

The book is particularly strong in analyzing the environment of business, government-business relationship, and the social responsibility of business.

The author has wisely avoided becoming entangled in some of the thorny controversies in business administration today, but the contribution of the behavioral sciences and quantitative methods seemed slighted.

The training director could recommend this book to anyone without an academic business background, confident that a thorough reading would give this person a good overall grasp of business today. It would be a useful text to be used in classes, especially in conjunction with the excellent workbook containing questions, problems, projects, cases. Excerpts in the workbook taken from a wide variety of sources, greatly enrich the subject matter. Self examination questions are provided, along with provocative discussion problems.

A conscientious study of this book, using the workbook to maximize the learning process, would give the reader a grasp in concepts and terminology of business, available until now only by wide reading or taking a series of courses at a university school of business.

to accept its ideas regarding the importance of psychology in the everyday management of a business.

The book takes the process of management as its focal point and brings psychological principles to bear on its various subdivisions, rather than, as in the more conventional approach, describing various categories of psychology and then illustrating them by examples from industry. Thus it reads more like a textbook on management than on psychology and will probably be more readily accepted by managers because of this.

According to the author, the key to good managerial performance is the linking-pin: a sharing of confidence and trust between the leader and his subordinates. There must be a two-way channel, transmitting influence as well as information.

A feature of especial interest to training directors is the chapter on Training, in which Haire discusses applications to the needs of the industrial organization in terms of human potentialities as well as organizational objectives. There are also chapters on productivity and incentives, organization theory, and communications.

The author describes this as a "how to think about it" book, rather than a "how to do it" work. To him, the most important part of the time spent with a book is the few minutes just after you stop reading and before you've gone on to something else. You should pause to ask yourself what you've read, what it means, where it applies, and how it fits in with your thinking. Truly a good pointer for use with any thought-provoking text.

S.B.M.

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PSYCHOLOGY IN MANAGEMENT

by Mason Haire

McGraw-Hill Series in Psychology

\$7.95

238 pp.

2 Copies
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This second edition of a standard work originally published eight years ago finds a readership already prepared

Chicago ASTD & IAVA Hold Workshop

On July 20, 1964, the Illinois Train-Directors' Association and the Industrial Audio-Visual Association collaborated in an audio-visual workshop at the Sherman Hotel, Chicago. Gene Ozag, ITDA President, gave a warm welcome, and Bob McCaslin, IAVA President, took over as master of ceremonies.

The first presentation was given by Roger Pettit of Montgomery Ward. In a fast-moving, brilliant session, he depicted the range of audio-visual equipment available, going from the simple blackboard to the latest in sophisticated motion-picture projectors. Next speaker, Fred Lloyd, of the Central Standard Life Insurance of Chicago, spoke on the wide variety of methods and materials available to the A-V user. He noted the constant balance that the A-V man must seek between low cost and optimum performance. Gerry Hall, from National Cash Register Company, then showed the participants what NCR is doing with programmed instruction to teach the use of its machines, including computers, both rapidly and correctly. Their basic

tools are tape and tape recorders. Those present were given the 13-minute course in computer programming.

The final portion of the workshop was an open-end panel which stood ready to field all questions. Don Glasell and Roger Pettit of Montgomery Ward, Fred Lloyd of Central Life Insurance, Gerry Hall of NCR, and John Hawkinson of the Illinois Central Railroad comprised the panel. Several questions were asked, but two topics seemed to be of paramount interest. The first of these involved the need for an A-V man or Training Director to not simply initiate a program, but to follow up and aggressively see it through to its completion. The second question brought out the method and care in which a film or a slide program must be developed and coordinated, and the primary responsibility that rests upon the writer to bring the material together in its final form, incorporating all art work and related elements in the total framework of the program.

Ford Foundation Retraining Research

Retraining can give a new sense of pride, confidence, and social status to unemployed workers, and these represent substantial social gains regardless of immediate labor-market consequences.

So reports Gerald G. Somers, professor of economics and chairman of the Social Systems Research Institute at the University of Wisconsin at Madison,

following intensive research into programs of retraining for the unemployed. The Ford Foundation, which awarded him \$155,000 for a two-year study, beginning in February of 1962, recently granted an additional \$90,000 and a two-year extension of his research.

Prof. Somers and his associates and assistants have conducted more than