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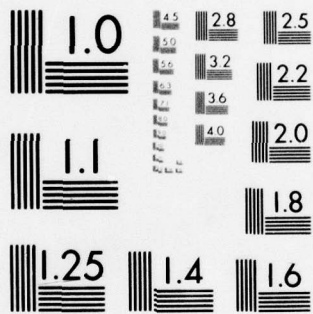
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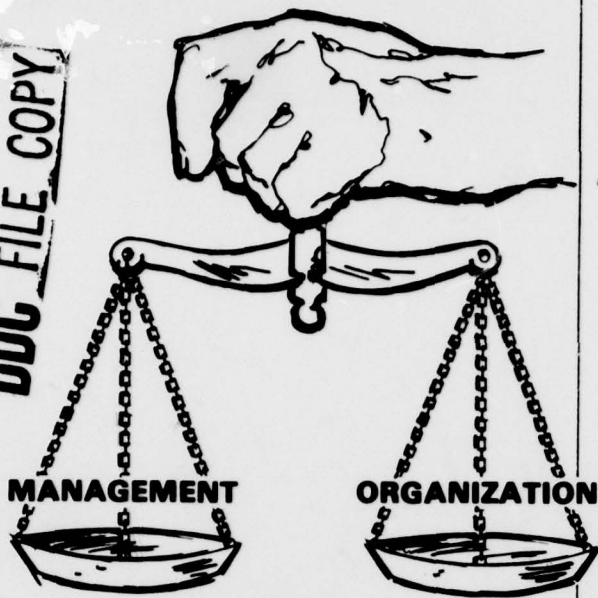
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I. CONCEPTS AND PRACTICES OF MANAGEMENT

A. MANAGEMENT THEORY: HISTORY AND DEVELOPMENT

EMERGING CONCEPTS IN MANAGEMENT: PROCESS, BEHAVIORAL, QUANTITATIVE, AND SYSTEMS. Max S. Wortman and Fred Luthans, eds. 2d ed. New York: Macmillan, 1975. 442 p. HD 31 .W93 1975

"...The major emphases are on concepts and research, rather than specific techniques, because...these conceptual frameworks and empirical findings will benefit both the management student and the practitioner more in the long run... This book also attempts to integrate the four major types of approaches to management with the new orientation to management in such fields as public administration, educational administration, urban administration, military administration, sports administration, and environmental administration. Utilizing an interdisciplinary approach, the book presents the newest contributions to management in an orderly, readable sequence."

IS MANAGEMENT SCIENCE ARCANE? Robert J. Graham. Interfaces 7:63-7, February 1977.

The author disputes the contention that OR/MS is arcane and rapidly disintegrating. He proposes, "That the opposite could be true and that subtle changes have been occurring in the profession which could result in a revitalization in the next decade. This article is a review of the articles in the May 1976 Interfaces discussing some of the causes of the lack of faith in MS/OR. Following this, some trends in the profession will be shown that may alleviate many of the previous ills, and further suggestions for progress are presented."

THE NEED FOR A UNIFIED DISCIPLINE OF MANAGEMENT. Philip W. Shay. New York: AMACOM, 1977. HD 31 .S5

"The purpose of this briefing is to describe how and why a specific discipline of management began to emerge as a product of the twentieth century, and to try to shed additional light on its nature and characteristics, its purpose and function, in today's society."

RECONCILING MANAGEMENT THEORY WITH MANAGEMENT PRACTICE. Stephen P. Robbins. Business Horizons 20:38-47, February 1977.

"Management theory has failed the crucial test of any theory - it cannot explain and predict. The difference between management theory and actual practice is not really mysterious - the theory has simply failed to consider the impact that organizational politics has on management practice. Management scholars must modify their theories to include organizational politics, and top managers should consider the steps discussed to make management practice in their organizations more closely approximate the 'ideal' management theory model."

THE TONGUE-IN-CHEEK APPROACH TO MANAGEMENT THEORIES. Norman A. Parker. Personnel Journal 57:381-3, July 1978.

"Concise review of current thought on the subject, including Management Without Objectives, Transactional Avoidance and Job Impoverishment."

THE VISIBLE HAND: THE MANAGERIAL REVOLUTION IN AMERICAN BUSINESS. Alfred D. Chandler, Jr. Cambridge, Massachusetts: Harvard University Press, 1978 608 p. HF 5343 .C584

Winner of the Pulitzer Prize in literature in 1978. This book presents detailed histories of the development of scientific management techniques in individual corporations as a response to the problems connected with the direction of thousands of employees and machines. "The recurring theme of the book is that after 1840...the 'visible hand' of management replaced the 'invisible hand' of the market in coordinating the increased flows of goods through the economy. This became necessary because of population growth, expanding per capita income, and technological innovation, and was stimulated by the completion of the rail network and the switch to coal as the primary energy source." Economic concentration was the natural result of this managerial revolution.

WHATEVER HAPPENED TO THE EFFICIENCY MOVEMENT? Dalton E. McFarland. Conference Board Record 13:50-5, June 1976.

"To forecast a resurgence of the efficiency movement requires... that we assess the impact of the newer management movements, to see whether there is a place in them for concepts of efficiency. One thing is clear: new expressions of the efficiency movement cannot exclude humanistic, even idealistic, values proclaimed by vociferous advocates of social change. That is, human costs cannot be ignored in procuring efficiency, and efficiency becomes one of a set of multiple aims which entice adherents to these renewed movements. Efficiency alone, a viable enough objective for the scientific management movement, is inadequate as a base point from which sophisticated behavioral science or futurological solutions to serious social problems will emerge."

B. ORGANIZATIONAL THEORY AND PRACTICE

1. Organizational Design and Effectiveness

CAN BEHAVIORAL SCIENCE HELP DESIGN ORGANIZATIONS? Albert B. Cherns. Organizational Dynamics 5:44-64, Spring 1977.

"Cherns, in a modified contingency approach, agrees that no single organizational model fits all organizations. However, he identifies ten basic principles that can be applied effectively in nine organizations out of ten."

DEVELOPMENTAL STRATEGIES OF ORGANIZATIONAL PRODUCTIVITY. N. Frederick Crandall and Leland M. Wooton. California Management Review 21:37-46, Winter 1978.

"In this article the authors briefly explore the limitations of current perspectives on managing productivity improvement in organizations. Included in this discussion is a model that defines appropriate strategies of productivity improvement in terms of its relationship to goal congruency and cause-effect relationships. The conclusion of this discussion is that traditional notions of productivity defined in terms of efficiency criteria are relevant only when goals can be specifically stated and when cause-effect relationships are clearly evident."

DOUBLE LOOP LEARNING IN ORGANIZATIONS. Chris Argyris. Harvard Business Review 55:115-25, September-October 1977.

"The inability to uncover errors and other unpleasant truths arises from faulty organizational learning says this author. Such habits and attitudes, which allow a company to hide its problems, lead to rigidity and deterioration. The author describes how this process can be reversed by a method he calls double loop learning. In the new learning system people would advocate their views in ways that would invite confrontation, positions would be stated so that they could be challenged, and testing would be done publicly. The emphasis would be on double loop learning which means that underlying assumptions, norms, and objectives would be open to confrontation. Also any incongruities between what an organization openly espoused as its objectives and policies and what its policies and practices actually were could also be challenged."

THE EFFICIENT ORGANIZATION. Selwyn W. Becker and Duncan Neuhauser. New York: Elsevier, 1975. 237 p. HD 31 .B37

"Becker and Neuhauser present a theory of formal organization, which is applicable to all formal organizations, ranging from voluntary organizations (unions, universities) to hierarchical

systems (business, governmental bureaus). A distinctive feature of the theory is that, depending on environmental conditions, there is an optimal organization form or style that will maximize efficiency... Also discussed are how to define and measure organizational efficiency, relating efficiency to the degree of goal attainment with an explanation of goals and how to measure them to arrive at a definition of efficiency... This title should be of interest to all who study organizational theory and behavior."

A FRAMEWORK FOR ORGANIZATION ASSESSMENT. Andrew H. Van de Ven.
Academy of Management Review 1:64-78, January 1976.

"A theoretical framework for analyzing the context, structure, process, and performance of complex organizations is developed. An attempt is made to (1) define and relate selected properties of macro and micro organizational design and performance, (2) identify and compare different design patterns within a complex organization, and (3) explore how these differentiated patterns are linked as an intra-organizational network."

THE MISSING INGREDIENT IN ORGANIZATION THEORY. Leon Reinhardt.
Advanced Management Journal 43:14-24, Winter 1978.

"The purpose of this paper has been to demonstrate that key leadership, a concept derived directly from classical principles, is an important element in determining an organization's level of performance and effectiveness, and thus it must be incorporated as a major variable in any general theory of organization. It behooves behavioral scientists who develop models of organization to move beyond the realm of behavioral variable and recognize the ability of the key leadership variable to strengthen their conceptual formulations. ...It is suggested that the key leadership variable is the crucial element in the organizational system, and any attempt to describe and explain the functioning of this system must account for this element."

NEW PERSPECTIVES ON ORGANIZATIONAL EFFECTIVENESS. Paul S. Goodman and others, eds. San Francisco: Jossey-Bass, 1977.
275 p. HD 38 .N5

Presents a series of original essays by, "Major contributors to organizational theory and research." The purpose is to bring together an interdisciplinary group of researchers who provide a direction for future research. Contributors include John P. Campbell, Larry L. Cummings, W. Richard Scott, Charles Perrow, Michael T. Hannan, John Freeman, Jeffrey Pfeffer, Stanley E. Seashore, Karl E. Weick, Louis R. Pondy and Robert L. Kahn. Emphasis is on what determines an organization's effectiveness, at what level should it be measured, over what period of time and how. Bibliography p.249-266.

ORGANIZATION STRUCTURE: HOW DOES IT INFLUENCE ATTITUDES AND PERFORMANCE? L.L. Cummings and Chris J. Berger. Organizational Dynamics 5:34-49, Autumn 1976.

"...It is increasingly evident that in most areas of knowledge that affect management and organizational behavior, the discovery of complexity and contingencies is long overdue. Simple cause-and-effect statements and prescriptions are rapidly being discredited in several areas of knowledge - for example, motivation, leadership, and job enrichment. One crucial requisite of effective managerial action is that our knowledge and prescriptions accurately reflect reality. The realities of organizational behavior are more complex and mysterious than we have assumed or, perhaps, even desired. ...The effective manager cannot afford to be gullible and naive. In the face of abundant prescriptions about each of the questions we have addressed, the ultimately practical response is that 'the effect of X on Y depends on Z'. As pressure accumulates for work and organizational redesign, for democratized organizations, and for new organizational climates, it is more important than ever to be aware of what we do not know. Awareness and sophistication are the best, most practical, and most enduring protections against adopting premature or even foolish prescriptions."

ORGANIZATIONAL EXPERIMENTATION: CHOICE AND CONSTRAINT IN A LONGER-TERM SETTING. Malcolm Warner. Management International Review 18:15-23, 4-1978.

"While the issue of organizational choice is usually considered in terms of its short- or medium-term context, it may also be examined in a longer-term setting. We shall try here to look at the 'choice' of new organizational forms which are available...rather than choice involving available organizational structures. Which contingencies affect this choice is an empirical question and rather difficult to answer. In the sense that past adaptations may have proceeded very slowly and hence have not been easily amenable to study, and current accommodations may involve ongoing change again problematic to monitor, it may be difficult to offer more than limited conclusions on the topic. The matter... is an important one and therefore we intent to at least raise the problem, suggest a tentative model and discuss it critically."

PEOPLE PROCESSING: STRATEGIES OF ORGANIZATIONAL SOCIALIZATION. John VanMaanen. Organizational Dynamics 7:19-36, Summer 1978.

"VanMaanen identifies seven dimensions or strategies of socialization, together with their often fateful consequences for the individual and for the organization. And he makes clear that socialization is too important to be left to chance or inertia."

THE SOCIAL PSYCHOLOGY OF ORGANIZATIONS. Daniel Katz and Robert L. Kahn. 2d ed. New York: Wiley, 1978. 838 p. HM 131 .K19 1978

Extends the description and explanation of organizational processes from an emphasis on traditional concepts of individual psychology and interpersonal relations to system constructs. This revision of an earlier work takes account of new concepts and research on the application of social psychological principles to organizational studies. The present book includes chapters on the organization and its environment, conflict and its management, organizational effects on members (work and health), organizational models, and an expanded treatment of organizational change. Bibliography pp. 775-817.

WHEN IS AN ORGANIZATION EFFECTIVE? R.M. Steers. Organizational Dynamics 5:50-63, Autumn 1976.

"Numerous and often conflicting definitions and methodologies in assessing effectiveness lead to a 'goal optimization' approach which assesses effectiveness against intended objectives."

2. Matrix Organization

MATRIX MANAGEMENT: THE STRUCTURE WITH A FUTURE. Leonard R. Sayles. Organizational Dynamics 5:2-17, Autumn 1976.

"Explanation is given and identification made of various types of organizational structure which combine features of both centralized and decentralized forms."

MATRIX ORGANIZATION AND ASSOCIATED PLANNING BEHAVIORS: CONCEPTUAL CONSIDERATIONS. Bong-Gon P. Shin and Fremont A. Shull. Management International Review 18:25-32, 4-1978.

"The matrix design for organizational behavior recognizes a multiplicity of corporate goals and formally posits differential types of relationships of task units with the administrative system. It is suggested that the nature of planning activities, in terms of varied matrix units, can be characterized as active or adaptive as well as passive or expansive in nature. Also, the type of information available for planning is differentiated, depending upon the differential exposures to the internal/external environments of the task units. These differing stages of ambiguity - ranging from states of uncertainty and risk to subjective certainty - are juxtaposed upon the cellular construction of a matrix organization. In addition an attempt is made

to relate the different kinds of planning activities of the four different task units to the supportive planning subsystem as imposed for administrative control."

PROBLEMS OF MATRIX ORGANIZATIONS. Stanley M. Davis and Paul R. Lawrence. Harvard Business Review 56:131-42, May-June 1978.

Managers thinking of adopting a matrix should, "Be familiar with the diagnosis, prevention, and treatment of nine particular pathologies: tendencies toward anarchy, power struggles, severe groupitis, collapse during economic crunch, excessive overhead, sinking to lower levels, uncontrolled layering, naval gazing, and decision strangulation. The matrix seems to have spread itself despite itself and its pathologies: what was necessary was made desirable. It is difficult and complex, and human flexibility is required to arrive at organizational flexibility. But the reverse is also true; success has given the form legitimacy, and, as the concept spreads, familiarity seems to reduce the resistance and difficulties people experience in using the matrix. We believe that in the future matrix organizations will become almost commonplace and that managers will speak less of the difficulties and pathologies of the matrix than of its advantages and benefits."

3. Mergers and Managers

AFTER THE MERGER: KEEPING KEY MANAGERS ON THE TEAM. Business Week p. 136-9+, October 30, 1978.

"...The smooth meshing of managements in merged companies is no easy task, whether the takeover is a friendly one or not. As merger fever continues to accelerate... executives are wrestling with the sticky problem of how to hold on to the newly acquired managers, who know their own businesses best-but also how to make them toe the line."

CORPORATE GROWTH THROUGH ACQUISITIONS. Parmanand Kumar. Managerial Planning 26: 9-12, July-August 1977.

"In the present business environment, every day we hear about some acquisition or merger in which ownership of one company has passed to another. Corporations are looking at different avenues to increase their earnings per share and aggressive, diversified acquisition becomes a major street for financial profitability and future growth."

A MODEL FOR SUCCESS IN MERGERS AND ACQUISITIONS. William L. Brockhaus. Advanced Management Journal 40:40-9, Winter 1975.

"The evidence indicates that ease and expertise in mergers and acquisitions come only with the experience provided by six to 11 of these reorganizations. Since very few companies go through such a process that many times - at least with the same executives making the decisions - a carefully executed and well-planned approach will have to substitute for experience. If the approach takes into consideration corporate purpose and objectives, organization structure, internal culture, personnel, and administration and control, the process of integration can be accomplished with minimal disruption and maximum effectiveness."

C. PLANNING AND STRATEGY

1. The Planning Group

CORPORATE PLANNING: A CHALLENGE FOR PERSONNEL EXECUTIVES. A. Thomas Hollingsworth and Paul Preston. Personnel Journal 55:386-94, August 1976.

"Personnel departments are often excluded from the corporate planning process. This exclusion is shown as representing a high cost to the total system due to less than optimum usage of an organization's human resources. A number of suggestions for personnel executives to become an integral part of corporate planning are discussed."

CORPORATE PLANNING--A FUNCTIONAL APPROACH. Yezdi M. Godiwella and others. Long Range Planning 11: 47-54, October 1978.

"The experience and arts of 295 Chief Executive Officers have been utilized for the study's findings. The analyses that a firm's effective strategic-mix of major organizational functions would depend upon the nature of the particular circumstances which the organization faces. The different organizational settings are formed in the study and the effective strategic-mix of organizational functions have been statistically formulated on the basis of the Chief Executive Officers' judgement of what constitutes the effective strategic-mix of functions for their firm's overall corporate strategy. The relative influences of the General Management function and the functional managements...upon the overall corporate strategy have been the inputs for the derivation of the effective strategic-mix of functions. Environment, technology and firm-size have been considered for the formation of the different organizational settings. The study's findings not only provide what the different strategic-mixes for the different organizational settings are

but also provide a working analytical framework for comprehensive analyses for the identification of the functions critical to the accomplishment of the overall corporate objectives and goals."

CORPORATE PLANNING AT THE BOARD LEVEL. Herbert R. Hessler and Gerald Gaither. Managerial Planning 27:13-6, September-October 1978.

"The business of being an outside director makes extraordinary demands on the men and women who serve in that capacity. ...One can conclude...that many outside directors believe that effective planning can help solve some of these problems and they are eager for more involvement in the board's planning function... Outside board members have suggested a number of ways in which individual members could and should improve and better contribute to a board's planning role. Only if boards will rise to this challenge can they retain the outside board system without impoverishing the system."

IF YOU'RE PLANNING FOR TOMMORROW, REMEMBER...IT'S NOT WHAT IT USED TO BE. Leonard Nadler. Management Review 67:23-24, May 1978.

"The future's uncertainties are on the verge of becoming today's realities... In recent decades when the process of change was slower, managers could devote less energy to planning. There are no packaged responses to cope with the future. Organizations should develop their own agendas in a constant search for ways to cope with the future-as they see it. Any organization can do at least the following: develop your own think tank; identify sources for probable futures; use creative thinking; participate in activities related to the future; and build the future into company meetings. The future is always a bit frightening, but it can present opportunities for managers far beyond what exists today-if managers will explore the probable futures and begin to plan their possible responses."

THE INTEGRATION OF CORPORATE FORECASTING AND PLANNING. Richard D. Rippe. Columbia Journal of World Business 11:54-61, Winter 1976.

"Dr. Rippe details an effective strategy for integrating corporate forecasting and planning--which he feels have been pursued independently in most organizations. Coordination of these independent functions and establishment of an organizational structure in which both functions are

the responsibility of the same senior executive, will result in greater effectiveness in decision-making."

LONG-RANGE THINKING. Dennis C. King and Walter G. Beevor.
Personnel Journal 57:504-9, September 1978.

"Long-range planning does not result in clairvoyance...the plan must be flexible...The planning process is not aimed at eliminating risk, but identifying it and, through added information, increasing the benefit/risk ratio...The reason for the failure of many long-range planning efforts is the fact that they were prepared by the wrong people. This is a line, not a staff function...Long-range thinking is not easy. It is time and energy-consuming. It takes commitment and a belief that the reward will be worth the effort. And the reward is being able to look back and realize that this time your long-range efforts contributed something important to the organization."

PLANNING BY CONSENSUS - A PARTICIPATIVE APPROACH TO PLANNING. Jacob Naer. Advanced Management Journal 43:40-7, Autumn 1978.

"Even given the increasingly uncertain environment, long-range corporate planning does not have to be an exercise in futility as its critics claim. If one is willing to replace the traditional top-down, bottom-up approach with procedures that allow for the varying needs of the different divisions and a meshing of divisional and top management's objectives, planning can fulfill its vital role in preparing a business to anticipate rapidly emerging trends. Such a technique is called participatory planning or planning by consensus by the author, who stresses the importance of there being complete agreement among members of the planning group. With such a consensus, they are bound to stand together behind their decisions and really care about seeing them through."

2. Strategic Planning

CORPORATE STRATEGY AND PLANNING. Bernard Taylor and John R. Sparkes, eds. New York: Wiley 1977. 402 p. HD 30 .28 .C68

"This book sets out to review within one volume the state of the art in Corporate Planning and to suggest ways in which the planning process might develop in the 1980s. Its aim is to provide a conceptual basis for the acquisition of corporate planning skills. Experienced managers can regard the book as a guide to the use of corporate planning in managing their enterprises. Management students and researchers will find it a convenient summary of new developments in thinking and practice." The authors

emphasize, "Planning and policymaking as not merely a thought process, but as one of the central social and political activities in an enterprise--an arena in which important issues are identified and analysed, and decisions made which are critical to its survival and long-term viability."

HOW TO DESIGN A STRATEGIC PLANNING SYSTEM. Peter Lorange and Richard F. Vancil. Harvard Business Review 54:75-81, September-October 1976.

The author's, "Take the reader through the steps necessary to implement and carry forward a formal strategic planning effort. They identify six issues that top management has to deal with along the way: communication of corporate goals, the goal setting process, environmental scanning, the subordinate managers' focus, the corporate planner's role, and the linkage of planning and budgeting. The authors take up these problems separately, in each case analyzing how they can be met in both small companies and large--the principal distinguishing factor being whether the enterprise does business in one industry or more than one."

PEOPLE, PROBLEMS AND PLANNING: A SYSTEMS APPROACH TO PROBLEM IDENTIFICATION. Robert J. Graham and Mohammad Jahani. Interfaces 8:50-5, November 1977.

"The systems approach to strategic planning has been gaining popularity in recent years but it seems that little has been done to develop the techniques required for implementing this approach. This is particularly the case in the problem identification phase of strategic planning. The systems approach requires that one identify all problems and study their relationships before solving any one problem, but little has been said about how to identify the complex set of problems to be dealt with in a planning process. In this article we argue that the problems to be dealt with in strategic planning are produced by groups of people who either can affect or are affected by the output of an organization. From this it follows that problem identification consists of identifying these groups and their possible actions and ranking the most important groups and their most probable actions so that a study of the effects of these actions can be undertaken. This paper describes a method used at a consumer goods manufacturer to help identify important groups, rank their probable actions and arrive at a list of the most important group-action pair for that company. These group-action pairs then become the problems and opportunities to be dealt with in strategic planning."

PLANNING GROWTH THROUGH DIVERSIFICATION. W.J. Gluck.
Managerial Planning 27:1-6, January-February 1979.

"A case study of the successful growth strategies developed by a Canadian company in their efforts to become a truly successful diversifier, and some lessons to be learned..." The author, "Hopes that some of the conclusions ... presented have applicability to the unique situations which may confront other companies today or in the future, and that they may benefit from our experience. Strategic planning is a growing aspect of corporate life. The substance of all strategies is survival of our companies...For many companies, diversification will still remain the principal strategy for their growth."

THE REALITY GAP IN STRATEGIC PLANNING. Ronald N. Paul and others.
Harvard Business Review 56:124-30, May-June 1978.

"Strategic planning has experienced widespread and rapid adoption by U.S. business because it promised a high degree of control over the future of the company. Fulfilling that promise has brought to light two major problem areas. One is the inability of strategic planners to forecast the long-term external environment with sufficient accuracy and the other is the unintended use of plan forecasts as day-to-day management control procedures. The effects of these problems can be substantially reduced by incorporating flexibility into existing planning practices. Adaptive forward planning is not a theoretical construct, it is a response to real problems that have been experienced in using the strategic planning process in business organizations. The ten steps we have outlined can minimize the consequences of forecasting errors by requiring a frequent and detailed review process. They can also minimize the use of strategic forecasts for inappropriate purposes by involving top management in the planning process and providing it with a set of tools for evaluating the planning process."

SHIRT-SLEEVE APPROACH TO LONG RANGE PLANS. Robert E. Linneman and John D. Kennell. Harvard Business Review 55:141-50, March-April 1977.

The author's purpose, "Is to give a simplified, ten step approach to developing flexible strategies through what we call multiple-scenario analysis (MSA). Multiple-scenario analysis does improve the appreciation of the future, and so should enable management to develop strategies with better cognizance of potential risks. By formalizing the process you facilitate communication, thus improving multiparty participation and comprehension. Multiple-scenario analysis can be a valuable tool in helping to make today's decisions flexible enough for the uncertain future."

STRATEGIC GOALS: PROCESS AND POLITICS. James Brian Quinn.
Sloan Management Review 19:21-37, Fall 1977.

"Establishing strategic goals for complex organizations is a delicate art, requiring a subtle balance of vision, entrepreneurship, and politics. At the center of the art one finds consciously managed processes of 'broad goal setting' and 'logical incrementalism'. Management styles vary, but effective top executives in larger enterprises typically state a few broad goals themselves, encourage their organizations to propose others, and allow still others to emerge from informal processes. They eschew the gimmickry of simplistic 'formal planning' or 'MBO' approaches for setting their major goals. Instead they tend to develop such goals through very complicated, largely political, consensus-building processes that are outside the structure of most formal management systems and frequently have no precise beginning or end. Those who understand these processes can contribute more effectively, whatever their position in the organization. Those who wish to make major changes in organizations should certainly comprehend these processes, their rationale, and their implications. Those who ignore them may find the costs very high."

STRATEGIC PLANNING IN DIVERSIFIED COMPANIES. Richard F. Vancil and Peter Lorange. Harvard Business Review 53:81-90, January-February 1975.

"There are two main, but linked, dimensions to consider for the long-range strategic planning effort in diversified corporations. One is vertical and operates through three organizational levels: headquarters, the divisions, and their functional departments. The other is chronological; as the process moves from level to level it also moves through three cycles: setting corporate objectives at the top, setting consonant business objectives and goals in the divisions, and establishing the required action programs at the functional level. The authors concentrate on the necessarily formal planning procedures in diversified companies, but executives in less complex organizations, where planning is more casual, will also find their insights valuable."

STRATEGIC PLANNING: IS THAT WHAT YOU'RE DOING? Michael L. Johnson. Industry Week 199:94-7, November 27, 1978.

"What some companies call strategic planning may...be something else. Such mislabeling typically leads to disappointment, if not disaster. Fear and hostility cause many of the problems."

STRATEGIC THINKING: KEY TO CORPORATE SURVIVAL. Benjamin B. Tregoe and John W. Zimmerman. Management Review 68:9-14, February 1979.

"Most companies face the future unprepared. The key to corporate survival in today's shifting environment lies not so much in the quality of our long-range planning as in the clarity of our strategic thinking--what you want to be vs how to get there... Strategic thinking must be separated from and proceed long and short-range planning. Strategic thinking must result in a statement of strategy that is specific, simple, and clear enough to provide a framework for the determination of future products, markets, capabilities, and return. The driving force is the key to developing such a statement."

3. Planning Systems and Models

A CONCEPTUAL STRUCTURE OF CORPORATE STRATEGIC PLANNING INFORMATION SYSTEMS. Kuang-Chian Chen. Managerial Planning 26:1-10, September-October 1977.

