

BOOK REVIEWS

TRAINING BY OBJECTIVES A PARTICIPANT-ORIENTED APPROACH

by Fredric H Margolis

Behavioral Science Center, Sterling Institute, Washington, D C 1970

This 36-page monograph prepared for the Office of Economic Opportunity is a compact summary of general principles used in any training situation. Although the examples provided relate to activities of community action agencies, the principles and work sheets provided are applicable to any training problem. The monograph is a must for the beginning trainer and a helpful review and reference for the experienced trainer.

One of the major strengths of the publication is its format. To maintain the congruency of participant orientation, the monograph is presented in a modified programmed learning form. The reader can guide and monitor his progress as he reads through a logical progression of the steps for training. A particularly important inclusion in the monograph is a series of work sheets which can be used in planning various aspects of a training program.

An introduction by Dr. David C. McClelland is a most graphic comparison of the operation of Theory X and Theory Y as it applies to training philosophy. The structure used in this analysis is one that would be helpful to any trainer who is attempting to articulate his philosophy of training.

Another major strength of the monograph is the section on determination of behavioral objectives. Charts provide graphic means for developing specific objectives.

This reader was also impressed with the section devoted to evaluation of training style and impact of training. Many training materials either ignore the evaluation function or pass it off without adequate guidance, however, this monograph provides simple but helpful criteria for evaluating training.

In general, this monograph is a reference volume that should be placed in every agency and organization training library.

TELEVISION COMMUNICATIONS SYSTEMS FOR BUSINESS AND INDUSTRY

By J. M. Stormes and J. P. Crumpler

John Wiley & Sons, New York, N. Y. 10016

238-page hardback

\$11.95

Undecided about whether or not to install a video-tape system? This book will help you with the pros and cons of both the hardware aspects and the philosophical aspects. The authors treat the industrial TV system as an integral part of communications within the organization -- and weigh its impact at all levels. They spell out economics as well as the psychological and management problems associated with CCTV.

Nine chapters cover: The Development of CCTV as a Communications System, Components of a System, The Current Outlook, Principles of CCTV as a System, The System Study, Instructional TV Planning and Presentation Formats, Management of the System, Production, and Special Factors (Perception). An appendix includes a survey of how 52 companies got into a CCTV system and how each handles it.

CHARLES VERVALIN
Book Review Editor

The book is well illustrated with photos and diagrams. It is a real handbook--packed with the best "how to do it" resources I have yet seen in print.

ORGANIZATIONAL DECISION MAKING

By F A Shull, Jr, A L Delbecq and L L Cummings
McGraw-Hill, New York, N Y 10036

320-page hardback

\$11 95

This academic work ties together psychology, social psychology, economics and organization theory as they interrelate to influence decision making. Unfortunately, it is written in the stilted, formal language of academia, distracting from what is otherwise a clearly thought out and well organized book.

But the reader who plows through the psychology jargon and multi-syllable words will be rewarded. The book is a fine study of decision making as it is interpreted by and relates to the individual, the small group and the large organization.

Eight chapters: Basic Concerns and Context, Perception and Mediation, Learning, Socialization and Norm Transmission, The Effect of Small-group Structures and Processes, Alternative Strategies for Organizational Design, Administrative Role Conflict, and Competitive Systems and Bargaining.

CURRENT PERSPECTIVES FOR MANAGING ORGANIZATIONS

By B M Bass and S D Deep
Prentice-Hall, Englewood Cliffs, N J 07632

594-page hardback

\$10 95

This book looks at management by objectives through the eyes of organizational psychology and systems analysis. The authors show how trust evolves through leveling and systematic communication and consultation.

Main features: An integrated approach to management development and organization development, some interesting predictions about the nature of work and management in the 70's, focal points for managers of multinational companies, an anthological approach of drawing material from a variety of academic and trade literature, relative freedom from jargon and stilted language.

The book is divided into three sections: Objectives and Human Performance, Personal Growth and Interpersonal Dynamics, and Perspectives on the Future. Chapter headings: Setting Objectives, Organizing for Goals, Compensation, Developing Management and the Organization, Managing Attitudes, Motivating Management and Employees, Communicating in the Organization, Supervising Others, Developing Team Effort, Making Decisions, Resolving Conflict, Managing in the Future, and Managing Multinationally.

ASSESSING CORPORATE TALENT

By R B Finkle and W S Jones
John Wiley & Sons, New York, N Y 10016

248-page hardback

\$9 95

The authors charge that management's past attempts to work with psychologists in identifying talent have failed because the manager's skills and psychologist's skills don't mesh. This book proposes a resolution to this dilemma. The authors outline essentials of a constructive relationship between manager and psychologist.

Due credit is paid to Dr Douglas Bray's pioneer work in managerial assessment centers at AT and T. His influence on the authors' thinking is obvious. Also, much of the book's material clearly stems from Mr Finkle's experience in organization development at Standard Oil of Ohio.

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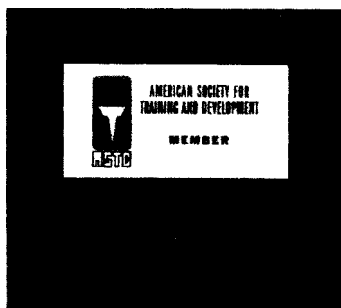
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**American Society for
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P O Box 5307, Madison, Wis. 53705

This book should be *must* reading for the trainer who plans a managerial assessment program, or wants to evaluate an existing one.

Fifteen chapters: Competitive Edge, Review of Professional Approaches, General Program Format, Language for Evaluation, Choosing Procedures, Integration Session, Staffing and Training, Facilities, Policies, Procedures, Records, Manpower Planning, Management Reports, Feedback to Assesseees, Uses and Effects.

A useful new companion book worth reading for background and comparative analysis: *The Corporate Promotables*, by Fyffe and Adams (Gulf Publishing, Box 2608, Houston, Texas 77001, 213 pp, \$8.50).

TRAINING BY OBJECTIVES

By George Odiorne
MacMillan, New York, N Y 10020

354-page hardback

This book describes a conceptual spinoff from the author's original brainchild, management by objectives. If you read Dr. Blake's *Managerial Grid* and then his more recent *Grid for Sales Excellence*, you have some idea of what Dr. Odiorne has done with this new book: MBO for the trainer! It adopts a systems approach. Objectives are defined -- then training theories and techniques are used to reach them.

Part 1 deals with the economic approach to training, Part 2 presents the systems approach, and Part 3 outlines "hard criteria" training. This book puts training within the context of an aggressive, practical strategy of administration as opposed to something peripheral and drawn from learning theory. It infers that the training function is a profit center -- then features some "how to" guidelines.

Included is material on context and task analysis, goals-oriented lesson plans, cost effectiveness studies of training, simulation and management games, and managing through coaching. Each chapter has case studies, questions, summaries and bibliographies.

The first two chapters won ASTD's "Article of the Year" award.

THE SKILLS OF MANAGING

By A. F. Strohmer, Jr.
Addison-Wesley, Reading, Mass. 01687

149-page softback

\$4.95

Here's a good do-it-yourself program on managerial basics. This branching programmed text explores in detail four major areas: goal setting, coaching, motivation and communication. Both behavioral concepts and applied technique are covered.

The book uses a series of mini-case studies calling for reader evaluation via a series of questions. Incorrect answers branch the reader to a section of the book where he can get a reinforced correct answer.

I see in this book two great advantages: first, trainers can hand employes a self-contained course in managerial basics, with a built-in feedback system that eliminates classwork. Secondly, the book is brief and to the point. The average reader should work through it in about three hours. This fast-moving little gem isn't likely to gather dust.