BOOK REVIEWS

PERSONNEL DIRECTOR'S HANDBOOK
By Wilbert E. Scheer

The Dartnell Corp., Chicago

960-page hardback $21.50

The training portion of this 12-section book is a book in itself — running 177 pages. Another section, on education, runs 59 pages. It isn't clear why the author chose to separate training and education. But it is really irrelevant. Good content is the important thing, and this book is packed with information. These two sections cover indoctrination, orientation, interviewing, OJT, letter writing, telephone techniques, films, libraries, adult education, tuition aid plans, programmed instruction, federal programs, supervisory training, management development, motivation, communications and effective meetings.

Information under these combined sub-topics makes a useful overview of training's parameters, even for the experienced training director. For the youngster, this book would make an ideal starting place for a grasp of the comprehensive personnel-training-industrial relations interface that exists in most companies.

For the trainer involved in personnel administration, per se, there are additional sections on personnel management's scope, employment, health and safety, employee services, wage and salary administration, benefits, labor relations, administration, policy, and personnel statesmanship.

Another reviewer, Dr. G. R. Terry, professor of management at Northwestern, calls this book "a well balanced handbook that will profit anyone . . . who works with people."

CURRENT RESEARCH ON INSTRUCTION
Editors: R. C. Anderson, G. W. Faust, M. C. Roderick, D. J. Cunningham, and T. Andre

Prentice-Hall Inc., Englewood Cliffs, N. J.

396-page hardback $9.95

Under what conditions is student learning maximized? What features of instructional materials and teaching procedures aid most in student learning? Using these two questions as a catalyst, the editors have put together an anthology of articles on educational technology. Articles come from a variety of academic and professional periodicals, and are by many different authors.

The book offers a particularly good analysis of the whole programmed instruction movement — pro and con. Forty-two chapters appear under these major sections: Approaches to Instructional R & D; Instructional Objectives; Prompting and Fading Techniques; The Student Response; Reinforcement and Feedback; Concept Learning; Organization and Sequence; and Instruction Evaluation.

This is a highly academic book intended for readers who want to peer deeply into the learning process. But a reader with the patience to pick through the maze of empirical data will be well rewarded.

CHARLES H. VERVALIN
Book Review Editor

The authors claim this is the only *collection* of papers based on a systematic analysis of human learning and instruction published so far.

WHAT THE MANAGER SHOULD KNOW ABOUT THE COMPUTER
By Dun & Bradstreet
Thomas Y. Crowell Co., New York

179-page softback $1.95

Running a training program to educate managers who need basic computer know-how? This handy little book would be ideal for such a course. It has good illustrations and photos of hardware, and its explanations of software are clear. A 20-page glossary defines most of the terms needed to "talk computer" intelligently.

Seven chapters include: punched card principles, electronic computers, stored program concepts, magnetic tape principles, other input-output media, programming systems and systems analysis.

PERSONNEL
By Leon C. Megginson
Dow Jones-Irwin, Inc., Homewood, Illinois

688-page hardback $13.25

The trainer who has overlapping responsibility in personnel administration will find in this book a comprehensive treatment of historical aspects; emerging trends; unions; organizational behavior; manpower planning, recruiting and development; wage and salary administration; leadership; communication; motivation; discipline; counseling and special problems in international operations.

Each chapter, in the table of contents, includes detailed descriptive phrases to simplify location of specific topics. Each section is followed by case histories illustrating key points in that part of the book. These are well written, and are accompanied by good discussion-group questions. The book has 36 such cases.

Two things make this book more than just another academic text on personnel: (1) The author's belief in the "whole man" concept, and specifics on how to deal with him as such, and (2) The author's firm grasp of the impact of exploding technology on the work force, the new importance of dealing with minority groups and increased emphasis on international companies.

The book is not intended for use in a training program. But the case histories could easily be adapted to one. As for the textual portion, the concepts are up to date and well documented. The author did his homework.

AUDIO-VISUAL MARKET PLACE
Edited by Olga S. Weber
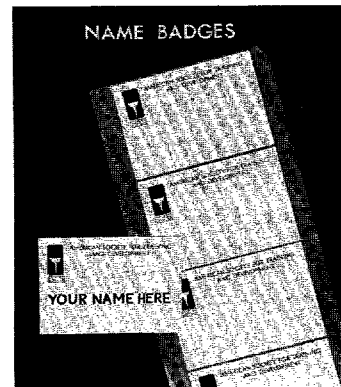R. R. Bowker Co., New York

177-page softback $12.25

Here's another splendid aid for information search and retrieval. This first edition claims to have *all* sources of AV information and products used by teachers and trainers. The editor mailed 8,000 questionnaires to every conceivable source of AV data. The result is a document that covers AV Associations, educational radio and TV, film libraries, manufacturers, producers and distributors, published references, serials and review services and general services. The book is appropriately cross-referenced.

one deux tres vier

Four tips on how to become an unforgettable American memory.

