

BOOK REVIEWS

THE PROGRAMING PROCESS: A PRACTICAL GUIDE

by S. Thiagarajan

Jones Publishing, Village Green, 698 High St., Worthington, Ohio 43085

122-page softback

\$3.95

Programing is a process. This is the underlying theme of this book. The process is divided into the five stages of task analysis, design, editing, developmental testing, and validation testing, to help the student-programmer master the skills and techniques associated with each stage.

The author has tried to combine all these techniques in this book. Each chapter presents minimum relevant theory integrated with examples of its application. The guide also contains numerous examples of good frames and sequences to be used as models, and bad ones to be avoided. The last frame of each chapter requires the student-programmer to apply the newly-acquired skills. He analyzes a topic of his own choice and designs, develops and validates a program on that topic. He is required to have his program edited and tried out to strengthen his skills through editorial and student feedback.

The author reports that during the task analysis for this book, successful programmers were found to be trained in various combinations of the four methods:

Transfer from theory: The student-programmer studies the psychology of learning and uses strategies suggested by various theories.

Imitation: The student-programmer works through one or more model programs and imitates format and style.

Trial and error: The student-programmer designs programmed units and tries them out with students. He modifies his program — and his programing style — on the basis of feedback from these students.

Apprenticeship: The student-programmer designs a programmed unit which is critically edited by another programmer or program-editor. Through this corrective feedback he acquires an effective programing technique.

The guide has been used in self-instructional settings by individuals, in self-contained instructional settings by groups, and in classrooms by experienced and inexperienced instructors.

Chapters: The Programing Process, Task Analysis, Stating Objectives, Test Construction, Designing the Initial Version, Editing Your Own Frames, Editing by Experts, Developmental Testing and Revision, Validation Testing.

STRATEGIES FOR MANPOWER PLANNING AND PROGRAMMING

by E.H. Burack

General Learning Press, 250 James St., Morristown, N.J. 07960

226-page hardback

\$7.50

This new book goes beyond personnel management's functions of organizational maintenance. It provides far-reaching, deep-probing insights into the problem of effective use of manpower. Lucid, thorough coverage is given to the wide range of topics involved in manpower planning and programming. Examples: The impact of today's social forces on corporate structures and operations; the detection of job

CHARLES VERVALIN
Book Review Editor

obsolescence; the anticipation of gaps in the promotional ladder; the prediction, analysis, and management of change; the role of computer-based information systems in manpower decision-making; the balanced use of experience-trained and academically trained personnel; maintaining good employee morale during periods of change; and integrating disadvantaged minorities into the work force.

The book brings a complex subject well within the grasp of the nontechnical reader. Each major concept is clearly explained and developed step-by-step. It is illustrated with diagrams and specific examples, and thoroughly summarized before the next concept is introduced. Included are in-depth case studies of manpower problems and programs.

Provocative "Uncertainty Exercises" and study questions add dimensions of lively interest and active involvement to the book's use in training programs. A comprehensive bibliography with titles classified under appropriate headings serves as a useful guide to further reading.

INNOVATIVE HUMAN RESOURCE MANAGEMENT

by R.L. Desatnick

American Management Association, 135 W. 50th St., New York, N.Y. 10020
208-page hardback \$16.50

Should the training director and the personnel administrator be members of top management? This author thinks so — and even suggests that companies create a new position — vice president of human resources, to replace the often reactive roles of trainer/personnel manager.

The book details the qualifications required of the person in this new post, including relevant experience, education, knowledge, skills, abilities and personal characteristics. Then it explores every aspect of the new position, and offers guidelines for fulfilling it.

Key areas explored include forming human resource objectives; job satisfaction, productivity and profitability; managing human resources; and organizational climate. The book gives examples of innovative programs, including a tailor-made first line supervisory development plan, foreman's job-improvement and job evaluation, and a comprehensive approach to cutting turnover.

If you liked the author's previous book, *Concise Guide to Management Development* (*Journal*, March 1971, p. 51), you'll find this one equally thought-provoking. Chapters: Our Most Valuable Asset; Job of the Human Resources Executive; Selecting the HR Executive; Formulating HR Objectives; Job Satisfaction. . .; The Manager and His Human Resources; Organizational Climate; Creative Management of Human Resource; and A New Role in Business Effectiveness.

ORGANIZATIONAL DEVELOPMENT: VALUES, PROCESS, AND TECHNOLOGY

by N. Margulies and A.P. Raia

McGraw-Hill, 330 W. 42nd St., New York, N.Y. 10036
640-page hardback \$13.95

This anthology features contributions from the leaders and best thinkers in OD. Like many textbooks, the reading gets heavy in parts. But this book is thorough,

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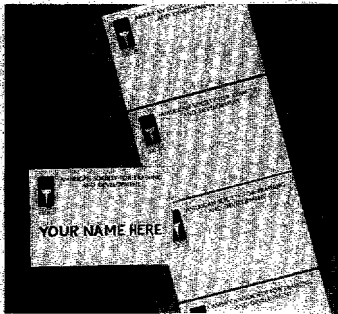
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and as such would make a fine one-volume reference work for the trainer who wants a single document that "wraps it up."

The book paints OD's state of the art. First, it gives the conceptual framework around which emerging concepts and techniques can be formulated. Then it integrates relevant literature, weaving together — in the process — the authors' varied contributions.

The book is in five parts. Part 1 explores OD's nature and presents an overview of the process and means. Part 2 deals with change, consultation, and organizational learning as key elements. Part 3 goes into data gathering, diagnosis, and intervention. Part 4 explores emerging issues in OD. Part 5 offers a number of case studies to illustrate the various approaches and methods used in a variety of large organizations.

The book offers material from most of the "name" writers in the OD literature: Blake, Bennis, Argyris, Davis, Beckhard, Bradford, and many others. So with this one, the reader gets a well-packaged mini-library of OD's past, present and future potential.

COMPARATIVE MANAGEMENT: ORGANIZATIONAL AND CULTURAL PERSPECTIVES

by Stanley M. Davis

Prentice-Hall, Englewood Cliffs, N.J. 07632

593-page hardback

\$11.95

A "dream-come-true" for the trainer responsible for corporate-wide programs in multi-national organizations describes this book. It is an outstanding collection of articles and case histories. They examine the impact of cultural differences on business organizations and management in all parts of the world. Contributors include economists, psychiatrists, anthropologists, historians, sociologists and political scientists.

Each of five sections is devoted to a specific global area and consists of an introductory chapter; six readings on specific issues or cultural sectors; and three case histories.

Readers active in organizational analysis, industrial relations, and comparative management — as they relate to international management development — will find the book a vital link between the field of business administration and the behavioral sciences.

Industrial and cultural conflict is covered in a way to help the trainer better understand the culturally oriented behavioral variables that could make or break a program.

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.