"In this paper a theoretic construct is presented for the development of corporate strategic planning information systems that support top management decision making. The theoretic construct is based on a synthesis of various analytical techniques useful for strategic planning. The backbone of the corporate strategic planning information systems is an integrated system of models designed to link the various analytical tools together in order to realize their maximum contribution to the formal planning process. The models-based corporate strategic planning information systems can provide the extensive analytical capabilities required in strategic planning and can be used to generate decision-aiding information for top management strategic decision making. As such, it may be considered as a top-level subsystem of the future MIS. The approach proposed is of operational value and can serve as a practical guide for many companies in their efforts to develop information systems for strategic planning."

IMPACT MODELS AS A METHOD FOR PLANNING CHANGE. R. Timothy Stein and Elizabeth Leja. Sloan Management Review 18:47-61, Spring 1977.

"Every organization is faced with the problem of formulating, implementing, and to be effective, evaluating program changes. In this article, an impact model has been utilized to aid organizations in the process of planning and evaluating change programs. The authors draw upon the experience of a job enrichment program in a bank to develop a sequence of nine

steps designed to assist both the client and the consultant in clarifying a program's purpose and the process by which it is to create the desired changes. The end result is a summary of the planning process. This provides a basis for placing confidence in the proposed intervention and generates the information needed for subsequent action."

LONG-RANGE PLANNING--AN EVALUATIVE APPROACH. Thomas G. Morford.
Managerial Planning 27:13-5, January-February 1979.

"This paper attempts to first offer some criteria which might be useful in making an objective evaluation of long-range planning efforts and...to present a model long-range planning system. This proposed system links long-range and short-range planning together into a coherent whole. It is critical to incorporate important decision points into this cycle whenever possible. The most important aspect of any planning system is the commitment of top management managing the organization through the use of systematic management levels. It is this commitment that makes the processes important - not for themselves but because through them the issues can be raised to management and many decisions made with good background information within an orderly framework. Clearly no system is perfect. Things go wrong. Crises arise. The basic issue is whether management will use the tools available in the best way possible. A well-conceived, effectively implemented planning system can provide considerable assistance in the management of large organizations."

PLANNING UNDER UNCERTAINTY: MULTIPLE SCENARIOS AND CONTINGENCY PLANNING: A RESEARCH REPORT FROM THE CONFERENCE BOARD'S DIVISION OF MANAGEMENT RESEARCH. Rochelle O'Conner. New York: Conference Board, 1978. 26 p. HD 30.28 .026

Presents an exploration of company planning practices using scenarios and contingency planning. "Scenarios allow an examination of several options or risks that might not have been considered in a picture of a single-future environment. Contingency planning is the preparation, in advance, of a course of action to meet a situation that is not expected but that will have a significant impact on the firm if it transpires. It attempts to avoid surprise and scrambling for response during a critical period, and exposes management to possibilities not considered in the base plan."

THE STATE OF PRACTICE IN PLANNING SYSTEMS. H. Igor Ansoff.
Sloan Management Review 18:1-24, Winter 1977.

"This article presents the historical development of formal management systems as a coherent, logical process. The author argues that succeeding approaches to management problems have retained many of the existing solution techniques and, at the same time, have employed new approaches to cope with an expanding universe of managerial concerns. Dr. Ansoff also provides the reader with a series of tools which permit a diagnosis of the present state of a firm's planning systems. Then a building block approach is introduced to show how an improved system can be tailor-made to the firm's needs. The article closes by briefly highlighting several emerging systems which are expected to find widening applications in the near future."

STRATEGIC PLANNING FOR WORK CLIMATE MODIFICATION. Lee Ginsburg.
Personnel 55:10-20, November-December 1978.

"Out of the minds of organizational behaviorists have sprung concepts and theories of work climate. What is needed is a planning model for bringing about desired changes in work climate. Lee Ginsburg presents a strategic planning model that will guide you through the process that will enable you to forecast accurately and budget realistically for organizational growth. The climate-analysis feedback that results gives organizations a handle on policies and programs that can be monitored. The author guides you through the four phases of the model."

D. CONTROL

THE BUREAUCRATIC PARADOX: THE EFFICIENT ORGANIZATION CENTRALIZES IN ORDER TO DECENTRALIZE. Charles Perrow. Organizational Dynamics 5:3-14, Spring 1977.

"Top management in most organizations have more control than they think. Why? Because they control the premises of decision making. Perrow spells out how they do it and why they should rely on these 'third-order controls' whenever possible."

CONTROL: WHAT INFORMATION MEANS. Barrie Pearson. Management Today p.17+, March 1978.

"... A management information system is a service within business, and should be cost-effective - but, even the most effective systems should be reviewed at least once every five years, and the information provided must be more than the bare financial facts and figures. Value analysis thinking should be used as a basis for reviewing existing systems."

It is important to remember that the level of achievement used as the benchmark should be stretching but attainable. The assumptions underlying the plan should be written down at the outset. Finally, reporting should include an updated forecast, compared with the original plan wherever possible, in order to anticipate problems."

EXECUTIVE ACCOUNTABILITY: WHO NEEDS IT? John A. Patton.
Management Review 67:17-21, December 1978.

Presents a meaningful plan of action for an executive accountability program. Goals should be set by the people responsible for maintaining them and projects developed to attain these goals with periodic audit and follow-through.

HOW TO CONTROL THE USE OF STAFF TIME. G.B. Stanton, Jr.
Research Management 20:21-4, September 1977.

"Managers and staff professionals seems never to have enough time. Here is a new method for controlling and allocating time that has proved successful for the author."

HOW TO MANAGE THE MANAGEMENT BUREAUCRACY. W. Stanton Halverson, Jr. Management Review 67:26-8+, July 1978.

"Many companies could solve major problems by giving their boards a stronger role in corporate operations - with a tighter rein on executive 'bureaucrats.'"

MANAGEMENT CONTROL: A ZERO-SUM GAME? John Todd. Management International Review 18:73-8, 4-1978.

"Control in Organizations has often been regarded as a fixed sum. Because of this, managers have assumed that any gain by employees must be at the expense of the managers. The alternative to that theory is one that sees control as being expansive. This article examines these two theories and reports a research study that supports the latter theory. Those employees who sensed greater personal control in their jobs tended to be better performers. Also the office whose employees expressed greater personal control showed greater growth. This indicates that managers can allow subordinates to exercise more personal control without fear of losing control themselves."

MANAGEMENT CONTROL SYSTEMS: A KEY LINK BETWEEN STRATEGY, STRUCTURE AND EMPLOYEE PERFORMANCE. John Todd. Organizational Dynamics 5:65-78, Spring 1977.

"Identifies several elements of strategy and structure that contribute to an effective management control system-- one that motivates employee performance. They are clarity of controls, strength of performance-rewards relationship, and amount of individual control and influence."

MANAGERIAL CONTROL AND ORGANIZATIONAL DEMOCRACY. Bert King and others, eds. New York: Wiley, 1978. 288 p. HD 31 .M27

This book presents, "The thinking of prominent scientists probing the factors underlying management effectiveness, it also comprises a valuable reference book for specialists in management. Currently a number of organizational experiments are under way which call for workers to participate more fully in management functions and even to become members of boards of directors. This volume illuminates the most recent developments in this area and presents the results of studies focused on the expectations, productivity, job satisfaction, and health of superiors and subordinates in work organizations. Bringing together the topics of leadership, participation, industrial democracy, and decision-making that are usually treated separately, it covers the infrastructure of management and leadership in democratic contexts; the nature and effects of participation by workers; theories of leadership and control processes; conceptualizations of ways that work groups can contribute to management by designing their own work program and by rewarding themselves... It was written to fill a gap in the literature on organizational democracy by critically examining this area and providing a set of models, theories, and frameworks which can be used to clarify the status of this field."

SURVIVING AND SUCCEEDING IN THE "POLITICAL" ORGANIZATION:
CONTROLLING YOUR ENVIRONMENT. Alan Jay Weiss. Supervisory Management 23:21-8, July 1978.

"Effective controlling is a function of using your present roles, your organizational vantage point, and effective communication to the best possible advantage. Control is defined: control means to restrain, govern, or otherwise dominate people and their behavior. Three aspects of control examined are control of information, of delegation, and of time. To control information it must be amassed effectively, tested for accuracy, and utilized correctly. Delegation is the entrusting of responsibility to another to amass, test, and utilize data. It is important to know why you are delegating or being delegated to, if you are to retain control of the situation. Control of activities that occur can help with the control of time: call, don't write, take shortcuts, build quick access to 'demand information', prepare in advance, delegate."

THE TRANSMISSION OF CONTROL THROUGH ORGANIZATIONAL HIERARCHY.

William G. Ouchi. Academy of Management Journal 21:173-92, June 1978.

"This paper addresses the problem of control loss in hierarchies. Data on 215 departments (aggregated from 2,363 individual questionnaires) show that behavior control and output control differ sharply in transmission. Behavior control shows almost no interlevel consistency, while output control is transmitted through three levels of hierarchy with relatively little loss. Further analysis suggests that behavior control is determined by local, particularistic conditions and therefore cannot be expected to show high interlevel consistency or transmission."

TYPES OF ORGANIZATIONAL CONTROL AND THEIR RELATIONSHIP TO EMOTIONAL WELL BEING. William G. Ouchi and Jerry B. Johnson. Administrative Science Quarterly 23:293-317, June 1978.

"Two ideal-type representations of organizational control are presented. Type A is derived from the prototypical American work organization and is characterized by highly specialized tasks, relatively high turnover, and by contractual relations between employees. Type Z represents an American version of the prototypical Japanese organization and is characterized by relatively low task specialization, low turnover, and by primary or wholistic relations between employees. It is argued that each ideal type represents a mechanism of organizational control which is adaptive to a specific social environment... The conclusion extrapolates generalizations from this specific study relevant to the question of studying organizational theory. Namely, many of these ideas contained in the theoretical constructions represent a rediscovery of old ideas in macro sociology which have been largely ignored by organizational theorists. We sample the literature of urban sociology which... is germane to the organizational theorist." The authors contend that, "The present distinction between organizational theory and humanistic social psychology...is artificial and that the apparent differences disappear when macro-sociological ideas are applied to organizational theory."

E. STAFF-LINE RELATIONSHIP

1. Staff vs. Line

IDEA MANAGERS: A NEW LOOK AT STAFF VS. LINE JOBS. William G. Sharwell. Management Review 67:24-5, August 1978.

"Line positions traditionally have had higher status and better pay. But new management methods and concerns are focusing fresh attention on the people who manage complex and often conflicting ideas." Presents 7 guidelines designed to bring about more effective staff work.

THE NEW MANAGEMENT: LINE EXECUTIVE AND STAFF PROFESSIONAL IN THE FUTURE FIRM. William H. Gruber and John S. Niles. New York: Mc Graw-Hill, 1976. 242 p. HD 31 .G767

"The most serious barrier to the utilization of computer-based information systems to support managerial decision making and the control of operations is the implementation problem." This book, "Focuses on a strategy for the utilization of specialized knowledge in the practice of management." Chapters include: The Challenge of Management Performance; Investment in Management; New Resources for Management; The Failure of Management Science/Operations Research; Research and Experience in Management; The Management of M.B.A.'s; Specialization and Integration in the New Management; Specialization, Integration, and Performance; Information is Powerful; How to Innovate in Management; Management of a Management-Innovation Project; Task-Force Management; Environmental Forces in the Development of Future Firm; Management Innovation in Future Firm.

PLANNING ON THE LEFT SIDE AND MANAGING ON THE RIGHT. Henry Mintzberg. Harvard Business Review. 54:49-58, July-August 1976.

"Recent scientific research shows that the human brain is specialized, the logical, linear functions occurring in the left hemisphere, and the holistic, relational ones occurring in the right. The author of this article maintains that this finding has great implications for both the science and art of management. The author suggests that the top managers should have well developed right-hemispheric processes, and the planners well developed left-hemispheric processes. Perhaps the most important conclusion he arrives at is that the functions and capacities of the two hemispheres should both be respected, but that one should not be confused or applied when the other is better suited."

2. Delegation of Authority

DELEGATION: IT'S HARDER THAN IT LOOKS. Alan E. Brill. Journal of Systems Management 30:36-7, February 1979.

"...The only way to learn delegation is through experience. If you are fortunate and have worked for a manager who understands and performs delegation properly, you can count yourself lucky. Having been on the receiving end of effective delegation, you should be ready to take on the managerial role. If you've worked for a poor delegator, recognize that and don't follow in your boss's footsteps. If you've been blamed for situations clearly not within your control, you know how painful and how discouraging that can be. Your

success as a manager will largely depend upon your skills as a delegator, a motivator, and a communicator. And no one can give you these skills. You've got to learn them yourself."

HANDING OFF TO SUBORDINATES...DELEGATING FOR A GAIN. Edward C. Schleh. Management Review 67: 43-7, May 1978.

"Effective authority is the freedom to affect action. If authority is to be meaningful to a person, he or she must 'feel' free to have an impact. Unexplained policy tends to pull in authority; people are not sure where they stand. On the other hand, if policy intent is very carefully explained, it tends to broaden authority without loss of control. Authority cannot be delegated down the line unless it is sufficiently broad at the top...As a company grows, the authority delegated from the president should grow with it ...Many presidents do not grow with their companies. The way you organize a unit or a company can expand or restrict authority. Span of control influences authority through its effect on a manager's time. The entire management environment must be geared to encourage people to work hard in the direction of company goals. Every employee has a vital spark of drive that can be fanned into a flame of energy. Management can capitalize on this drive by creatively broadening the authority delegated."

MAKING DELEGATION WORK. James McMahon. Administrative Management 39:52+, August 1978.

"Sensible top management must be unafraid to tap the creative energy that exists at all levels of supervision." In order to make delegation work the author suggests the following ideas: "1. Top managers retain the policy making role, 2. Make it clear what is being delegated, 3. Provide required backup, 4. Keep communications open, 5. Check on results, 6. Maintain a conducive 'climate'."

MANAGING PROJECTS THROUGH SUBORDINATES. Sandra L. Bell. Data Management 16:25-7, January 1978.

"Personnel development is difficult and challenging. It requires constant discipline and practice. You must not give in to the temptation of doing the job yourself because it must be done. You must rely chiefly on your subordinates to handle the operational environment and the daily routine as well as the fire-fighting. If you can gradually phase into a planning mode through personnel development strategies, you will be rewarded with new effectiveness as a manager."

THE TA WAY TO STAY ON TOP OF TIME. M.F. Villere and M.M. LeBoeuf. Supervisory Management 22:9-15, February 1977.

"Job of managing is job of delegation and manager's success or failure often hinges on this aspect of management. Transational Analysis serves as an excellent vehicle for exploring reasons behind improper delegations."

F. MANAGEMENT METHODS, SYSTEMS AND TECHNIQUES

1. Management Systems

FISHBOWL MANAGEMENT: A PARTICIPATIVE APPROACH TO SYSTEMATIC MANAGEMENT. Howard Sargent. New York: Wiley, 1978. 383 pages. HD 31 .S2

"Four of the most widely discussed topics in today's business and public administration literature - participative management, decentralization, performance appraisal, and the use of objectives - are brought together in a new approach: Fishbowl Management. This is the first book to suggest specific ways to make these four concepts work in an integrated way in the classic chain-of-supervision organization - showing how they actually reinforce each other to solve a whole host of business problems. Fishbowl Management makes vital management information highly visible throughout the organization during the decision-making process and beyond. Under Fishbowl Management, the emphasis is on crisis prevention, not crisis management after the fact."

THE MANAGEMENT SYSTEM: SYSTEMS ARE FOR PEOPLE. Leslie H. Matthies. New York: Wiley, 1976. 216 p. HD 20.5 .M378

"Deals with the management system process, beginning with these questions: What information does each person need to work effectively in the organization? To what extent does computerization directly contribute to essential systems actions? Upon examination of a system, how do you determine whether or not it is a good system? Giving a fast, accurate description of systems analysis the author believes the quality of a system depends on two essential factors: The design of the system and how much users of the system participate in its development and therefore accept it. He stresses that designing a true management system requires management's sharing in the design to ensure the system doesn't just run, but makes a contribution to 'doing business.' Readers discover how to improve a system, with or without a computer; pin down management aspects of a system; define what a system is and is not; construct a meaningful report; make the system 'visible'; and present new systems ideas to management."

TESTING PROCEDURES IN THE DESIGN OF MANAGEMENT SYSTEMS: SOME
METHODOLOGICAL REFLECTIONS. R.V. Brown and S.R. Watson.
McLean, Virginia: Decisions and Designs, 1977. 29 p.
HD 20.3 .B872

"The introduction (or modification) of a management system in an organization is often preceded by an effort to gather data from which it can be evaluated. The data may come from some kind of experiment, a conceptual simulation, or some more informal analysis of relevant past experience. This paper discusses how such alternative testing procedures can themselves be evaluated by paying particular attention to analogous testing paradigms in the more established fields of science and engineering. Decision-aiding systems for naval command and control are used as an illustrative case."

2. Management by Objectives

COMMITMENT THROUGH MBO INTERVIEWS. E. Allen Slusher and Henry P. Sims, Jr. Business Horizons 18:5-12, April 1975.

"We have analyzed the heart of any MBO system, the process whereby superior and subordinate jointly determine individual job objectives. The focus has been on the objective setting interview as a process of negotiation and exchange, designed to improve two-way communication. The superior acts as a control point to insure that organizational goals will be met and that the subordinate is adequately developing himself. In addition, the superior is a resource for the subordinate; he may be more familiar with available information or constraints. Initiation of interview discussion is the appropriate responsibility of the subordinate, and the superior acts as control and resource; an appropriate role definition, conducive to the joint determination of objectives, is thereby provided. Although we have chosen to discuss this objective setting process in the implicit context of a formal MBO system, the analysis is equally applicable to informal MBO. Thus, it is likely that many managers will wish to request that subordinates prepare objectives and then meet to finalize the objectives, even though their organization does not require such a procedure. If such managers follow the guidelines followed here, they may well enjoy organizational MBO systems- definition of priorities, commitment to specific objectives, and motivation toward accomplishment."

THE FOCUSED WEB - GOAL SETTING IN THE MBO PROCESS. Gary J. Salton. Management Review 67:46-50, January 1978.

"Integration of goals is the essence of MBO. The goals of each organizational level are meshed with those of other levels so that each complements the other, creating, in effect, a hierarchy of goals."

HOW TO IMPLEMENT MBO IN YOUR ORGANIZATIONAL UNIT. George L. Morrissey. Training and Development Journal 31:8-13, April 1977.

"MBO can be implemented by any manager in any organization, regardless of whether or not others in the organization are also involved, unless it has been explicitly or implicitly forbidden. There is an unlimited number of ways to make it work." This article identifies, "Several frequently used approaches together with some key considerations for the individual manager wishing to implement MBO in his or her organizational unit."

IMPROVING TOTAL PRODUCTIVITY: MBO STRATEGIES FOR BUSINESS, GOVERNMENT, AND NOT-FOR-PROFIT ORGANIZATIONS. Paul Mali. New York: Wiley, 1978. 409 p. HD 56 .M33 1978

The author states that the primary purpose of the book, "Is to provide a clear understanding of the concept of managerial productivity, what it is and how it's measured, and to describe the barriers and trends that prevent its improvement...This book seeks to expand the awareness and understanding of productivity in a way that will give it prominence in the wide spectrum of concerns in management. A second objective is to describe new skills and proven strategies that can be used for productivity improvement. The book discusses many managerial processes that can be implemented in a number of practical ways in an organization ... This book is organized into four parts and an epilogue. Part I describes the need to improve productivity... Part II presents managing productivity as a total process...Part III describes the management process for improving the productivity of the changed employee... Part IV provides the tools and techniques for achieving greater productivity... The last part, the epilogue, is a presentation of tasks and goals for the immediate future. Specific recommendations are made for the manager who wishes to begin a formal program of productivity improvement in the organization."

MANAGEMENT BY OBJECTIVES: THE TEAM APPROACH. Wendell L. French and Robert W. Hollmann. California Management Review 17:13-22, Spring 1975.

Describes collaborative management by objectives (CMB0), a participative, team-centered approach which, "Can avoid many of the dysfunctional spinoffs of the prevailing one-to-one versions of MBO. Care must be taken to ensure that appropriate conditions are present before and that necessary skills emerge during the implementation of CMB0."

MANAGEMENT BY OBJECTIVES: WHEN AND HOW DOES IT WORK? Dallas T. DeFee. Personnel Journal 56:37-9+, January 1977.

"The success of MBO depends a great deal on the kinds of goals the organization has and the commitment of top management to the process."

MBO: A MISUNDERSTOOD TOOL FOR CREATIVE PLANNING. Edward J. Giblin and Frank Sanfilippo. Managerial Planning 26:4-10, May-June 1978.

"While no attempt has been made to provide an in-depth discussion of each aspect of the MBO process, the few areas briefly touched upon here, will...serve to show managers that the MBO process, properly conceptualized and implemented, is not only the fundamental process for managing the organization, but also an effective tool for diagnosing much-needed changes in structure and process."

MBO AFTER ALL THESE YEARS: JUST ANOTHER FLASH-IN-THE-PAN? William C. Giegold. Conference Board Record 12:49-52, July 1975.

"Frequently the difference between failure and success merely lies in finding the true role for a product which, in the appropriate application, may serve well. A case in point is management by objectives (MBO), and in view of its relatively mediocre track record to date, an appraisal is indicated at this time if only to focus attention on those applications in which MBO is most likely not to turn out to be just another flash-in-the pan of organizational change." A list of twenty diagnostic questions to test the need for MBO is given.

MBO IN THE 1980'S: WILL IT SURVIVE? George S. Odiorne. Management Review 66:39-42, July 1977.

"Despite decade of obituaries, management by objectives has become almost orthodoxy in management. Extent to which MBO will be used in the 1980s is summarized. MBO can be expected to permeate top and middle management mainly as control system, as a strategic planning tool and for applied management science."

MBO - UPDATED AND REVISITED. F.D. Barrett. The Business Quarterly 41:22-31, Spring 1976.

"The decision to go MBO should not be made lightly. MBO stands for a new philosophy and a way of managing that is diametrically opposite to today's reigning management mode. The reigning mode is authoritarian, elitist, bureaucratic, regulatory, mechanistic, technocratic, counter-innovative and stresses hierarchy, conformity, stability, routine and specialism. The

MBO mode is participatory, enterprising, flexible, organic, managerial and innovative. It stresses equality, teamwork, lateral relations, transience, variety, generalism and integration... Before you go MBO, make sure your organization is ripe and ready for real change, and you are prepared to spend five years to bring it about. Changes as deep as MBO can't be made to happen overnight."

PERSONNEL DIRECTORS...WHAT YOU SHOULD KNOW BEFORE RECOMMENDING MBO. Jack Bucalo. Personnel Journal 56:176-8+, April 1977.

"MBO is conceptually easy to understand but is difficult to implement as a system of management in a medium or large company. Implementation in such companies is far from impossible, but it does require detailed research, a large amount of careful planning, many supportive services, a highly qualified staff of MBO practitioners and, most importantly, the willingness and support of the management to use it as their primary system of management."

THE SECRET LIFE OF MBO. Richard J. Mayer. Human Resource Management 17:6-11, Fall 1978.

"For MBO, or any other business system, to be fully effective would require the acceptance and inclusion of the hidden and/or unconscious motivations of each individual involved. Of course, this can't be done; implementing the MBO process is a manager primarily motivated by unconscious needs setting goals with a subordinate similarly motivated. We shouldn't expect too much."

SUCCESSFUL MANAGEMENT BY OBJECTIVES: AN ACTION MANUAL. Karl Albrecht. Englewood Cliffs, New Jersey: Prentice-Hall, 1978. 226 p. HD 31 .A358

The author focuses, "On the basic concept of management by objectives, as well as the fundamental principles of human behavior which support it...The reader who wants to know how to manage by objectives will...find a thorough treatment of that subject. This book defines management by objectives as a managerial behavior pattern, not a formal paper system. From this definition, we can specify the effective behaviors required of managers and workers, and we can define the 'ecological' aspects of the human organization which form the foundation for growth and performance."

3. Managerial Grid

MANAGEMENT OF OBJECTIVES. Douglas S. Sherwin. Harvard Business Review 54:149-160, May-June 1976.

"The author of this article asserts that the work of an organization is not the sum of many individual tasks, but is instead the achieving of an array of specified objectives

and that these...usually require the coordinated contributions of several individuals in different departments. To help managers see what efforts are required to achieve what objectives, the objectives and functions can be coordinated on a grid; the functions necessary to bring them about are made explicit by the grid, which then becomes the organization of the business...The basis of the objectives grid is a simple idea: organize directly for the objectives of the business. The functional organization perceives the total business as a number of tasks and functions; it is silent on the matter of objectives. The objectives grid, on the other hand, perceives the total business as an array of separate objectives to be pursued and it organizes directly to achieve these objectives. The emphasis of the objectives grid is on the combination of functions needed to bring the objectives about rather than on the authority and domain relationships. And teams of individuals are the basic units of organization, rather than individuals. The objectives grid assumes not 'one person' per objective, but 'one group' of persons per objective. This shift in strategy-from organizing for objectives-fits the purpose of MBO programs and offers an opportunity to make them more effective."

THE NEW MANAGERIAL GRID. Robert R. Blake. Houston, Texas: Gulf Publishing Company, 1978. 329 p. HD 31 .B63

The authors feel the "grid" is a "proven system for mobilizing human effort in getting maximum performance from people. Strategic new insights are supplied into boss/subordinate behavior and its effects upon organization productivity and individual effectiveness. In addition to examining managerial theories, it provides a diagnostic system whereby each reader can evaluate and, if necessary, change his managerial style."

WHAT'S NEW WITH THE GRID? Robert R. Blake and Jane Srygley Mouton. Training and Development Journal 32:3-8, May 1978.

Reexamines assumptions formulated in the author's book, The Managerial Grid (1964) and tests them against what is known today.

4. Human Resource Accounting

GETTING TO KNOW YOUR EMPLOYEES - THE HUMAN RESOURCE INFORMATION SYSTEM. Personnel Journal 56:179-83+, April 1977.

"Outlines some important considerations in developing a comprehensive human resource information system and presents some suggestions and a sample form for implementing such a system."

HOW TO STOP TIME-WASTE ON THE JOB. O. Mark Marcussen.
Nation's Business 66:82-3, February 1978.

"The process used to reduce ... nonproductive time is known as work force management, and it can be adopted by any company. It requires planning and seven basic steps: assign responsibility for planning and scheduling; develop and conduct ongoing training programs for supervisors; review the company's organization, layout, methods, procedures, and work flow; establish a reporting system; develop a measurement base; develop schedule and control mechanisms; and test your system... The process of increasing work force productivity demands attention. Total planning, estimating, scheduling, assignment, follow-up, and control can be designed effectively by recognizing the interdependence of all these elements. The output of one employee becomes the input to the next. And the size of the work force can be adjusted to the amount of work to be done."

HUMAN RESOURCE ACCOUNTING: A MEASUREMENT PERSPECTIVE. Philip H. Mervis and Barry A. Macy. Academy of Management Review 1: 74-83, April 1976.

