

# Book Reviews

SAMUEL B. MAGILL, Editor

## SATELLITE TRACKING

Stanley Macko

128 pages \$5.50  
John F. Rider Publisher, Inc.  
New York, N. Y.

This book introduces the scientifically-inclined reader to the concept of satellites and their paths. It explains how and why satellites are launched, why they behave as they do, and how the orbital elements of any terrestrial satellite can be derived with a minimum of data. The information and calculations presented in this book, for the most part, may also be applied to the field of guided missiles, and thus will also provide the reader with an understanding of missile trajectories.

The ten chapters are reinforced by nearly one hundred illustrations, and two appendices of mathematical tables which enable the reader to make his own calculations in the tracking of satellites.

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## THE SUCCESSFUL SUPERVISOR

William R. Van Dersal

Harper & Brothers, New York 16, N. Y.  
\$3.95 — 192 pages

Reviewed by JOHN A. WITT  
Personnel Director  
St. Luke's Hospital

The author's purpose in writing this book is to offer what he called "common sense solutions." He has contributed a very meaningful volume to the list of books for the supervisor interested in personal development.

The book is written in a very clear

and concise manner. It defines problem areas and offers problem solutions. The solutions are based on a study of supervisors in a government agency and all of them will be recognized by the reader. As in so many books of this nature the solutions can hardly be new, it is the manner in which they are presented that makes the book worthwhile reading.

This reader, at least, agrees with Dr. Van Dersal's assumption that a supervisor may be anything from a first-line foreman to the president of a major corporation. For in any managerial job at any level there is a certain amount of supervisory duty which is necessary. To successfully perform these supervisory duties requires a keen sensitivity to the problems of both individuals and organizations.

The most meaningful portion of the book was a chapter pointing to useful journals and magazines and books for the "development minded supervisor." This author was willing to admit through this action that his book was to serve as a spring-board to development and not a stop-gap.

At the first reading the lack of more industrial examples will appear as a weakness but a reflection on the fact that the same problems exist in all organizations regardless of government or business, profit or non-profit, types of organizations. This reader wholeheartedly endorsed the book "The Successful Supervisor" and recommends it for an organization's management library or the individual supervisor's collection of basic material.

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## CLASSROOMS IN THE STORES

By

Harold F. Clark and Harold S. Sloan

Published for the  
Institute for Instructional  
Improvement, Inc.

by Roxbury Press, Inc.

Sweet Springs, Missouri

Price \$3.75

123 pp.

Four years ago a book with the catchy title, "Classrooms in the Factories" was published and enjoyed considerable success. Now there is another book by the same authors called, "Classrooms in the Stores." In style and format this new work is similar to the earlier one, but in substance, unfortunately, it is disappointing.

This slim publication is termed a report, and while it contains a few charts and statistics, it does not claim to be an exhaustive study of the field. Even by this relaxed standard, however, there are curious sins both of inclusion and of omission. While four types of retailing are listed, only one is described at any length, and several examples are cited from a retail field which is not on the list. System training is dismissed in a line or two, and the emphasis appears to be on executive development courses.

Yet store systems and orientation training make up the most characteristic type of retail training program. About one hundred and thirty factual items must be imparted to the new employee, including from six to twelve different ways of recording the sale. This training is usually given by a specialist, in as much time as the store will allot for the purpose. The energy thus expended leaves little impetus for any other training activity.

What, then, is the problem? It is that the retailer is a pragmatist, and likes to see results from anything he does, but he also wants to be well thought of by other businessmen. The store executive is constitutionally averse to admitting that he doesn't do all that the management books say that he should do, and so he usually claims to have something in the works. Clark and Sloan simply wouldn't believe that this wasn't so.

Anyone who has attended meetings of the NRMA, the trade association of retailers, will recognize the following conversation: After a particularly enthusiastic description of a revolutionary new program, a questioner in the audience will rise and ask:

"Do you have any figures concerning benefits?"

The standard reply is, "Not yet. We only started the program two weeks ago."

It was to this amazing land of promise and pretense that Clark and Sloan addressed their considerable talents, but their findings are a curious patchwork of fact and admonition. Even the few facts they uncovered are suspect. On the face of it, it costs much more than \$2.50 per employee-year to budget a training section, yet this is the figure they come up with.

The first two chapters exhaust their theme, and the rest of the book is filler. Even in these first forty-one pages, sixteen and one half are devoted to outlining three executive development programs.

The conclusions of the book are well summarized in its opening sentence: "There are classrooms in the stores, but not many." The sad thing is that the book is not complete enough, nor objec-

tive enough, to sting retailers into doing anything about it.

The writing was supported by a grant from an unnamed Foundation, who should be grateful for this anonymity. The authors, as acknowledged in the foreword, must take the entire blame for the result.

