

The Executive Mind

"By failing to address the quality of executive thought processes, we have too often characterized executives as master politicians or supreme logicians...and have viewed their actions as rational responses to stimuli that they somehow were able to perceive more closely than others of lesser caliber," says Suresh Svivastva, *Executive Mind* editor. The choice of topics for the book was guided by the idea that executives are powerful actors in and shapers of the environment in which we all live. The goal of the book is to provide unique insight and foundations for research inquiry into its subject.

Much of the holistic research and knowledge about the executive mind emphasizes both the primary (affective and subjective states) and secondary (rational decision making, learning styles, etc.) mental processes involved in understanding executive behavior. By studying both processes, the works included in this book are intended to help move the subject from its conventional status as a behavioral science toward a new position as a combined *cognitive* and behavioral science.

The chapters of *The Executive Mind* have been organized into four sections representing significant common themes: processes of envisioning; processes of experiencing and sense making; processes of knowing and enacting; and processes for developing the executive mind. Papers by Warren Bennis, Chris Argyris, Henry Mintzberg, James Waters and other leaders in the study of organizations make up the chapters in each section. 344 pp. \$18.95. Jossey-Bass, Inc. 433 California Street, Suite 1000, San Francisco, CA 94104.

Write to the Point

Based on writing seminars and workshops for large and small businesses, this book is intended to assist professionals who must write in the routine performance of their jobs. Participants in the workshops wanted to improve their skills to meet growing requirements for more and better business communication. *Write to the Point* presents actual work situations to place the writing concepts in a practical context.

Michael Goodman says that his book is not intended to dictate formulas. Rather, it offers a way to think about selecting the best and clearest method for organizing information into a report, proposal, letter or memo.

A section on proposals discusses the value of

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storyboarding as a brainstorming tool for writing. Writing in the Automated Office examines the future of writing in the work place and provides perspective on what computers and text editors can do for the writer. Other chapters deal with report development and presentation, graphic aids, audio-visual material, using the telephone, resumes and applications. Exercises throughout the book reinforce the skills discussed in the text. 365 pp. \$13.95 Prentice-Hall, Inc., Englewood Cliffs, NJ 07632.

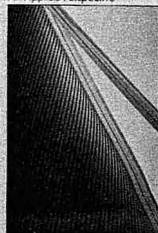
MANAGING the LEARNING PROCESS

Managing the Learning Process

Chip Bell and Frederic Margolis describe their work as a "how-to-deliver-training" book with an emphasis on the needs of the beginning trainer. The contents of the book are basic because the authors believe that the best training results from the creative adaptation of basic principles. Experienced trainers may find new methods or ideas for modifying current practice in *Managing the Learning Process*. The authors explain why a practice should be encouraged or avoided and provide suggestions for dealing with poor designs once a trainer is charged with the delivery task. Bell and Margolis base their presentation on the idea that trainers can *deliver* information but not a process. The process of learning must be managed.

Most chapters of the book deal directly with training delivery, but six areas pertinent to the successful execution of training are discussed. *Managing Yourself* contains suggestions on preparation and how to deal with nervousness and feelings of success and failure. *Conference Management* refers to the function of arranging meeting rooms, furniture, equipment and other logistical concerns. *Evaluation* explains how to evaluate delivery and how to interpret feedback for improved performance. Chapters on *Training Design* are limited to matters that govern the delivery of a program. Last, the authors suggest ways to select participants and match their needs with predesigned training programs. 102 pp. \$11.75. Lakewood Publications, 731 Hennepin Avenue, Minneapolis, MN 55403.

Andrew J. Dubrin
FOUNDATIONS OF
ORGANIZATIONAL BEHAVIOR
An Applied Perspective



Foundations of Organizational Behavior: An Applied Perspective

The goal of this book is to present an applied treatment of organizational behavior (OB) that is supported by current research and theory. Andrew DuBrin has written this text with four main considerations: that the book be interesting; that the information be read *and* experienced; that it focus on understanding human behavior in organizations rather than covering the human resource spectrum; and that abstract concepts be presented within a conceptual framework illustrating how the information can be

used to manage more effectively.

Part one introduces OB and research methods. Part two is about understanding individuals and includes chapters on: perception, learning, motives and values; abilities, personality and attitudes; job satisfaction; stress and burnout; and creativity. Part three, on understanding small groups and interpersonal influence, explores group dynamics and decision making, communication, leadership, conflict and politics. Understanding the macro structure is covered in the last section, with chapters on organization climate, dynamics of bureaucracy and organization development. A glossary, name index and subject index are also included.

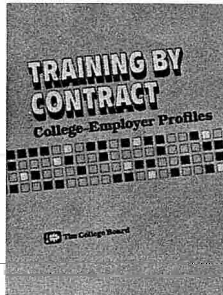
Each chapter begins with a set of learning objectives for key chapter topics. Objectives are followed by a case that offers the opportunity to apply information in the chapter. Chapter summaries are an outline of the chapter and an extension of the objectives. 499 pp. \$24.95. Prentice-Hall, Inc., Englewood Cliffs, NJ 07632.

Training by Contract: College-Employer Profiles

Profiles of 60 college-employer contracting arrangements demonstrate how organizations and colleges cooperate to provide instruction to employees, clients and members. With a high demand for education and training by organizations, *Training by Contract* is intended to assist colleges and organizations in the early stages of contract development. Information from the profiles can help organizations choose from the credit and non-credit programs available from participating institutions as an alternative to establishing internal training services.

The three sections of the book cover contracts with business and industry, contracts with government agencies and voluntary associations and an index of the colleges and organizations included in the profiles.

Each profile outlines the type of student who participated, course content, schedule, methods and faculty members used, location, college and organization services, contract charges, evaluation and certification and provides a contact at the participating school. 82 pp. \$8.95. College Board Publications, Box 886, New York, NY 10101.



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