

## BOOK REVIEWS

### INTERPERSONAL COMMUNICATION IN THE MODERN ORGANIZATION

By E. G. Bormann, W. S. Howell, and G. L. Shapiro

315 pages hardback

\$6.50

Communication problems are often the focal point for breakdowns in training, personnel administration and management. The trainer can therefore never have too much good information on this vital subject. Be that as it may, one must be selective. So here is a book for the trainer who wants a single document that wraps up key aspects of the psychology of how people receive and transmit information.

This well-balanced book has just enough "how to" information, contrasted with the rationale of communication influences. A few of the main chapter headings provide the best clue to contents: Speech Communication, Problem Situations, Small Group Communication, Communication in Meetings, Listening, Evaluating the Message, Logical and Nonlogical Persuasion, and Psychology of Motivation.

This book is stripped of jargon and involved academic theory. It is written in explicit, vigorous language. Curiously, not all books on communication are!

You will find a number of useful case studies and examples.

### MANAGEMENT-MINDED SUPERVISION

By B. B. Boyd

301 pages hardback

McGraw-Hill, New York

\$6.95

I visited the book publishers' booths at the Miami ASTD convention, and several times I observed registrants asking for "anything you've got on training first-line supervisors." Perhaps the clue to this interest is the fact that an estimated seven million persons will become supervisors during the next decade.

There really *is* a shortage of first-class reading and training material for first-line supervisors. But the missing links are being filled when an author can speak articulately to the question — "How do I get supervisors to think and act like managers?" This book helps answer this question. In a practical "how to" approach, the author covers three major needs of the supervisor: management mindedness, leadership, and the managerial decision-making process.

Each chapter features an interesting case history conducive to role playing. Discussion questions and case summaries are included. This is a real *working* textbook!

### BUSINESS POLICY AND STRATEGIC ACTION

By H. N. Broom

Prentice-Hall, Englewood Cliffs, New Jersey

589 pages hardback

\$10.95

This book features three major sections: (1) Managerial Decision Making (company goals, policies and strategy), (2) Case Histories (with description of how to use the case method) and (3) Management Games as a Learning Tool (with illustrative games and instruction for their use).

This author has found a good balance between managerial theory or philosophy, and real-life business situations. The case histories are on balance, and can easily be converted to role playing exercises. The book offers a series of concise, factual statements in the case analyses. Most important, it offers a dynamic top-management game.

The book's 30 cases feature problem-solving techniques and broad exposure to typical business situations. It also provides standards by which management decisions may be accurately evaluated.

CHARLES H. VERVALIN  
Book Review Editor

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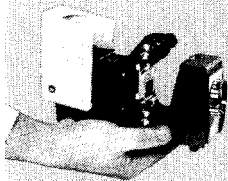
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## MANAGEMENT: THEORY AND PRACTICE (Second Edition)

By Ernest Dale

McGraw-Hill, New York

786 pages hardback

\$10.50

Here's a new edition of an award-winner. The book won the McKinsey Foundation Book Award in 1965, and the 1968 Award on Organizational Studies from the Organization Development Council.

One of Mr. Dale's strong points is his relation of computer developments as they affect managers and the management process. But the book also has good, sound material on management in multi-national companies, behavioral sciences, creative management, and what the manager of the future will need in the way of training and skills.

This publication features in-depth discussions of management planning, organizing, staffing, directing, controlling, innovation, and decision making.

The book is packed with case study material. There are thought-provoking questions at the end of each chapter, and tightly written summaries of major points. This is the kind of book with which a trainer can begin to build a conceptual framework for an organization development program.

## MOTIVATION THROUGH THE WORK ITSELF

By R. N. Ford

American Management Association

267 pages hardback

\$11.50

Most trainers have studied Frederick Herzberg's research on motivation. But, for both those who have studied Herzberg and those who have not, this book is worth careful reading. It is the direct result of American Telephone & Telegraph's job enrichment program. AT & T started its studies in 1964, and this book summarizes what the company learned.

By improving the employees' job design, the company sharply cut its personnel turnover. The book shows how the job enrichment program was developed, the mistakes that were made and how they were corrected.

The book also describes how the reader can build his own job enrichment program. Program evaluation methods and criteria are given. This book gives down-to-earth data "from the horse's mouth." The author is AT & T's Personnel Director, Manpower Utilization.

