

Book Reviews

CASES IN INDUSTRIAL MANAGEMENT

Stanley J. Seimer

Richard D. Irwin, Inc.
Homewood, Illinois

\$6.60 221 pages

Reviewed by ROBERT T. QUEEN
Personnel Psychologist
Personnel Testing Service, St. Louis, Mo.

Included in this book are thirty industrial management cases which describe actual situations which are typical of those likely to be encountered by an industrial manager.

The enterprises discussed are small, medium, and large, but the principles involved are not limited to a business of any specific size or type.

All information is included in each case which was available to the management at the time their decision had to be made.

Because of this, it is necessary for the reader to analyze completely all information in the case before he "begs the question" by asserting that the needed facts are not available.

The cases are listed in alphabetical order with no attempt to present them in any particular sequence of topic or complexity.

The author states that all the situations are real; but that figures as well as titles have been changed to disguise source identities.

Topical areas that may be identified in the cases selected include motivating employees, controlling production, planning plant facilities, reducing costs, de-

veloping supervisors, and measuring performance.

Selection of these particular cases was made with the objective of presenting material designed to increase the student's ability to manage effectively.

Unfortunately, the "index of cases" in this book is merely a repetition of the table of contents!—there is no index of topical material to aid the user of the book in pin-pointing a case that deals with a specific area; no cross-referencing between the titles of the cases and what they deal with.

In this reviewer's opinion, this is a serious weakness in the book, which greatly reduces the usefulness of otherwise excellent material.

* * *

PROBLEMS IN VOCATIONAL COUNSELING

Lloyd H. Lofquist
and

George W. England

Wm. C. Brown Company Publishers
Dubuque, Iowa

\$3.50 186 pages

Reviewed by H. McCLELLAND
Supervisor of Training
Goodyear Atomic Corporation
Portsmouth, Ohio

This book was written as a textbook for courses in vocational and occupational counseling and the authors have divided it into seven parts which deal with the following subjects: 1. The Nature of Vocational Counseling; 2. Meeting Individual Needs in Counseling; 3. The Use of Tests in Counseling;

4. The Counseling Interview; 5. Work History Data in Counseling; 6. Occupational Information in Counseling; 7. Facilitating the Counseling Plan.

Each part is then divided into "problems." Each of these basically follows the same format. After a short introduction (many are only one paragraph), there are questions—usually only one or two—a short discussion, and then references or sources are listed. There are 42 tables and 27 figures—graphs, forms and charts. To get the most from this book you should be familiar with the field in some depth including: ES Applicants - Confidence Level - Validity Coefficients - Selective Reinforcement - Construct Validation - DVR Counseles - Progressive Matrices - Mean Acquaintanceship.

* * *

ELECTRONICS MATH
SIMPLIFIED

Alan Andrews

Howard W. Sams & Co., Inc.
Indianapolis, Ind.

224 pages \$4.95

Electronics Math Simplified is designed for the student, technician, or junior engineer who requires an understanding of mathematics as it directly relates to electronics theory. It is a treatment of mathematics planned to coincide with the study and application of electronics.

Examples used are specifically related to electronics and are worked out step-by-step, in chapters on resistance, wire measurements, capacitance, inductance, frequency, vacuum-tube characteristics, transformers, modulation, meters, antennas, etc. No mathematics beyond

basic algebra and trigonometry is presented; rather, the book concentrates on only those topics needed for basic electronics calculations.

Practice exercises are included in each section, with answers in a special Appendix; thus, this book can be utilized as a self-teaching medium.

Titles of the 20 Chapters are: Some Fundamental Ideas; Scientific Notations; Basic Algebra; Logarithms; Basic Trigonometry; Units of Measurement; Ohm's Law; Resistance; Alternating Current; Frequency; Inductance; Capacitance; AC Circuits; Resonance; Tubes and Amplifiers; Power Supply; Meters; Modulation; Antennas; and Binary Numbers. A three-part Appendix covers natural trigonometric functions; logarithms; and answers to the problem exercises.

* * *

EFFECTIVE COLLEGE
RECRUITING

by

George S. Odiorne
Arthur S. Hann

Bureau of Industrial Relations
The University of Michigan
Ann Arbor, Michigan
Price \$5.00 266 Pages

Reviewed by GEORGE L. WHITE, President
Richmond Area Training Directors
Richmond, Virginia

"They used to come to us hat in hand; now we have to go to them"—that brief statement by an anonymous recruiter is the answer to "Why College Recruiting?" in a nut shell. Just when and why this transition took place is beside the point. But it's really here!

