

# Book Reviews

SAMUEL B. MAGILL, Editor

## ELECTROCHEMICAL MEASURING INSTRUMENTS

John R. Collins

128 pages \$3.25

John F. Rider Publisher, Inc.  
New York 11, N. Y.

This book covers the basic principles on which the science of electrochemistry is based, and shows how these principles are applied in actual instruments. The information is presented for the student, technician, or engineer interested in electrochemical processes. In the initial chapter on Properties of Solutions, basic chemistry information is discussed and definitions established. The text then discusses Conductivity Measurements. A specialized chapter covers Polarographs and Related Instruments. The all-important subject of pH measurements devotes an entire chapter to the concentration of hydrogen ions in solution. Included are types of pH meters as well as their electrochemical theory, application and maintenance. Many other specialized instruments are discussed with considerable theory, quantitative analysis and application.

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## MANAGING MAJOR CHANGE IN ORGANIZATIONS

The Foundation for Research in  
Human Behavior  
Ann Arbor, Mich.

\$3.00, paper covers, 8½ x 11, 99 pp.

The literature on the dynamics of change is relatively small, and this book-

let is aimed at remedying this deficiency. It is a report of seminars held at Ann Arbor in the Spring of 1959 which were attended by a number of personnel administrators from corporations and government agencies. Four cases were presented, each one pointing up an aspect of change, and the comments of the participants were edited and summarized into axiomatic statements.

This must have been a good conference. The booklet describes the excitement of the participants, and their belief that they were gaining new insights into the process of change. Somehow, however, it is hard for a reader to regain this mood. Two new ideas, the 'change catalyst,' and the 'controlled explosion' are described, and the first of these may be of interest to training directors who wish to find a role for themselves in the change process.

S. B. M.

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## EXECUTIVE DECISION MAKING

Marion B. Folsom

McGraw-Hill Book Company

\$4.95 - 137 pages

Reviewed by SOLOMON HOBERMAN  
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Marion B. Folsom in "Executive Decision Making" discusses the executive decision-making function in practical, easily understood terms.

Drawing on his wide experience as an executive with Eastman Kodak and with

the federal government in a variety of positions, including Undersecretary of the Treasury and Secretary of Health, Education and Welfare, Mr. Folsom gives a number of case studies which illuminate different aspects of decision-making.

He starts with an analysis of the stages of the decision-making process in a business organization. These are identified as:

1. analyzing the situation to find out if there is a problem.
2. collecting facts
3. analyzing the factors of the problem
4. creating new ideas and new ways to tackle the problem
5. weighing alternative courses of action
6. deciding on a single definite course of action
7. following up"

Continuing with a discussion of the role of staff in executive decision-making, Mr. Folsom considers how staff might be used most effectively and how the hazards presented in the uncontrolled use of staff might be reduced. With respect to the latter, he notes that unless the executive is careful "some staff men are apt to assume these policy making functions."

Turning his attention to the federal government, Mr. Folsom discusses, with great insight and knowledge, decision-making at the highest level of government including: the roles of the White House Staff and the Cabinet, responsi-

bility of a cabinet officer and the maintenance and control in the executive branch.

Continuing with decision-making in a cabinet department, he discusses means useful for arriving at effective decisions which could be supported by many diverse divergent groups. In this connection he describes his experiences, as Undersecretary of the Treasury, in developing and gaining acceptance for a radically new tax measure.

Of great interest to top executives will be Mr. Folsom's analysis of the organization of the decision-making organization in the Department of Health, Education and Welfare from the viewpoint of the Secretary.

Also discussed are decision-making in a congressional committee, problems faced in building a competent staff in a government agency, and the responsibility of business for active participation in government.

The book fully measures up to the mark set by its distinguished predecessors in the McKinsey Foundation Lecture Series which include such books as—"New Frontiers for Professional Managers" by R. J. Cordiner and "Vitality in a Business Enterprise" by F. R. Kappel.

Training directors will find this volume a most welcome addition to their executive development libraries. It will be useful not only for developing deeper insight into the decision-making process itself, but it will give those managers whose work brings them into contact with government agencies a most useful view of top level government policy making.