

## BOOK REVIEWS

### THE MANAGEMENT OF TRAINING

By C. P. Otto and R. O. Glaser  
Addison-Wesley, Reading, Mass. 01867

410-page hardback

\$15.00

Especially useful to the new training director, this book features a checklist and outline format. Every chapter offers many examples of applied training problems and solutions. It is divided into four major parts, with a total of 23 chapters. Parts include: The Training Director's Job, Organization and Department; Developing Training Strategy; Basic Methods and Materials of Training; and Basic Training Applications.

The book offers an interesting overview of analyzing training needs, developing plans and budgets, selecting and preparing instructional media, training evaluation and training department administration. Photographs and illustrations offer about the right amount of visual stimulus. Checklists, tables and historic examples add an additional touch of practicality. The authors get down to specifics on the kinds of training in vogue for supervisors and managers, and offer content suggestions. This is a real "how to do it" book.

### MANAGEMENT BY OBJECTIVES AND RESULTS

By G. I. Morrisey  
Addison-Wesley, Reading, Mass. 01867

164-page softback

This book is suitable as a text for an in-company training program on management by objectives. Several effective approaches to such a course are provided in the accompanying leader's guide. The book is also useful as a company MBO manual if supplemented by company illustrations.

The book is broadly divided into two parts: Planning and controlling. Chapters cover: Introduction, Planning Activities, Defining Roles and Missions, Forecasting, Setting Objectives, Programming, Scheduling, Budgeting, Reviewing and Reconciling, Controlling, Establishing Standards, Measuring Performance, Taking Corrective Action and Summary.

A number of charts illustrate MBO's critical path, and outline the system conceptually. Main attractions are an easy-to-read style, the leader's guide to simplify trainer implementation, and a large amount of information for such a tightly-written book.

### A PRIMER ON SIMULATION AND GAMING

By H. F. Barton  
Prentice-Hall, Englewood Cliffs, N.J. 07632

239-page hardback

\$8.95

This book offers the trainer combined computer and non-computer approaches to simulation and gaming, but does not require learning computer language. Presentations are in flow-diagram form -- not computer programs. However, one chapter does compare five levels of computer languages with illustrations using a single example.

Outlined are computer batch, time-sharing simulation and non-computer gaming, along with an orientation to present and future potentials of gaming.

The book goes into random numbers and Monte Carlo simulation. It also offers a checklist for conducting man-only and man-computer simulations. You don't have to be a mathematical whiz to get use from this. The esoteric "computereze" is

CHARLES H. VERVALIN  
*Book Review Editor*

played down as much as possible, but covered in enough detail to put the novice on solid ground.

A nine-page bibliography is useful for further research. Ten chapters: Introduction; Four Techniques; Models; Man-Model; Computers; Man-Computer; All-Computer; Monte Carlo; Languages; and Survey of Applications.

### **SENSITIVITY TRAINING AND THE LABORATORY APPROACH**

By R. T. Golembiewski and A. Blumberg  
F. E. Peacock, 401 W. Irving Park Rd., Itasca, Ill. 60143

515-page hardback

This anthology of 37 selected articles and editorial comments offers an overview of the "laboratory approach." Illustrated are basic T-Group dynamics, suggesting both flavor and texture.

You'll get an analysis of the process of group development and the theory needed for understanding. Not only is the reader guided in uses of the laboratory approach, but significant moral and ethical questions are raised. Applications data are drawn from business, schools and family.

This 37-chapter book is divided into six sections: What is a T-Group? (descriptions and reaction); What Happens in a T-Group (processes and outcomes); Who Leads a T-Group, and How? (trainer and member roles); What Concerns Are There About T-Groups? (goals, methods, results); Where Can T-Group Dynamics be Used? (home, school, office, community); How Can T-Group Dynamics be Studied? (conceiving and executing research).

Contributors include Chris Argyris, Warren Bennis, Gordon Lippitt, and many other "big name" leaders in the field of group dynamics.

This well-organized book should help you thin out, if not discard, your "clipping file" of miscellaneous articles and notes on the subject.

### **MOTION AND TIME STUDY**

M. E. Mundel  
Prentice-Hall, Englewood Cliffs, N.J. 07632

674-page hardback

\$13.50

This fourth edition of a 1950 book offers the trainer a fine one-shot reference volume on work analysis and measurement. It is almost *must* reading for those who want a clear understanding of the mechanics of how work gets done, as contrasted to the behavioral aspects of motivation and the broader implication of human relations. The two, after all, cannot be divorced. So here's a fine addition to the people-centered trainer's tool kit.

Contents, by chapter, include: Motion and Time Study as Management Activity, Human Factor, Scope of M & T, How to Start Analysis, Process Chart - Product Analysis, Time Bar Charts, Network Diagrams, Process Chart-Man Analysis, Work Activity Analysis and Work Sampling, Information Flow Analysis, Operation Charts, Man-Machine Multiple Activity Analysis, Photographic and Data Recording Aids, Micromotion and Memomotion, Motion Economy, Time Study and Sampling, Predetermined Time Systems, Standard Data Systems, Fractioned Professional Estimate, Time Standards by Fiat, Time Standards by Mathematical Analysis, Applications.

Appendixes cover: Hierarchy of Work Units, Effort Rating, Objective Rating, Bibliography and Problems.