S. B. M.

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SUCCESSFUL  
COMMUNICATIONS IN SCIENCE  
AND INDUSTRY WRITING,  
READING, AND SPEAKING

by

Robert L. Zetler and W. George Crouch

McGraw-Hill Book Company  
New York

Price \$5.75 290 pp.

Communications is a fashionable word and is found in many current titles of books and articles. There was a time, not many years ago, when the training specialist could claim all communications as his province. Then came Cybernetics and with it, the growth of the mathematical science of information theory. Today the word Communications conveys entirely different meanings to the physicist and the human relations worker, and the latter should restudy his claim to complete competence in a field whose expanding dimensions he may no longer understand.

This is perhaps an unneeded comment upon a book whose content is otherwise quite acceptable to the professional training man. Professors Zetler and Crouch have brought together a lot of usable material. This appears to be a winnowing from their notebooks, and consists of well organized outlines of the various subjects, plus many ex-

amples and illustrations from the companies where they serve as consultants.

The book describes various types of writing, reading, and speaking used in business, but omits such additional areas of human communication as non-verbal devices, the treatment of distractions and 'noise,' and listening skills, to mention a few.

For giving courses or as a source book, this text recommends itself to the training director. But it is not comprehensive enough to be a guide, as its title implies, to successful communications in science and industry, and until the physicists stop using this word to describe their data-processing procedures, authors in the human relations field should be quite careful in their own use of the term.

S. B. M.

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ABC's OF ULTRASONICS

Alan Andrews

96 pp. \$1.95

Howard W. Sams  
Indianapolis 6, Ind.

ABC's of Ultrasonics gives an over-all look at ultrasonics, the science of putting sound to work.

The book explains how waves are produced, how transducers work, their two main categories (magnetostriction and piezoelectric), and the FCC regulations pertaining to ultrasonics. Subsequent chapters describe and amplify the topics—waves, transducers, electronic circuitry, cavitation applications, tests and measurements, and miscellaneous applications. Also included are descriptions and photos of specific commercial equipment used for various applications.

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## CREATIVE DISCUSSION

by

Rubert L. Cortright and George L. Hinds

Published by MacMillan Co.  
New York, 1959

303 pages - \$6.00

Reviewed by GORDON BLISS  
Executive Director, ASTD

Cortright and Hinds define "creativity" as the "imaginative use of brain power." "Discussion" is conceived of as a means to an end, and not an end in itself. Its purpose is to better human relationships and to increase business efficiency. Through the techniques of discussion, better ways can be learned to establish mutual understanding, find the truth, develop a common and democratic action and resolve problems. The authors believe that better solutions can be reached through group discussion than is possible by the individual working in isolation.

The book has three major divisions. First, is a description of the nature of discussion. The importance of this facet of communication in an industrialized society is stressed. Contemporary methods of discussion, the management of meetings, and the techniques of developing human creativity are elaborated upon. Three specific approaches are mentioned in analyzing the "ways and means" by which problems may be solved; namely, the suspension of differences through domination; reconciliation through compromise; and coordination through cooperation.

Techniques for developing creative discussion and improving the communication process are given in the second section. Common faults in speech, voice production, poise, articulation are dis-

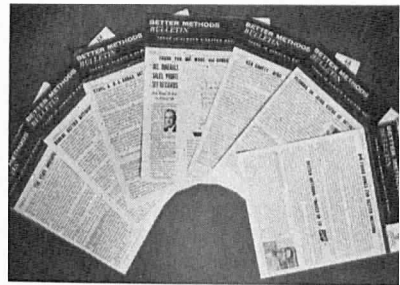
cussed. One important, but often overlooked factor is covered in the chapter on methods of testing the effectiveness of your own discussion techniques.

The third section is designed to inspire creativity through application of the techniques presented in the books. The authors stress their belief that "the only limits to potentialities of discussion are the limits which will be placed there by the imaginations of its users, assuming, of course, an adequate knowledge of its principles and techniques."

Variations in form, purpose and manpower each have a chapter devoted to them as special problem areas, with actual cases used as illustrations to each case in point.

Chapter XV, the last chapter, includes some rather idiomatic quotes by

## BETTER METHODS, BULLETINS



A quarterly publication which keeps our client companies informed of new developments in the training and follow-up of supervisors in the techniques of:

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**S. J. FECHT AND ASSOCIATES**

Fexacre, 1108 Dundee Road  
Northbrook, Ill.

such men as: Woodrow Wilson, Dwight Eisenhower, Daniel Webster, Arthur Toynbee, and other notables, all to exemplify the purposes of the authors in writing this book, which is as follows: "We feel the inadequacy of our command of words to transmit our faith in, and high hope for the positive power of creative discussion in every walk of life, from the hearthstone to the farthest corner of the world, to release the finest potentials of every man and woman, and to help all men together to find fellowship, health and progress to a degree theretofore and otherwise unknown."