## REPORT WRITING FOR MANAGEMENT

By W. J. Gallagher

Addison-Wesley Publishing, Reading, Mass.

216 pages hardback

\$6.50

Countless good books exist on report writing, for engineers and other technical professionals. And this author covers many of the classic points made in these other books. But his new twist is a pitch to the *manager's* needs. The assumption has been that managers *read* reports. But the author points out that the manager's writing needs have been neglected. With this entré, he then gives a highly readable, informal discussion of report writing.

This book treats writing as part of a system involving writer, reviewer, and reader. By viewing the reporting process as a system, the book breaks writing down into a

series of interrelated tasks that must be performed in fixed sequence. It shows how to be systematic in writing as in other fields of specialization.

The step-by-step approach offers effectiveness for time and effort invested.

The book is written in a lively, entertaining style. It uses many examples from drafts and published reports.

### FILMS FOR PERSONNEL MANAGEMENT

By Louis S. Goodman & Associates

Educational Film Library Association, New York

116 pages softback

\$5.00

"Who put out that film I saw recently?" Sure, we all see training aids of one kind or another at conventions, in ads, etc. — then forget the all-important *who* and *where*. As far as films are concerned, here's the trainer's answer to the retrieval problem.

The authors have scanned a broad range of available films, and have selectively culled out the best ones in 21 different subject areas dealing with personnel development. About 1,400 films are listed, by subject and title. Each film's content is described in crisp abstract form. The book also gives addresses of film sources.

### EFFECTIVE SPEAKING FOR THE TECHNICAL MAN

By H. E. Hand

278 pages softback

Van Nostrand-Reinhold, New York

\$3.95

Trade press editors seem to be almost obsessed with the subject of continuing education for technical professionals and managers. The impact of this "keep up" problem is feeding back to the training director, who must then prepare courses and reading lists for the needy engineers.

For communication problems, here is a book that is right on target for the technical man. The book is an anthology. Thus its contents escape the common one-author stereotyping of theory. An impressive group of contributors attack the peculiar needs of an occupational group not generally noted for its good oral communication.

The 26 chapters appear under four sections: The Audience, Preparing and Sending the Message, Speaking Situations, and Aids for Hearing and Seeing Technical Data.

This book also has four in-depth appendixes with checklists and bibliographies. These alone would provide a good model for a training program on oral communication of abstract information.

### EDUCATION AND TRAINING FOR EFFECTIVE MANPOWER UTILIZATION (AN ANNOTATED BIBLIOGRAPHY)

By Emil A. Mesics

New York State School of Industrial and Labor Relations, Ithaca, New York

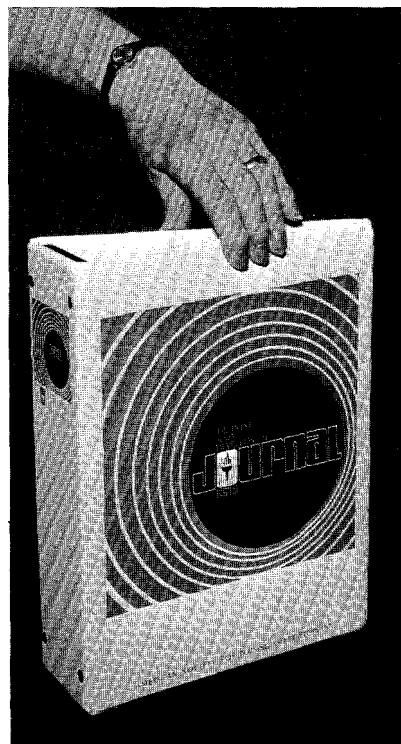
157 pages softback

\$2.50

In these days of the literature explosion, this bibliography, like most, is outdated and incomplete. Just the same, it is a very useful document because it gives an overview of the *best* resources in a wide range of training-oriented subjects.

Periodicals and books are covered. But perhaps the book's most interesting feature is a bibliography of other bibliographies. This alone makes this publication a must for the information-retrieval buff.

The annotated citations cover training of vocational employees, as well as professionals and managers. Citations also cover organization development, training techniques and methods, audio-visual aids and manpower planning.



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