utility company got results through changing job design.

In addition to these in-depth analyses, the author offers three other case histories describing more informal approaches to creating meaningful work situations. The book is based on the author's doctoral dissertation, but is very readable. It has six chapters and a five-page bibliography.

THE ART OF MOTIVATING

By Jud Morris

Industrial Education Institute, Boston, Mass.

320 page hardback

\$12.50

This book would be a good reading extension for building a training program, especially if the reader has studied the case histories set out in *Creating More Meaningful Work* (above) and *Motivation Through the Work Itself* (August). The author is a professional consultant and trainer. He writes with a trainer's perspective and language. This empathic aspect may be the book's biggest plus.

There are 15 chapters, an appendix with two useful exercises, and a section on Fundamental Principles of the Art of Motivating. Each principle is keyed to the part of the book that elaborates on it. The book avoids psychological jargon, and has casebook-type examples which the reader can translate into discussion models for buzz groups or related training dialog.

THE EXECUTIVE'S GUIDE TO SUCCESSFUL SPEECHMAKING

By Jack Gren

Pilot Books, New York

48 page softback

\$2.00

Here is a crisp, brief, to-the-point book on major problems facing non-professional speakers. The author's approach was to research the market. He interviewed business and professional people, engineers, teachers, bankers, salesmen, doctors and lawyers. Their collective reaction: No one wanted to see another long study, full of abstract theory and academic observations. What they did want was something compact, practical, informative, candid, even casual.

Gren starts with advice on how to say "yes" or "no" to a speech bid, covers research and writing, stresses the important touches that change dull to dynamic.

"Everything else being equal," Gren declares, "the most important element in any successful speech is enthusiasm . . . it's the kind of thing that radiates throughout the audience, it's contagious."

Subheadings in the book, which serve as an abstract, are very descriptive.

FEDERAL TRAINING AND WORK PROGRAMS IN THE SIXTIES

By S. A. Levitan and G. L. Mangum

Institute of Labor and Industrial Relations,
The University of Michigan, Ann Arbor, Mich.

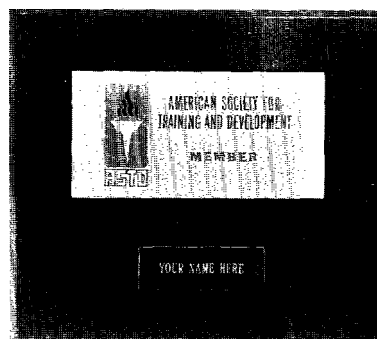
465 page softback

\$6.50; hardback — \$9.50

At a time when many manpower programs have been charged with gimmickry and funded without adequate assessment of impact and techniques, this book attempts to develop a broad base of factual and analytical knowledge. From this, judgment can be made of gaps in manpower programs and policies as well as needed inputs. The volume is highly readable. It is marked by good analytic insight in language that "tells it like it is."

Nine chapters cover (1) emergence of the programs, (2) Manpower Training and Development Act, (3) reorienting vocational training, (4) Job Corps, (5) Neighborhood Youth Corps, (6) work experience and training, (7) vocational rehabilitation, (8) reorienting the federal and state employment service, and (9) should one coordinate, consolidate, or concentrate?

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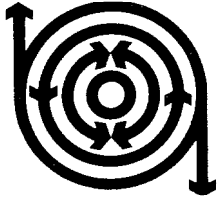
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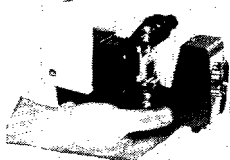
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JOB DEVELOPMENT FOR THE HARD-TO-EMPLOY

By L. A. Ferman

Institute of Labor and Industrial Relations,
The University of Michigan, Ann Arbor, Mich.

85 page softback

\$2.00

The author specifies, clarifies and evaluates the forms of job development that bridge the gap between hard-core unemployment and work opportunities. Focusing on job development as an emerging series of activities and strategies in the job market, the book is a teaching device for administrators and line personnel in manpower services. But it also offers guidelines for any personnel in job development work.

Eight chapters tell (1) basic elements of job development, (2) structure and organization of job development, (3) problems of administration and management, (4) working with unions, (5) the public sector — new careers and sub-professionalism, (6) approaching the employers for job development, (7) rural areas, and (8) summary and concluding comments.

EDUCATION FOR EMPLOYMENT

By G. L. Mangum and Otto Progan

Institute of Labor and Industrial Relations,
The University of Michigan, Ann Arbor, Mich.

120 page softback

\$2.50

This book outlines historical trends that made formal preparation for employment increasingly a requirement for success in the job market. It identifies legislative and administrative shortcomings which limited the great promises of the Vocational Education Act of 1963.

It describes the current state of vocational education. The authors also appeal for a form of vocational education which can not only prepare youth for employment but also offer motivating techniques that make all education relevant.

This book gives a candid analysis of legislation relating to education for employment, in two parts: (1) Report of the Advisory Council on Vocational Education, 1968, and (2) Background and Potential of the Vocational Education Amendments of 1968.

STANDARD DICTIONARY OF COMPUTERS AND INFORMATION PROCESSING

By M. H. Weik

Hayden Book Co., New York

326 page hardback

\$10.95

The magnitude of the information retrieval problem is one of the trainer's headaches. There is an air of mystique about this field and related information-data processing.

Now the trainer who faces a need to know more about the meaning of computer assisted instruction, input-output devices, coding, programming, and a host of other terminology can get help with this new dictionary. It defines more than 10,000 hardware and software terms. Short essays with each definition give the reader a better grasp of a given term. Terms are cross referenced, and carry illustrative examples of use.