"Human resources accounting is evaluated as a potential organizational measurement tool. Specifically, asset and cost models are examined in terms of reliability, validity, and usefulness. Beyond this evaluative perspective, examples are presented of a costing approach which may circumvent some of the identified measurement problems."

INCREASING ORGANIZATIONAL EFFECTIVENESS THROUGH BETTER HUMAN RESOURCES PLANNING AND DEVELOPMENT. Edgar H. Schein.
Sloan Management Review 19:1-20, Fall 1977.

Author argues in this article, "That human resource planning and development is becoming an increasingly important function in organizations, that this function consists of multiple components, and that these components must be managed both by line managers and staff specialists. He tried to show that the various planning activities are closely linked to the actual processes of supervision, job assignment, training, etc. and that those processes must be designed to match the needs of the organization with the needs of the employees throughout their evolving careers, whether or not those careers involve hierarchical promotions. He also argued that the various components are linked to each other and must be seen as total system if it is to be effective. The total system must be managed as a system to insure coordination between the planning functions and the implementation functions. ...An effective human resource planning and development system is integral to the functioning of the organization and must, therefore, be a central concern of the line management. Many of the

activities require specialist help, but the accountabilities must rest squarely with line supervisors and top management. It is they who control the opportunities and the rewards. It is the job assignment system and the feedback which employees get that is the ultimate raw material for growth and development. Whoever designs and manages the system, it will not help the organization to become more effective unless that system is owned by line management."

INSTITUTIONAL MANPOWER PLANNING: RHETORIC VERSUS REALITY. Elmer H. Burack and Thomas G. Gutteridge. California Management Review 20:13-22, Spring 1978.

"It is evident from our research that manpower-human resource planning has at least moved into the consciousness of many institutional policymakers and personnel managers. For some, MP has been a defensive strategy implemented in response to government legislation or a desire to improve productivity and profit performance. For others, the interest in human resource planning stems from a recognition that social necessity and economic security are starting to merge as people become a critical factor in institutional performance, and that the human relations programs of the past are an inadequate answer to this phenomenon. Unfortunately, for many firms it appears that MP is a sporadic effort at best, which consists mainly of numbers forecasting. It is important to point out that significant gaps still exist in the adequacy of the internal human resource data base which, even in the interest of traditional job assignment and personnel practices, requires remedying. It appears that there exists a solid basis for considerable skepticism regarding institutional progress in the design of the manpower-human resource planning systems. Admittedly, the progress of large firms in human resource planning is significant, but size itself isn't the only factor. Far more work is indicated regarding human resource-manpower planning, taking considerable care that standardized definitions are used, that activity is separated from intention, and that the state of accomplishment is realistically assessed."

MEASURING THE HUMAN ROI. Henry L. Dahl, Jr. Management Review 68:44-50, January 1979.

"How the Upjoin Company measures and forecasts its return on its heavy investment in people. The company believes that the central idea of human resources accounting is that employees, like capital machinery, should be regarded as an investment of a firm rather than as an expense-employee costs should be capitalized."

MONITORING THE HUMAN RESOURCE SYSTEM: BASED ON A PANEL SESSION
AT THE CONFERENCE, APRIL 20, 1976. Ruth G. Shaeffer, ed.
New York: Conference Board, 1977. 41 p. HF 5549 .M85

"Monitoring the Human Resource system is an integral part of the strategic planning and control role that is evolving for the senior personnel executive in major corporations. There should be no assumption that the role requires considering individual employees as interchangeable pawns to be moved around or manipulated at will by the employer. The report analyzes what a group of experts say is currently known about the kinds of information that need to be monitored for more appropriate forward planning and a control of large-scale human resource systems in business. It is clearly a report on the state of an evolving art, not a science."

NEW DIRECTIONS IN MANPOWER PLANNING AND CONTROL. Peter P. Pekar, Jr. and Elmer H. Burack. Managerial Planning 26: 17-22, July-August 1977.

"In the proposed system, data could be updated annually, systemized and made more comprehensive, thus more accurate, for manpower planning and programming purposes. The system will permit more effective monitoring of manpower levels and costs which will permit a more effective utilization of personnel. The computer-based information system will provide detailed intelligence about skill deficiencies and need. Finally, it should mention that the proposed design is an overall system. Therefore data could be gathered in stages in order to permit immediate analysis of pressing problems. It should be noticed that a full organization structure diagram has to be constructed so that the previously mentioned levels of visibility can be defined, and identification numbers assigned. The data then has to be collected and filed. Only after this, can data be assembled and needed reports created."

5. Participatory Management

CONSENSUS MANAGEMENT OF GRAPHIC CONTROLS. William F. Dowling. Organizational Dynamics 5:23-47, Winter 1977.

"Decision making by consensus is at once a mode and a mood or a set of attitudes. As a mode Graphic Controls uses a definition of consensus as 'agreement to implement on the part of all'. Underlying the mode is the mood, the belief in the authority of knowledge and the inherent value of participation, that those who will be affected by the decision or who have valid data to contribute should be fully heard."

DECISION MAKING: SHOULD EMPLOYEES GET IN ON THE ACT? Victor Lederer. Administrative Management 39:51-2+, September 1978.

"The controversial participatory management concept allows employees to take an active part in shaping company policies ... Participatory management is clearly not a system for every company. Large firms may need a more rigidly structured, executive-decision-oriented corporate skeleton. Nor is PM necessarily right for every worker. People who are unwilling or afraid to make decisions, or who are simply more comfortable being told what to do and how to do it, would probably find it uncomfortable to work in such do-it-yourself atmosphere. It's clearly not a system for every worker, every manager, or every company, but, properly carried out, it can work."

LIMITS TO THE USE OF CONSULTATIVE-PARTICIPATIVE MANAGEMENT. William M. Fox. California Management Review 20:17-22, Winter 1977.

"Lead-lag data suggest a divergence between 'what was found' and 'what should have been found' with regard to much past research about leadership. Few studies have allowed for the likelihood of delayed impact of positive changes in leader behavior upon subordinate behavior, or for the likelihood that negative changes will produce short-term positive impact preceding more durable negative ones. The probable effect has been an undue discounting of the merits of a consultative-participative approach. Even so, research findings to date suggest the following rule: Share all management functions to the fullest extent possible within the framework of valid constraints."

PARTICIPATION IS NOT A MOTIVATOR. Frederick Herzberg. Industry Week 198:39-40+, September 4, 1978.

"Participation in decision-making may build worker commitment. But commitment to what? Participation doesn't necessarily lead to greater productivity, and it can lead to greater dissatisfaction with the job... A worker is motivated by a sense of personal achievement and recognition for that achievement in the short term; and a challenging job, responsibility, growth, and advancement in the long term... The way to motivate a human being to do a good job is to give him a good job to do--an enriched job."

WHY ISN'T PARTICIPATIVE MANAGEMENT ALWAYS SUCCESSFUL? Phoebe and Phil Chartrand. Business Quarterly 40:22-8, Summer 1975.

"...Major change programs involving the principals of participative or negotiated management can work. They are

more likely to work if the organization has very serious problems and there is a Chief Executive who is going to be around for a while who is dedicated to remedying the situation. While it takes a lot of time to implement such programs one of the most important ingredients is to establish a realistic, appropriate program. This requires a thorough diagnosis before formulating the change program."

6. Organizational Development

CAN ORGANIZATIONAL DEVELOPMENT BE FINE TUNED TO BUREAUCRACIES?
Virginia E. Schein and Larry E. Greiner. Organizational Dynamics 5:48-61, Winter 1977.

"The fate of OD? Fine-tuning approaches to organization development are neither glamorous, sexy, nor revolutionary. However, if bureaucracies, by reason of economics, technology, and even human behavior, continue to be the dominant organizational structure, then serious attention should be given to making OD more relevant to these organizations. The future growth and impact of OD may hinge on the acceptance or rejection of this challenge."

FAILURES IN ORGANIZATION DEVELOPMENT AND CHANGE: CASES AND ESSAYS FOR LEARNING. Philip H. Mirvis and David N. Berg, eds.
New York: Wiley, 1977. 346 p. HD 31 .F18

The authors compiled a unique book that they hope, "Will encourage organization members, professors, administrators and students to both privately and publicly examine their failures in organization development and change efforts... The goal of examining failures is not an end in itself, but is rather, a means toward the future learnings and developments that follow...In the spirit of development and change the authors intend this edition to be an intervention in their field. It is their modest goal to change publication practices so that a more systematic analysis of failure can reach interested practitioners, theorists, and researchers." The authors believe, "That the book can influence the learning process ...both by broadening the experience and knowledge base from which we all learn and by underscoring the importance of recognizing, confronting, and examining our failures."

HIERARCHIES, CLANS, AND THEORY Z: A NEW PERSPECTIVE ON ORGANIZATION DEVELOPMENT. William G. Ouchi and Raymond L. Price. Organizational Dynamics 7:25-44, Autumn 1978.

"Organizations that combine high profits with widely diffused feelings of psychological success don't get that way as the result of an organizational development program."

Instead, the combination occurs in Type Z organizations - hierarchical clans - in which they found a minimum of hierarchical control and a true fusion of individual and organizational goals."

INTRODUCING INNOVATION THROUGH OD. Roger J. Howe and others.
Management Review 67:52-6, February 1978.

"Organizational development constitutes a method for approaching the broad problem of introducing innovation and has proved effective in many pragmatic applications. To prevent OD from being viewed as a passing fad or a program with only temporary quality, OD practitioners must discover new ways to market its benefits. If our aim is to improve the organization's internal resource capability to meet the inevitable change of the future, then we must find the proper mechanism to effectuate a transfer of OD technology from staff functions to line operations. An effective marketing strategy is one approach to achieve this end."

ORGANIZATION DEVELOPMENT: A REVIEW OF RESEARCH CONTENT AND RESEARCH DESIGN. Sam E. White and Terence R. Mitchell.
Academy of Management Review 1:57-73, April 1976.

"The field of organizational development is presently in a state of rapid growth and some disorganization. There is disagreement about what belongs under the OD label, how OD interventions should be conducted, and whether evaluation research is a desirable aspect of the OD process. In reviewing this complex body of knowledge some obvious conclusions can be reached. First, a classification system must be developed in order to communicate effectively what is being done and what sort of impact it is having on organizational variables. The present attempt at providing a facet analysis of OD variables is a first step in that direction. This system (or some better system) could provide benefits in organizing, analyzing and constructing hypotheses pertinent to the OD field. After hypotheses construction comes theory building and theory testing. To generate a comprehensive theory of OD, practitioners and researchers should increase the sophistication of the research designs, methodology, and statistics currently in use. The time for a more refined analysis has arrived if OD is to continue to develop and prosper."

ORGANIZATIONAL DEVELOPMENT: PROMISES, PERFORMANCES, POSSIBILITIES. David G. Bowers. Organizational Dynamics 4:50-62, Spring 1976.

"Promises--generally unfulfilled. Performances--spotty."

In his overview, David Bowers considers what went wrong and why, as well as what should be done to realize OD's potential."

PATTERNS OF OD IN PRACTICE. W.J. Heisler. Business Horizons 18:77-84, February 1975.

"Organizational development (OD) is the name generally applied to an emerging behavioral science discipline; this discipline seeks to improve organizational performance and effectiveness through planned, systematic, long-range efforts focused on the organization's culture and its human and social processes. While CEO's... are quite satisfied with their OD efforts to date and are optimistic about the potential of their programs, one major criticism emerged; an overwhelming proportion of the CEO's in the study feel that the effectiveness of their program is difficult to evaluate. Several also feel that the process is too time consuming. Some trends between satisfaction/ effectiveness and particular OD methodologies have also been suggested. However, the successful development of more effective OD programs awaits definitive, large-scale investigations which more clearly identify the objectives, situations, and conditions for which these diverse methodologies are best suited."

SOME UNINTENDED CONSEQUENCES OF "TOP DOWN" ORGANIZATIONAL DEVELOPMENT. Bernard J. White and V. Jean Ramsey. Human Resource Management 17:7-14, Summer 1978.

"It is the authors' belief that top management of the client organization had a significant (though perhaps unconscious) influence on the consulting team's identification of organizational problems. We believe this occurred because the standard prescription for 'top down' OD, commencing with in-depth discussions with top management, was followed ... What we are advocating is the need for consultants to verbalize and 'concretize' the models from which they are working and then examine them for areas in which there is potential for unrecognized influence from top management. What we are really asking is that every organizational problem have its own chance to stand up and be counted."

STRUCTURAL LIMITS ON ORGANIZATIONAL DEVELOPMENT. George H. Rice. Human Resource Management. 16:9-13, Winter 1977.

"Although organizational development and organizational theory focus on different aspects of the utilization of people in the workplace, they need not be in opposition. In fact, if they could collaborate more closely to a) more clearly define the types of attitudes, behavioral

skills, and personality profiles which are appropriate to the various types of organization present in the workplace; and b) develop methods and techniques for changing employees to fit the different organizations, and/or discover or develop methods of changing organizations to fit the needs of employees or tasks; they could enter into a truly complementary relationship."

7. Teambuilding

BUILDING AN EFFECTIVE MANAGEMENT TEAM. Glenn Varney. The Business Quarterly 41:38-45, Spring 1976.

"Teambuilding is increasingly needed in organizations for effectiveness and efficiency. This is particularly important as tasks become more complex and more technical, and as people express an increasing desire and need for collaboration and working together to solve mutual problems."

BUILDING TEAMS FOR INCREASED PRODUCTIVITY. Roger J. Howe. Personnel Journal 56:16-22, January 1977.

Presents a case study outlining, "An approach used by one company to increase productivity and the quality of life for employees." Points learned from this approach are; " 1) It is important to diagnose the organizational work unit from the standpoint of employee productivity, 2) The diagnosis should extend to the employees themselves, 3) Management must make a long-term commitment to building teamwork, 4) Criteria should be established for measuring teamwork results, 5) Interventions into the organizational work unit should not begin or end at any one level, and 6) Building a team must be accepted as a responsibility of management rather than just another technique to try for a few days every year or two."

DEVELOPING TEAMS AND ORGANIZATIONS: A PRACTICAL HANDBOOK FOR MANAGERS AND CONSULTANTS. Uri Merry and Melvin E. Allerhand. Reading, Massachusetts: Addison-Wesley, 1977. 422 p. HD 69 .C6 M46

Contents: "Guide in using the handbook; Team and organization assessment; Improving your managerial style; Increasing your effectiveness as a manager; Creative problem-solving, decision-making, and implementation; Team development; Resolving conflicts; Enriching work life; Team effectiveness; Management through objective-setting; Increasing effectiveness between teams; Feedback on interventions; Formats in using interventions."

ORGANIZATIONAL TEAM BUILDING. Earl J. Ends and Curtis W. Page.
Cambridge, Massachusetts: Winthrop Publishers, 1977. 206 p.
HD 38 .E465

Contents: "The Nature of Organizations. - The Manager's Role as Team Leader. - Key Concepts in Organizational Team Building. - Developing Team -Building Skills. - The Team - Building Process."

TEAM BUILDING: ISSUES AND ALTERNATIVES. William G. Dyer.
Reading, Massachusetts: Winthrop Publishers, 1977.
139 p. HD 38 .D89

"With the emergence of the idea that organizations are composed of interlocking work groups or teams came also the methods for building more effective work teams."
This book reviews these methods for the manager who is interested in knowing how to design and conduct a program of team development.

8. Other Systems and Techniques

MANAGEMENT SCIENCE IMPLEMENTATION: EXPERIENCES OF A PRACTICING O.R. MANAGER. Jatinder N.D. Gupta. Interfaces 8:84-90, May 1977.

"This paper is a commentary on the experiences of a practicing OR manager involved in the application of management science in a large public enterprise. These experiences show that implementation is not the aftermath of a scientific investigation; it is an integral part of the problem solving and system design process. Through the analysis of several practical difficulties encountered in the OR/MS application, an implementation strategy is suggested which proposes re-examination of the optimality concept and the interdisciplinary teamwork approach to OR/MS implementation."

MANAGEMENT SCIENCE IN BUSINESS. Stanley J. PoKempner. New York: Conference Board, 1977. 91 p. HD 70 .U5 P6

"This study examines the status of the practice of management science units in business. It describes management science unit projects, under what circumstances these units operate, and how they approach their problems...The study is based upon information gleaned mainly from a two-phase research study in which 492 industrial and service firms and 296 managers of units doing management science work took part. Part One of the report examines the origins and functions of management science in business...Part Two deals with the management scientist within the context of the corporate organization...Appendixes contain supplemental statistical tables, measures of the usage of management science tools,

and a glossary, as well as a comprehensive description of the survey and the case studies-MS units in five major companies."

THE ONGOING FEEDBACK SYSTEM: EXPERIMENTING WITH A NEW MANAGEMENT TOOL. David Nadler and others. Organizational Dynamics 4:63-80, Spring 1976.

"This experiment represents a first step in the development of ongoing feedback systems as useful management tools. Additional research and testing of systems is needed. The results of this first experiment, however, are encouraging and indicate that if used effectively, such systems have the potential of improving organizational performance while also having a positive effect on employee attitudes. A consistent theme in the experiment has been that feedback systems are managerial tools, and are thus constrained in their value by the knowledge, skill, and motivation of those who use them. Wherever that knowledge, skill, and motivation exist or have been developed, the system appears to produce durable and positive changes, in a number of different work units, at a reasonable cost, and without the constant intervention of consultants...Thus the ongoing feedback appears to meet the basic criteria for an effective and useful managerial tool and holds promise as a means for building more effective organizations."

G. MANAGEMENT CONCEPTS AND PRACTICES IN FOREIGN COUNTRIES

ATTITUDES TOWARD FOREIGN FIRMS AMONG BUSINESS STUDENTS, MANAGERS AND HEADS OF FIRMS. John Fayerweather. Management International Review 15:19-28, 6-1975.

"This article reports the results of attitude studies in Japan, Korea, the Philippines, France, Britain and Canada. Three aspects of attitudes toward foreign firms are analyzed. Rankings of criteria for appraising performance of foreign firms show that effects on control of national affairs and economic impact are consistently rated most important with benefits for workers and managers secondary and other points including cultural impact of lesser concern. As to quality of effects, the overall impact of foreign firms is generally seen favorably. The control and economic effects evoked strong to moderately adverse judgements as compared generally favorable assessments of cultural impact. Correlation analysis produced a quite mixed pattern with control, economic and cultural effects all showing a fairly strong relation to overall appraisals."

THE BEST OF TIMES AND THE WORST OF TIMES: JAPANESE MANAGEMENT IN AMERICA. Yoshi Tsurumi. Columbia Journal of World Business 13:56-61, Summer 1978.

"While there are more Japanese subsidiaries which have successfully adapted their management systems to the American environment, most are struggling to cope with debilitating hostility between Japanese and American managers. This article discusses seven major courses of conflict, as well as some perscriptions for adaption and improvement."

THE CODETERMINATION MODELS OF WORKER'S PARTICIPATION: WHERE IS IT LEADING? G. David Garson. Sloan Management Review 18:63-78, Spring 1977.

"Workers' participation is a topic arousing increasing interest among managers both in the U.S. and abroad. This article discusses the development of codetermination, the West German model of workers' participation. The author examines the major European alternatives to codetermination - the voluntaristic Scandinavian system and the leftist-dominated systems of France and Italy - and points to their evolution towards the German example. However, unification of European labor relations along the lines of codetermination is far from assured. While acknowledging 'the fundamental vitality of the codetermination model' the author sets out several factors which may slow the widespread acceptance of codetermination in Europe."

COMMUNICATION AND DECISION MAKING ACROSS CULTURES: JAPANESE AND AMERICAN COMPARISONS. Richard Tanner Pascale. Administrative Science Quarterly 23:91-109, March 1978.

"Based on measures across a variety of dimensions, this paper reports on the communications and decision-making practices of Japanese firms operating in Japan and the United States compared to American firms operating in the United States. The findings document substantial similarity among these firms. Contrasting Japanese firms in Japan with American firms in the U.S., the findings dispute some of the traditional characterizations of the two management systems. Many similarities were found in the form and volume of communications across the two cultures. Further, contrary to stereotypes, managers of Japanese firms were not found to utilize a consultative decision-making process more extensively than American managers do. From a methodological standpoint, the findings suggest the desirability of first examining cross-cultural phenomena from the vantage point of universalistic organizational theory, and, subsequently, examining the mediating effects of particularistic factors such as culture."

COMPARING CORPORATE SOCIAL PERFORMANCE: GERMANY, FRANCE, CANADA, AND THE U.S. Lee E. Preston and others. California Management Review 20:40-9, Summer 1978.

"Both the U.S. and foreign studies reveal significant differences in corporate social policy and performance associated with firm size and sphere of economic activity. Although the Canadian data clearly reveal-and all of the other studies strongly suggest-a general tendency for larger firms to place greater emphasis on social policy and performance, the differences associated with size are by no means all in one direction. In at least two significant areas the relative importance of women in management, and the magnitude of corporate philanthropy relative to firm size-the statistical data available indicate that smaller (though still relatively large themselves) firms tend to outperform the giants. Furthermore, although a few sharp intercountry differences are shown by this comparison of survey results, a close analysis reveals wide variations in individual company policies and practices, both within and among countries, and thus suggests that the scope for independent experimentation and social policy initiative by individual firms continues to be very wide throughout the industrialized world."

JAPANESE MANAGEMENT - A CRITICAL REVIEW. Tai K. Oh. Academy of Management Review 1:14-25, January 1976.

"Much has been said about the effectiveness and efficiency of Japanese management practices. On-the-job training, security, and employee loyalty and motivation have been particularly admired. Behaviorally speaking, the question of whether these practices would be compatible with American behavior patterns and value orientations should not be overlooked. Clearly the question of adapting Nenko principles to U.S. management operations is much larger and involves the possibility that a Nenko-type management system might require the stability of permanent employment, which seems to require for its existence a kind of supporting labor market and wage structure which does not exist in the United States. Japanese managerial effectiveness cannot be understood and probably cannot be duplicated outside of the Japanese industrial relations system. In terms of the cost-benefit tradeoff involved, it seems unlikely that U.S. employees would welcome the Japanese system."

JAPANESE MANAGERS TELL HOW THEIR SYSTEM WORKS. Fortune 96:126-32+ November 1977.

"Eleven Japanese executives engage in round-table discussions. One peculiar aspect of the Japanese system deserves special treatment - Japanese decision-making, with its bottom-up (really middle up) initiatives, as opposed to the top-down initiatives of American organizations. Executives in both round-table groups stressed the fundamental importance of Japan's decision-making system, and both groups spent quite a bit of time discussing it. Executives in both groups agreed with what many foreign observers have noted-that lifetime employment is a fundamental feature of the Japanese business system. Accordingly, it was surprising to hear several participants

speak of lifetime employment as a serious burden for Japanese companies - and express doubts whether it can survive for long without undergoing major changes. What are the special strengths that have enabled Japan...to grow significantly faster than other major industrial nations? A noteworthy point about the answers ... is the emphasis on lack of natural resources as a strength rather than a weakness."

MANAGEMENT CONTROL IN FRANCE, GREAT BRITAIN AND GERMANY. Jacques H. Horovitz. Columbia Journal of World Business 13:16-22, Summer 1978.

"Besides country specific directions for improvement, this research study provides some implications for multinational corporations. The results tend to show that standard universal management principles should be applied differently in each country depending on the key characteristics of the planning structure and general management style which predominate in that particular country. By 'applied differently' we mean that before standardizing the foreign affiliate's management design to meet headquarters' wishes in the control area, careful assessment should be made of the way local variables impact on the structure of planning and control. Examples of the local factors that should be assessed include: The impact of current educational backgrounds on control emphasis...; The impact of beliefs and attitudes toward authority and centralism; The levels of sophistication in planning achieved. At least by being aware of such variations, mistakes may be avoided in pushing to many control mechanisms."

A PROPOSITION ON EFFICIENT DECISION-MAKING IN THE JAPANESE CORPORATION. Ichiro Hattori. Columbia Journal of World Business 13:7-15, Summer 1978.

"Perhaps from a Western perspective the most distinctive features of the decision-making process described in this article are (1) the importance attached to the corporate community, (2) the care in obtaining widespread integration for each decision, and (3) the scope of participation and commitment inherent in the entire process. More broadly, the three parameters, top management's leadership, the trust by the corporate community, and the balance between the two forces determine the capability of corporate organization for making good decisions. Efficient and effective decisions cannot be expected without top management's leadership. However, since leadership means power to influence other people, it must be exercised with much care and should not be regarded as an ability to get immediate results."

QUALITY OF WORK - AN INTERNATIONAL PHENOMENON. Ted Mills. Training and Development Journal 31:3-9, July 1977.

The author includes a minilexicon of terms used in industrial democracy in Europe and gives definitions relating to American

experiences... He explains the 'multitier model' which postulates the quality of work life.

WORKER PARTICIPATION: CONTRASTS IN THREE COUNTRIES. Nancy Foy and Herman Gadon. Harvard Business Review 54:71-83, May-June 1976.

"...As business becomes more international, it is increasingly important for managers to understand how things are done in other countries and not try to export their own work cultures. Though Sweden, Great Britain, and the United States differ significantly in their views and degree of implementation of participation, they have in common a growing demand from workers for more involvement in decisions and satisfaction from their work. If managers understand these conditions, they should be able to respond more effectively."

ZEN AND THE ART OF MANAGEMENT. Richard Tanner Pascale. Harvard Business Review 56:153-162, March-April 1978.

"The important discovery of this research was not, as expected, that Japanese do some things differently and better. While this is true to a limited extent, the more significant finding is that successful managers, regardless of nationality, share certain common characteristics that are related to ~~subtleties~~ of the communication process. I have come to believe that the perspective imbedded in Eastern philosophy, culture, and values helps make the implicit dimension more visible. Whereas Japanese managers find certain insight within easy reach of their Eastern way of thinking, American managers, while often as skillful, must swim upstream culturally, so to speak. From the Eastern vantage point, process is where managers live. This vantage point dwells on the chemistry of human relationships, as well as on the mechanics of human accomplishment, and it provides a way of thinking that assigns a particular value to human needs as well as to systems and economic requirements. Appreciation of the underpinnings of this outlook is fundamental to the thrust of this article. For if they are bound by our traditional set of Western assumptions, many of the ideas here become empty techniques. This suggests a cautionary note for the Western manager: in addition to approaching things purposively, defining problems crisply, and identifying his objectives explicitly (which are desirable but not necessarily sufficient traits to manage all problems skillfully), he may also wish to bear in mind that our Western world view diminishes our sensitivity and skill in managing certain kinds of problems. Such insight may enable us to avoid using sledge-hammers when feathers will do."

II. MANAGEMENT IN A CHANGING SOCIETY

A. GENERAL ASPECTS

ADJUSTING TO A DIFFERENT BUSINESS/SOCIAL CLIMATE. W. Howard Chase.
Administrative Management 40:29-30+, January 1979.

"Two major predictions about managing the new social climate of the 80's seem justified: (1) Senior managers will devote more time, talent, and budget to the public policy and decision-making process. They will find a way, or ways, to satisfy social goals, and at the same time make enough profit to survive. They literally have no other choice. (2) The role of executive or senior vice president in charge of public policy will be as important as that of executive vice president of marketing, finance or productions. The goal of this new executive breed will be to achieve effective corporate participation in the public policy arena. The means to the end will be the scientific process of issue management, starting with issue identification, proceeding with issue analysis, issue priority setting, and finally with issue-action programming. The managers of the 80's ,,, will expect and demand the same scientific process-management from their 'issue managers' that they now expect from their profit-center officers."

