

## BOOK REVIEWS

### PROGRAMMED INSTRUCTION GUIDE

Second Edition

Compiled by Northeastern University, published by Entelek, Inc.

\$14.50

342 pages

This *Programmed Instruction Guide* is divided into three main sections characterized by different shades of paper. The grey section contains a brief fact-filled article on the effective use of programmed materials and four useful directories: one of books, another of periodicals, a third of producers, and a fourth of devices.

The green section contains instructions for using the guide which follows (on white pages) and a chart showing how the Dewey Decimal System applies to training subjects. This latter item appears to have general applicability to the entire field of training subjects and could save an immense amount of time when looking for programs on specific topics.

The guide itself shows by its format that it is a print-out from a computerized data bank. It contains information on 2220 programs — so much that a rule is provided with markings corresponding to the various columns of the listing for convenient reading of the data. This information includes the title of the work, its decimal code, the author and producer, whether linear, branching, or some other style, the devices required for read-out, presence or absence of a teacher's manual, the hours required for completion, cost, availability, year of publication, and much more.

This work is obviously the result of much labor. One can only hope that this worth-while effort will reach the wide audience which can use it.

S.B.M.

### STATISTICAL ANALYSIS FOR BUSINESS AND ECONOMICS

by Leonard J. Kazmier

McGraw-Hill Book Company

Paper Covers

\$7.95

402 pages

It comes as a surprise to most people that there is more to arithmetic than is taught in grade school. Educational authorities explain that it is necessary to turn aside after long division, so that other branches of mathematics such as algebra, geometry, and trigonometry, can be taught. The unhappy result is to set up a conceptual bias which most folks never overcome, to the effect that arithmetic is an elementary childish game.

Of course we are learning that this is not true. The new developments in electronic data processing are all based, or at least referenced, on arithmetic. It seems too bad that statistics, one of the most active and interesting of these new fields of development, should be tagged with the stigma of being the willing instrument of liars who figure.

*Statistical Analysis for Business and Economics* is an easy-to-take journey which penetrates deeply into this interesting field.

The book is intended for use as a text in a one-semester course but because of its programmed instruction format it appears to be very suitable for self-instruction.

The areas which it covers include probability theory, methods of inference, including Bayesian techniques, mathematical decision-making, regressions, correlations, time-series analysis, and index numbers. As can be seen, this still leaves out some of the more useful branches of statistics, but what it does cover is well done and can always serve as a stepping stone to the other procedures.

The cover shows a hand flipping a coin. Isn't it funny that with all of the sophistication we have added to the art and science of statistics, this homely illustration is still, basically, what the subject is all about.

S.B.M.

## PRINCIPLES OF MANAGEMENT

Fourth Edition

by Harold Koontz and Cyril O'Donnell  
McGraw-Hill Book Company

\$9.50

822 plus pages

Very little needs to be said at this late date in praise of Koontz and O'Donnell's admirable text. Since the first edition came out in 1955 this book has attracted a growing list of users in all educational fields.

The authors approach the study of management in a systematic and practical manner, using the POSDEC categories of Planning, Organizing, Staffing, Direction, "et" Controlling. This provides a strong conceptual framework to support an immense body of information. Students might be expected to read the book in its entirety over a period of a scholastic term or two, while more experienced managers might use it as a reference work.

There are discussion questions and references to other publications after each chapter and there are two beautifully organized indexes, one for names and places and the other for subjects - this latter list consisting of 17 pages of double-column entries.

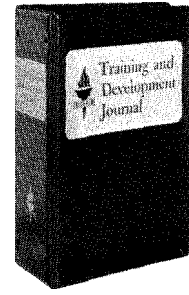
This fourth edition differs from its predecessors chiefly in detail. The references are updated and examples from the newer behavioral studies are included. Chapters on management ethics, adaptation to changing industrial environments, and on the possible future, have been added.

Training men will find much to approve in this book. An interesting section is devoted to the contributions of the early pioneers of management. The sections on performance appraisal and management development are brief, but contain nothing exceptional.

