

BOOK REVIEWS

TRAINING MANAGERS: THE INTERNATIONAL GUIDE

By Nancy G. McNulty
Harper & Row, New York

550-page hardback

\$12.95

For the trainer in an international company with global training needs, here is a reference guide to mid-career management education and development programs throughout the world. The guide offers program character and description; geographic location, class schedule; costs; dates; typical job titles of participants; teaching methods, curriculum syllabus; and faculty. In addition, the Guide has a special chapter on graduate degree programs in management science.

This book evidently took a great deal of research. The author worked under a Ford Foundation grant, and the book was prepared under sponsorship of the Council for International Progress in Management. A foreward by Peter F. Drucker pays a salutary tribute.

An Appendix tabulates all references for the reader who wants a quick, thumbnail review of program location, etc.

DIRECTORY OF UNIVERSITY EXECUTIVE DEVELOPMENT PROGRAMS

By George W. Bricker
Bricker Publications, Wilton, Conn.

350-page hardback

\$40.00

What the McNulty volume will do for the international-company trainer, this one will do for the reader who must schedule men for programs in the U.S.A. The book explains major variation in programs, including data on content, faculty, class scheduling, instruction methods and living accommodations.

An appendix breaks programs down by starting dates, duration and class size. Fifty-three schools' programs are described. Individual contacts from whom more information can be gleaned are listed, with their mailing addresses. Courses described range in duration from a few days to several months.

TECHNICIAN EDUCATION YEARBOOK

Prakken Publications, Ann Arbor, Mich.

246-page hardback

\$10.00

The two previous reference books (McNulty and Bricker) fill the trainer's need for managerial schools. This one meets a similar need for those who employ technicians. However, this book is more than a catalog. It has full treatment of the dynamics of technology-and-society and federal legislative developments in addition to directories of institutions and officials. The directory portion gives a comprehensive listing of basic subject areas.

The book also features brief chapters on nine programs from various technical disciplines — a complete view of how they are set up and operated.

There is also a full section on issues, problems and proposals relating to where technician training stands now in the U.S. and where it is headed. Another portion describes professional organizations concerned with technician education.

This book is not only a fine catalog — it is also interesting *reading* for those sensitive to the shortage of skilled technical-school graduates, and who seek ideas for overcoming it.

CHARLES H. VERVALIN
Book Review Editor

THE ENCYCLOPEDIA OF MANAGEMENT

By Carl Heyel
Van Nostrand Reinhold, New York

1,084-page hardback

\$27.50

This second printing is a new, updated version of a monumental work covering every conceivable subject relating to management practice and education. I put it to use the day it hit my desk, when the president of my company asked for information on PERT and Critical Path Scheduling. On this first retrieval, I hit paydirt. These subjects were covered candidly and clearly, with appropriate citation for further research.

Heyel's work is an anthology compiled with the aid of about 35 advisors — experts in specialties. About 150 authors contributed material. One attractive plus is the book's guided index to "core-subject" reading. Under each core topic, the book lists groupings of sections and chapters that bear directly on the subject of interest. Major "core" topics include: Basic Management, Pioneers; Behavioral Sciences; Economics; Corporate Planning; Decision Making Sciences; Project Management; Business Logistics, Manufacturing; Industrial Engineering; Labor relations; Marketing Research, Advertising; Selling; Personnel Administration; Personnel Development; Accounting; Systems, EDP; Public Relations; Foreign Operations; Public Administration; and Information Aids.

This book is a fine one-shot reference, especially for the trainer with a limited library budget or one who needs a quick reference that really says something definitive.

SUPERVISOR'S SURVIVAL KIT

By Elwood N. Chapman
Science Research Associates, Chicago

172-page softback

This book covers the essentials of good supervision in short, crisp writing style. It is almost devoid of the jargon that often confuses rather than clarifies. But its major strength lies in 20 "mini games" that accompany each chapter. So there is a built-in dimension to satisfy the trainer's need for classroom exercises that fit each aspect of key points in the text.

The book is well illustrated with clever black-and-white cartoon work that could easily be used in slides or film strips should a trainer need this option as part of the training sequence. Titles of mini games: Choice, Strategy, Decision, Intervention, Experiment, Delegation, Climate, Technique, Organization, Policy, Conflict, Interview, Priorities, Contest, Motivation, Intimidation, Debate, Problems, Impatience, Confrontation.

BEHAVIORAL SCIENCE CONCEPTS AND MANAGEMENT APPLICATION

By Harold M. F. Rush
National Industrial Conference Board, New York

178-page softback

\$4.00

If your company is planning an organization development program, this book is a winner for the firm's managers. It can save the trainer much digging into the archives for supporting data on OD's whys and wherefores.

The book is divided into four sections. The most outstanding, in my opinion, covers

In-Company programs . . .