At first, *Creative Discussion* appears to be an elementary book; but, while continuing to be easy reading, it is far from elementary and it contains some of the most sophisticated and recent techniques and theories and psychology and modern business methods. The book could be used as a text and as a basic part of executive training in business, scientific fields, and government. It presents in simple, straight-forward terms, techniques of developing human creativity, bettering human relationships and problem-solving methods.

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## DIRECT CURRENT ELECTRICITY

Franklinian Approach  
Alexander Efron

100 pages \$2.25

John F. Rider Publisher, Inc.  
New York, N. Y.

This is Volume 9 in the Rider Basic Science Series. The text covers the fundamentals of direct current electricity from the viewpoint of the student of physics, the physics teacher, and the be-

ginning student of electrical engineering. The subjects are discussed in terms of the Franklinian Approach—that is, plus to minus flow of current.

Electrochemistry forms an early portion of the text, with its related ionization theory and analysis of primary and secondary cells. From here, the concept of voltage drop is discussed and worked into an analysis of series and parallel circuits. A chapter on electrical measuring instruments covers the basic meter movements and their applications in the measurement of voltage, current, resistance, and power. Considerable attention is paid to the magnetic effects of electric current, with the final chapter devoted to magnetic laws. Numerous examples are interspersed in the text with supplementary questions and problems at the end of each chapter.

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## USING THE SLIDE RULE IN ELECTRONIC TECHNOLOGY

Charles Alvarez

John F. Rider Publisher, Inc.

New York 11

\$2.50 (Soft Cover) 120 pages

This self-study text is designed to help the student develop speed and accuracy in solving basic electronics problems. Each chapter contains practice problems and examples making it possible for the book to be used both as a reference and a manual. Beginning students may learn the slide rule as they study electronics. Problems are graded in difficulty so the student can progress from the simple to the complex with relative ease. The book is divided into three parts and contains 19 chapters and two ap-



## WHEN TO MAKE FRIENDS

“Some years ago, a business leader made a wise statement to the effect that ‘The best time to make friends is before you need ’em!’

“With all the complexities of the business world facing you, this is a sound philosophy to follow. Such ‘friendship’ can be made now by the simple decision to take a membership in your trade or professional association. You’ll be in good company—with thousands of men like yourself, cooperating for mutual benefit. You may even wonder: ‘Why didn’t I take part long before this?’

“As a member, you will enjoy the help you need before it is really needed. Countless man-hours and expense go into the information that voluntary organizations provide. It ranges from useful industry statistics to marketing-research and other profitable and practical programs.

“Whether a new member or an old ‘friend’ your own active interest and participation in your association also mean help for the other man long before he needs it—thus keeping our economy strong and ever expanding.”



## Pete Progress

Speaking for progress through  
voluntary organizations

pendixes plus a section with answers to problems. Although basically a self-study text, it can serve as an auxiliary text for a course in electronics.

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## "APPRENTICESHIP"

### A HANDBOOK

dealing with the organization,  
administration, and operation of  
apprenticeship programs

by

Charles A. Hall  
Hughes Tool Company  
Houston, Texas

Published by

The Southern States Apprenticeship  
Conference  
45 pages

The designation of "Handbook" is correct with regard to this publication. It is a working tool for those interested in the organization and operation of an apprenticeship activity. While brief and concise, the handbook is quite complete. It is organized into four basic sections, dealing with: (1) administration and supervision required to make a program function properly; (2) apprenticeship standards, which include the basic fundamentals of an effective program required for public recognition, as established by the Federal Committee on Apprenticeship; (3) job-site training, which deals with the actual work experience and production job assignments of apprentices; and (4) related instruction, that phase of an apprentice's training dealing with the technical aspects of his job and trade, properly related to his work activity.

Sections I and II relate to the National Apprenticeship Program, established by management and labor, and supported by the U. S. Department of Labor and the U. S. Office of Education.

Sections II and III respectively deal with what's involved in the job-site work experience and training of an apprentice; and the related instruction, normally the off-job training or classroom courses designed to supplement the skill requirements of a trade.

This handbook features the general guide-lines needed in the organization and operation of an apprenticeship for any of the recognized crafts. It provides pertinent information on practically all basic questions related to the what - how - why - etc. for understanding of effective apprenticeship as conducted in modern-day industry.

Sections I, III, and IV are concluded with a brief summary. These summaries serve to relate the various guide-lines contained in each section to the end objective of the proved methods of apprenticeship for development of versatile and highly skilled craftsmen.

The handbook includes a bibliography of sixteen reference items pertaining to apprenticeship, plus a list of key persons in the Southern States who are active in apprenticeship and other job skill training activities.

A review copy is available from the ASTD Library or individual copies may be obtained from the Bureau of Apprenticeship and Training, U. S. Department of Labor, regional offices at Atlanta, Georgia, or Dallas, Texas.

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