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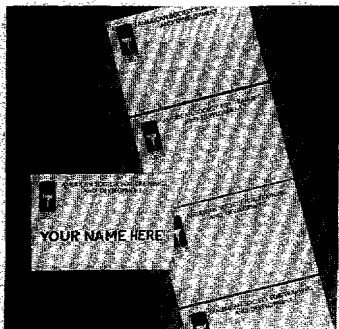
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## INTERVIEW – EXECUTIVE'S GUIDE TO . . . SELECTING PERSONNEL

By T. Hariton

Hastings House, 10 E. 40th St., New York, N.Y. 10016

159-page hardback

\$6.95

The trainer who conducts broad-scale programs on communication will find this book useful for the personnel-interview segment. As a training text, it offers a practical, step-by-step primer for the executive or supervisor who conducts employment interviews. It isn't heavy reading, and can be digested in about four hours.

The book contains two interesting interviews – one good and one bad – of the same person for the same job, using different interviewers. This revealing case history is worth the book's price from the interview-content angle. Throughout the interview, the author inserts process observations and critiques.

Chapters cover: Human Development, What to Appraise; How to Obtain Information; How to Get the Man Talking; How to Keep the Man Talking; How to Control and Guide the Interview; How to Interpret and Evaluate; Personal History Form; Suggested Lead and Follow-Up Questions; Outline for Interview Notes; Sample Rating Form and Write-Up; Sample Interviews; Special Applications; Summary.

## ESSENTIALS OF PSYCHOLOGICAL TESTING

L. J. Cronbach

Harper & Row, 49 E. 33rd St., New York, N.Y. 10016

752-page hardback

\$10.50

This third edition (1970) of a 1949 college text is an academic work. It offers as much depth or specialized reading as any other book I've seen on testing. So it is useful to trainer as well as student. Like most college texts, it is heavy on basics, and is thus good reading for the novice while serving as a fine reference work for trainers who use psychological tests.

Major sections include; Who Uses Tests; Purposes and Types; Administering; Scoring, Validation; Characteristics Desired in Tests; General Ability – Appraisal Methods, Research and Theory, Group Tests and Use; Factor Analysis – Sorting of Abilities, Ability Profiles in Guidance; Other Special Abilities; Personnel Selection, Classification; Interest Inventories; Problems in Studying Personality; Personality Measurement Through Self-Report; Judgments and Systematic Observations; Performance Tests of Personality; Assessment of Personality Dynamics.

The book lists publishers of tests and test distributors.

## A GUIDE TO JOB ANALYSIS

By T. H. Boydell

BACIE, 16 Park Crescent, London W1N, 4 AP, England

34-page softback

\$2.00

The ten stages of systematic training are outlined. Job analysis is considered in relation to identifying training needs and priorities, setting training objectives, drawing up a syllabus and implementing the program. The book takes the reader step-by-step through job analysis, job description, job specification. It shows how to identify skills and knowledge for each occupation and analyze tasks and social skills.

Good use is made of tables, charts and flow diagrams that can serve the graphic-minded trainer well. A one-page summary neatly ties together the total job analysis process. It also serves as a content refresher.

## THE SUPERVISOR AS AN INSTRUCTOR

By M. M. Broadwell

Addison-Wesley, Reading, Mass. 01867

175-page softback

\$4.95

A revised edition, this version has two new chapters. Questions and discussion exercises have been added to the end of each chapter.

The book gives the hows and whys of preparing and using objectives, visuals, lesson plans and testing. It answers questions such as: How can I get participation? How can I hold interest? When do I test?

Trainers who teach supervisors to train their own subordinates can use this book as supplemental reading in almost any course. It is broad enough to cover the essentials of good instruction, but tightly written enough to be read and not stuck on a shelf.

Eighteen chapters cover: The Instructor, the Teaching Process, Learning Process, Student, Communication, Task Analysis, Student Objectives, Student Motivation, Getting Interest, Getting Involvement, Visuals, Testing, Speaking, Classroom Technique, Learning Theory, Use of Programmed Instruction, Planning, Evaluation.

## EDUCATION AND JOBS: THE GREAT TRAINING ROBBERY

By Ivar Berg

Praeger Press, 111 4th Ave., New York, N.Y. 10003

200-page hardback

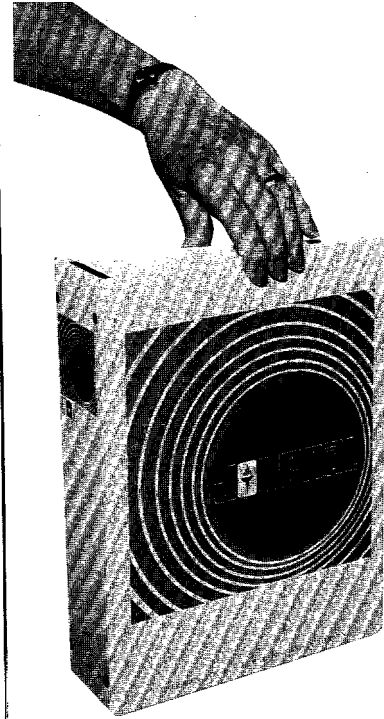
\$7.50

Are high educational standards in recruiting an unproductive luxury similar to a manager's preference for a pretty secretary even if she can't spell? Ivar Berg, professor of sociology at Columbia's Graduate School of Business, thinks so. He argues that workers with less schooling are often more productive and promotable than more educated ones. Much of the argument is from statistical studies. I found the data about the Federal Aviation Administration success with less-educated employees fascinating (pp. 167-174).

We suffer, according to Professor Berg, from "education craze," a malady with two major symptoms. The first symptom is frustration of highly-educated workers who find their jobs boring and unrewarding when compared to the expectations stimulated by publicity campaigns telling students to stay in school and get better jobs. The second, and more severe, symptom is the resentment of less-educated minorities at their *de facto* exclusion from high-paying jobs.

By his own admission, Professor Berg's data is sketchy and sometimes subject to interpretations diametrically opposed to those he gives. Even so, this book raises important questions and makes a fine contribution to the fields of training and education.

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