BUSINESS MANAGEMENT AND THE WINDS OF CHANGE. Ian H. Wilson.
Journal of Contemporary Business 7:45-54, Winter 1978.

"The character of management has been transformed from administering continuity to managing uncertainty."

THE CHALLENGE OF MANAGING UNDER SOCIAL UNCERTAINTY. James E. Post.
Business Horizons, 20:51-60, August 1977.

"The manner in which organizations of all types, and large business corporations in particular, respond to commercial and social complexity is fundamental to their institutional legitimacy and their survival." This article, "Looks at the problems and challenges change presents for the managerial imagination, and considers some basic managerial approaches to coping with social uncertainty. The failure to think imaginatively about the task of managing under social uncertainty is not only a failure to think greatly of one's profession, as Alfred North Whitehead urged, but also a failure to respond to the most challenging facet of modern management."

THE COMING REDISCOVERY OF SCIENTIFIC MANAGEMENT. Peter F. Drucker.
Conference Board Record, 13:23-7, June 1976.

"Knowledge work already has the high wages which were Taylor's aim. Now it has to achieve the productivity which alone can

justify the high wages. And this requires changes in 'mental attitudes' and Taylor's 'complete mental revolution' on the part of both the knowledge worker and his management. The need today is neither to bury Taylor nor to praise him. The need is to do for knowledge work and the knowledge worker what Taylor beginning almost a century ago, did for manual work and the manual worker."

THE DESIGN OF WORK IN THE 1980s. J. Richard Hackman. Organizational Dynamics 7:3-17, Summer 1978.

"Does the future belong to a Route One approach to managing human resources--fitting jobs to people-- or to a Route Two approach--fitting people to jobs? Hackman envisions more hierarchical control and less involvement by the rank-and-file-- Route Two--as tomorrow's road, and gives his reasons."

FROM THE MANAGEMENT OF PRODUCTION TO THE MANAGEMENT OF SOCIETY. Daniel A. Wren. Conference Board Record 13:40-42, June 1976.

"While industrial engineers were the hope for Gantt, today many similarly look to 'systems designers' and computer experts to solve pressing social and economic problems. They are, as Robert Boguslaw has called them, our 'new utopians'. In seeking the mastery of man over nature, now through cybernation, the new utopians still pose their earlier threat ... because their system can also achieve a similar mastery of control of man by man. Thus the dangers of leadership of society by a technically trained elite remains with us today. The question is whether these technical skills are used to solve problems...or whether they are used to centralize national decision-making."

HOW TO BE A SUBJECTIVE MANAGER. F.D. Barrett. The Business Quarterly 41:82-89, Autumn 1976.

"Innovation looms today as the major, if not imperative, strategy for corporate survival and viability. We can therefore expect an increasing number of large companies to resort to deliberate and planned programs of employee creativity and enterprise. These programs will be directed on the one hand at the transformation and upgrading of existing operations. On the other hand, their aim will be to launch new business entities, products and services aimed at the new and totally different opportunities and challenges cast up by raging tides of change. In the new markets and in the whole new socio-economic surround which business is about to inhabit, innovation is the game that's got to be played."

HOW TO SURVIVE IN THE AGE OF "TELECOMMUTING". Norman Macrae. Management Review 67:14-9, November 1978.

The author suggests that we are at the beginning of the third century of industrial advance -- telecommunications allied to knowledge processing. "This age of telecommuting will have major consequences for the three main institutions of rich

countries: their governments, their business corporations, and... their mechanism for living together... For the rest of this century, successive bouts of decentralization in most big companies will last longer than subsequent bouts of recentralization; thus the general drive will be toward profit centers that become smaller and smaller but also more entrepreneurial." The communications revolution will allow people a, "Tabulation and widening of 'personal choices' and 'lifestyle choices'."

MANAGING COMPLEXITY: WORK, TECHNOLOGY, RESOURCES, AND HUMAN RELATIONS. James C. Stephens. Rev. ed. Mt Airy, Maryland: Lomond Books, 1977. 331 p. HD 31 .S83

"Insight is provided into many questions posed in large, dynamic organizations shaped by technological and social forces. Among the questions examined are: What are these forces and how do they shape the manager's working conditions and environment? How must he communicate with the organization and its members to build an effective work team to meet tomorrow's objectives today? What kind of relationship does he need to create willing and spontaneous cooperation? How should planned change be introduced in the management of complex systems and unified organization?"

THE NEW EQUALITY: BUREAUCRACY'S TROJAN HORSE. Dow Votaw. California Management Review 20:5-17, Summer 1978.

"The 'new equality' departs from the traditional American view of egalitarianism. The emphasis has shifted from equality of opportunity to equality of result, and this change promises to have important impacts for business organizations and the society at large. The implications of this new egalitarianism for the economy and the private sector are most immediate, and encompass a growing pressure for redistribution of income and wealth, economic status and power. The bureaucratic manifestations of this new equality include increased power and regulation over the private sector and the populace, quite possible at the expense of liberty as well as efficiency."

THE NEW INDUSTRIAL STATE. John Kenneth Galbraith. 3d ed. rev. Boston: Houghton Mifflin, 1978. 438 p. HB 171.G141 1978

"John Kenneth Galbraith's classic in the literature of economics, a best seller in a dozen languages, has now undergone major revisions to bring the facts and figures up to date and recast some of the arguments in view of the events that have taken place over the ten years since its initial publication. Time has proven a reliable ally for Galbraith, and many of his most salient and controversial

propositions of 1967-- particularly those dealing with the combined power of corporations and unions over the market place-- have not only turned out to be correct but have even been accepted into conventional wisdom. The Third Edition of The New Industrial State will affirm the book's central importance in economics as well as in the larger issues of politics and sociology." The book discusses the corporation and the planning system.

THE PRODUCTIVITY SLOWDOWN AND THE OUTLOOK TO 1985. Ronald E. Kutscher and others. Monthly Labor Review 100:3-8, May 1977.

Projects lower productivity growth in the next decade than that experienced for the period from 1947-1973 and explains the factors responsible.

WHY WE NEED A SECOND INDUSTRIAL REVOLUTION - LED BY MANAGEMENT. James F. Bere. Management Review 67:18-22, July 1978.

"The real untapped asset at most corporations is the energy of the human spirit. The tide of social events had handed today's managers the challenge of creating a new industrial society: one where workers feel secure and involved in work structured to nourish their initiative, their creativity, and their sense of purpose."

B. MANAGING ORGANIZATIONAL CHANGE

AN EMPIRICAL APPROACH TO CHANGE. Howard L. Smith. Supervisory Management 24:2-8, January 1979.

"Experimental management is essentially a new philosophy of management. But with the increasing complexity of public and private organizations and the higher costs of decision making, improved methods of managing change are needed. The burden for broadening their skills in change management rests with managers. They should progress beyond the traditional patterns of managing change by exception. A future predicated on better management is dependent on the adoption of sophisticated techniques in administration. This goal can be achieved through experimental management--the basis for organizational change and improvement."

MANAGING ORGANIZATIONAL CHANGE. Mary Coeli Meyer. Personnel Journal 55:570-2+, November 1976.

Organizational change, "Is subject to the perceptions and ingenuity of many individuals with varying skills and 'know-how'. Managing organizational change becomes more important as technology, missions and individuals become more specialized and sophisticated."

MATCHING THE INDIVIDUAL AND THE ORGANIZATION. Robert A. Luke, Jr.
Harvard Business Review 53:17-8+, May-June 1975.

"Brief survey of the history and literature of organizational integration, the author touches on the major thinkers in the field during the past 200 years, from Rousseau to McGregor. He discusses the evolution of the scientific method from the early empirical behaviorists like Roethlisberger to the applied behavioral scientists of today, who have taken social science into the organization itself. The author concludes with a suggestion that managers assume the scientists' role, and he presents three approaches organizational behaviorists now use in companies that managers themselves might employ to effect change."

ORGANIZATIONAL TRANSITIONS: MANAGING COMPLEX CHANGE. Richard Beckhard and Ruben T. Harris. Reading, Massachusetts: Addison-Wesley, 1977. 110 p. HD 58 .8 .B4

Addresses the executive manager concerning, "The issues involved in diagnosing the organization, managing the transition, and managing the changed state."

PROBLEM OF HUMAN RESOURCE MANAGEMENT IN RAPIDLY GROWING COMPANIES. John Kotter and Vijay Sathe. California Management Review 21:29-36, Winter 1978.

"High-growth companies are of special interest to managers, investors, and the public at large. The authors of this article draw on their experience with several such firms to identify a set of common human resource problems that these companies seem to share. How these problems are addressed has a significant bearing on the continued ability of the company to maintain its record of success, these authors maintain. Several solutions used by successful rapid-growth companies are presented."

RESISTANCE TO CHANGE RECONSIDERED: IMPLICATIONS FOR MANAGERS. Gary Powell and Barry Z. Posner. Human Resource Management 17:29-34, Spring 1978.

"Organizational change can be considered from two points of view, that of the person behind the change, i.e., the change agent, and that of the person 'in front of' or affected by the change. Most of the literature has been written from the former point of view, placing emphasis on the methods for implementing changes in organizations. The purposes of this paper are to examine the origins and past usage of the resistance to change concept, to evaluate the merits of its continued usage, and to discuss the managerial implications. If employees do not jump at

opportunities for change it may not be because they automatically resist, or have some personality flaw, but for legitimate reasons. Organizational change is usually planned with the organization's benefit in mind and the individual's interest secondary, if at all. Employees' evaluation of the impact a proposed change will have on them usually results from (1) the amount of information they have about the change, (2) the extent to which they can and do participate in the change project decisions. (3) how much they trust the initiators of change, and (4) their past experience with change. While change may bring profits, there is a price paid for each change, often in valuable human resources. Management should take care to assure that any proposed changes are reasonable and necessary."

STRATEGIC CHANGE: "LOGICAL INCREMENTALISM". James Brian Quinn.
Sloan Management Review 20:7-19, Fall 1978.

"'Logical incrementalism' is not 'muddling', as most people use the word. It is conscious, purposeful, proactive, good management. Properly managed, it allows the executive to bind together the contributions of rational systematic analysis, political and power theories, and organizational behavior concepts. It helps the executive achieve cohesion and identity with new directions. It allows him to deal with power relationships and individual behavioral needs, and permits him to use the best possible information and analytical inputs in choosing his major courses of action. This article discusses the rationale behind 'logical incrementalism' in strategy formulation. A succeeding article is planned which will treat the management of this process in detail."

TRANSITION MANAGEMENT IN A CHANGING ENVIRONMENT. Harold Mack.
Personnel Journal 57:492-5, September 1978.

"When planned and managed properly, change can benefit both employees and company."

C. THE EXECUTIVE IN A CHANGING SOCIETY

1. Adaption to New Environments (Expatriate Executives)

MANAGERIAL STAFFING IN THE MIDDLE EAST. J. Winston Porter and William D. Fletcher. Management Review 67:25-8, October 1978.

"Some guidelines on how to recruit and then prepare expatriate managers and their families for service in Saudi Arabia and other countries in the oil-rich Persian Gulf region." Selection of staff is vital to efficient operation because of problems of foreign environment and minimal technical and staff support.

PREPARATION FOR THE OVERSEAS ASSIGNMENT. Jeffrey L. Blue and
Ulric Haynes. Business Horizons 20:61-7, June 1977.

"In selecting, placing and preparing managers for overseas assignment, the processes we have described should be considered a 'package approach'. No single element alone can fulfill the all important job of business acculturation. The importance of launching this process is apparent when we recognize that our major British, French, German and Italian multinational competitors have the jump on us as a result of several generations of colonial experience, not to mention an even longer period of political, cultural and commercial contact with each other. Thus far, most American multinational corporations are not realizing their full potential overseas because our overseas managers do not rank among those best equipped to advance the cause of our business interests in foreign lands."

PRESENT SHOCK, AND HOW TO AVOID IT ABROAD. Linda Edwards.
Across the Board 15:36-9+, February 1978.

"Many employees and their families sent overseas by the multinationals can't stand the strain of alien ways and are brought back at great expense to the companies. Cross-cultural training may be an answer."

2. The Executive and New Technologies

BUSINESS, GOVERNMENT AND THE MULTINATIONAL COMPUTER. Burt
Nanus. Columbia Journal of World Business 13:19-26, Spring
1978.

"The global management information system will be an integral and increasingly vital part of multinational business operations in the next decade. It will provide enormous new opportunities for the manager in terms of decision-making, organization and entrepreneurship. However, there is a very real danger that managers will pay insufficient attention to the differences between multinational computer systems and wholly domestic systems." The author identifies some of these differences... placing particular emphasis on government concerns about transnational data flows and the increased vulnerability of such systems. What is greatly needed, however, is an information exchange on this subject among managers to augment the early beginnings of such an exchange among system designers. Case studies, management surveys, research in business schools and executive workshops are required at this time in order to develop a fund of experience on which managers can draw. It may well be that a historian in the year 2000 will discover, in retrospect, that the multinational computer was the pivotal development in determining the ultimate direction of progress for international business."

COMPUTER HANDBOOK FOR SENIOR MANAGEMENT. Computer Research Group. New York: Macmillan, 1978. 212 p. HF 5548.2.C72

"Includes the technical knowledge needed by a qualified executive to direct the information processing function. This substantive material is particularly useful in situations where a lack of generalized electronic data processing knowledge can be detrimental to the exercise of authority. It is essential for executives in charge of functional areas where computers are being introduced, as well as executives confronted with needs for expansion or upgrading of rudimentary computer operations into sophisticated networks." Material has been **arranged** under the headings of planning, organizing, directing, and evaluating, with numerous tables and charts.

HOW TO SPOT A TECHNOLOGICAL WINNER. George R. White and Margaret B.W. Graham. Harvard Business Review 56:146-52, March-April 1978.

"This article proposes a broadly applicable framework by which general managers can assess the strategic merit of a potentially radical technical innovation. It addresses the two key determinates of success for any such innovation: the power of the core technology and its implications for business practice. If both these assessments turn out to be positive for a given innovation, then general managers are justified in delegating its management to experts and relying on the periodic implementation review. If the appraisal in either area appears doubtful, however, general managers need to deal with the strategic weakness before they make a commitment to implement or dismiss the innovation. These brief looks at two technological innovations that are both under serious consideration are meant not as shortcuts to more in-depth study but to show the kind of general perspective we believe general managers should adopt toward any technology that promises to impinge on their own business. General managers are not expected to use the precise analytical tools of technical analysis; but they must remember that technical analysis are by their nature not definitive. In their positions high in the corporate crow's nest, it is general managers who have the prime responsibility of strategic assessment in circumstances where revolutionary technological innovation threatens to upend the structure of entire industries."

HUMAN PERFORMANCE CONSIDERATIONS IN COMPLEX SYSTEMS. H.O. Holt and F.L. Stevenson. Journal of Systems Management 29:14-20, October 1978.

"...In our experience with computer-based systems, we observe an increasing emphasis upon personnel subsystem development.

This is largely because today's complicated systems, particularly those involving computers, put increasing demands upon people in the system for fast and nearly error-free performance. Careful design attention must be given to the human element if such performance is to be attained."

A MANAGER'S GUIDE TO PROFITABLE COMPUTERS. Norman Sanders.
New York: AMACOM, 1978. 216 p. HF 5548 .2 .S2316

This book, "Is the answer to the basic problem facing all managers and business people: coping with the computer... The book is divided into three sections. The first ... tells why top management should get involved in the computing effort... The second section ... deals with the problems of getting computer systems working.... The last section... covers those aspects of the computer that lie at the heart of management's function: organization, planning, and legal questions."

THE PERFORMANCE OF INNOVATION: MANAGERIAL ROLES. Alan L. Frohman.
California Management Review 20:5-12, Spring 1978.

"A primary goal of most R&D organizations is innovation. The principles of innovation are the essential building blocks for the organization's design and management, and differ from the often quoted principles of management in key ways. Applying the principles of innovation can help R&D units and corporate managers to better organize and staff their R&D units by identifying the roles to be performed and the skills each role requires for effective performance."

TECHNOLOGY TO MAKE WORK MORE HUMAN. Fe Josefina Dy. International Labour Review 117:543-55, September-October 1978.

"Technology is neither unalterable nor deterministic, and by choosing among economically viable technological alternatives it is possible to design production systems that will provide better working conditions. Having analysed the factors that affect the 'fit' between workers and jobs, the author goes on to discuss the critical levels of decision-making at which both technology and working conditions tend to be determined, problems involved in the transfer of technology, the special case of the agricultural and informal sectors, and some policy issues. Technology is not predetermined by its own inherent logic, she argues, but depends substantially on the psychological assumptions of its designers."

TOP MANAGEMENT'S COMPUTER ROLE. T.C. Willoughby and Richard A. Pye.
Journal of Systems Management 28:10-3, September 1977.

"The survey answered some of the questions about top management and attitudes towards computers and data processing. It brought out some interesting questions

to pose to management and computer executives in the future. The survey did help to strengthen some of the statements made about possible outcomes when management becomes involved. When executives became involved through evaluation of the system, establishing objectives, and/or meeting with the heads of data processing, their perception of the operation of the system was better."

3. Executives and Changing Employee Values

a. General Aspects

CHANGING EMPLOYEE VALUES: DEEPENING DISCONTENT? M.R. Cooper and others. Harvard Business Review 57:117-125, January-February 1979.

"In this article we present a new synthesis of employee attitude data gathered over a 25-year period that show that employee values are changing and that dissatisfaction is increasing and manifesting itself in ways that have major implications for management. The changes reported here are ubiquitous, pervasive, and nontransient; any reversal is unlikely in the foreseeable future. The goal for management is to be aware of and prepared for new and surfacing employee needs, before it is forced to take reactive, ignorant, and resistive postures. In many cases, employers make serious efforts to respond to contemporary employee values, but, predictably, much of their initial response has been characterized by redoubling efforts to use traditional solutions such as pay raises and human relations training for supervisors. As these solutions have failed to effect the desired outcomes, some corporations have explored new alternatives. Of course, the problems described in this article will neither disappear nor be cured overnight; many are deeply rooted in society's recent revolutions. Although such findings may seem to paint a bleak picture of the outlook for effective employee relations, this is not necessarily the case. What is undeniably required, however, is that corporations recognize the new realities within which they must function. The crucial issues then become the degree to which management can successfully identify, anticipate, and address these changing values as they surface, or before they surface, in their own organization. But, make no mistake about it, changing employee values are no myth. They will be the realities that companies must face in the 1980s."

THE FUTURE OF THE WORLD OF WORK. Ian H. Wilson. Advanced Management Journal 43:4-13, Autumn 1978.

"In the decades ahead, the total labor-force growth rate will halve, and the number of teenagers and youngsters in their twenties entering the labor force will decline. At the same time, there will be a significant rise in the number of better educated, prime working-age employees who have a stronger self-image than workers of the past, want more meaningful work and participation, and will not tolerate authoritarianism and organizational rigidities. The implications of all these changes to management are profound and immediate: Managers must plan for the labor scarcity of the future, including the shortage of entry-level workers. And simultaneously they must tune in to the values and aspirations of prime working-age employees and reflect these in organizational changes. Failure to do so can lead to a politicization of the world of work and a loss in productivity from alienating what will be the best-educated workforce in history."

HUMAN RESOURCE PLANNING: A TOOL FOR PEOPLE DEVELOPMENT. Douglas M. Reid. Personnel 54:15-25, March-April 1977.

"In today's world of slower corporate growth and increased pressure to affirmatively seek out opportunities in management for women and minority groups, a human resource planning system can be an indispensable aid."

HUMAN RESOURCES-WHY THE NEW CONCERN? Ted Mills. Harvard Business Review 53:120-34, March-April 1975.

"The more troubled and in flux contemporary U.S. society may be outside the workplace, the more business management needs a way to cope with a changing and demanding work force inside. And curiously, as new capital and new technology become more difficult to find in deepening recession, low-cost, low-risk HRD, with its high potential return on small investment, becomes more valuable. So HRD neither is, nor should be considered, a remedial activity, but... an independently worth-while one. There is a danger that managers and their organizations, after having attempted a cosmetic application of HRD, will grow discouraged and dismiss the whole field as a fad. There are as yet too few managers with enough HRD experience to perceive and understand the long, slow, careful, arduous planning, designing, and learning process 'true' HRD effort demands. And there are as yet too few experts to assist and direct management in this HRD activity. Wise managers will see that the wait is worth it. When HRD works properly, unions and working people themselves benefit equally with management. In the process of substantially bettering the quality of work life, a 'win-win' kind of structure emerges in which, to quote a UAW shop steward, 'the better it gets, the better it gets'."

INCREASING EMPLOYEE PRODUCTIVITY. Robert E. Sibson. New York: AMACOM, 1976. 210 p. HF 5549 .S5

"The traditional methods for increasing productivity in this country are becoming less and less usable. Therefore, new methods for increasing employee productivity must be devised and implemented. One such method is the more effective management of human resources. Increasing employee productivity through better management of human resources must be applied at the enterprise level. It is therefore a management problem, and managers of individual businesses must find ways to increase productivity through better and more effective personnel relations' policies, practices, and procedures."

WHAT'S WRONG WITH THE HUMAN RESOURCES APPROACH TO MANAGEMENT? Walter R. Nord and Douglas E. Durand. Organizational Dynamics 6:13-25, Winter 1978.

This article reviews five major assumptions of human resource approaches to management. Each assumption is described and then critically examined with respect to applications in modern organizations. This article describes many factors in contemporary organizations and the current socioeconomic situation that are clearly incompatible with human resources approaches. It concludes that the approach is not presently useful for planned organizational change.

THE WORK ETHIC RECONSIDERED. Rogene A. Buchholz. Industrial and Labor Relations Review 31:450-9, July 1978.

"...Although the sample employed in this study is ... small and imperfect, it is nevertheless significant that all occupational categories studied showed the same general pattern of beliefs, including low commitment to traditional work ethic beliefs...One possible explanation of these findings is that the work ethic has not declined so much as it has changed in content. If the content has changed significantly, however, it would seem appropriate to call the new system of beliefs something other than the work ethic. The results of this study suggest that a more appropriate name for the dominate belief system today would be the humanistic ethic--beliefs that stress the importance of finding personal fulfillment and satisfaction in one's job, of having a chance to learn new things on the job and grow in the knowledge of oneself. Hard work is valued not for its own sake, but for what it contributes to personal development. Leisure is accepted somewhat positively, but not as a substitute for the fulfillment that work can provide. In short, the idea has taken root in the entire population studies that work should and can be a personally rewarding experience."

b. Behavior Management Approach

BEHAVIOR MANAGEMENT; THE NEW SCIENCE OF MANAGING PEOPLE AT WORK. Lawrence M. Miller. New York: Wiley, 1978. 404 p. HF 5549 .M63

"Miller discusses essentially every important concept in employee management from Transactional Analysis and behavior modification to job enrichment and expectancy theory. Augmenting his argument for an empirical, data based approach to improve performance with case studies, Miller establishes Behavior Management as an important new tool for managers at every level."

BEHAVIOR MODIFICATION: A TOOL FOR GETTING THINGS DONE. H. Kenneth Bobele and Peter Buchanan. The Business Quarterly 40:37-41, Winter 1975.

"Behavior Modification is one of the newer and more interesting interventions available to the manager concerned with getting things done. Although not a panacea, its proven effectiveness in a diversity of organizational situations makes it a potentially powerful management tool. The techniques of Behavior Modification do not involve psychoanalyzing the worker. The concepts are easy to grasp and there is evidence that Behavior Modification can promote a healthier working environment. By identifying and reinforcing desirable behavior, substantial benefits accrue to the organization, the manager and the employee."

BEHAVIOR MODIFICATION AS A MANAGERIAL TECHNIQUE: Robert I. Lazer. Conference Board Record 12:22-5, January 1975.

B.F. Skinner's methods in modifying animal behavior have been applied to behavior modification in business settings. "Unlike traditional theories of motivation, behavior modification concentrates on overt behavior, not on underlying causes." The overriding principle is that behavior is controlled by its environmental consequences. Methods of modifying behavior, including positive reinforcement, punishment and negative reinforcement, are discussed. Along with the behavior modification approach, analysis of the performance system is necessary to answer the manager's question as to why he is unhappy with an employee's performance behavior and what can be done about it.

BEHAVIOR MODIFICATION ON THE BOTTOM LINE. W. Clay Hamner and Ellen P. Hamner. Organizational Dynamics 4:3-21, Spring 1976.

"This article has attempted to explain how reinforcement theory can be applied in organizational settings...The

arrangement of the contingencies of reinforcement is crucial in influencing behavior. Different ways of arranging these contingencies were explained, followed by a recommendation that the use of positive reinforcement combined with oral explanations of incorrect behaviors, when applied correctly, is an underestimated and powerful tool of management. The correct application includes three conditions: First, reinforcers must be selected that are sufficiently powerful and durable to establish and strengthen behavior; second, the manager must design the contingencies in such a way that the reinforcing events are made contingent on the desired level of performance; third, the program must be designed in such a way that it is possible to establish a reliable training procedure for inducing the desired response patterns."

THE DILEMMA CREATED BY PRAISE. Frank P. Bordonaro. Business Horizons 19:76-81, October 1976.

In some situations persons do not react well to praise. "Some of these situations have to do with the competence and credibility of the praiser-people generally do not accept feedback from noncredible sources, and they tend to respond negatively to insincere flatters... The steadily increasing praise is more appealing, since this pattern continually presents a message which is in excess of the expectations created by the previous message. Feedback which exceeds expectations serves the person's positivity needs. Moreover, as long as the positive feedback rises in moderate increments, the receiver will probably not experience a serious lack of congruency. Most of us are aware, from our own experience or those of people we have known, that a major accomplishment, a dramatic success, a significant promotion, is sometimes followed by a sense of unease. It is hoped that, by broadening our view of the congruency motive and its interrelationship with the need for praise, we gain some understanding of the complex and private processes which are the source of these mysteries. In any event, perhaps the idea that the role of feedback centers on a basic dilemma gives one an intuitive feel of truth. Whether or not these ideas find a niche in an applied environment will depend, as always, upon the willingness and skill of the supervisor himself."

PM: A NEW METHOD OF BEHAVIOR CHANGE. Robert Kreitner. Business Horizons 18:79-86, December 1975.

"Because managers must do more than simply understand behavior, motivation theories based on causation are not as useable as principles of learning in the form of practical behavior change techniques. Precision has been the rule in all facets of management except the management of people. Now, proved principles of learning

are beginning to receive some attention in management circles, and they promise to introduce greater precision and down-to-earth practicality to human resource management. Positive Management (PM) is based on these principles of learning."

THE POSITIVE REINFORCEMENT APPROACH TO CONTROLLING EMPLOYEE ABSENTEEISM. Personnel Journal 55:390-2, August 1976.

"The failure of traditional methods to control the rate of absenteeism has led to the development of behaviorally based approaches such as a Positive Reinforcement System discussed herein." The example of a pilot program in an electronics manufacturing plant shows how utilizing a lottery reward system designed to reduce absenteeism can work as a positive reinforcement approach.

TM: MANAGEMENT FINDS A NEW TECHNIQUE TO INCREASE PRODUCTIVITY. Commerce America 2:8-10, January 17, 1977.