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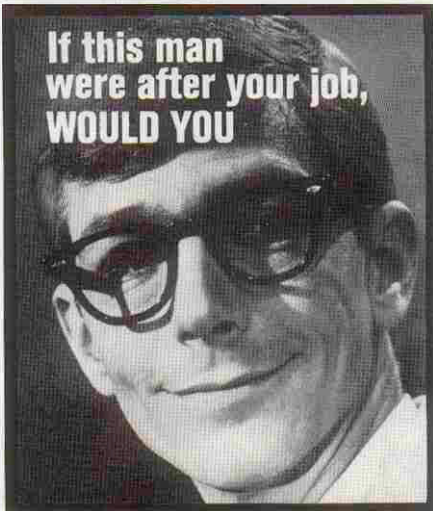
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10 comprehensive case histories of companies that have "been there" (or at least are going there). Cases covered: American Airlines, Armstrong Cork, Corning Glass, Genesco, Hotel Corp. of America, Raymond, Steinberg's, Syntex, Texas Instruments, and TRW Systems Group.

There are a number of ways an OD program can be implemented. This book — through its case histories — pretty well sums them up. The book is particularly useful to the reader who is a novice on OD concepts. But even the experienced trainer or change agent will appreciate its conciseness and thoroughness within relatively few pages.

The author also lists about 50 other publications the trainer can order through NICB.

JOB SATISFACTION

By Bonnie Carroll

Public Information Center, Cornell, Ithaca, N.Y.

35-page softback

\$2.00

This is the little book I misplaced last month, a slipup that nearly drove me up the wall. I had a speech to make on motivation, and had reviewed the book, one of the best short-summary documents I have ever seen covering research and results on motivation and so-called job enrichment programs.

The author's excellent bibliography lists 122 key references to papers and books on the subject. Her analysis of the key literature is fair and objective. It makes no bones about the fact that many trainers have been lulled into the wrong belief that all research findings on job satisfaction are consistent. Major topics in this book include: Job Satisfaction — A Problem in Definition; General Trends in the Literature; Frameworks of Analysis; Factor Correlates of Job Satisfaction; Job Satisfaction or Satisfaction with Life; Repetitive Work; Job Performance; Programs to Increase Satisfaction.

TWENTY QUESTIONS ON CONFERENCE LEADERSHIP

By E. D. Nathan

Addison-Wesley, Reading, Mass.

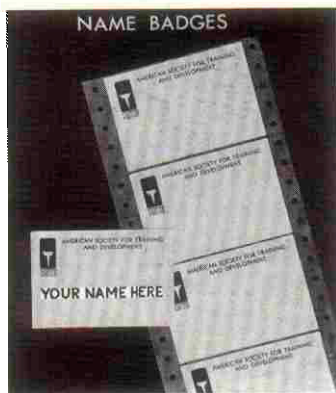
126-page softback

\$4.95

This handbook examines 20 questions most often asked by conference leaders. It begins with getting a conference "off the ground," shows ways to "take the group temperature" and offers guidelines for conference summary. Twenty questions are considered with practical, time-proven solutions to thorny problems conference leaders face.

The book uses a question-and-answer format. The author states the questions — then offers his answers based on his experience as a consultant, writer and conference leader. Also included are a checklist of audio-visual media and a list of selected reference materials. The book is illustrated with a series of good cartoons.

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BREAKTHROUGH FOR DISADVANTAGED YOUTH

By various consultants, U.S. Manpower Administration
Superintendent of Documents, U.S. Government Printing Office

256-page softback

\$2.00

This book stems from pilot-program activities of 55 youth employment projects under the Manpower Development and Training Act. Projects to get young disadvantaged youth into worthwhile jobs have been given high priority under the Act. Some have been successful and some have failed. This book is frank in dealing with both kinds of results.

U.S.M.A. gathered reports, files and written records on these programs, and prepared the experiences under eight headings: Impact on the Community; Recruitment and Community Penetration; Testing, Counseling, and Supportive Services; Basic Education; Pre-Vocational and Vocational Programs; Job Placement, Creation and Development; Using the Non-Professional; and Research. Preparation of this book was called "Operation Retrieval," and it is worthy of the name. The authors have retrieved the "cream" of the information needed by trainers in disadvantaged programs.

WHEN MAN AND MANAGER TALK . . . A CASEBOOK

By Marion S. Kellogg
Gulf Publishing Co., Houston, Texas

209-page hardback

\$7.50

As a personnel consultant, I am sensitive to the need for good literature on the dynamics of face-to-face relationships between employees and their supervisors. The quality and quantity of these interactions are the life blood of an organization. So I appreciated the opportunity to review this book, which takes a manager step-by-step through the critical and sometimes delicate discussions he must have with those who report to him.

This book combines example dialog throughout, with explanations of principles of good conversational communication. The author makes a good case for the need for more *structured* conversation – formality, if you will. Also covered are negotiation of a man's work program, the annual performance appraisal; salary discussions; coaching the failing employee; termination and career discussions; and counseling on promotional opportunities.

This book is replete with illustrated checklists and outlines that could easily be reproduced for slides or flipcharts. But by far the most interesting quality is the actual conversations created by the author to illustrate her points. Periodically, she interrupts the dialog to explain critical principles of what is taking place. Thus the *process* aspect is covered much as it would be in a sensitivity or role playing situation. My personal feeling is that this – the author's fourth book – is a winner for any trainer involved in management by objectives or related programs.

Fred D. McMurry
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Inc.
New Orleans and Houston