1. Stop, look and listen. That's the easiest way to encounter a foreign visitor. (And, if you don't encounter one, what will he, she -or perhaps they-have to remember you by?)

2. Prepare to jump a hurdle. What sort of hurdle? Well, let's say you've just stopped, looked and listened in a bustling bus terminal. Your alert eye catches the tentative movement of someone who takes a quick step forward. An even quicker step back. Then stands stock still, looking lost. You've spotted one! Your foreign visitor. And he (or perhaps she) is lost, but too shy to ask directions. And you're just about to offer help. But, suddenly, you can't? You're too shy too? Then that's your hurdle. Jump it. Or simply step across.

3. That's not your hurdle, but you've just run into another? Your English-speaking visitor doesn't understand your answer to his question, even though it was direct and exact? It's probably his ears. Perhaps they're long attuned to British English, or Australian English, or Irish English, and they find your rapid-fire American English difficult to catch. So repeat your answer, slowly.

4. You have no trouble communicating, you just don't know the place he seeks? Take a moment to glance around. And another to dig into your memory. Chances are you do know a Tourist Information Center, or Travelers Aid, or Chamber of Commerce Office and you could take him there.

One foreign visitor's most unforgettable American memory might easily be you.

BUSINESS FACES THE URBAN CRISIS
By John S. Morgan

Gulf Publishing Co., Houston, Texas

256-page hardback $7.95

This book consists of case studies in each of eight areas: employment, training, social problems, economic development, financial support, maintenance or order, local government modernization, and technological solutions to urban problems. Only one chapter deals specifically with training, but it packs a solid message on how to start a "disadvantaged" program, and run it effectively once it is begun. The other eight chapters offer numerous case histories and examples of successful programs.

Topics treated in depth include: revising hiring practices, improving the social environment, black capitalism, applying technology to the environment, working with government, making philanthropy more effective, and dealing with civil disturbance.

I was particularly attracted to a section in chapter six explaining how role-playing sessions were used in three plants to teach trainees a "winning" versus a "losing" kind of behavior. I have applied this method myself, and can say that the author has put his finger on a most useful training approach.

This book made me more aware of the growing scope of activity in solving urban-crisis problems, and of the vast number of companies that apparently are making a total commitment in the area.

Reviewed by:
ROY A. CLIFFORD
President
Applied Management Research
Houston, Texas

THE MANAGEMENT GAME
By Richard M. Greene, Jr.

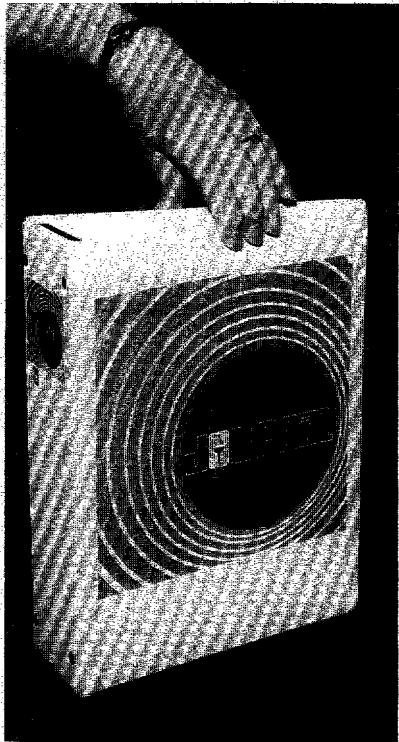Dow Jones-Irwin, Inc., Homewood, Illinois

281-page hardback $6.95

This title is a little misleading. The book is not about the management-game *method* of training. It is about the *game* of working at being an effective manager. And in terms of leadership technique, this is one of the best books I have seen recently — especially in its simplified explanation of the psychology and psycho-dynamics of human interaction.

This book features countless case examples; dialog that makes its point briefly and clearly; and a number of tests, exercises, checklists and developmental outlines that apply directly to training programs. In addition, the book features two business games which the author gives permission to reproduce, and an in-basket exercise.

The section on creativity alone is worth the book's price. It offers sample tests and enough references to other materials for a trainer to build a good in-house program.

Major topics include interpersonal relations, listening, effective use of time, leadership and creativity. This book is well organized and easy to read. Several misspelled names are a little distracting. Careless editing here. But other than that, the content is sound and solid. If you are seeking a text for an integrated management or supervisory program cutting across several disciplines — here it is.