

# Book Reviews

## THE ORGANIZATIONAL WORLD

by H.J. Leavitt, W.R. Dill and H.B. Eyring  
Harcourt Brace Jovanovich, Inc., New York

335-page softback

\$4.95

This book is about business organizations in the contemporary world and about the people in them. The book is for people who don't know and may not care much about organizations, and especially for those suspicious of the values of organizations or their treatment of human beings. The authors do not purport to eliminate these suspicions, but they do feel they have put them in perspective.

This is not a how-to-do-it book. But it does try to describe the way organizations work and why they work that way. It points out that they often don't work well and suggests some ways to make them work better. It tries to show how and why organizations do or don't seem to fit their social environments, and explores ideas for improving that match. The book offers concepts and viewpoints from which the reader may develop his or her own outlook, fashion, style and technique.

The book is also a propaganda piece. It says organizations are necessary. Under every kind of political and social system that man has conceived, they do exist. And, they do serve important needs. Organizations are growing in size, complexity and power. They are not going to disappear.

I found this book a powerful and persuasive treatment of a subject that is growing in importance for trainers. Many young people coming into the organizational world are bringing with them suspicion of and contempt for the business world. So I can see this book fitting nicely into a training program, especially for new hires.

The authors challenge the reader to personally judge for the validity of this syllogism:

"Complex organizations have a large potential for changing the world.

Young people, well educated and well motivated, have a large potential for changing complex organizations.

Therefore, young people, through organizations, have a large potential for changing the world."

## INDUSTRIAL PSYCHOLOGY

by E.J. McCormick and J. Tiffin

Prentice-Hall, Inc., Englewood Cliffs, NJ 07632

625-page hardback

\$12.50

The behavioral sciences continue to have a big impact on training and development methods. Clearly, the competent training director needs a solid understanding of industrial psychology. This classic book, now in its sixth edition, can provide that understanding.

This edition has features of the previous ones in two respects: First,

**Charles H. Vervalin**  
*Book Review Editor*

its broad coverage ranges from personnel selection, evaluation and training, through the organizational and social contexts of human works, the nature of jobs and the working environment, human error and accident and consumer behavior. Second, it emphasizes practical applications in the areas covered.

The authors illustrate ways to minimize some of the human problems in organizations, and indicate the limitation of such application.

The book emphasizes research and the scientific methodology; presents a broad view of techniques in the areas of psychology that apply to business; explains the fundamentals of industrial psychology while keeping abreast of recent changes; reflects the belief that industrial psychology is an applied science, not the step-child of social psychology; emphasizes an efficient, practical solution to human problems; provides a source for use in industry; and reflects a reasonable balance between theory and application of the science of psychology to human problems in industry.

Chapters include: Introduction; Individual and situational differences in behavior; Jobs and their requirements; Personnel selection and evaluations; The interview and related personnel methods; Principles of personnel testing; Human abilities and their measurements; Personality and interest factors; Performance evaluation; The basis of personnel training; Personnel training; The measurement of attitudes and opinions; Motivation and job satisfaction; Management philosophies and practices; Employee-management relationships; Financial incentives and job evaluation; Work and equipment design; Working conditions; Human error; Accidents and safety; Consumer sociology.

The book also includes appendices on elementary descriptive statistics; Taylor-Russell Tables; Lawshe expectancy tables; and representative personnel tests.

*Books reviewed in this column are not available through ASTD, unless so specified. For further information on any title reviewed, write directly to the publisher, whose address is listed beneath the title.*

## September Membership Campaign Winner

John G. Ryan, director of training and development, Hospital Service Corp., Chicago, Ill., has been announced as the September winner of the ASTD "One-To-One" membership campaign drawing.

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