A tribute to the importance of this book is the fact that it now has two satellite works: a book of readings compiled by the authors, and a study guide specially updated to match the fourth edition, prepared by John Half.

This trilogy of matching works will supply the basic necessities for almost any industrial course in management development.

S.B.M.



## Order Binder for Your Journal Back Issues, Only \$2

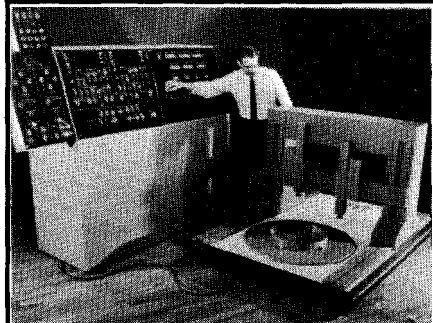
This may be your last chance to order *Training and Development Journal* binders in the size to fit back issues. Each binder holds 12 *Journal* issues.

A reduction in price to \$2 is made because new-size binders to fit the larger 1969 *Journals* will be available soon.

But hurry. No more of the old-size binders will be available when the present supply is exhausted. All orders must be prepaid. Send \$2 plus 75¢ postage (\$2.75) for each binder to:

ORDER DEPARTMENT  
AMERICAN SOCIETY FOR  
TRAINING AND DEVELOPMENT  
P.O. Box 5307 Madison, Wis. 53705

## CUSTOM Training Devices



Solve your training  
problems with custom  
designed Equipment and  
Hardware to meet your  
requirements

**SCALE MODELS  
MOCK-UPS  
SPECIAL DEVICES**

DESIGNED AND ENGINEERED  
... CALL OR WRITE

# "VISUAL"®

VISUAL INDUSTRIAL PRODUCTS, INC.

OAKMONT, PA. 15139 • (412) 828-8211

EVALUATION OF EXECUTIVE PERFORMANCE  
Proceedings of THE EXECUTIVE STUDY CONFERENCE

held May 24 and 25, 1966  
at Sterling Forest, Tuxedo, New York  
Published by Educational Testing Service,  
Princeton, New Jersey

\$10.00

125 pages

Attending conferences is one of the games executives play. When asked why they go, they give a number of answers, (1) the information has "real-time" immediacy, because speakers report on the things they are currently doing, (2) there is a chance to rub (this almost came out as *bend*) elbows with their opposite numbers in other organizations and (3) communications channels are established for future use.

Some conferences are sponsored by universities, others by professional societies, but the rarest and most desirable of all are self-sponsored.

One of these select in-groups is the Executive Study Conference, which has been holding conferences for several years. This was originally called the Executive Study, and its organizing sparkplug was an official of the Educational Testing Service, of Princeton. Something happened, and the meetings were going to be discontinued, but the members felt that they'd like to keep going so they formed an autonomous group and retained the ETS as advisor and publisher of the Proceedings. Several very readable booklets have been issued, and the one currently under review may be considered as representative of all.

There is always a certain danger in making brief synopses of other writers' works, but we will attempt it in this instance.

The keynoter of the two-day conference acknowledged his own difficulties with executive evaluation even though he believes it to be a necessary subsystem of the personnel function. It has three broad purposes - to discover the quality of the organization's manpower resources, to provide a basis for decisions regarding executive changes, and to inform the employee himself of his present fit and future chances with the organization.

Two presentations on theoretical aspects of evaluation followed. The first of these dealt with the communication of rating results to the individuals themselves, which was said to have two purposes, (1) to motivate and (2) to inform.

The second talk was given by a professor from Yale who viewed management performance "from above, below, and within."

Then three "practical" presentations targeted in on specific aspects of evaluation. One developed a systematic list of eleven areas of top-management concern of which one was training. The next talk demonstrated how management by objectives applies evaluation principles; and the third described specific evaluation processes.

There was ample time for questions and discussion after each talk. Information regarding possible membership in the Executive Study Conference is also included in the report.

If one were to judge the quality of this conference by the printed transcript he would be forced to conclude that it was an intensely rewarding experience for everyone who attended.

S.B.M.