"Whether or not the TM technique is the missing technology that will enable American business to reduce personnel problems and dramatically increase productivity remains to be seen. But while the number of companies offering the TM program to their employees is as yet limited, the number is growing rapidly, and those already using it claim an impressive list of benefits both to the company and the individual employee."

c. Managers and Work Reform

MANAGERS AND WORK REFORM: A LIMITED ENGAGEMENT. Ivar Berg and others. New York: Free Press, 1978. 316 p.
HD 8072 .B358

"In a provocative examination of worker-manager relations, the authors challenge the beliefs held by other experts in the field regarding the sources of worker discontent, the relation between worker satisfaction and behavior, and the real and potential influence of managers. They contend that previous investigations focused narrowly on worker and manager in an isolated setting (the job), or proceeding on the basis of untested assumptions, have lead to misinterpretations of what workers really want and what lies within the scope of a manager's capabilities. The authors' revealing analysis surveys a myriad of topics including: The competitive system and wages; productivity and work reform; the influence of education and skills on worker expectations; work satisfaction and the under-utilized worker; the relevance of foreign development; the function of strikes and unions; the effect of the growing use of arbitration in individual disputes."

PRACTICAL AND METHODOLOGICAL PROBLEMS IN JOB DESIGN. Richard B. Peterson. Journal of Contemporary Business 6:67-83, Spring 1977.

"The purpose of this article is to present some of the practical and methodological problems relating to job design and redesign based upon research and experimentation to date. The first section deals with the practical issues of job design in terms of their impact upon management, the union and the interaction of both parties. The second section identifies some of the major research design and evaluations problems encountered in the job design area. Finally, the concluding section presents some suggestions and directions that organizations might take if job design is going to make a significant impact upon output measures such as job satisfaction, productivity improvement and organizational effectiveness."

A RADICAL APPROACH TO JOB ENRICHMENT. Lyle Yorks. New York: AMACOM, 1976. 209 p. HF 5549.5 .J63 Y67

The author states in the preface, "I have written this book for middle and senior managers and the staff people who serve them. I argue for a specific point of view: that the way in which we structure work experiences makes a significant difference in how employees perform. I argue this position strongly not because I believe the approach presented here solves all problems--indeed I hope it will become clear that I think any management strategy has associated benefits and costs--but because I believe management seldom considers that approach when confronted with operating problems. ... Organization structure, organization control, and employee performance are interdependent variables. The organization's approach to control influences the design of its structure. And an organization's structure has a direct impact upon the behavior and performance of employees."

WHEN JOB ENRICHMENT DOESN'T PAY. Paul J. Champagne and Curt Tausky. Personnel 55:30-40, January-February 1978.

"A large insurance company learned the hard way that the intrinsic rewards of job enrichment often are not enough to satisfy employees whose view of work is less utopian than some theorists would like to believe."

WORK REDESIGN: A RESULTS-ORIENTED STRATEGY THAT WORKS. Robert Janson. Advanced Management Journal 44:21-7, Winter 1979.

"Job enrichment is currently enjoying a renaissance but under a new name and with a new focus. The same techniques that were used in the early 1970s to increase worker

participation on the job and thereby improve job satisfaction are, under the name of work redesign programs, now being used to increase productivity. The broadening of the goal has also led to a broadening of the tools that are being brought into play, with work redesign efforts encompassing structural changes in jobs, work flow, physical layout, and organization."

4. Dealing With an Aging Workforce

DEALING WITH THE AGING WORKFORCE. Jeffrey Sonnenfeld.
Harvard Business Review 56:81-92, November-December 1978.

"This author offers an examination of the research findings on age and performance, and also supports those findings with his own field experience in companies in various parts of the country. His roundup of the factual evidence on older workers refutes the 'stereotyping and prejudices that link age with senility, incompetence, and lack of worth in the labor market'. After reviewing the evidence, he then suggests six priorities for business leaders to prepare their organizations for human resource changes brought about by the composite effects today's demographic trends, increased life expectancy, and extended mandatory retirement age. America's work force is aging, but America's organizations are not doomed to hardening of the arteries. Older workers still have much to offer but organizations must look at certain policies to ensure that their human resources continue to be most effectively used. Organizations must be alert to changing work force needs and flexible in responding to meet those needs."

"OLD" IS NOT A FOUR-LETTER WORD. Alan Anderson, Jr. Across The Board 15:20-7, May 1978.

"A report on those who are euphemistically called 'senior citizens'. The topic is especially pertinent because of the aging of the American population and because of the extension of the mandatory retirement age from 65 to 70."

PERSONNEL: THE NEW DEMANDS ON MANAGEMENT. Administrative Management 40:36-7+, January 1979.

"Among the problems employers and employees will face in the next 10 years is a potentially growing retirement community. The solution will call for a radical restructuring of employee benefit programs. Any changes in the Social Security program will cause revisions in retirement systems and also the nation's retirement practices."

THE SENIOR WORKER - EMPLOYED AND UNEMPLOYED. Shirley H. Rhine.
Conference Board Record 13:5-12, May 1976.

"Among the outstanding development of the 1960s was the passage of various pieces of Federal legislation to ban employment practices which discriminate against minorities. While much attention was focused on the elimination of employment biases and inequities because of color or sex, Americans at the same time became increasingly concerned over the problems of the older worker - those 45 years old or older. That component of the labor force has risen from 22.2 million in 1950 to 31.3 million in 1975. But the portion under 45 years of age has grown more sharply so that older worker's representation in the labor forces has slipped from some 36% in 1950 to 34% today."

TOO OLD OR NOT TOO OLD. Benson Rosen and Thomas H. Jerdee.
Harvard Business Review 55:97-106, November-December 1977.

"The authors of this article suggest, some managers are also using an unconscious standard in making decisions that are not useful or beneficial. This standard is employed age, and it is based on beliefs about the inability of older employees to perform as well as younger employees in jobs which demand flexibility, creativity, and a high degree of motivation. In a survey of HBR subscribers, the authors tested these beliefs and found that the respondents did discriminate against the older employees in a number of incidents. The authors conclude that because managers see older employees as less able to change and be creative, they may be robbing their older employees of a chance to prove the benefits wrong as well as the company of a greater benefit from the employees' presence. While the shortrun prospects for change appear bleak, the economic realities of an aging work force make policy changes inevitable. Faced with a shrinking differential in the ratio of working to retired persons, our society will soon be forced to consider alternatives to mandatory retirement, including more emphasis on part-time work and flexible working hours, and gradual or phased retirement for older people. The idea that careers should end at a fixed chronological age is long overdue for 'retirement'."

WHAT "AGEISM" HAS DONE TO RETIREMENT. Stephen Habbe.
Administrative Management 39:28-30, July 1978.

"While society should be sensitive to individual variations in capacity, 'standard' ages for life's activities are set by common sense... The worker's dream of a happy life in retirement is a good dream. It is an attainable dream for many. Those who would deny its validity are demeaning the strengths of the human spirit."

5. Change and Executive Stress

CHANGING VALUES AND MANAGEMENT STRESS. Kurt R. Student.
Personnel 54:48-55. January-February 1977.

"Coping with the emotional strain that results from the dissonance between contemporary values and traditional job demands is an ever-increasing problem to which there are no simple answers."

COPING WITH EXECUTIVE STRESS. Rose Mary Rummel and John W. Rader. Personnel Journal 57:305-7+, June 1978.

Identifies areas of stress and suggests methods for coping with them.

COPING WITH THE STRESS OF CHANGE. Alexis Brook. Management International Review 18:9-15, 3-1978.

"McLean (1977) has surveyed the effects of our changing world on organisations and on the people who work in them. This paper concerns itself with some aspects of stress that arise within an organisation when changes are occurring for reasons originating within the organisation itself. Such changes may happen for many reasons: purposes of development, the implementation of technological discoveries, administrative needs or the redeployment of staff, and as a result of pressures from the people who work in the organisation. They may involve alterations to the nature of the actual job, changes of roles and role relationships, movements of people to different positions in the organisation, and changes in its administration."

EXECUTIVES UNDER SIEGE: STRATEGIES FOR SURVIVAL. George S. Odiorne, Management Review 67:7-12, April 1978.

"Executives who suffered the stress of major product failures, legal scandals, corporate mismanagement and other traumas of organizational life tell how they developed strategies for personal as well as corporate survival. The interviews suggested that an ounce of prevention will prevent a pound of panic. The ideal preparation for crisis appears to shape up like this: 1. Manage by anticipation... 2. Make better use of environmental audits... 3. Keep physically fit... 4. Develop personal skills... 5. Plan things right all the time."

MANAGERIAL RESPONSE TO ENVIRONMENTALLY INDUCED STRESS. Carl R. Anderson and others. Academy of Management Journal 20:260-72, June 1977.

"The effectiveness of a small organization's response to its environment appears to depend to a large extent on the coping behaviors of its key manager. These coping behaviors appear to result more from personal characteristics of the decision makers than from objective environmental demands or from available organization resources, at least under conditions of stress. This suggests that increasing the decisions effectiveness of managers under conditions of stress should take the direction of 'altering' their coping orientation, rather than simply providing other types of resources to aid recovery. This position is quite contrary to current thinking in the disaster relief area. In a business milieu that increasingly creates various forms of stress, the issues, findings, and questions set forth in this paper should become increasingly relevant."

MANAGERIAL STRESS. Dan Gowler and Karen Legge, eds. New York: Wiley, 1975. 236 p. HF 5548 .8 .G67

"Examines the relationship between stress and managerial problems such as employee participation, the conflict between home and work, redundancy and the management of change. The order of the chapters follows the systematic analysis of managerial stress from the level of the individual to that of the cultural environment."

STRESS AND THE MANAGER: MAKING IT WORK FOR YOU. Karl Albrecht. Englewood Cliffs, New Jersey: Prentice-Hall, 1979. 326 p. HF 5500.2 .A39

"Chronic stress is fast becoming the epidemic disease of the 20th century and its symptoms range from indigestion to bleeding ulcers...from discomfort to death. In Stress and the Manager, you see how businesses of all kinds are paying the price of the constantly growing cost of the physical and emotional problems that result from chronic stress. Dr. Albrecht shows how managers can utilize a variety of organizational problem-solving resources to stem the rising financial and personal toll of executive heart attacks, alcoholism, drug abuse, and other employee 'problems' that cost business money and time. You will also learn how you can--on your own--avoid self-induced stress, cope with unavoidable environmental stress, change the behavior patterns that make you a candidate for a heart attack, and use the proven techniques in this book to redesign your life for low-stress living."

TIME OUT FROM TENSION. Ruanne K. Peters and Hubert Benson. Harvard Business Review 56:120-4, January-February 1978.

"Modern society has undergone rapid technological progress, and the business community has played an integral part of this change. Like the rest of society, the business world

has had to adjust behaviorally to both the beneficial and the deleterious effects of a fast pace and a pressure life. These behavioral adjustments are emotionally and psychologically stressful, and they lead to undesirable effects on health and well being. There is a very simple way for many individuals to deal with stress and thus to prevent it or at least control many of its damaging effects: to elicit 'the relaxation response'. This is an innate physiologic reaction characterized by decreases in metabolic rate, heartbeats, and breathing rate. A person can bring forth the relaxation response by practicing any one of a number of simple techniques. Four elements common to all these techniques are a relatively quiet environment, a comfortable position, a repetitive mental stimulus, and a passive attitude. Relaxation response breaks appear to alleviate stress-related problems. Both individuals and industries should benefit from incorporating this relatively inexpensive and safe 'health habit' into the work environment." A six step technique to elicit the relaxation response is included.

UNDERSTANDING MIDCAREER STRESS. Benami Blau. Management Review 67:57-62, August 1978.

Discusses factors which may lead to midcareer stress and presents a few basic rules for dealing with it.

WHAT WORRIES MANAGERS MOST. Daniel D. Cook. Industry Week 197:54-9, May 1, 1978.

"Asked to identify their top three worries from each of three 'worry' categories - personal, workplace, and national - and how worrying affects their job performance, managers reveal that they worry primarily about their children, their health, career stagnation, the quality of their firm's products, inflation, and government regulation. Managers say their worries cause them to work harder than they'd like to, and that worrying impairs on-the-job concentration."

D. THE RELEVANCE OF ETHICS

BUSINESS ETHICS: AGE-OLD IDEAL, NOW REAL. James Owens. Business Horizons 21:26-30, February 1978.

"A new age of instant information and public insistence on ethical behavior has transformed business ethics from an ideal condition to a reality, from a luxury to a practical necessity for the survival and success of organizations. The central instrument for making ethics operational and real in an organization is a written code of ethics which is specific, is both positive and negative in its ethical content, is based upon general ethical standards, and is enforceable by appropriate sanctions."

CATCH 20.5: CORPORATE MORALITY AS AN ORGANIZATIONAL PHENOMENON.
James Waters. Organizational Dynamics 6:3-19, Spring 1978.

"Waters places the blame for illegal and unethical practices not on individuals (CEOs excepted), but on an atmosphere in which ethical considerations take a back seat to profit considerations, and organizational blocks - he identifies seven of them - inhibit internal whistle blowing."

CORPORATE DISCLOSURE: THE PUBLIC RIGHT TO KNOW. Ralph Nader.
Journal of Contemporary Business 7:25-31, Winter 1978.

"...Drawing the outlines of any disclosure program entails striking a balance among various factors such as public interest, cost and utility. Obviously, new judgements may have to be made with the passage of time and acquisition of experience with the program. But it is only by embarking on such a program of disclosure that the Commission can obtain this experience."

IS THE ETHIC OF BUSINESS CHANGING? Steven N. Brenner and Earl A. Molander. Harvard Business Review 55:57-71, January-February, 1977.

A survey of 1,200 U.S. readers compared with what their counterparts fifteen years ago thought about business ethics. The authors also explore how executives feel about the issue of corporate social responsibility and how it affects their thinking on business ethics."

LINKING BUSINESS ETHICS TO BEHAVIOR IN ORGANIZATIONS. Archie B. Carroll. Advanced Management Journal 43:4-11, Summer 1978.

"Repeated newspaper accounts of kickbacks, fraud, and bribery of foreign officials have stirred up concern about business ethics and led to numerous studies of the sources of unethical conduct in organizations. These studies have shown that pressure by top management to achieve results causes subordinates to act unethically. To remedy this situation, the author suggests that management set proper and realistic goals and establish a code of ethics that is enforced by disciplining violators. He further recommends hiring an 'ethical advocate' to monitor corporate actions, creating a whistle-blowing mechanism for employees, and training managers in business ethics."

MANAGERIAL ETHICS IN BUSINESS AND GOVERNMENT. James S. Bowman.
Business Horizons 19:48-54, October 1976.

"Executives themselves are reemphasizing the fact that morals and ethics are not the province of clergymen and academics alone. Management and ethics may seem to diverge, but it is the task of managers to strive perpetually to bring them

into harmony. Given the high degree of ethical concern among business and government officials here, what is needed is an ethic of managerial action which satisfies the expectations of the individual, the organization and the public. To the extent that employees are encouraged to identify with big business or big government and to abdicate personal concepts of responsibility, such an ethic should compel people to confront their values and take responsibility for the consequences of their behavior. Although it is unlikely that all aspects of this problem can be dealt with by statutory rules, codes of ethics, or individual acts of leadership, some kind of model of behavior is sorely needed to clarify ethical thinking and encourage ethical behavior. The search for new and appropriate standards for the conduct of free enterprise and popular government will not be an easy task. Yet, the failure of business and government to assume responsibility by taking meaningful and enforceable action may be read as a message that ethical problems are not important enough to claim serious attention."

THE MEANING OF ETHICS IN BUSINESS. William J. Byron. Business Horizons 20:31-4, November 1977.

"People in business simply must give more thoughtful personal attention to the quality of life in their own inner dwelling places where America's business activity really originates. An inner house characterized by a sense of justice derived from common sense, reason, and divine revelation is America's best hope for the discovery of the meaning of ethics in business."

E. CORPORATE SOCIAL RESPONSIBILITY

ACHIEVING CORPORATE SOCIAL RESPONSIBILITY. H. Gordon Fitch. Academy of Management Review 1:38-46, January 1976.

"Corporations can achieve social responsibility if they attempt to identify and solve those social problems in which they are intimately involved, and when the possibility of profit is available as an incentive. They may also be able to prevent future social problems by careful goal setting in the areas of their broader responsibility to society, and by the careful analysis of the consequences of their social responsibility goals. Effective rationales for the achievement of corporate social responsibility exist, as do useful theories and an emerging technology for application of the theories to the definition, identification and solution of social problems. Corporations are perhaps the most effective problem-solving organizations in a capitalist society. If they are permitted by society to survive, it seems likely that they will have to take on the additional burden of applying their problem-solving capabilities to the broader social problems of the society

in which they exist. Recent experience suggests that when this responsibility is not voluntarily accepted, it is likely to be forced upon the corporation through the extra-organizational model of government regulation."

ADAPTING CORPORATE STRUCTURES FOR SOCIAL RESPONSIVENESS. Sandra L. Holmes. California Management Review 21:47-54, Fall 1978.

"A 1975 survey of 192 Fortune corporations revealed that decisions with considerable social implications are usually processed through specially created centers for social responsibility. While the most prevalent form of structural adaption to the increasing need for social responsiveness was the creation of one or several permanent departments, preferences varied substantially by industry, by areas of social involvement, and by size of firm. A 1977 follow-up investigation of seventy-five firms indicated an increasing level of departmentalization, although the change was not statistically significant."

IS CORPORATE SOCIAL RESPONSIBILITY A DEAD ISSUE? Business and Society Review p. 4-20, Spring 1978.

"A group of business experts tries to decide whether corporate social responsibility is even possible." Some of the individuals contributing statements include: Henry Ford II, Juanita M. Kreps, John D. deButts, Zoltan Merszei, Edward G. Harness, Larry Kitchen, Lewis H. Young, and David W. Ewing.

MANAGERIAL BEHAVIOR AND THE SOCIAL RESPONSIBILITY DEBATE: GOALS VERSUS CONSTRAINTS. Gerald D. Keim. Academy of Management Journal 21:57-68, March 1978.

"This paper examines the 'popular' view of the social responsibility of business as advanced by George Steiner, Keith Davis and others and the 'traditional' position so frequently associated with economists. This analysis suggests that part of the apparent difference between these viewpoints is semantic. However, one substantive difference is a primary assumption regarding what goals corporate managers pursue. A testable hypothesis is deduced from the Steiner-Davis argument and compared with behavioral evidence on corporate philanthropy. The results imply a change in the constraints for business rather than a change in the goals of business."

A PRACTICAL APPROACH TO SOCIAL RESPONSIBILITY. John Humble. Management Review 67:18-22, May 1978.

"Social responsibility of business is an in-subject, judging by the proliferation of articles and speeches. Yet for many top managers wrestling with the consequences of increased

competition, rising inflation, and tighter profit margins, the reality is that it is an unwanted complication. Meaningful progress will depend on understanding the social crises facing business today and recognition that underneath the facade of public relations lies a hard core of constructive and practical action that can be taken."

SMR FORUM: TAKING THE POSITIVE APPROACH. Earle B. Barnes. Sloan Management Review 20:79-81, Fall 1978.

"Regardless of the limits on corporate social responsibility, there is no doubt that poor relations with the public, Congress, and regulatory agencies can be very costly in both human and financial resources. In this Forum the author draws upon his experience with Dow Chemical Company to suggest that by applying the 'rule of reason' corporations can not only enhance their public images, but also minimize wasteful legislation and judicial battles, and prevent the enactment of unreasonable regulation."

SMR FORUM: THE CHIEF EXECUTIVE'S RESPONSIBILITY FOR CORPORATE PUBLIC SERVICE. James L. Ferguson. Sloan Management Review 20:75-8, Fall 1978.

"In this first Forum the author attempts to redefine the concept of social responsibility, distinguishing between 'enlightened self-interest' and pure philanthropy. He argues that there is a place for public service in the modern corporation, but cautions that there are limits which must be recognized. Violation of these limits can cause well-intentioned efforts to be counterproductive."

SOCIAL RESPONSIBILITY IN THE CORPORATE GOAL HIERARCHY. Kamal N. Weaver. Business Horizons 21:29-35, June 1978.

Reports empirical investigation of the status and position of the goals of corporate social responsibility in the perceptions of a large number of top executives of major companies. Financial goals still remain the primary objective of corporate enterprise.

F. GOVERNMENT IMPACT ON MANAGERIAL AUTONOMY

1. Affirmative Action

AFFIRMATIVE ACTION AND GUILT-EDGED GOALS. Neil C. Churchill and John J. Shank. Harvard Business Review 54:111-6, March-April 1976.

"Despite what many business leaders say and think, practically no company has yet achieved full equality in employment for women and minorities, as required by the 1964 Civil Rights Act. Moreover, it is doubtful that many government officials or business executives fully understand the real dynamics of the

problem. The main reason, say the authors of this article, is that both business and government executives are approaching the problem in the wrong way. Instead of analyzing past and planned rates of hiring and promoting women and minority-group males as a basis for setting management goals, they are looking at the 'balance sheet' of cumulative hiring and promotion performance. What is needed is a model that shows the movement, or 'flow', of women and minority-group men through each management level. Such a model, which may suggest quite different answers from those provided by conventional methods of analysis, has now been tested in industry and can be adapted for use by all companies, universities, and other organizations making Affirmative Action commitments."

AFFIRMATIVE ACTION AND THE HISPANIC COMMUNITY. Santiago Rodriguez. Civil Service Journal 18:18-22, October-December 1977.

"Hispanic Americans as a group are severely underrepresented in all major professional occupations public and private... The Federal Government has instituted a special equal employment opportunity program directed at the Hispanic population to examine systemic problems that exclude Hispanics from equal job consideration. The EEO effort is known as the Spanish Speaking Program and has existed for 7 years. Progress has been slow but constant...An analysis of affirmative action programs for Hispanics must deal with many issues: Hispanic demographics; stereotypes that affect employability; attitudes of Hispanics themselves, as well as those of the majority community; availability of appropriate training and recruitment; and the role of managers in key institutions that serve Hispanics...Viable affirmative action programs now can serve to integrate this dynamic group into the U.S. mainstream in a constructive and rational manner."

AFFIRMATIVE ACTION, CONFLICT RESOLUTION, AND THE CASE OF RUDOLPH, THE RED-NOSED REINDEER. Fred L. Fry and Frank A. Wiebe. Management Review 67:40-3, December 1978.

"The story of Rudolph...demonstrates how the conflict caused by discrimination and rejection can affect the individual suffering from the discrimination. It also demonstrates how the problem can continue unabated unless management takes direct steps to remove it. Illustrates how transcendent objectives and cognitive dissonance can work to aid in the acceptance of formerly rejected individuals."

AVOIDING COMMON PITFALLS IN AFFIRMATIVE ACTION PROGRAMS. John Cunningham. Personnel Journal 55:125-7+, March 1976.

Amplifies, "What has already been written on the subject by providing a more pragmatic analysis of how an employer may guard against some of the pitfalls involved in implementing such a program."

TAKING THE GUESSWORK OUT OF AFFIRMATIVE ACTION PLANNING.

Robert H. Flast. Personnel Journal 56:68-71, February 1977.

"The optimizing approach presented provides a simple and direct solution for the affirmative action manager who would like to determine the minimum yearly hiring distribution for women, or for any group, which will most likely result in the achievement of the company's affirmative action goals for that group."

USING SURVEY FEEDBACK TO ACHIEVE ENLIGHTENED AA/EEO. George Neely and Fred Luthans. Personnel 55:18-23, May-June 1978.

"Creating a discrimination-free organizational climate requires... an activist approach to providing truly equal opportunity in employee selection, pay, promotion, transfer, layoff, and career development practices." The authors believe, "Survey feedback provides one of the most effective, but overlooked, means of achieving this goal. The four-step survey-feedback model that they propose can help organizations develop the kind of climate in which the unique contributions of minorities and women will be sought and welcomed."

2. Equal Employment Opportunity

EEO COMPLIANCE: BEHIND THE CORPORATE MASK. Frances Lear. Harvard Business Review 53:138-46, July-August 1975.

"A company reveals its true character in its 'face'. Much talk of equal employment opportunity cannot hide the overt or unconscious prejudice a business actually holds against women and minority candidates for employment, a company's subtle prejudicial jargon and impossibly demanding or inflexible job specifications are signs of discrimination. In this article, the author gives the reader a firsthand glimpse of the gallery of faces various companies present in attempting to bring themselves into compliance with the Equal Employment Opportunity Act of 1972 (EEO) or in attempting to avoid doing so. The picture today is dismal, she notes, but amid the gloom she sees a beam of light."

EQUAL OPPORTUNITY - PLANNING AND MANAGING THE PROCESS OF CHANGE. Personnel Journal 56:184-91+, April 1977.

Management of equal opportunity, "Can be effectively managed ... if the proper variables and information are considered and if appropriate priorities are set. The question is frequently one of managements perception of the manageability of change and the proper allocation of either in-house or consultant resources to achieve the objective."

THE HIGH COST OF DISCRIMINATION. Oscar A. Ornati and Edward Giblin. Business Horizons 18:35-40, February 1975.

"It has become increasingly clear that the courts and regulatory agencies intend to strictly enforce equal employment laws and regulations. Stringent enforcement... has considerable financial implications for all managers. In response to this new and challenging environment, the judicious manager would be well advised to consider personnel matters by taking the following broad actions: review the current compliance position of the company; ascertain whether the company's compliance organization and systems are adequately prepared to deal with the new requirements; and to establish internal reporting procedures to provide comfort to top management so that liabilities are kept to a minimum and there is reasonable assurance that the company continues to be in compliance."

THE SEMANTICS OF SEX DISCRIMINATION. Bette Ann Stead. Business Horizons 18: 21-5, October 1975.

"The field of general semantics shows us that language continually affects behavior in a number of ways. Language - the symbols that we use from day to day - appears to be a significant factor in hindering efforts to get equal opportunity for working women. A closer look at our language is needed to understand some root causes of discrimination. More serious efforts at eliminating male-oriented language could go a long way toward enhancing a valuable natural resource - half of our population."

SEX DISCRIMINATION AND TITLE VII OF THE CIVIL RIGHTS ACT. Jerri D. Gilbreath. Personnel Journal 56:23-6, January 1977.

Explores the law, looking at the kinds of complaints which have been filed against employers, as well as the defenses which have been raised against them.

A SOCIAL AUDIT OF EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS. James M. Higgins. Human Resource Management 16:2-7, Fall 1977.

"Based on the variances in social performance determined by the audit and participants' perceptions of the audit as a positive change agent, the detailed inventory model social audit appears to be an appropriate methodology for evaluating organizational social performance in the equal employment opportunity category. The scoring guide and scoring methodology similarly proved effective in facilitating social performance comparisons. In addition, the audit suggested casual factors for the variations in performance discovered. This is an important addition to the functions of the social audit, i.e., in order to improve social performance, we must not only know that performance is deficient, but why. While criteria may be criticized in any social audit the legal criteria represents recognized

demands. The scoring system, while somewhat arbitrary, is consistent with the aims of a preliminary investigation. Now that ranges of behavior are better known, a more appropriate scoring system may be devised. This study was an exploratory endeavor aimed at improving, not finalizing a social audit methodology. The results of this study have indicated that additional research is necessary and that certain changes in the audit need to be made."

