

## BOOK REVIEWS

### GAMES AND SIMULATIONS IN INDUSTRIAL AND LABOR RELATIONS TRAINING

By Mary Ann Coghill

New York School of Industrial and Labor Relations,  
Cornell University, Ithaca, N.Y. 14850

25-page softback

\$2.00

Short, explicit, and to-the-point — yet thorough! That best describes this little gem of a book, which gets right into the nitty gritty of the who, what, where and how of simulation. It does not give the content details of the games and simulations covered. Rather, the author has put together a first-rate overview of the philosophy and methodology of simulations. She follows up with a lucid discussion of specific kinds of games available from specific sources. Just the right amount of detail is offered to present a clear picture — not too much — not too little. Balm for busy readers!

Five sections cover: Games and Simulation Techniques; Workshop (a game for managers of rehabilitation workshops); Collective Bargaining (five different kinds of games from varied sources); Supervisory Training Programs (two examples); and List of References. The part on references is a resources gold mine for the trainer seeking comprehensive information on available games and approaches. It gives Labor Relations Game, Catalogs and Game Lists, Background and Theory, and Business Games "Giants." To me, this bibliography alone is worth the modest \$2.00 price of Miss Coghill's fine contribution to the training literature.

Incidentally, this book is the newest in a group of eight others, listed on the inside front cover of *Games and Simulations*.

### NOT FOR BREAD ALONE: AN APPRECIATION OF JOB ENRICHMENT

By Lynda K. Taylor

Business Books Ltd., Mercury House, Waterloo Rd., London SE1

140-page hardback

\$7.80

The author offers case-history evidence that the principles of job enrichment as motivational strategies do work. From her studies and investigations, she has brought together eight interesting success stories of JE programs in U.K. and European companies.

The book offers crisply written — yet detailed — overviews of the major motivational theories. It has 10 useful figures depicting key points and premises. But the real essence of the book's value is in its dramatic accounts of JE approaches that worked. Miss Taylor's cases cover: Richard Baxendale & Sons, Dexion-Comino International, Shell U.K. Stanlow Refinery, Mercury House Group, Carrington & Dewhurst Group of William Tatton & Co., Electricity Board, Swedish State Power Board, and Volkswagen Motors. Briefer examples are also given from six additional companies.

The book has obvious application for convincing management that JE programs apply in many settings. In addition, its international slant should sensitize the reader to JE-program variances that stem from cultural differences.

CHARLES Vervalin  
*Book Review Editor*

A 13-page bibliography features most of the important literature, from the U.S. and abroad, that has influenced job enrichment evolution and development.

Widely used in business & industry.

### THE NEW ORATORY

By Antony Jay

American Management Assn., 135 W. 50th St., New York, N.Y. 10020

133-page hardback

\$8.50

Here, the author of *Management and Machiavelli* offers a step-by-step guide to take the reader from conception of a presentation, through planning and rehearsal to the presentation itself and its follow-up. Of particular interest to trainers are tips on: How to use all kinds of audio-visual aids most effectively; what to do in the first minutes of the presentation, when you either make listener contact or leave the audience behind; different ways to address the group, and vary the presentation according to group size; how to plan content and pick who should assist with or give the presentation, etc.

This book can be viewed as a trainer aid or as a trainee's text in a communications program. Either way, it is authoritative because it is based on more than theory. Mr. Jay takes advantage of his own varied experience in creating successful presentations to give the reader practical guidelines.

Verbal clarity, conciseness, impact and persuasiveness are the target. But the author also imparts wise words on how to *write* presentations for oral delivery. The content is embellished with a number of delightful cartoons and illustrations, plus an appendix with useful checklists.

Two especially interesting chapters deal with commissioning in-house training films, and writing film or TV commentaries. Mr. Jay also offers good advice on staging and other technical aspects. This material will be helpful to trainers working with CCTV or videotape.

### DESIGNING INSTRUCTION

By Paul A. Friesen

Friesen, Kay & Associates, 3448 Richmond Rd., Ottawa K2H-7T8, Ont., Canada

180-page softback

\$6.50

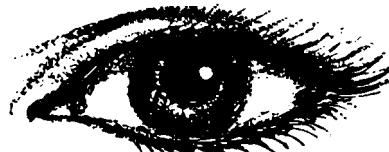
This book describes a systematic or "systems" approach to instruction design, using programmed instruction as a model. The author, in his foreword, points out that the design model is not only for PI and instructional technology, but for *all* forms of program building.

The book, which is well illustrated and features a nice typographical layout, contains 24 chapters. In Section 1: the systematic approach; problem, task and learner analysis; meaningful instructional objectives, measurement criteria; lesson planning and sequencing; training methods; developing the instructional program; evaluation of instructional programs, and costing programs.

Section 2: Introduction of PI; program frames; theories of learning; the linear program; the adjunct program; the branching or intrinsic program; auto-elucidation, mathetics; selecting method and medium for cost effectiveness; testing and validation procedures; multi-media; coping with individual differences; using programmed materials; evaluating off-the-shelf programs; motivation.

Seven appendices offer: media decision list for non-PI; media decision list for PI; media cost effectiveness evaluation table; programing decision list; glossary of instructional terms; road to Outer Skinneria; bibliography.

# The Eye of the Beholder



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