Authors Odiorne and Hann have done a superb job in this relatively new

field. They seem to have considered about every conceivable question that might be asked in this area, and then through an exhaustive study and survey have supplied the answers. They have given in great detail tested procedures for interviewing, rating, and evaluating the student, and then have dared to give the student's evaluation and appraisal of the interviewer—a very soul-searching task that needed to be done.

The appendix includes a number of forms for interviewing and rating applicants together with "good" and "not so good" job-offer and job-rejection letters. In addition, over fifty helpful tables covering a wide survey of pertinent situations.

The typography is excellent, and the volume has been well indexed.

If you are now doing College Recruiting, this volume will be of great assistance in helping you to evaluate your program. Or, if you propose to do College Recruiting, this book will save hours and hours of time that might otherwise be spent in the field of trial and error.

* * *

MANAGEMENT GUIDE FOR INDUSTRIAL SUPERVISORS

Bernard T. Lewis
and
William W. Pearson

John F. Rider Publisher, Inc., New York
\$1.40 66 pp.

Reviewed by SAMUEL B. MAGILL

This is number eight of a series of paperbacks on Industrial Management which now numbers fourteen titles. The authors are on the faculty of the Man-

agement Institute of New York University.

These slender and conveniently-sized books are aimed at a market not reached by the usual hard-covered books on management. This volume is intended for the line supervisor in industry who wishes to learn the techniques of handling his job and, especially, of understanding his workers.

There are chapters on selection and training of industrial supervisors, the psychology of supervision, problems of communication, developing and training subordinates, and one entitled, Men, Machines, and Methods, which goes into supervisory coordination, cost reduction, methods improvement, and controls.

The material is interestingly narrated and reflects a wide reading in the field. The concept of the modern supervisor as a motivator is well explained, although one wonders, in this day of heavy turnover, how a supervisor will react to being called a "marginal man."

A bibliography of five items is supplied, one of the titles being another book in the same series. There is no index, and one is hardly needed in a book of this size.

* * *

MANAGEMENT GAMES

J. M. Kibbee, C. J. Craft, and B. Nanus
Reinhold Publishing Corp., New York
\$10.00 347 pp.

Reviewed by DR. JOHN H. HERDER
Supervisor of Education
The Southern New England Telephone Co.

By the time an institution gets around to constructing a permanent headquarters for itself, some social scientists argue

that the institution has already outlived its usefulness and is dying. Perhaps this is the case with business games. Just about the time this technique for executive development reached its zenith, a "definitive" text on games appears. The first volume in the Reinhold Management Reference series was prepared by three men who are closely associated with a computer manufacturer. This may account for their enthusiasm.

Management Games is divided into five parts. Parts II and III explain in detail the construction and operation of different kinds of business games, both computer and manual. Part IV describes actual case studies of games used in management training programs. The reference section (Part V) is extensive.

The part on theory and practice (Part I) is the weakest. Its tone is surprisingly defensive: apologies about "games are fun"; candor about the high costs of preparing and conducting games; and an aside about the lack of any real evidence demonstrating the value of games as training tools. There is nothing in this part that training people who regularly read the *ASTD Journal* don't already know.

You will find the book useful as a directory of the many companies using games and of the variety of games that have been devised. Moreover, the material on designing your own game, if you are still harboring that hope, will be helpful. The book seems to demonstrate primarily that in some companies a lot of men have nothing better to do than prepare and play business games. Wait until stockholders find out about some of these "doings."

* * *

IN TEXAS
May 6 - 11, 1962
the week before the
18th Annual ASTD Conference

INDUSTRIAL EFFECTIVENESS
through
TEAM ACTION

A Laboratory-Seminar is planned for executives from higher ranking line and staff management. This appreciation session is designed for investigating the application of behavioral science theory and methods to organizational development. Change projects in America's major corporations will be studied as examples of how operational improvement has been achieved. Personal effectiveness in managing production-people relationships will be examined in face-to-face interaction. Areas that will be explored are **bringing about organizational change, improving productivity, getting better relations between groups, improving team effectiveness, increasing confidence and mutual support, and conformity and creativity.**

Write to:

Robert R. Blake
Scientific Methods, Inc.
P.O. Box 195, Austin, Texas