THE SUPERVISOR'S EEO HANDBOOK; A GUIDE TO FEDERAL ANTIDISCRIMINATION LAWS AND REGULATIONS. Rev. ed. New York: Executive Enterprises, 1977. 37 p. HD 4903.5 .U5 S9

Contents: "Equal Employment Opportunity Legislation, including Title VII of the Civil Rights Act, The Equal Pay Act of 1963, The Age Discrimination in Employment Act, Executive Order 11246, Section 503, Rehabilitation Act of 1973. - How Your Company is Affected.- Your Role in Complying With EEO Law.- Cases in Point."

WOMEN AND EMPLOYEE BENEFITS. Mitchell Meyer. New York: Conference Board, 1978. 39 p. HD 6095 .M4

"Employee benefits are reviewed from two vantage points: equal employment opportunity regulation, and women's changing place in the work force. Based on a survey of 309 companies, the following areas are discussed: maternity benefits, women's roles and benefits structures, unlawful benefits discrimination between men and women, and state laws."

3. Employee Rights

DISMISSAL: A DECLINE IN EMPLOYER AUTONOMY? Tony McAdams. Business Horizons 21:67-72, February 1978.

"...Society at large has an interest in individual job security. Hence, public policy considerations may justify an increasing retardation of employers traditional privileges as to dismissal. Executives and managers must, in their own interest, come to grips with emerging due-process rights of all employees."

FREEDOM INSIDE THE ORGANIZATION: BRINGING CIVIL LIBERTIES TO THE WORKPLACE. David W. Ewing. New York: E.P. Dutton, 1977. 246 p. HD 8072 .E94

The author believes, "That civil liberties for employees is an idea whose time has come." He discusses: "A Rationale for Employee Rights, Needed Rights, and Steps to Constitutionalism."

WHAT BUSINESS THINKS ABOUT EMPLOYEE RIGHTS. David W. Ewing.
Harvard Business Review 55:81-94, September-October 1977.

"Traditionally, an employee in a confrontation with his employer has risked losing his chance for advancement or even his job. In a recent survey of HBR Subscribers, most respondents indicated a strong support for wider employee rights, even including the freedom to blow the whistle on the employer, although many still think the emphasis on individual rights poses a threat to business stability. In his analysis of the survey findings, this author points out that the stereotype of the business executive as conservative and oppressive is wide of the mark. He also says that social and economic conditions could determine whether executives' interest in 'constitutionalism' flourishes or fades."

YOUR EMPLOYEES' RIGHT TO BLOW THE WHISTLE. Kenneth D. Walters.
Harvard Business Review 53:26-8+, July-August 1975.

"A new generation of employees and the courts are questioning yet another of management's prerogatives. Once, differences of opinion between an employee and his or her employer concerning policies and practices were resolved within the organization... Whistle blowing, then, was a disgraceful act deserving outright dismissal. But today's employee is claiming his right to speak out if his conscience so dictates. Here the author assesses the current status of laws applicable to such dissent in public and in private organizations. But ... by enabling the employee to express his views without compromising his employer's public integrity, management can do much to improve employer-employee relationships and thus obviate the need to blow the whistle."

4. End of Mandatory Retirement

THE BATTLE OVER RETIREMENT POLICIES AND PRACTICES. Thomas S. Litras. Personnel Journal 58:102-10, February 1979.

"Current retirement trends cannot be maintained without severe undesirable consequences. Viable and objective programs and policies must be developed, taking into account economic as well as societal factors."

CAN WE AFFORD EARLY RETIREMENT? Frank M. Kleiler. Baltimore, Maryland: University Press, 1978. 163 p. HD 7106 .U5 K55

"...A timely, informative book that analyzes a host of public policy issues on tax law, the unemployment problem, Social Security Earnings limitations, mandatory retirement, disability retirement, and other factors that affect the trend toward early retirement."

THE END OF MANDATORY RETIREMENT. James W. Walker and Harriet L. Lazer. New York: Wiley, 1978. 223 p. HF 5549.5 .044 W34

"Here is the first comprehensive look at the implications surrounding the end of mandatory retirement for employees - as heralded by the 1978 amendments to the Age Discrimination in Employment Act... In this management-oriented book, Walker and Lazer examine not only the immediate consequences of raising retirement age, but go beyond to explore the shift to a flexible retirement policy as a long-range solution. They offer a logical analysis of the implications of the current law and provide a roadmap for effective management actions."

THE MANAGEMENT OF AGE IN THE WORKFORCE. Diane P. Jackson. Management Review 67:50-6, December 1978.

"The amendments to the Age Discrimination Act become effective January 1, 1979 and employers are warned not to delay policy reviews on performance appraisal, promotions, pay, and other aspects of manpower planning."

MANAGING COMPENSATION AND PERFORMANCE APPRAISAL UNDER THE AGE ACT. Samuel T. Beacham. Human Resource Management 68:51-4, January 1979.

"U.S. corporations are going to have to devote more time, more money, and more brain power to performance rating systems than they have done in the past. The effects of not doing so will be too costly."

5. Other Laws and Regulations

ACCOMMODATING THE HANDICAPPED IN THE OFFICE. Mildred Jailer. Administrative Management 39:81-3, May 1978.

"The Rehabilitation Act of 1973 requires many employers to make buildings accessible to the physically impaired." Some guidelines for interior and exterior barrier-free facilities are discussed.

ASSAULT ON MANAGERIAL AUTONOMY. Summer Marcus and Kenneth D. Walters. Harvard Business Review 56:57-66, January-February 1978.

"Not since the early days of the New Deal has the field of corporation law been so astir with proposals to reform the corporation. Congress, the Securities and Exchange Commission (SEC), corporation lawyers, and legal scholars have each offered a variety of proposals--all of which would reduce managerial autonomy to some degree. Those who

would be most seriously affected by changes in the law--top management and directors--have been absent from the debate about corporate reform. The authors analyze these proposals and recommend that outside directors be selected by other outside directors, that top management eliminate major conflicts of interest, and that all high-level managers ensure that basic laws are understood by employees and are obeyed."

FEDERAL PERSONPOWER INVOLVEMENT. William G. Torpey. Alexandria, Virginia: Whittet and Shepperson, 1976. 508 p. JK 675 .T62

"The term 'personpower' includes learning for work--education and training--as well as performing work--employment...The purpose of this book is to review highlights of the broadening federal involvement in the personpower field, beyond the role of the Federal Government as an employer of civilian personnel. These highlights include not only a survey of specific federal personpower views and actions but also an analysis of 'products' of actions such as reports and studies. Selection of highlights has been made to show federal activity in relation to personpower problems subsequently solved in whole or in part, as well as problems still awaiting effective resolution... The term 'personpower' as a replacement for 'manpower' has recently evolved out of recognition of the equality of the sexes and of the increasing importance of women in the preparation for, and participation in, the world of work."

HOW SHOULD COMPANIES BE RUN? John Perham. Dun's Review 111:88-9+, April 1978.

This question, "Is one of the corporate world's most fiercely debated questions right now. And stricter rules-spearheaded by the SEC-seem inevitable."

G. CURRENT TRENDS AND DEVELOPMENTS IN BUSINESS PRACTICE

1. Alternative Work Schedules: Flexible, Part-Time, Compressed Time

ALTERNATIVE WORK SCHEDULES. Stanley D. Nollen and Virginia H. Martin. New York: AMACOM, 1978. 2v. HD 5124 .N64

Part one covers flexitime; part 2 in permanent part-time employment; part 3 is the compressed workweek. Authors are attempting to answer many questions about these work schedules including: How well do they work? How widely are they used? By whom? What explains the good and the bad results?

A FLEXIBLE APPROACH TO WORKING HOURS. John Carroll Swart. New York: AMACOM, 1978. 278 p. HD 5109.2 .U5 S95

The flexible working hours approach to human resources management may be one of the most innovative developments

to appear on the business scene in decades. Alternative work schedules in Europe and America are discussed with drawbacks and benefits shown for the public and private sectors.

FLEXIBLE WORKING HOURS. Otto P. Kramer. Journal of Systems Management 29:17-21, December 1978.

"The author shows how flexible working hours can improve utilization of human resources and employee relations."

MEASURES TO MAKE THE JOBS GO ROUND. Alastair Evans. Personnel Management 11:32-5, January 1979.

The author discusses worksharing as a possible solution to the problems of unemployment. "...Worksharing is aimed at reducing the size of the labor force by removing some participants from it and reducing the time spent at work by those in employment so that the shortfalls created will be made up by recruitment from amongst the unemployed." Types of measures discussed: early retirement, reduced standard working week, reductions in overtime, increased annual holidays, extension of shift-working, extension of education sharing of jobs.

PART-TIMERS: OVERLOOKED AND UNDERVALUED. William B. Werther, Jr. Business Horizons 18:13-20, February 1975.

"The stereotyped view of part-time manpower as undependable transients superficially attached to the workforce is a misconception. Reliable and capable part-time workers can be found among the housewives and the retired of every community; these potential employees constitute a relatively untapped reservoir of human resources. Organizations that systematically utilize this manpower will benefit through lower labor and turnover costs, greater scheduling flexibility, and improved performance. Therefore, managers should explore more fully the utilization of this often neglected source of employees. If part-timers are employed over a period of time, perhaps as replacements for terminating full-time workers, disruptions and transition costs will be minimal. Moreover, part-timers may help to achieve other goals - affirmative action objectives, improved employment stability, and more efficient manpower utilization. Implementation requires a change in attitude towards part-timers. Though attitudinal changes are often difficult to effect, the potential return for a more realistic view of part-time manpower will be especially significant when dollar outlays - virtually none - are considered."

THE REARRANGED WORK WEEK: EVALUATIONS OF DIFFERENT WORK SCHEDULES.
Thomas A. Mahoney. California Management Review 20:31-9,
Summer 1978.

"The five-day forty-hour work schedule has been the norm in much of industry for many years. In recent years, however, many firms have adopted flex-time and four-day per week schedules. Employees working traditional five-day schedules, flex-time, and four-day schedules report their reactions to these work schedules and perceptions of change experienced or anticipated with a different schedule. Most employee react favorably to a change to flex-time or the four-forty schedule. Preference for one or the other schedule appears to be a function of leisure time orientation, which is related to the age and sex of the worker."

SHORTER HOURS, SHORTER WEEKS: SPREADING THE WORK TO REDUCE UNEMPLOYMENT. Sar A. Levitan and Richard S. Belous.
Baltimore, Maryland: Johns Hopkins University Press, 1977.
94 p. HD 5124 .L39

Discusses the possibilities of reduced worktime, flexible hours, and alternative work patterns as helps in fighting unemployment and giving people more leisure time. Cites European examples.

THE WORKWEEK REVOLUTION: A GUIDE TO THE CHANGING WORKWEEK.
Douglas L. Fleuter. Reading, Massachusetts: Addison-Wesley,
1975. 167 p. HD 5106 .F55

Shorter workweeks and flexitime do offer advantages to society, to individuals, and to businesses. This book covers many approaches to the shorter work week with pros and cons. It also tells how to convert to a shorter workweek.

2. Trends in Employee Compensation

COMPANIES OFFER BENEFITS CAFETERIA STYLE. Business Week p.116+
November 13, 1978.

"Thousands of employees may be able to choose their own individual fringe benefits as a result of the new tax bill. Two little-noted sections, 125 and 135, spell out for the first time rules under which companies may offer flexible benefit plans, also known as cafeteria plans. Under these plans, employers provide minimal 'core' coverage in life and health insurance, vacations, and pensions. The employee buys additional benefits to suit his own needs, using credits based on salary, service, and age."

FRINGES BECOMING BENEFITS OF DOUBT. Lad Kuzela. Industry Week 200:45+, January 22, 1979.

"Employee benefits are now so costly they're beyond the fringe. The 'bill' for medical care is skyrocketing; pension programs are being 'hit' from three sides; and some workers almost have more time off than on. As a result, some firms are exploring alternatives."

HOW TO BARGAIN FOR PRODUCTIVITY. A.J.C. Johnston. Management Today p.78-81, May 1978.

"Self-financing deals should be much more than loopholes in the present pay policy. Firms of every size can gain real productivity benefits by following the rules described here."

HOW TO USE INCENTIVES. Jeremy Cecil-Wright. Management Today p.75-6+, January 1978.

"Flat-rate pay policies and incentive schemes don't mix. But flexibility is creeping back, and the need to increase productivity remains as urgent as ever. Incentive schemes need flair and good management."

MERIT PAY: VIABLE? C. Richard Farmer. Personnel 55:57-63, September-October 1978.

The author suggests, "Basic ways in which a merit pay program can be put in good order. Use standard compensation tools and techniques. Keep compensation policies, programs, and procedure up to date. Communicate and educate. Use every opportunity to promote your merit pay program to employees; a company's future may well depend on how effectively its salaried employees are motivated by the money it is paying them. Although benefits and prerequisites are important and must be considered as part of the total compensation package, they tend to reflect company policy for all employees and are not considered individual rewards. Therefore, in a private enterprise system, a good merit pay program is the best motivator organizations have."

THE NEW BUSINESS BOOM - EMPLOYEE FITNESS. Jack Martin. Nation's Business 66:68-70+, February 1978.

Many companies are financing fitness programs for their employees to improve physical fitness, productivity, and morale.

SECRECY OR DISCLOSURE IN MANAGEMENT COMPENSATION? Paul Thompson and John Pronskey. Business Horizons 18:67-74, June 1975.

"This study does not disprove the motivational advantages of an open pay system; it does, however, question its universal

applicability. An open pay system would be most effective when the following conditions apply: Individual performance can be measured objectively. There is a low degree of interdependence between the individuals under the system. It is possible to develop inclusive measures of performance for all the important aspects of the job. Effort and performance have a direct and casual relationship over a relatively short time span. If these conditions are satisfied, an open pay system is quite appropriate. If they are not, the manager will be well-advised to retain his secret pay system but use other means to help employees see the direct relationship between performance and available rewards. In so doing, he would avoid a number of serious pitfalls."

3. Miscellaneous Trends and Practices

ADMINISTERING DISCIPLINARY ACTIONS. R.L. Oberle. Personnel Journal 57:29-31, January 1978.

This article provides a simple and straightforward guide to administering punishment in organizations. A list of "do's and don'ts" are included that involve the interpersonal and organizational aspects of delivering punishment.

DUAL CAREERS - HOW DO COUPLES AND COMPANIES COPE WITH THE PROBLEMS? Francine S. Hall and Douglas T. Hall. Organizational Dynamics 6:57-77, Spring 1978.

"The Halls contend that dual-career couples by the large do a better job of coping than corporations. The latter have just now arrived at the awareness stage, with few programs developed. The Halls elaborate guidelines for both couples and companies to use in managing dual careers."

EXPEDITED ARBITRATION: LESS GRIEF OVER GRIEVANCES. Lawrence Stessin. Harvard Business Review 55:128-34, January-February 1977.

"Conventional arbitration has lost much of its reputation for quick and effective settlement of industrial disputes. With longer and longer waits for final settlement have come escalating costs and more rigid procedures. In addition new laws have caused an increase in the number of cases for arbitration. The author of this article discusses these and other reasons for the declining status of traditional arbitration and shows how a new, streamlined system, now incorporated into some union contracts, is cutting down the backlog of grievance cases. Two important characteristics of this process are on-site hearings and minimal involvement of union and management hierarchy-aspects which help restore speed and efficiency to arbitration."

A PRODUCTIVE WAY TO VENT EMPLOYEE GRIPEs. Business Week p.168+,
October 16, 1978.

Climate surveys are used by managers to get employee opinions out in the open and to force managers to face up to and correct discontent. "... Climate surveys zero in on individual departments or work units of about 15 or fewer employees, and ask such questions as 'Does your boss make assignments clear?' and 'Do you get recognition for a job well done?' ...They offer a no-holds, two-way feedback process... in which unwarranted employee gripes can be explained away and legitimate ones handled."

PROFESSIONAL EMPLOYEES TURN TO UNIONS. Dennis Chamot. Harvard Business Review 54:119- 27, May-June 1976.

"Basically, says the author ..., the employed professional and his employer are on opposite sides when it comes to dividing the corporate dollar, and the only practical means of settling the conflict is collective bargaining. Although slow to unionize in the past, white-collar workers are turning more and more to unions as a result of new laws and of their feeling of loss of independence as employees of large organizations. Management may lose some flexibility when workers are organized, but it also stands to gain, says the author, who lists the chief causes, advantages, and drawbacks of unionization of professionals."

III. THE EXECUTIVE

A. THE EXECUTIVE CAREER LADDER

1. The Top Executive

THE CHIEF EXECUTIVES. Isadore Barmash. Philadelphia, Pennsylvania: Lippincott, 1978. 255 p. HF 5500.3 .U54 B34

"The people who run American business have traditionally comprised the country's elite. But over the last decade, the boardroom aristocracy has seen its once inviolable world invaded by government and social forces determined to penetrate the bastion of managerial supremacy. Isadore Barmash...takes a penetrating look into the minds, hearts, consciences, attitudes, and lifestyles of that singular group--the CEOs--who are vital to the health and wealth of the American economy." The book is based on extensive interviews and research and details many changes that are occurring among CEOs today.

TRANSITION AT THE TOP. William G. Browne and Kurt K. Motamedi. California Management Review 20:67-73, Winter 1977.

"This study points to a number of transitions in the top CEO's backgrounds, age, and compensation. As the environment is becoming more complex and turbulent, the backgrounds of the

CEOs are changing. The trends are toward backgrounds geared to deal with the emerging environmental complexities: resource shortages, economic stagnation, and general increased uncertainty. The average age of CEOs is decreasing, with many younger CEOs assuming the leading role of large firms. As CEOs are getting younger, values at the top are also changing. There tends to be less emphasis on compensation but more on the challenge of the job, personal responsibility, and quality of life."

WHAT IT TAKES TO BE A CEO. Charles R. Day, Jr. Industry Week 200:59-61+, January 8, 1979.

"This most demanding of all managerial positions almost defies a pat description. Much depends upon what type of corporation is involved and what its industry position is. Generally speaking, a corporation's immediate needs serve as 'job specs'. There are, however, some common traits that every CEO--and would-be CEO-- needs to develop. Above all, he must be a self-confident, problem-solving leader who has a strong desire for power. But it takes more than that."

WHAT IT TAKES TO BE A CHIEF EXECUTIVE. John Costello. Nation's Business 65:6, May 1977.

"...Skills recruiters look for when in search of a Chief Executive Officer: Technical know-how; Aptitude for long-range planning; Ability to carry on external relations with the many publics that are important to a company: employees, stockholders, the community, and the corporate and financial world...; Character traits... have integrity and be people oriented...He must have a personality that instills confidence and respect. He must have natural leadership ability and talent for judging people and for putting subordinates in positions that maximize their strengths... Also look for intelligence, and open mind, the flexibility to learn from experiences, the self-confidence to take risks, the ability to handle stress, and a history of making difficult decisions and carrying them out."

WHAT MAKES A SUCCESSFUL CHIEF EXECUTIVE? Herbert T. Mines. Supervisory Management 23:11-6, May 1978.

A survey of candidates for chief executive was conducted to identify the factors of the successful candidates. "...From ... analysis of the survey data, five major factors proved characteristic of all of the successful presidential candidates... These ...were ... singleness of purpose, steady achievement, willingness to devote time and energy to achieving their goals, a stable and traditional home life, and emotional commitment to careers that they found satisfying."

2. Routes to the Executive Suite

ENHANCEMENT OF EXECUTIVE POTENTIAL. David Blais Howe and Glenn Russell Deacon. Monterey, California: U.S. Department of the Navy, Naval Postgraduate School, 1978. 103 p. V 425 .N3 T3 H68

"This thesis contains an examination of previous works in the area of executive ascendancy and provides commentary on the various concepts proposed in those works. The author's ideas as to how aspiring individuals can enhance their potential to reach executive stature follows. Whereas most previous works deal with only a few concepts of executive ascendancy, this work is presented with a view toward the overall concept as a multifaceted effort which must take place within a dynamic environment."

THE GAMESMAN: THE NEW CORPORATE LEADERS. Michael Maccoby. New York: Simon and Schuster, 1976. 285 p. HF 5500.3 .U54 M25

250 managers from twelve major companies were interviewed about their ambitions, their methods, their dreams, their, relationships with their families, their emotional states. A portrait of a new type of corporate executive emerges. He is the corporate gamesman -- a flexible, competitive player, a glory seeker. The more traditional types --craftsmen, scientists, company men and jungle fighters--are contrasted with him.

GETTING TO THE TOP FAST. Auren Uris and Jack Tarrant. Chicago: Henry Regnery, 1976. 165 p. HF 5386 .U743

"Getting to the top is a perfectly practical ambition, and one that the two authors feel can be accomplished if the recommendations in this book are followed. It contains a realistic approach based on the experiences and expertness of many high achievers." It doesn't matter what type of achievement one is going for, the ideas and advice are sound.

GETTING TO THE TOP IN TODAY'S BUSINESS ENVIRONMENT. Henry H. Beam. Human Resource Management 17:24-28, Summer 1978.

"The ability to administer diverse operating divisions is the critical element common to the increasing number of multi-product, multi-national or technology-based businesses of the 1970's, not years spent in successive line positions. Assignment to high-level staff coordinating positions are more preparation for the top jobs in these firms than years spent in mastering the core technologies. Like it or not, Robert McNamara, Michael Blumenthal and William Agee are the people aspiring young business people should emulate if their career goal is becoming president of a large corporation. This may not reflect the

traditional wisdom of those who recommend climbing the corporate ladder one step at a time as John de Butts did at AT&T, but it clearly recognizes that graduate business education plus proper selection of early career jobs does indeed make some aspirants more equal than others from the start."

PICKING THE FASTEST ROUTE TO THE TOP. Karen Greenberg. Advanced Management Journal 43:58-64, Spring 1978.

"What are companies' attitudes nowadays to college graduates and young managers who want to move up fast? Most firms are eager to give those with outstanding performance records every opportunity to progress at a rapid rate, but they often do not tell these high achievers they have been placed in an accelerated-development program. The reasons for this policy are manifold, and the author explains them and the implications of this policy to aspiring young managers. She also discusses what corporate executives and deans of major business schools see as fast-growth fields and suggests what gifted young people can do to advance rapidly."

PLAIN TALK TO YOUNG EXECUTIVES. Paul M. Hammaker. Homewood, Illinois: Irwin, 1977. 223 p. HD 31 H238

"Two business leaders explain how to achieve a fulfilling and useful career in management."

TAKING OFF FOR THE TOP...HOW MUCH ACCELERATION FOR CAREER SUCCESS? Lotte Bailyn. Management Review 68:18-23, January 1979.

"When both husband and wife have major career ambitions, traditional family-work patterns no longer function efficiently. The concept of 'apprenticeship' now seems to offer many young persons a more relaxed pace of career advancement than is found on the well-known 'fast track'."

3. The Successful Executive

BRIDGING THE PROMOTION GAP. Thomas J. Neff. Management Review 67: 42-5, January 1978.

"All too often a good middle-level executive is promoted to a policy-level job and becomes a barely passable, or even subpar, vice-president. An executive search consultant reviews the criteria required for turning a specialist into a generalist."

CAREER PROBLEMS OF YOUNG MANAGERS. R.A. Webber. California Management Review 18:19-33, Summer 1976.

"Drawing on interviews with more than one hundred managers, discussions with several hundred more, and published literature,

this article examines some of the common difficulties experienced by young specialists and managers and offers some advice on career management."

DEVELOPMENT OF EXECUTIVE SUCCESS. Theodore E. Elsassser. Monterey, California: U.S. Department of the Navy, Naval Postgraduate School, 1976. 187 p. V425 .N3 T3 E4

"Executive development and success are analyzed from two different vantage points. Executive effectiveness is considered first from the traditional view of management which is charged with the responsibility of ensuring the future of the organization by filling key positions with competent executives. Executive effectiveness then is reconsidered through the eyes of an individual who wants to rise through the hierarchy and attain executive success for himself. This effort is an attempt to answer three fundamental questions. First, what does an executive do and what functions does he perform? Second, what qualities represent the difference between a successful executive and a mediocre one? Finally, how can an individual use this knowledge to achieve personal executive success? Executive development methods used in both public and private sectors are analyzed. A method for formulating a personal executive career strategy is presented."

THE FIRST JOB: MAKING THE TRANSITION TO MANAGER. Advanced Management Journal 43:54-60, Autumn 1978.

"There are certain adjustments in thinking and in life style that a young person out of school must make assuming his or her first managerial position. In a recent interview with an executive-to-be, Advanced Management Journal discussed the impact that a professional career can have on an individual's personal life based on the new manager's experiences and his opinions as to the role that goal setting and career planning should play in the plans of self-motivated aspirants to top management positions."

FORM VS SUBSTANCE: SOME GUIDELINES FOR MANAGERS. William A. Delaney. Management Review 67:46-8, November 1978.

"Studies of outstanding leaders and achievers reveal them to be ready and willing to depart from routine formats and address the substance of the problem. Lesser managers often order meaningless tasks merely for 'appearance's'sake. It's all a question of judgement. One of the many definitions of good management is knowing when to depart from the rules or policies in special or unique situations. In other words when, in your judgement, does the form not apply because of the substance of a particular case?"

GETTING THAT PROMOTION. Robert A. Benson. Supervisory Management 23:7-11, December 1978.

The author states that the promotion process, "Is the successful match of three factors: your competence, your visibility, and the opportunities available to you."

HOW NOT TO BECOME CHIEF EXECUTIVE. Thomas J. Murray. Dun's Review 111:57-8, April 1978.

"Many experienced and highly qualified executives are inadvertently bungling their attempts to get the top job." The author details some common errors and offers some tips to follow during the recruitment process.

RISK-TAKING MANAGERS: WHO GETS THE TOP JOBS? Ronald J. Grey and George G. Gordon. Management Review 67:8-13, November 1978.

"In real life, few top executives fit the stylized image of the fictionalized executive-hard-driving, risking his career on every decision. Research data shows, nonetheless, that managers who rise to top jobs do tend to be risk takers. Fortunately, individuals in higher levels of management typically have higher levels of analytical and reasoning ability to complement their propensity to take risks. The truly successful executive must strike an effective balance between what he would ideally like to achieve and what his good judgement tells him will be acceptable to others. The finding that risk takers may progress more rapidly than others because of their enhanced capacity to produce successful end results must be interpreted cautiously. It serves to refocus attention on the importance of a sound company selection policy--the effectiveness of which depends ultimately upon the company's capacity to accurately define its human resource needs."

3Rs + 8Cs = A SUCCESSFUL MANAGER. Sigmund G. Ginsburg. Supervisory Management 23:22-5, April 1978.

"The 3Rs in the formula are, of course, the traditional 3Rs of education, 'Reading, 'Riting, and 'Rithmetic. The other half of the formula refers to those professional, personal, and character traits that develop through time as a person grows in self-knowledge, experience, education and training. These qualities are: Calmness, contentment, caring, committment, creativity, communication, courage, and confidence." The author's formula was developed from experience as teacher of management and as management executive.

WHAT SETS AN EXECUTIVE APART FROM HIS PEERS? Roger Birkman. Advanced Management Journal 43:58-62, Summer 1978.

