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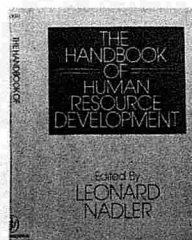
Modern Approaches to Understanding and Managing Organizations

This book critically reviews the massive amount of new theory and research on organizations and management, distills it and presents four major approaches to understanding and managing organizations.

"We seek to provide a compact overview of approaches to organizations that are genuinely powerful for management. We present a framework that encompasses much of what is known and that helps to separate the topical from the enduring, the fads from the fundamentals," write authors Lee G. Bolman and Terrence E. Deal.

The book came from the authors' need to reconcile their conceptual and stylistic differences when jointly responsible for an introductory graduate course entitled "Organizations: Theory and Behavior." The intellectual merger produced a holistic way of understanding the complexities of modern organizations.

Bolman and Deal present a large and complex body of theory and research clearly and simply. Part one of the book sets the stage for their approach to organizations. Part two is the heart: two chapters devoted to each of four major frames—structural, human resource, political and symbolic. These multiple approaches offer flexibility to managers and executives in the search for solutions to problems and challenges. Each is illustrated with real-life examples. Part three tells where the frames came from. Finally, part four offers ways to integrate the four frames into comprehensive approaches for managers. 325 pp. \$18.95. **Jossey-Bass Publishers**, 433 California Street, San Francisco, CA 94104.



The Handbook of Human Resource Development

Edited by Leonard Nadler, *The Handbook of Human Resource Development* is a major reference in the field, giving an overview and guide to HRD with models, explicit information and guidance to methods and resources. This book provides a benchmark to define and standardize principles and practices.

More than thirty-five practitioners contributed material written specifically for the *Handbook*. They all adhered to a single glossary, reproduced in the book, ensuring consistent use of terminology.

The discipline of HRD is encompassed in five sections: Section one, "The Field of Human Resource Development," provides an overview that includes financial aspects of program development; adult learning; the design of learning programs; instructional strategies; computer-based learning; evaluation; and professional growth for HRD staff. Section two, "Program Areas of HRD," details the concepts and methods in sales, executive, management and supervisory training; technical training; and specific programs for government, schools, labor, non-profit organizations and other specialized areas. Section three, "International Areas of HRD," provides a look at employment opportunities abroad; HRD practices in Latin America, Africa, Asia and Western Europe; and a special section on Japanese HRD programs. Section four, "Human Resource Areas Related to HRD," describes human resource management, organization development and career development. Section Five, "The Future of HRD," discusses where HRD is headed, with projections, paradoxes and paradigms.

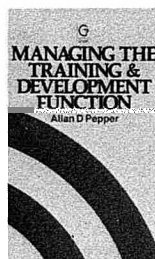
The blend of theory and practical experience makes the *Handbook* a reference for frequent use. Published by Wiley-Interscience, **John Wiley & Sons, Inc.** This book is available through the ASTD Professional Publishing Program. 816 pp. Order Code: NAHH. \$45.00 ASTD national members. \$50.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

Managing the Training & Development Function

Activities that require planning, control and evaluation in addition to their execution need managing. Theories are well developed concerning the management of the whole organization, but knowledge of component functions, such as operational management, project management and technology management, is less well developed but growing rapidly.

The training and development of manpower, one such specialized function, is the subject of this book. Methods and techniques of training are not the domain of *Managing the Training & Development Function*. Nor are general principles and techniques of management. The author's aim is to provide a bridge between the general theories and skills of management and their special use in training and development.

Author Allan D. Pepper states that the management of training and development is different from many other functions because it is more concerned with the future than the present. The main distinction to be made in managing training is between training in progress for pre-



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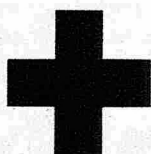
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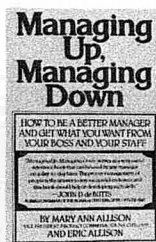


Technology Transfer: A Project Guide for International HRD

This book originated with the idea that a modest work detailing the thoughts of people experienced in technology transfer could help others in the field. It is intended as a practical tool, a reference for managers and manpower development specialists when they plan their international programs.

