

Book Reviews

HOW TO USE METERS

by
John F. Rider
Sol D. Prenskey

John F. Rider Publisher, Inc., New York

\$3.50 205 pages

Reviewed by L. G. BURLINGAME
Staff Engineer, Standards Laboratory
Lenkurt Electric Co., Inc.
San Carlos, California

"How to use Meters" can be a valuable aid to instructors and managers in training their engineers to use instruments effectively. Many engineering hours are lost because the instrument user did not understand its limitations.

"How to use Meters" is written and illustrated in such uncluttered language that the reader quickly grasps the essential differences in meter types and knows what instrument to use in a given application. The instructor may want to give special attention to such main headings as 12-4 (suitability of the voltmeter) and 12-5 (kinds of voltmeters used in vacuum-tube circuits) but these sections are easily located.

Not only does the book give valuable data on meter construction, but it gives actual applications for meters of various types. This is a very valuable aid to an instructor who may be training service personnel.

Even to an experienced engineer, the book is organized to serve as a refresher in many particulars. It is well worth the \$3.50 it costs.

SPEECH IN THE CLASSROOM

by Donald H. Ecroyd

Prentice-Hall, Inc.
Englewood Cliffs, New Jersey

\$5.25 152 pages

Reviewed by MARY ANNICE MILLER
Consultant, Inservice Education
National League for Nursing

Here is a lucid, functional treatment of speaking in the classroom (or any other place!). Though directed primarily to the grade-level teacher, the author manages to spread his ideas and examples to include teaching or just plain conversation at any level or place. Dr. Ecroyd is an excellent practitioner of what he preaches. The organization of the book, the presentation of material illustrates teaching points made in each chapter. One gets the impression Dr. Ecroyd is a personal, wise and friendly coach going with the reader into a teaching situation. His point is every instructor intentionally or otherwise is a speech teacher. Speech is an integral part and aspect of human behavior. Speech encompasses an art, a science, a skill, a professional field. One gets Dr. Ecroyd's point as he develops his thesis from the anatomy and physiology of speech, through direction and use of voice, through "body English," through organizing and presenting materials to the person-to-person conference and helping the handicapped. Good practical

how-to-do-it hints occur all along the way.

Study questions, suggested class activities, supplementary materials are included with each chapter.

This is another useful book among other excellent ones for the beginning instructor who must largely be self-taught. The instructor with experience would also find it easily read for a quick review and brush-up of his speaking techniques.

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THE PRACTICAL DICTIONARY OF ELECTRICITY AND ELECTRONICS

by R. L. Oldfield

American Technical Society
Chicago, Ill.

216 pages - \$5.95

The dictionary fulfills all of the objectives of the publishers as stated in the preface. It contains an excellent compilation of practical electrical and electronics terms that are defined simply and concisely. Also included are many terms that are not strictly electronic or electrical in nature, but they should be of interest to users of this book. The information is presented in an easily followed format and is adequately illustrated. Unfortunately, the cover design and cover printings are not up to the rest of the book. The book will find its greatest use among electronics technicians, students and others who must be familiar with the fields covered.

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PEOPLE, PROBLEMS AND PROFITS

The Uses of Psychology in Management

by Saul W. Gellerman

McGraw-Hill, New York

252 Pages \$5.95

Reviewed by DONALD L. TROUT

Director, Personnel Engineering
Rockford, Illinois

The constructive use of psychology by an executive is more dependent on his intentions and needs than on the particular methods that he uses. Often times these intentions are overlooked, or, at least, unrecognized. This well-written exposition, by a consultant to IBM, could be of considerable assistance to an executive interested in examining and clarifying his desires and his motives in this field.

Psychology can pay its own way when its users recognize that it is a fallible instrument providing information but not conclusions, illuminating judgment without substituting for it. A list of "bad" and "good" reasons for using it are given with revealing discourses on the frailties of both executives and psychologists. All of this can be a basis for self-examination.

The "good" reasons are these:

1. Broadening executive perspective with facts.
2. Illustrating with cues the need for special handling.
3. Providing added insight into men and policy.
4. Reducing the cost of training.
5. Uncovering hidden talent to be used, or flaws which can be corrected.