"What makes a successful executive? In the opinion of the author, there are four major differences between the successful and the

unsuccessful executive: an ability to delegate authority; a need for a worthwhile challenge with practical benefits; a capacity for empathy for employees, balanced by necessary objectivity; and little desire for personal power. Besides these, success seems to depend on four other factors: opportunity, self-awareness, motivation, and ability to deal with reality."

WHY MANAGERS FAIL, AND WHAT TO DO ABOUT IT. John Joseph McCarthy.
New York: McGraw-Hill, 1978. 279 p. HD 38 .M267

"A work which alerts managers to the danger signals in their approach to people. It provides a comprehensive managerial checklist, improves insights into human behavior, and helps managers motivate their people to higher levels of performance."

B. QUALITIES, CHARACTERISTICS, BEHAVIOR, AND ATTITUDES

1. The Executive As He Sees Himself

THE ART OF BEING A BOSS. Robert J. Schoenberg. Philadelphia, Pennsylvania: Lippincott, 1978. 289 p. HF 5500.2 .S35

"For those who would like to be a boss and for those who already are, Robert J. Schoenberg has interviewed over a hundred top executives from America's largest corporations to determine what they feel makes a successful manager. Combining inside intelligence from these successful men and women with expert advice of his own, Schoenberg has written an indispensable handbook for anyone interested in climbing the managerial ladder...As we hear from the experts, being a boss is a delicate art requiring much, much more than the simple repetition of pat phrases. It is an art that combines technical expertise with a basic know how for dealing with people."

THE BEHAVIORAL SCIENCES: FACT AND FANTASY IN ORGANIZATIONS.
James S. Bowman. Personnel Journal 55:395-7, August 1976.

"The majority of executive opinion is that the behavioral sciences can bring new and valuable insights to management. However, in actual practice, few executives suggest or authorize any new personnel or motivation programs in line with their belief in the behavioral sciences. This gap between executive opinion and actual experience will be assessed."

MANAGER TO MANAGER II: WHAT MANAGERS THINK OF THEIR MANAGERIAL CAREERS. Robert F. Pearse. New York: AMACOM, 1977. 65 p. HF 5500.3 .U54 P4

"To the extent that managerial human resources represents the essence of an organization's potential for effective and

efficient goal accomplishment, it might also be said that the better management of managers' careers should be a very high priority for all organizations that aspire to produce, survive, and grow in today's complex, urbanized, high-technology society."

THE PROMOTION BELIEFS OF MANAGERS AS A FACTOR IN CAREER PROGRESS:
AN EXPLORATORY STUDY. Gary Gemmill and Donald DeSalvia.
Sloan Management Review 18:75-81, Winter 1977.

"The result of the study reports how managers perceive the importance of various criteria in attaining promotions and indicate that these perceptions are conceptually organized into three basic factors: Managerial Proficiency, Public Image, and Political Proficiency. The results also indicate that differences in managers' perceptions in terms of Managerial Proficiency are not associated with their experienced success in attaining promotion. Contrariwise, differences in perceptions on Public Image criteria and Political Proficiency criteria were found to be negatively and significantly associated with the managers' experienced success in attaining promotions. ..The study suggests that organizational folklore which suggests that to climb the organizational pyramid an aspiring manager must be primarily concerned with managing his public image and honing his political skills, may not only be grossly inaccurate but also detrimental in moving upwards."

2. The Executive As Others See Him

THE ANDROGYNOUS BLEND: BEST OF BOTH WORLDS? Alice G. Sargent.
Management Review 67:60-5, October 1978.

"The concept of the manager as a rational and analytical problem-solver with predominantly (male/organization) characteristics is shifting toward a managerial style that encompasses human relations (female/family) skills in addition to problem-solving. The effective manager is seen as someone with both leadership skills and supporting and helping behaviors."

THE FIVE BEST-MANAGED COMPANIES. Dun's Review 112:29-33+,
December 1978.

"Aggressive, innovative and sure of their goals, 1978's top performers share a remarkable talent for building growth and decisively responding to change." The five companies picked by Duns Review: Boeing Co., Caterpillar Tractor Co., Continental Illinois National Bank & Trust Co., General Electric Co. and Schlumberger. "All five produced record sales and earnings in 1978, and all are leaders in their respective industries. More than that, they all displayed distinguished qualities of corporate excellence that make top-notch companies stand out from the crowd."

AN INTRODUCTION TO MANAGEMENT. Joseph A. Litterer. Santa Barbara, California: Wiley, 1978. 548 p. HD 31 .L766

"An introductory work which looks at managers operating organizations--that is, at managers actually managing. It examines managers as persons, the circumstances they deal with in their jobs, and the way they go about handling the problems they face. It covers topics rarely found elsewhere: the social and economic backgrounds of managers, the pattern of their careers, their values, their health, and above all their life at work."

IS MANAGEMENT REALLY AN ART? Henry M. Boettinger. Harvard Business Review 53:54-64, January-February 1975.

"If, as many have argued, management really is an art, if leadership entails more than analytic and statistical skills, it would make sense for businessmen to look at the creative and performing arts to learn something about their own endeavors. The author investigates what he sees as three indispensable aspects of the artists process--craft, vision, and communication. Just as artists need to master their crafts, business managers need to perfect their skills in dealing with people and in expressing themselves verbally; just as artists need visions and passion to realize them, managers need imagination and audacity to redesign their organizations; and just as great masters communicate their visions, great leaders inspire those who work for them. To complete this process, managers as well as artists need constructive criticism and models to emulate. Thus one of the obligations of top management is to teach and guide. The author concludes that for its own survival, business should take on the responsibility for nurturing its own leaders."

MANAGEMENT'S MINDLESS MISTAKES. Charles R. Day, Jr. Industry Week 197:34-5+, May 29, 1978.

"Today's executive faces no shortage of problems. Yet there are times when his toughest adversary can be quickly identified--by looking in the mirror. Management style is 'definitely a major cause of dumb mistakes'." The author states, "The most important resource at any manager's disposal: human ones. Unfortunately, those resources are wasted at times, or taken for granted... One should not draw the conclusion that the American art of management is going to hell in a handbasket. There is sufficient evidence that more managers are turning to their people--both salaried and hourly workers--for assistance and suggestions. Midland-Ross' Mr. Sherman calls attention to the Scanlon Plan, an incentive program whereby managers and hourly people share equally in the fruits of their labors. Medical leaves are far shorter, and absenteeism has dropped dramatically in plants where the plan is in use... If that

approach is taken, he and others insist, business will reap a bounteous harvest of prosperity and warm relationships. And, not incidentally, drastically reduce the number of dumb mistakes committed today. In turn, management can then get rid of a needless advisory: itself."

MANAGERIAL PROBLEM-SOLVING STYLES. Don Hellriegel and John W. Slocum, Jr. Business Horizons 18:29-37, December 1975.

The authors major objectives are: "To present and explain a model for differentiating problem-solving styles of managers; to develop an understanding of some contingencies under which certain problem-solving styles are likely to be more effective for managerial and organizational performance; to develop the ability to diagnose and recognize one's own and other's problem-solving styles; and to increase empathy and understanding of individual differences."

MARKS OF A MATURE MANAGER. Charles C. Gibbons. Business Horizons 18:54-6, October 1975.

"A mature manager can best be described in terms of his characteristic behavior patterns. The mature manager has well defined goals and is willing to make the efforts necessary to accomplish them. The mature manager is able to accept responsibility for making decisions and taking action. Because he feels secure, the mature manager is able to accept help from others. The mature manager is able to motivate and control himself. The mature manager knows that, since time is a strictly limited resource, he must allocate it carefully to the important projects which he wishes to complete. The mature manager is able to establish good relations with others. The mature manager has resources within himself for coping with frustration, disappointment, and stress. The mature manager approaches relationships and problems in terms of the present rather than the past or the future. The mature manager is able to appraise himself and his performance objectively.."

MISMANAGEMENT STYLES. Ichak Adizes. California Management Review 19:5-20, Winter 1976.

"Managers must perform four distinct roles to do their work well. Management styles are described in which one role predominates or unevenly balanced roles exist. Organizations need leaders with complementary styles of management to function effectively."

THE OVERACHIEVERS. Peter H. Engel. New York: Dial Press, 1976. 210 p. HF 5500 .3 .U54 E53

"Here is how to determine whether someone is an overachiever (an employee or an interviewee, or even yourself), as well as how business can benefit from these energetic nonconformists by harnessing the maverick factor with skill. Illuminating

personal anecdote about those who are--and some who are not!--overachievers, are combined with a great deal of marketing know-how and management wisdom."

POWER AND THE CORPORATE MIND. Abraham Zaleznik and Manfred F.R. Kets de Uries. Boston: Houghton Mifflin, 1975. 288 p. HF 5500.Z34

"Discusses what makes people tick, organizations run, and executives manage. Drawing on case material ranging from large corporations to small family businesses, government bureaucracies to political offices and campaign groups, this psychoanalytic inquiry examines the crucial effect that the personality of the chief executive has upon organizations and society. At the center of the author's interpretation is the theory that the individual executive who has the power to make choices is constrained on one hand by the realities of the world outside and on the other by conscious and unconscious motivations."

TO UNDERSTAND THE MANAGER'S JOB: CONSIDER DEMANDS, CONSTRAINTS, CHOICES. Rosemary Stewart. Organizational Dynamics 4:22-32, Spring 1976.

"The research provides a new way of thinking about managerial jobs in terms of the constraints that they impose, the demands that they make, and the choices that they offer. It redresses the overemphasis paid over the years to the similarities in managerial work. And it provides tools for distinguishing both the nature and the difficulty of the behavioral demands that jobs make. These tools should be used in all aspects of personnel work affecting management, as well as by the individual manager in considering his or her own job and those of his or her subordinates."

TURNING THE MANAGEMENT OPERATION INTO A PROFESSION. George Kanawaty. International Labour Review 115:353-65, May-June 1977.

"The professional Manager, it is hypothesised, should be non-discriminatory in his employment policies, and should provide his employees with training opportunities for self development, with adequate remuneration and with a safe and satisfying work environment."

3. Leadership

a. Leadership Style and Effectiveness

CHOOSING A LEADERSHIP STYLE. Vincent S. Flowers and Charles L. Hughes. Personnel 55:48-59, January-February 1978.

The authors discuss six value systems that have, "Different but 'right' perception of leadership style, performance review, job design, and growth opportunity. Supervisory

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MANAGEMENT AND THE EXECUTIVE: PHILOSOPHY, PROBLEMS AND PRACTICE--ETC(U)
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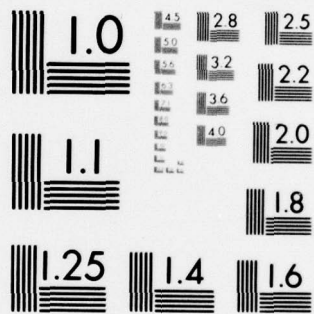
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MICROCOPY RESOLUTION TEST CHART
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effectiveness depends to a large degree on the supervisor's ability to take these different views into consideration in the selection of an appropriate leadership style." The authors provide a chart of suggestions for improving supervisory effectiveness for the different employee value systems.

EVALUATE YOUR LEADERSHIP POTENTIAL. Ted Pollock. Telephony 193:48+, September 12, 1977.

"Leaders may come in all shapes and sizes, But there are some traits they all have in common--check to see how you compare."

LEADER EFFECTIVENESS IN SMALL BUREAUCRACIES. Robert H. Miles and M.M. Petty. Academy of Management Journal 20:238-50, June 1977.

"An investigation of the relationships between leader initiating structure and consideration and several organizational outcomes tested the conditioning effects of organizational size. The results suggest that leader initiating structure is more effective in smaller agencies than in larger agencies, while the effectiveness of leader consideration does not appear to vary with agency size."

LEADERSHIP. James MacGregor. 1st ed. New York: Harper and Row, 1978. 550 p. HM 141 .B847

Presents leadership as a, "Dynamic reciprocity between ordinary people or 'followers', and political and ideological 'leaders' that thrives on conflict and demands no consensus." This political-psychological theory of leadership is based on a review of biography, history, and an analysis of recent findings in the social and behavioral sciences. Chapters include: "Leadership: Power and Purpose; Origins of Leadership; Transforming Leadership; Transactional Leadership; Implications: Theory and Practice."

LEADERSHIP DEVELOPMENT: THEORY AND PRACTICE. Russell N. Cassel and Robert L. Heichberger, eds. North Quincy, Massachusetts: Christopher Publishing House, 1975. 342 p. BF 637 .L4 L39

"The leadership function and freedom for the followers are intimately related phenomena, and it is not always an easy matter to discern between effective and acceptable leadership and undesirable enslavement of the followers. The concept of leadership implies that one person, acting as a leader, gives direction to the energies and thoughts of another; while freedom for the individual maintains that each person determine his own personal goals and nature of thinking. Thus, total compatibility of the leadership

function with full freedom for individual followers remains a matter of the gravest concern to present humanistic psychology...If man is to remain a 'free will' agent in our modern technological society it is becoming increasingly clear that organized school experiences are an absolute essential to leadership development in man. We must recognize that leadership represents a psychological process that can be improved through learning, and that it does not emerge simply by growing old. Such instruction will provide both knowledge about in the form of theory... and experience with through role playing involved gaming and simulation of 'meaty' problems (extreme but realistic confrontations related to life)."

LEADERSHIP STYLES: WHICH ARE BEST WHEN? Alan Weiss.
Supervisory Management 21:2-8, January 1976.

"There is no 'perfect' method of leadership. Instead, leadership style depends very much on the individual situation -- particularly where time pressures are great." The author discusses five categories of leadership style, their similarities and distinctions, and situation variables.

LEADERSHIP STYLE AND MANAGERIAL EFFECTIVENESS: AN EXERCISE IN SELF-ANALYSIS." Joseph C. Latona. Supervisory Management 23:18-24, December 1978.

Using the eight critical dimensions of leadership that Dr. A.J. Melcher used in his book Structure and Process of Organizations, the author presents these elements for self-analysis of leadership style.

b. Leader vs Manager

MANAGEMENT AND LEADERSHIP: CONCEPTS WITH AN IMPORTANT DIFFERENCE. Carl E. Welte. Personnel Journal 57:630-2+, November 1978.

"Management work -- mental and physical effort to coordinate diverse activities to achieve desired results. This work is identified as planning, organizing, staffing, directing and controlling. Leadership -- natural and learned ability, skill on personal characteristics to conduct interpersonal relations which influence people to take desired actions. Managership relates to coordination work performed by the manager; leadership relates to effectiveness of the interpersonal relations between leader and follower(s)... Mastering the fine points of each can give managers a lot more finesse."

MANAGERS AND LEADERS: ARE THEY DIFFERENT? Abraham Zaleznik. Harvard Business Review 55:67-78, May-June 1977.

"Most societies, and that includes business organizations, are caught between two conflicting needs: one, for managers to maintain the balance of operations, and one for leaders to create new approaches and imagine new areas to explore. One might well ask why there is a conflict. Cannot both managers and leaders exist in the same society, or even better, cannot one person be both manager and a leader? The author of this article does not say that it is impossible but suggests that because leaders and managers are basically different types of people, the conditions favorable to the growth of one may be inimical to the other. Exploring the world views of managers and leaders, the author illustrates, using Alfred P. Sloan and Edwin Land among others as examples, that managers and leaders have different attitudes toward their goals, careers, relations with others, and themselves. And tracing their different lines of development, the author shows how leaders are of a psychologically different type than managers; their development depends on their forming a one-to-one relationship with a mentor."

SURVIVING AND SUCCEEDING IN THE 'POLITICAL' ORGANIZATION: BECOMING A LEADER. Alan Jay Weiss. Supervisory Management 23:27-35, August 1978.

"...There are very real differences between a leader and a manager. One fundamental difference is that a leader is not officially appointed as such by the organization; if anything, a leader asserts himself despite organizational constraints. One becomes a leader and is recognized as such by superiors, peers, and subordinates." The author discusses leadership styles, the integration of leadership styles to fit the situation, formal vs. informal leadership, crisis leadership, and survival factors. "There is no greater means of exerting influence and thriving in the political organization than rising to a position of leadership, either formal or informal."

c. Research on Leadership

HIERARCHICAL LEVEL AND LEADERSHIP STYLE. Arthur G. Jago and Victor H. Vroom. Organizational Behavior and Human Performance 18:131-45, February 1977.

"This research investigates the relationship between the hierarchical level of managerial personnel and

individual differences in their leadership styles, specifically the degree to which they are disposed to the use of participative versus autocratic decision-making strategies. Analysis of self-report data collected from four different levels of managers suggests a greater propensity for use of participative methods at higher organizational levels. Subordinate descriptions of their immediate superiors further support this relationship. However, members asked to describe this relationship reveal perceptions incongruent with the direction of effect implied by the between-level group differences. Reasons for the incongruity and its implications for the organization are discussed."

INDIVIDUAL DIFFERENCES IN LEADERSHIP DECISION MAKING.
Thomas E. Hill and Neal Schmitt. Organizational Behavior and Human Performance 19:353-67, August 1977.

"The present study was directed to the evaluation of an abbreviated methodology for the study of Vroom and Yetton's normative model...of leadership decisions and the determination of the extent and nature of individual differences in responses to Vroom-Yetton problems. Subjects' decisions in leadership situations were explored using as stimuli only the presence or absence of problem attributes rather than cases. The degree of variance attributable to individual difference and situations was evaluated for 33 subjects. Groups of individuals were identified by principal components analysis and the nature of those groups' decision strategies was examined by analysis of variance of their responses. The results indicate the abbreviated methodology yields results substantially similar to those obtained by Vroom and Yetton. A major proportion of the variance is attributable to situations; however, there are interpretable individual differences in decision strategy."

THE INFLUENCE OF GROUP CONFLICT ON LEADERSHIP EFFECTIVENESS.
Ralph Katz. Organizational Behavior and Human Performance 20:265-85, December 1977.

"...A leadership process model was developed to describe relationships between changes in leadership with corresponding changes in intragroup conflict. ...It was found ...that structuring leadership was most positively related to performance under conditions of high interpersonal conflict, even though the preferences of group members for more structuring leadership varied inversely with interpersonal conflict. Both a field study and laboratory experiment were conducted to test the various hypotheses."

KEY LEADERSHIP: A NEGLECTED VARIABLE IN ORGANIZATIONAL THEORY.
Leon Reinharth. Management International Review 18:35-44,
3-1978.

"The relatively modest proportion of variance in organizational performance accounted for by behavioral variables is attributed to the neglect of valid classical principals by modern researchers. It is proposed that the inclusion of the key leadership variable, which incorporates among its characteristics the classical managerial functions, will significantly strengthen current behavioral theories, A framework for operationalizing this variable is presented."

LEADER BEHAVIOR, SITUATIONAL MODERATORS, AND GROUP PERFORMANCE:
AN ATTRIBUTIONAL ANALYSIS. Terrence T. Mitchell and
others. Organizational Behavior and Human Performance
18:254-68, April 1977.

"This paper proposes that many of the findings currently reported in the leadership literature are confounded by an attributional process. While much leadership research assumes that the elements associated with higher scores on leader behavior and/or situational dimensions lead to better group performance, the present paper argues that the causality may actually be reversed."

LEADER FLOWS AND ORGANIZATIONAL PROCESS. Donald L. Helmich.
Academy of Management Journal 21:463:78, September 1978.

"With the aim of exploring magnitudes of relationship, causality, and curvilinearity, rates of succession from 1945 to 1965 in the corporate presidencies of 54 petrochemical companies are considered along with indicators of corporate performance and growth. In this study, technological diffusion and organizational size, as moderator variables, are also accounted for. Findings show that high turnover in the presidency tends to induce variations in merger activity. Other implications suggest that companies which are relatively more spatially dispersed, as well as those with relatively higher net stockholders' equity, tend to exhibit a greater desire to replace their chief corporate officer. Further study shows that the greater the change in rate of succession, the higher the debt to equity ratio."

LEADERSHIP AND SOCIAL CHANGE. William R. Lassey and Richard R. Fernandez, eds. 2d ed. LaJolla, California: University Associates, 1976. 368 p. HM 141 .L32

Readings on leadership selected to provide the reader with an overview of some of the most thoroughly tested concepts about leadership behavior, consequences of such behavior,

and application of concepts to leadership situations. The readings also present models of educational processes through which participative strategies of leadership can be enhanced. Sections include: "Basic concepts; Leadership and communication; Leadership in business and Government Organizations; Leadership in Educational Institutions; and Leadership in Communities."

LEADERSHIP DYNAMICS; A PRACTICAL GUIDE TO EFFECTIVE RELATIONSHIPS.
Edwin P. Hollander. New York: Free Press, 1978. 212 p.
HM 141 .H582

Covers the major concepts and findings about leadership. "Stresses the dynamic aspects of leadership, including attaining and maintaining the leader role and making needed changes." Chapters include: "Leadership: What is it?; Ways of Approaching Leadership; Leader Authority and Followership; Social Exchange in Leadership; Leadership Functions in Organizations; Leadership Effectiveness; Leadership and Social Change; Leadership Dynamics: A summing up." The author concludes leadership is a, "Two-way influence process." This process involves a, "Social exchange relationship--or transaction--between the leader and those who are followers, with some sharing of leadership functions to obtain mutual goals."

LEADERSHIP EFFECTIVENESS IN COMMITTEE-LIKE GROUPS. C.R. Kuehl.
Journal of Business 50:223-30, April 1977.

"Paper tests leadership-effectiveness theory of Fiedler, using number of groups in employment situations. Fiedler's basic hypothesis is that favorableness of situation faced by a leader determines leadership style which will be most effective."

THE PATH-GOAL THEORY OF LEADERSHIP: A PARTIAL TEST AND SUGGESTED REFINEMENT. John E. Stinson and Thomas W. Johnson.
Academy of Management Journal 18:242-52, June 1975.

"Hypotheses derived from the path-goal theory of leadership were tested. Data was obtained from military officers, Civil Service personnel, and project engineers. Results supported the theory with respect to consideration, but tended to counter the theory regarding initiating structure. An extension of the path-goal theory is suggested."

PERCEIVED LEADER BEHAVIOR AS A FUNCTION OF PERSONALITY CHARACTERISTICS OF SUPERVISORS AND SUBORDINATES. Douglas E. Durand and Walter R. Nord. Academy of Management Journal 19:427-38, September 1976.

"Subordinate perceptions of supervisory initiation of structure and consideration were studied as a function of

locus of control and Machiavellianism. Personality was found to be a major factor in predicting leader behavior as perceived by subordinates. Locus of control may be an important personality dimension influencing the leadership process in organizations."

QUESTIONS OF CAUSATION IN THE PATH-GOAL THEORY OF LEADERSHIP. Charles N. Greene. Academy of Management Journal 22:22-41, March 1979.

"This paper reports results of two studies which investigated elements of the current...and initial...versions of the path-goal theory of leadership. The first constituted a replication and the second a longitudinal study which tested several assumptions about causation which underlie both versions of the theory. The findings largely supported the theory with the notable exception of the hypotheses concerning subordinate performance."

RELATIONSHIPS OF LEADER BEHAVIOR VARIABILITY INDICES AND SUBORDINATE RESPONSES. Ramon J. Aldag and Arthur P. Brief. Personnel Psychology 30:410-26, Autumn 1977.

"The relationships of leader behavior variability indices to a variety of subordinate affective responses and experienced psychological states were examined for two samples differing in perceived job characteristics... Leader behavior variability was negatively related to subordinate responses. Implications of the findings and suggestions for future research are presented."

4. Decision Making

a. Executive Decision Making

A BASIC APPROACH TO EXECUTIVE DECISION MAKING. Alfred R. Oxenfeldt. New York: AMACOM, 1978. 229 p. HD 30.23 .093

"An introduction to the decision making process from concept to application. It discusses how to reduce a problem to the essentials when there appears to be none, how to use models, what is the most powerful decision-making tool of all, how to reduce the frequency of crisis situations with the 'Early Alert Signal; and how to find the right answers through group problem-solving techniques."

BRIDGING THE GAP BETWEEN ANALYSTS AND DECISION MAKERS. Raymond M. Wilmotte and G. Gail Crofts. Management Review 68:24-6, January 1979.

"Different thinking styles create a communications gap between the analysts and the decision maker. But if you provide proper guidelines, this gap can be closed,

assuring that the decision maker, not the analyst, is doing the decision-making job."

CHECK YOUR DECISIONMAKING SKILLS. Walter Duckat. Supervision 41:3, February 1979.

A checklist of 12 items to rate your decisionmaking.

THE CONTINGENCY MANAGER. S.R. Michael. Management Review 62: 20-31, November 1976.

In choosing among various solutions of management practices, one must find proper fit between problem and chosen solution. Elements in determining relevancy are discussed and examples given.

EFFECTIVE DECISION MAKING FOR THE BUSINESS EXECUTIVE. Alfred R. Oxenfeldt. Management Review 67:25-8+, February 1978.

"Measurement, information, and forecasting are three basic elements in decision making. Accurate statements must be made relevant to a specific problem before they become 'information'. Information can serve four general purposes in a decision-making context. It can help to (1) describe, (2) explain, (3) predict, (4) evaluate, and (5) invent... More than any other kind of information, executives require forecasts—that is, predictive studies. ...Forecasting is integral and crucial to effective decision-making... The competent executive is not one who can prepare good forecasts or who can identify a good forecast when he is offered one. (Good and bad forecasts often look equally persuasive.) Rather, he knows what to look out for and what actions to take when the forecast goes astray."

HOW GOOD ARE DECISIONS MAKERS? Cyril O. Shuler. Business Horizons 18:89-93, April 1975.

"Acknowledging a lack of tools with which to measure managerial decisions does not mean there are no measures of management. Production, productivity, financial goals, and growth can be measured and evaluated. However, these are measures of performance, not necessarily decision making. Indeed, it is conceivable that the performer may make high marks while executing highly questionable decisions made by others."

HOW TO ANALYSE DECISIONS. R.V. Brown. Management Today p. 80-2, June 1977.

"Decision analysis, which appeared on the management scene during the early 1960s, has enjoyed growing popularity in a wide range of industries and problem settings and is well on its way to becoming a universal, general purpose management aid."

MANAGING RISK AND UNCERTAINTY. James E. Kristy. Management Review 67:15-22, September 1978.

To contribute to making better decisions and to reduce anxiety: 1) gather information about all the important factors in the decision, 2) organize the material around specific functions, 3) consult with others, summarizing the main points, and 4) quantify as much of the information as possible and construct a model that shows the way variables are connected, if possible.

QUANTITATIVE TECHNIQUES FOR TODAY'S DECISION MAKERS. David A. Heenan and Robert B. Addleman. Harvard Business Review 54:32-4+, May-June 1976.

"Until recently, decision makers in business have had to rely largely on intuition, experience, and luck when wrestling with tough-to-quantify trade-offs in multiple-choice situations. But now, refined quantitative tools are gaining favor among managers in leading companies as another source of information for analyzing complex issues and confirming intuitive impressions. This discussion is focused primarily for the information user, who should be aware of the various quantitative methods and their usefulness."

RATIONALITY IN POLICY MAKING: TWO CONCEPTS NOT ONE. D.E. Regan. Long Range Planning 11:83-8, October 1978.

