

Book Reviews

ESSAYS ON CAREER EDUCATION

edited by L. McClure and C. Buan

Superintendent of Documents, U.S. Government Printing Office,
Washington, D.C. 20402

265-page softback

\$2.10

The subject of this book has become increasingly important to all of us concerned with the continued vitality and relevance of American education in a changing society.

Readers who attended the ASTD Conference last May will remember the fine talk by Dr. Sidney P. Marland, Jr. Some two years ago when Dr. Marland was U.S. Commissioner of Education, he began to give national visibility and focus to career education. The concept holds that our schools and colleges should prepare every young person for a career and lifestyle that correspond to his or her personal interests and abilities. It presents a systematic way to acquaint elementary children with many career options and prepare high school and college students for productive careers. Implementation of effective career education programs should greatly increase the number of young people with skills to offer employers when they enter the labor market.

The essays represent the views and recommendations of outstanding educational theorists and practitioners, businessmen, labor leaders and others committed to improving American education. The foreword is by Dr. Marland, now Assistant Secretary for Education, U.S. Department of Health, Education and Welfare.

Views in papers included in the book will be valuable in shaping and refining the career education concept as it is implemented at all levels of education.

The book contains 23 essays, grouped under four sections: Laying a Foundation; Building a Framework; Satisfying the Consumers' Needs; and Redesigning the System.

MANAGEMENT ESSENTIALS: RESOURCE and PRACTICUM

by J. D. Dunn, E. C. Stephens, J. R. Kelley

McGraw-Hill, 330 W. 42nd St., New York, N.Y. 10036

Text, 382pp. hardback; Practicum, 199pp. softback \$7.95, \$3.50 resp.

This training-program package consists of three books. Two--the text and study guide--are for the trainee. The third is an instructor's guide. It all adds up to an interesting introductory course in management fundamentals. The text, *Management Essentials: Resource* examines the relationship of manager roles to employee satisfaction, productivity, and organizational effectiveness. Techniques and skills as well as the results of managerial effectiveness are emphasized. The book is divided into six major parts. Each part contains two simple case incidents and a comprehensive case study.

Management Essentials: Practicum is a student focused, self-directed study guide. It requires students to apply management principles learned from the *Resource*. Designed to sharpen students' overall management skills, the *Practicum* contains clearly stated behavioral objectives for each chapter. Key points, summaries, self-checks, selected readings, and applied problems and incidents are included.

Charles H. Vervalin
Book Review Editor

The Instructor's Manual and Key provide suggestions, enrichment ideas, solution models for problems in the *Practicum* and suggested test questions.

The text's 19 chapters appear under six parts: The Nature of Management and Organizations; Employee Productivity and Satisfaction; The Individual, the Small Work Group, and the Organization: Leadership as an Essential Management Skill; Planning, Decision Making, Organizing and Controlling; Special Skills and Techniques of the Management Profession. An appendix suggests how to best use the case incidents and case studies.

VICTIMS OF GROUPTHINK

by I. L. Janis

Houghton Mifflin Co., 110 Tremont St., Boston, MA 02107
276-page hardback

\$7.95

Group dynamics! Small-group interaction! Group decision making! Trainers are familiar with them all, as instructional concepts and often as training programs. Do they add up to groupthink? If they do, is it bad? Provocative questions.

The author rips into the tendency toward misguided collaborative decision making. He suggests that such fiascos as the Bay of Pigs, Korea and Vietnam may have been caused by the process that takes over when decision-making bodies agree for the sake of agreeing and abandon their critical judgment. All too often, says the author, this results in action that members of the group would have avoided as individuals.

Mr. Janis analyzes in detail the deliberations of high-level advisory groups which led to various national catastrophes. Typical of groupthink were "the White House Meetings leading up to the Bay of Pigs. As one usually outspoken participant, who failed to voice his criticisms at the time, has said: 'One's impulse to blow the whistle on this nonsense was simply undone by the circumstances of the discussion.'"

The changes that President Kennedy thereafter made in policy-making procedures meant that when the Cuban missile crisis broke, groupthink was minimized. The solutions worked out then, Mr. Janis shows, were the result of better decision-making by groups that did not succumb to groupthink.

The author indicates how the adverse effects of groupthink may arise, and he gives suggestions for preventing them. Lucid in style and careful in its arguments, *Victims of Groupthink* is a book that makes the reader see a familiar pattern of experience with fresh perspective understanding.

I personally regard this book as valuable reading for the trainer who is working toward a broadened perspective of group process.


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