The material on psychological method and jargon, particularly the treatment of

statistical "validity," "reliability" and "predictability," should be read by every executive who is exposed to test administration or interpretation.

Then comes a discussion which could well more—far more—than pay for its cost and the time for reading—the characteristics of a "good" psychological consultant. Many training men will want to secure this book for their own and executive reading in order to get these principles across.

Several chapters deal with the relationships of top executives with their equals and with subordinates. These include discussions of company personality, normalcy, policy, and human relations. Then several chapters deal very specifically with training and development—usable and specific and practical.

Two words of caution might be in order. The publisher's direct mail letter and the book cover should be taken with a handful of salt. This book is not a cure-all or a pill for the uninitiated. Secondly, in some cases the wise training director will read it well before passing on to operating management.

Let this quotation from page 245 express the theme and atmosphere of this book.

It seems to me that the greatest challenge facing management today is to meet this need for a feeling of accomplishment and significance in people's work. Our great need now is for a working atmosphere in which latent creativity, deftness, or just plain love of hard work can blossom forth. Boredom is not so much a problem in itself as it is a symptom of management's newest frontier—maximizing the achievement potential of its people.

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INTRODUCTION TO BUSINESS ENTERPRISE

by Wayne L. McNaughton

John Wiley & Sons, Inc.
New York City, New York

\$6.25 - 538 pages

Reviewed by JOHN E. FRIARS
Training Administrator
Transport Division
Boeing Airplane Company

This book is an introductory textbook in the field of business, designed for use by students in the first or second year of college. The subject material is capably organized and presented in a setting enhanced by an attractive layout and liberal use of photos and drawings.

Mr. McNaughton, currently a professor of Business Administration, University of California at Los Angeles, has developed an unusually clear and deceptively simple coverage of the processes of business enterprise. As a result, the book has broader application than does the normal textbook.

Business enterprise is outlined from its beginnings ("The Place of Business in Society" and "Forms of Business Ownership"), to "Marketing" and "Business Enterprise and the Government," covering along the way its many facets which include financing, risk-taking, personnel, business management and others.

The book may be useful to a training director in several ways. Those who are immersed in the complex, day-to-day pressures of living in the middle of a business enterprise will appreciate the view afforded by the book, which is enlightening and informative over a broad

range of basic business activity, but without needless detail.

The book also lends itself well to spot-reading for specific areas of information which the training director may feel he needs to round out his business knowledge. It is valuable as a reference work for basic business principles and practices.

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WORK SAMPLING FOR MODERN MANAGEMENT

by Bertrand L. Hansen

Prentice-Hall, Inc.
Englewood Cliffs, N. J.

263 Pages \$7.50

Reviewed by LEE SELIGSON
Employee Development Coordinator
Hewlett-Packard Company
Palo Alto, California

The book is divided into three parts, each with a specific objective.

Part One is for undergraduate technical school students and Industrial Management people who wish to learn how to make a work sampling study.

Part Two consists of case illustrations and is directed toward those who wish to examine diverse applications of work sampling.

Part Three is for people who want to study some of the principles and theory which make sampling a valid and reliable technique for measuring work.

The author effectively describes how to make a Work Sampling study. He presents a step by step description of

what to do, illustrated by nomographs, forms, etc. This can be of real help to the average industrial supervisor who wants to use sampling as a management tool, but who might experience difficulty in bridging the gap between theory and application unless given explicit instructions.

Conversely, the book contributes little to the development of work sampling as a tool of modern management. It takes the basic concepts of work sampling presented by Ralph M. Barnes, in his book entitled "Work Sampling," and Heiland and Richardson, in their book of the same title, both published in 1957, and gives a good cookbook approach to the application of these concepts, especially by the layman. It adds little to these concepts themselves.

The case illustrations in Part Two are papers and reprinted articles of other authors. These examine such applications as maintenance, clerical activities, materials handling, and lengthy, irregular direct labor jobs.

There are several suggested training aids that could be quite useful to the Training Director in teaching Work Sampling. Also, as much of the sampling theory is identical to that underlying statistical quality control, prior training or experience in SQC would serve as a valuable foundation for teaching work sampling. For example, the glass bowl, paddle, and red and white beads described in the book are equally applicable to WS and SQC as a training aid and could be used interchangeably.

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