The contributing authors are HRD practitioners with a consistent collective view of the technology transfer process, although their individual experiences come from different types of projects in different parts of the world.

Each chapter concerns one aspect of technology transfer, progressing from principles and guidelines to procedures. The first chapter, by Len Nadler, places technology transfer in perspective, defines HRD and sets the stage for international HRD. Chapter two, by the editor, Angus Reynolds, presents the SUCCESS Model, a tool that helps illustrate the complexities of international HRD. Chapter three, by Michael Marquardt, looks at the highest level of planning for technology transfer. In Chapter four, John Eldridge looks at management and its preparation and role in the transfer of technology. In chapter five, Neal Nadler discusses how to create and implement culturally appropriate training for supervisors. The final chapter, by Angus Reynolds, describes how to adapt courseware for technology transfer. 145 pp. \$21.00. **International Human Resource Development Corporation**, 137 Newbury Street, Boston, MA 02116.



Managing Up, Managing Down: How to Be a Better Manager and Get What You Want from Your Boss and Your Staff

The number of books about management is large and increasing. So why read *Managing Up, Managing Down*? What makes it different?

The authors, Mary Ann Allison and Eric Allison, believe that most books on management ignore aspiring, new or current middle managers. *Managing Up, Managing Down* is designed to help them.

Whether in accounting, purchasing, editing, service or production, being a middle manager means dealing with people to get the work done. The authors write, "This book will not tell you how to budget, forecast, design or prepare PERT charts. It will tell you how to work with and manage people." This, they tell us, is the key to success. Personal competence is not enough. Promotions and salary increases come only through successfully managing subordinates and supervisors to accomplish tasks that require a team effort. Finally, the book concentrates on the fulfilling people element of management.

Organized and written in an easy-to-read style, the book's practical advice is illuminated with real-life examples. The first section, "Managing Up," is about managing your boss and gives advice on asking for and getting a raise, winning management backing, saying no, providing support that shows your strengths and creating a powerhouse relationship with your mentor. Section two, "Managing Down," tells how to motivate your staff to peak performance, hire and fire without anxiety, choose and use a leadership style that works, transform a difficult employee into a valuable one and delegate with skill. The final short section is "Managing Laterally" and tells how to gain the support of peers. 222 pp. \$7.95. **Cornerstone Library**, A Division of Simon and Schuster, 1230 Avenue of the Americas, New York, NY 10020.

Reprints Available

Custom reprints of articles from *Training & Development Journal* are available for those ordering 50 copies or more. Reprints have the same full 8½"x11" format as the *Journal* (except those articles published before 1969), are printed on 50# white offset paper stock, saddle-stitched, with cover furnished.

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Managing Strategic Change: Technical, Political and Cultural Dynamics

Although broad in scope, the central topics of this book, a volume in the *Wiley Series on Organizational Assessment and Change*, are brought into a practical focus by case examples and operational methods and instruments with an action orientation. It is a how-to-book in a broad theoretical framework.

The author, Noel M. Tichy, writes that getting back to basics is his theme. Managing change requires questioning the fundamental nature of an organization. It means asking what business the organization should be in, who should get what benefits and what should be the members' norms and values.

Tichy sees three approaches to organizations—the technical, the political and the cultural—as strands to be wound into an integrated strategic rope. He offers help with the technical problems of organizing capital, people and technology for efficient and effective production, the political problems of allocation and the cultural problems of value determination. He shows that change can be managed in all of these three modalities, that change management is a major responsibility of the manager and calls for the development of specific skills. *Managing Strategic Change* is published by **John Wiley & Sons, Inc.**, and is available through the ASTD Professional Publishing Program. 434 pp. Order Code: TIMS. \$26.00 ASTD national members. \$28.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.



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