

BOOKS

GUEST
BOOK
REVIEW



MANAGEMENT BRAINING

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Management Braining takes a hard look at how training and development can become more effective, and therefore, *less expensive*, in medium-sized and larger organizations, whether profit-oriented or not. The persons who make such an effort more effective, start with the president of the corporation, or the director of an agency, who work *through* the training director. This book gives top management a documented picture of how a training and development program should be set up, become an ongoing entity, and mature into a steady, viable suborganization that energizes the whole organization.

For the training director, newly appointed or old hand, this book is a veritable manual. There is a case study that threads its way through the entire book. This case study raises the whole spectrum of questions that might perplex a training director in inaugurating and building a training program, questions that require immediate answers. This book is an opportunity, in a sense, to walk through these problems with a "pro." You can listen to the relevant points that surround most training questions that beg for answers. Do you know: "How to match your organization's needs with its human resources"? "How to balance content, cost, interest and sequence amongst courses"?

The book abounds in illustrations; with 86 tabulations, charts, letters, forms and printouts tucked into 11 chapters. Many of the forms can be used immediately within organizations without any changes. For some training directors, documenting what they are doing is a difficult task. This book

systemitizes the whole effort so that control becomes a reality and reporting results a natural by-product of the system. In truth, the forms and illustrations alone are worth the price of the book!

Do not draw the conclusion that *Management Braining* is only illustrations. There are some good, philosophical discussions of

Or take the matter of the instructor, note the author's candor and directness:

... the criteria for appointing college professors, misdirected as they are, do not apply in the selection and development of in-company instructors. But this is not a disadvantage. To the contrary, it is salutary. You can help your instructors in a way college administrators dare not or will not.

As a kind of bonus, the groundwork is laid for computerization of the training function. Here the text focuses on input data necessary to produce certain desired output reports. If present operations do not warrant computerization, the described system can be used on a manual basis. The basis for conversion to computer-terminal application is clearly set forth.

Management Braining leads one through the topical range from setting objectives for the training program, through organizing and implementing the program, to finally, evaluating what has been done. Despite all the help offered, the training director has a tough job and needs all the help he can get, help such as this text. The dilemma is stated clearly: "One of the problems that training directors feel is to be called upon to justify the function for which they are responsible and then be criticized for lack of objectivity in their evaluation." Here is tangible aid to offer objective evidence in support of the training function.

Management Braining offers a generous bibliography by way of the footnotes spread throughout. The index affords easy access to major topics. — Samuel R. Sapienza



Management Braining, Starting Up Training and Development Programs in Medium-Sized Corporations by Colin Park (Box 50, Basking Ridge, NJ 07920; Walliker Publishers, Inc., 1977, pp. XVIII, 161, \$15).

tough questions. Consider the question of testing:

The basic principle here, it seems to me, is that when tests are used only the subject matter that can be tested objectively should be. The frustrations start when attempts are made to evaluate the extent to which training-program participants have gained knowledge of certain behavioral norms or managerial skills, the implications of which will vary with individuals.