"...Rationality as a quality in policy making is not to be taken for granted. Problems of information or of goal divergence can easily provoke irrational decisions. Indeed because of the psychology of decision makers irrationality can occur even without such problems. Rationality as a quantity in policy making is a seductive ideal for both theorists and practitioners. It has a profound effect on policy making public and private throughout the world. The assertion on all sides is that decisions can and should be as rational as possible."

SHAPING DECISIONS WITH SYSTEMS ANALYSIS. George A.W. Boehm. Harvard Business Review 54:91-9, September-October 1976.

Conflict between systems analysts and executives over who would be making the major decisions has been largely resolved--in favor of both sides. "Analysis and forecasting, with or without computers, can lead a company part way toward its goals. From there, a human being with accurate judgement must be the guide... Since the late 1960s, when the economy shifted gears and some basic laws of business seem to have been repealed, experience has shown that the company that fails to systematize its management is courting

disaster. After briefly describing some of the major methods of systems analysis, the author looks at how seven leading companies have integrated them into their decision-making processes."

SIMON SAYS...DECISION MAKING IS A "SATISFYING" EXPERIENCE. John M. Roach. Management Review 68:8-17, January 1979.

"In an interview with Management Review, the 1978 Nobel laureate in economics, Herbert A. Simon, discusses the organizational and societal consequences of further automation of the decision-making processes in corporations. The ability of man to focus his 'attention' on our proliferating masses of data is a 'scarce resource', says Simon, who calls for extension of man-machine combinations in decision processes."

b. Group Decision Making (See Also Participatory Management)

A COMPARATIVE ANALYSIS OF THREE DIVERSE GROUP DECISION MAKING APPROACHES. Frederick C. Miner. Academy of Management Journal 22:81-93, March 1979.

"The group decision making approaches investigated utilized a problem requiring high technical quality and high participant acceptance for the successful solution. A leader skill orientation approach (PCL) proved superior on the major variable of effectiveness. Questions are raised regarding the relationship of the problem to the group process employed."

GROUPS CAN MAKE THE BEST DECISIONS, IF YOU LEAD THE WAY. Ethel C. Glenn and Elliot Pood. Supervisory Management 23:2-6, December 1978.

"Given the pervasive influence of corporate groups, it is essential that managers know the techniques to use in controlling the conflict inherent in the group process and in improving productivity in group decision making. Without careful management, decision-making groups too often become a battleground for determined individuals instead of a productive group of intelligent thinkers working together ... A knowledgeable manager can control communication of the group members so subtly that members are unaware of the changes taking place... Conflict management produces various benefits for organizational members. Persons in groups that use conflict management are usually more satisfied with the decision made by the group, with the other members, and with the interaction that has occurred. And such satisfaction is especially important when the group members making the decision are also those who must implement it. The manager who uses conflict management techniques when confronted with group decision making can

expect the groups to produce superior decisions and to be more satisfied with the decisions that they make."

GROUPTHINK: WHEN TOO MANY HEADS SPOIL THE DECISION. Clarence W. VonBergen, Jr. and Raymond J. Kirk. Management Review 67:44-9, March 1978.

"Group decision making often comes up with a less than adequate answer because group psychological pressures tend to cloud basic issues. Understanding how groups think--and why--helps improve the groupthink process." Some guidelines to prevent groupthink include: 1. Leader encouragement for the expression of ideas, 2. Diversity of viewpoints, 3. Legitimized disagreement and skepticism, 4. Idea generation vs. idea evaluation, 5. Explore the advantage and disadvantages of each solution, 6. New approaches and new people, 7. Examination of group processes."

INDIVIDUAL VERSUS GROUP APPROACHES TO DECISION MAKING. John J. Sherwood and Florence M. Hoylman. Supervisory Management 23:2-9, April 1978.

This article provides, "Some guidelines for when groups are a good choice for suggesting solutions to day-to-day problems in the life of a manager and some insights into how to make those groups function more effectively."

MAKING MEETINGS WORK: A GUIDE FOR LEADERS AND GROUP MEMBERS. Leland P. Bradford. LaJolla, California: University Associates, 1976. 121 p. HM 133 .B63

Dr. Bradford, one of the founders of the National Training Laboratory in Group Development, presents a series of practical suggestions for those who find themselves in the position of leading meetings. He concludes that, "Meetings work when leadership is conceived as service given to group members as they perform their task."

SOCIAL CHARACTER AND GROUP DECISION MAKING. Gene E. Burton and Dev S. Pathak. Advanced Management Journal 43:12-20, Summer 1978.

Managers need good ideas to make the best possible decisions. To get useful ideas from the groups they supervise, managers must understand the group decision-making process. The authors describe the difference between decision making in nominal groups (ideas are listed and each participant organizes them in priority order without any group discussion) and interacting groups (ideas are selected by group consensus), and they explain why nominal groups can generate more and better ideas than interacting ones. At the same time, the authors show that different

people will perform better in one group or the other, depending upon whether they are inner-directed or other-directed. In their opinion, the manager who understands the psychological behavior of his employees and grasps the dynamics of nominal and interacting groups should be able to organize his staff into the grouping most likely to produce the best ideas."

SPECIAL SECTION: CONFLICT AND THE COLLABORATIVE ETHIC.

Kenneth W. Thomas, ed. California Management Review 21:56-95, Winter 1978.

"This special section attempts to provide new insight into the role of collaboration in organizations by bringing together four contrasting viewpoints. These position papers were written by theorist/consultants who found themselves in substantial disagreement during a recent professional meeting. The introduction provides definitions of key terms and summarizes recent developments that have challenged the 'collaborative ethic'." There are four articles on conflict management after the introduction, concluding with an article that, "Attempts to identify central points among the four articles and discuss their implications."

TIME TO REDESIGN THE DECISION - MAKING PROCESS. Charles H. Ford. Management Review 67:50-3, July 1978.

States that one reason for deficiencies in decision making in some companies is the failure to use the talents of middle managers. Suggests basic steps in utilizing these talents.

c. Decision Making Models and Technology

CORRELATES OF SUBSTANTIVE POLICY DECISIONS IN ORGANIZATIONS:

THE CASE OF HUMAN RESOURCE MANAGEMENT. David E. Dimick and Victor V. Murray. Academy of Management Journal 21:611-23, December 1978.

"Correlation analysis of the relationship between measures of organizational context and indices of personnel policy indicated that economic factors and certain 'institutional' factors were associated with patterns of human resource management. Using the results reported here and premises from contingency theories of organization, a preliminary model is developed."

DECISION MAKING: THE PAYOFF MATRIX. Merle P. Martin. Journal of Systems Management 30:14-8, January 1979.

"The payoff matrix model can be used as a quantitative tool. ...The human mind has been shown to be a quite

effective decision maker when it can develop a clear image (roadmap) of the decision at hand. The payoff matrix model is an approach which can better develop such a problem image."

DECISION SUPPORT SYSTEMS: AN ORGANIZATIONAL PERSPECTIVE.

Peter G.W. Keen and Michael S. Scott Morton. Reading, Massachusetts: Addison-Wesley, 1978. 264 p. HD 30 .23 .K35

The authors wish to formalize the DSS approach and, "Define a strategy for meshing the analytic power and data processing capabilities of the computer with managers' problem-solving processes and needs. But this is a book about decisionmaking rather than computer systems." The authors, "Subordinate technical issues to the goal of improving managers' effectiveness. A main stimulus to the development of the concepts underlying DSS has been the recognition of many managers' frustration with computer technology in general and with their own organization's technical staff; the tools available have not been matched to the managers' reality, and the computer remains, at best, of indirect assistance and, more generally, an irrelevant nuisance. The missionary aim of this book is to provide a common ground and joint strategy for the suppliers of computer products and their users."

DETERMINING THE MANAGER'S INFORMATION NEEDS. Malcolm C. Munro. Journal of Systems Management 29:34-9, June 1978.

"Author describes two methods for presenting data to decision-makers. The major conclusion is that the information analyst should not use the same approach in every situation. The technique to be used should be selected in consideration of the decision-making situation for which information requirements are to be determined. Where decision-making is well-understood, routine and repetitive, data analysis seems to be most applicable; where the decision-making is poorly understood, less routine and less repetitive, decision analysis should be used."

EXPERIENCE-GENERALIZED DECISION MAKING: THE NEXT GENERATION OF MANAGEMENT MODELS. James R. Emshoff. Interfaces 8:40-8, August 1978.

"Until now, changes in philosophy about the appropriate role that models play in managerial decision processes have evolved in an unplanned way. Changes have generally occurred in reaction to problems that were encountered in

various phases of development. This paper makes the case for planning the next generation of model changes. It presents one possible future system, called Experience-Generalized Decision Processes, and identifies the types of resources that must be involved in research to create the system."

EXPERIENCED MANAGERS PERFORMANCE IN EXPERIMENTAL MAN-MACHINE DECISION SYSTEM SIMULATION. Bayard E. Wynne and Gary W. Dickson. The Academy of Management Journal 18:25-40, March 1975.

"Experienced managers participated individually in an interactive system simulation of joint human-computer policy setting and decision making. Certain individual personality factors of the managers were found to be strongly related to differential economic performance of the man-machine system, thus suggesting implications for development and application of man-machine systems."

GOAL PROGRAMMING AND MANAGERIAL DECISION MAKING. Shimshon Kinory. Management International Review 18:101-9, 2-1978.

"In the last twenty years a number of economists have been suggesting that both conflicting divisional interests as well as the lack of perfect knowledge lead Corporate Management to attempt reaching a number of goals (satisfice) rather than maximize one particular function (i.e. profits). The above developments brought to the fore a long neglected technique developed by Charnes and Cooper and labeled 'Goal Programming'." The authors by, "Using a numerical example based on the famous Harvard case 'The Birch Paper Company' demonstrate the technique of goal programming, show its sensitivity when using cardinal utility and point out the difficulties of interpreting the emerging shadow prices."

INFORMATION SYSTEMS FOR STRATEGIC DECISIONS. K. J. Radford. Reston, Virginia: Reston Publishing Company, 1978. 239 p. HF 5548 .2 .R247

"This book approaches the subject of information systems from the standpoint of information required for strategic decision making. The book is firmly based on modern theoretical concepts of administrative theory and the working of modern organizations...Begins with a review of management processes and the types of decisions that are encountered in organizations. It discusses in detail the internal information system that serves the internal regulation and control of an organization. In contrast, the book discusses the strategic information system that serves the activities of strategic management and the

task of relating the organization to its environment. The goal of this unique book is to relate information systems from organizational and management activities to the decision making systems that must support them. The approach centers on studying information requirements for decision making and information flow in organizations rather than studying the use of a computer. This book identifies the types of decisions that arise in management, depicts the process of internal regulation and control, and covers the nature of information that is utilized in strategic planning and management."

MODELS FOR DECISION MAKING IN ORGANIZATIONS AND SOME CONTEXTUAL VARIABLES WHICH STIPULATE OPTIMAL USE. Paul C. Nutt. The Academy of Management Review 1:84-98, April 1976.

"Six models proposed to guide decision making in organizations have been described and critiqued. Advocates of these models often assume that a particular model should be used for most, if not all, decision making tasks. In this article, it was postulated that factors which characterized the decision making environment stipulate when a particular model can be optimally used. In particular, the decision making requirements at distinct locations in organizations were postulated to specify many of the premises of decision making. Propositions that help to select a decision making model were derived, considering: the primary, managerial, and institutional layers of an organization; the nature of the organization's key tasks; the types of dependencies among organizational units; the assessments required between adjacent layers; and some characteristics of the organization's environment."

A PROXY APPROACH TO MULTI-ATTRIBUTE DECISION MAKING. Kenneth R. Oppenheimer. Management Science 24:675-89, February 1978.

"In this paper, two rival preference modeling techniques have been combined in a new approach to multi-attribute decision making. This new approach incorporates the normatively motivated preference models of the global procedure as proxy functions in a local procedure. The proxy approach uses the advantages of one technique to overcome the disadvantages of the other; the resulting combined technique yields rapid convergence without restrictive assumptions. The curriculum planning problem shows the proxy approach is practical for decision making under certainty. The decision maker, previously unfamiliar with decision analysis and management science, was able to provide the assessments required at each iteration. With the help of the consistency tests, the tradeoff Assessments generated trial solutions that converged rapidly to the optimum."

REVIEWING THE POLICY PROCESS. Dale Zand. California Management Review 21:35-46, Fall 1978.

"Policy making in today's turbulent environment requires not only a competent general manager and systematic planning procedures, but also a process that mobilizes analytic ability, questions goals and assumptions, and stimulates creative insight. To review and impose an organization's policy process, a problem-solving model composed of nine elements is presented. Case examples are used to illustrate the practical application of different elements. Conditions needed to conduct an effective review, especially the general manager's role, are discussed."

5. Communications

BETTER COMMUNICATIONS: BETTER PRODUCTIVITY. W. H. Weiss. Supervision 40:1-2, January 1978

"More and more evidence is accumulating that good communications are the key to good productivity. Effective use of manpower depends on communication because people must be informed about their jobs and their company, and they must work together to achieve goals. Human efforts thrive on communication which provides motivation, promotes cooperation, and maintains interest. When people know how to do their work and why they are doing it, they're more inclined to do a good job."

BUSINESS AND THE MEDIA: HOW TO GET ALONG. Nation's Business 66: 74-8, April 1978.

"There have been many recriminations between business and the news media. Now efforts are increasing to shift from confrontation to cooperation...Business and the media seem to be seeking ways to better understand how each perform the role for which it was intended. And each should benefit."

COMMUNICATING IN ORGANIZATIONS. Edward H. Rockey. Cambridge, Massachusetts: Winthrop Publishers, 1977. 156 p. HF 5718 .R6

"Discusses the communication process and how to communicate more effectively in contemporary organizations. Special consideration is given to listening, how various managerial styles influence communication, and key steps to use in planning for communication."

COMMUNICATION BARRIERS AND HOW TO SCALE THEM. Mel Anderson. Supervision 41:14-6, March 1979.

"Communication barriers may be classified as intrapersonal, interpersonal, and environmental. Intrapersonal distortion occurs when I send one message verbally and another message nonverbally. Interpersonal distortion occurs when I distort

what you say because of my own needs. There are two types of environmental distortion. The psychological type is illustrated by the overly cautious communication which occurs in an atmosphere of distrust. The physical type is exemplified by heat, noise, and similar distractions." The author discusses these barriers to communication and suggests ways to surmount them.

EMPLOYEE COMMUNICATIONS: A POLICY AND A SYSTEM. John L. Linder. Canadian Business Review 4:28-32, Winter 1978.

"Employee communication as a corporate function should meet five essential criteria: It should respond to clearly defined corporate policy and objectives. It should employ and use effectively the best of available media and techniques in style most appropriate to the target audiences. It should incorporate feedback mechanisms to provide analysis of the effectiveness of the products issued and provide information about problem areas and future needs. It should be flexible and capable of responding to changing needs rapidly. It should enshrine credibility as its watchword."

THE ENVIRONMENT OF COMMUNICATIONS. James R. Nininger. Canadian Business Review 4:25-7, Winter 1978.

The author provides an overview of employee communications by describing the environment in which such communications take place in organizations. The author presents, "A definition of employee communication... an examination of the environment of employee communications including a number of shifts which are taking place in that environment,... and an indication of particular areas of management wherein efforts should be focused to ensure a process of effective communications."

FEAR OF THE BLANK PAGE...AND HOW TO OVERCOME IT. Allen Weiss. Advanced Management Journal 43:22-9, Autumn 1978.

"Among the many problems managers encounter in business writing, a common one... is getting started. The reason: They are inadequately prepared for the task ahead. The author shows that planning must always precede writing, and he details key planning stages: defining your audience, selecting material, preparing an outline, and writing an opening. He also analyzes elements in composing a report, memo, or letter, and suggests that by following this systematic approach and the techniques mentioned managers can overcome their fear of the blank page."

GETTING WORD TO THE TOP. John B. McMaster. Management Review 68:62-5, February 1979.

"Human nature and the sheer number of people along the way often keep much useful information from reaching the top executive officer. Here are some ways to keep upward communication channels open in the corporation."

HOW TO MANAGE YOUR FAR-AWAY STAFF. David K. Lindo. Administrative Management 39:28-30, May 1978.

"Lack of communications between home and on-site offices allow animosity and mistrust to flourish between the two...An effective way to close the distance gap is to give people a chance to work on a thorny headquarters problem; but be careful to do a thorough job of setting the stage for this...Distance does not have to be a big problem. Stress cooperation, seek input, listen closely, act fairly, and get involved with your people."

A MANAGER'S APPROACH TO THE PAPERWORK EXPLOSION. Lee Grossman. Management Review 67:57-61, September 1978.

Discusses the problem of paperwork overload, which is due to two factors: (1) people are conditioned to paperwork and (2) psychological forces that cause people to perpetuate paperwork systems. Outlines a guide to a paperwork reducing program.

MANAGING THE UNMANAGABLE (HARNESSING CREATIVITY IN CORPORATE COMMUNICATIONS). James Hynes. Business Quarterly 43:68-73, Autumn 1978.

"The rapid rise in the importance of communications in the corporate world has been a consequence of the similarity rapid growth in the size and complexity of corporations themselves. Happily, this increase in the need to communicate has been matched by a concurrent increase in the range and sophistication of communications instruments and techniques. It has, however, taken some time for management to adjust to these new developments by structuring the communications function so it can deal effectively with the tasks confronting it. This article explains how to harness creativity in corporate communications and reduces to three basic principles the effective use of creative resources."

THE NEED FOR CLARITY IN BUSINESS WRITING. J.D. Kimes. Financial Executive 47:17-23, January 1979.

The author discusses the need for business writing that is clear, precise, and simple.

ORGANIZATIONAL COMMUNICATION. Arnold W. Schneider and others. New York: McGraw-Hill, 1975. 367 p. HF 5718 .S3

"This book is basically concerned with the management aspects of communication. ...A whole series of problems frequently arises out of lack of understanding misunderstanding, and, finally, not understanding... What happens in normal day-to-day business and organizational functioning that brings humans to this sad state of affairs? Why are communications so garbled between sender and receiver as to create countless problems and actual breakdown in proper functioning? These problems are in the province of management, and an understanding of them requires an understanding of the nature of communication in the organizational process."

ORGANIZATIONAL COMMUNICATION: RELATIONSHIPS TO ORGANIZATIONAL CLIMATE AND JOB SATISFACTION. Paul M. Muchinsky. Academy of Management Journal 20:592-607, December 1977.

"The purpose of this exploratory study was to examine relationships among measures of organizational communication, organizational climate, and job satisfaction. Six hundred ninety-five employees of a large public utility constituted the sample. The results indicated that certain dimensions of organizational communication were highly related to both organizational climate and job satisfaction."

ORGANIZATIONAL MANAGEMENT THROUGH COMMUNICATION. Richard K. Allen. New York: Harper & Row, 1977. 309 p. HF 5718 .A45

This text "presents a strategy and solution oriented interdisciplinary approach which utilizes real management experiences as much as possible. The author's years of sales management experience combined with a background in communication research are the bases for this book, a book that provides an interface between organizational theory, management theory, communication theories, and change strategies. Of particular interest, and central to the theme of this book, are observations pointing to the fact that a manager is an executor of hierarchical plans and a communication link between the home office and the client system."

SOME CORRELATIONS OF COMMUNICATION ROLES IN ORGANIZATIONS. Karlene H. Roberts and Charles A. O'Reilly. Academy of Management Journal 22:42-57, March 1979.

"This paper is part of a large-scale research program concerned with organizational communication. The purpose here is to examine a set of variables possibly associated with the communication roles (Isolate or participant) people occupy at work. The findings indicate that communication isolates and participants are differentiable in terms of affective and behavioral responses to work. Suggestions for future research are offered."

SURVIVING AND SUCCEEDING IN THE 'POLITICAL ORGANIZATION': COMMUNICATION SKILLS ARE CRITICAL. Alan Jay Weiss. Supervisory Management 23:16-24, June 1978.

"...Effective communication...is not mere glibness, which is slick talk or words without content. In exerting influence, the content of what you say or write-what objectives should be met and what behaviors should be used-is all-important, especially since others are most likely to exert influence against your proposals. Communication without a vital case is as futile as a valid case without effective communication. The one complements the other ... By understanding how adept

communications can help you to wield greater influence, you become more cognizant of when 'empty' communication is taking place. And you'll recognize more readily when someone is truly trying to communicate something to you and when they're merely trying to dazzle you with verbal footwork."

TAKING ON THE HOSTILE MEDIA. Louis Banks. Harvard Business Review 56:123-130, March-April 1978.

"In a one-to-one relationship with the media, a corporation or an industry can offer its technical knowhow, its experience or point of view on a particular issue in the public interest. The net effect is to broaden the debate, educate whatever segments of the public are important to the corporation or industry, and perhaps allow them to learn something from the rebuttals. If there is a touch of humility in the process, the corporation will appear honestly to be searching for the kinds of answers we all desperately need. It is the accumulated effort of this issue-by-issue process that ... holds the best possibility of changing the public view of corporate practice, and thus protecting the corporate freedom of decision which, in itself, is such an essential and underrated component of a functioning capitalist democracy."

WHEN PRODUCTIVITY LAGS, CHECK AT THE TOP: ARE KEY MANAGERS REALLY COMMUNICATING? Stewart L. Tubbs and Robin N. Widgery. Management Review 67:20-5, November 1978.

"Major changes in attitude that can bring about better communications and greater efficiency are best motivated from the top-- by example. Managers who would help their organizations achieve higher levels of management efficiency would do well to observe a few important guidelines: Teach sound management behaviors down the organization by example. Be open to your own need for improvement - do not ignore your own growth. Establish benchmarks and quantify progress for every important management behavior. Ensure that every level of management is a full partner in the creation of those ideas necessary for organizational improvement. Establish the improvement effort as an ongoing process rather than as a one-shot program. Most important to the success of any organizational improvement effort is the support of the person at the top - not in word, but in deed."

YOU AND I HAVE SIMPLY GOT TO STOP MEETING THIS WAY. Richard J. Dunsing. New York: AMACOM, 1977. 88 p. HD 2743 .D83

A very readable and interesting approach to increasing communication by better planning of meetings. The meeting participant or leader is provided, "With a framework for

deciphering his own situation and making his own choices about what to do. The choices range from getting along without any meeting to rearranging everything about the meeting, including location, time, sequence, leadership, and organizational policy. This book also demonstrates some new ways to turn on, link up, and focus in the human energy that has formerly been lost through anger and apathy."

C. ROLES AND RESPONSIBILITIES OF EXECUTIVES

1. Chief Executives and Top Managers

THE CHIEF EXECUTIVE OFFICE AND ITS RESPONSIBILITIES.

New York: AMACOM, 1975. 320 p. HF 5500.2 .A43 1975

"Anyone who is a chief executive officer or aspires to become one is sure to benefit from this unique collection. The research-based studies included here were specially commissioned by the American Management Association and written exclusively for the President's Association... The seven selected for this anthology were chosen from more than fifty studies to provide views from the top about the job at the top that would be hard to find elsewhere in one source. The studies give readers a perspective on the functions and activities of a president...a view of the chief executive's role and impact within the organization...insights into the president's obligation to plan and assume social responsibility. They also delve into the ways presidents assess opportunities for their organizations...forecast future developments... select courses of action...and focus their efforts on what they conclude to be the most promising opportunities."

THE CHIEF EXECUTIVE: REALITIES OF CORPORATE LEADERSHIP. Chester Burger. Boston: CBI Pub. Co, 1978. 208 p. HF 5500.3 .U54 B85

The Chairman and Chief Executive Officer of American Telephone and Telegraph Company interviewed 15 equally important chief executive officers who discuss their experiences and problems. The book addresses: "How do Chief executive officers really function? What do they really do? How do they coordinate and direct vast numbers of employees? How do they plan corporate strategy? Where do they draw the line between their responsibilities and those of the chief operating officers (who usually bear the title of president)?"

MANAGING AT THE TOP: ROLES AND RESPONSIBILITIES OF THE CHIEF EXECUTIVE. J. Keith Loudon. New York: AMACOM, 1977. 159 p. HF 5500.2 .L72

"The author feels that, "The role of the manager faces rapid change at all levels, as he responds to the everwidening demands that accelerate with breakneck speed. Within this

context the Chief Officer faces two challenges: To run his business successfully is his fundamental responsibility; yet the role of social arbiter occupies more and more of his time. Increased regulation by government, a capricious economic climate, and substantially new work attitudes threaten to divert him from his primary role."

2. Assistant Executives and Middle Managers

DEFINING THE MANAGER'S JOB: A MANUAL OF POSITION DESCRIPTIONS. Max S. Wortman and JoAnn Sperling. 2d ed. New York: AMACOM, 1975. 434 p. HD 38 .W9

"Focus is on recent developments in organizational practice and on new jobs that have emerged. Part one presents information gathered in a mail survey conducted among various types of organizations which have for many years used managerial position descriptions, and examines the methods used in developing these descriptions. Part two provides information on techniques, methods, and procedures used in managerial description programs. Exhibits comprise part three. They can be used as a source of ideas for content, style, and format."

THE FUNCTIONS OF THE GENERAL MANAGER. D.H. Thain. Business Quarterly 43:53-61, Autumn 1978.

"The work of general managers can be divided into six basic functions. In this article Thain discusses each in detail for very practical reasons - they are proven success factors in general management. Experience indicates that if they are all done well a company is bound to produce relatively good results. If they are neglected or mismanaged serious problems, perhaps even crises result." The six factors discussed: sizing up the company - environmental situation; defining purpose - deciding mission, goals and objectives; formulating strategy; organizing; measuring and controlling; and motivating and disciplining.

MANAGEMENT: A MIDDLE-MANAGEMENT APPROACH. Kenneth H. Killen. Boston, Massachusetts: Houghton Mifflin, 1977. 356 p. HD 31 .K465

"Concentration is on preparing for entry-level and middle management jobs, with emphasis on tested management techniques that work. It tries to explain what the techniques and principles are while showing how they can be applied in real life situations."

MORE POWER FOR THE MIDDLE MANAGER. Thomas J. Murray. Dun's Review 111:60-2, June 1978.

"A number of companies are achieving considerable success with programs that give their lower-echelon executives a much stronger voice in corporate decision-making."

3. Supervisors and First-Line Managers

THE FIRST-LEVEL SUPERVISOR: STILL "THE MAN IN THE MIDDLE". James W. Driscoll and others. Sloan Management Review 19:25-37, Winter 1978.

"In this article the authors empirically analyze what first-level supervisors think motivates their subordinates. Based on a survey in six plants of two large companies, this study seeks to improve the effectiveness of behavioral science programs of training and organizational change through a better understanding of the beliefs of the first-level supervisor."

HOW YOUR JOB WILL CHANGE IN THE NEXT 10 YEARS. John J. Connell. Administrative Management 40:26-8, January 1979.

"Over the next decade... the administrative manager will be called upon to be a manager of technology, a manager of information, and a manager of people. In many cases, the assignment will grow in stature and the administrative manager will reach the ranks of senior management. In the process, the administrative manager will experience the challenge, the frustration and ultimately the professional satisfaction of participation in what promises to be a revolutionary change in the office. The Office of the Future has been defined as one in which increasingly sophisticated technologies are introduced into the office to facilitate management communications, to improve office productivity and to provide a more meaningful work experience for office personnel. Managing the move into the future office is the mission and the challenge facing the future administrative manager."

MANAGEMENT FOR SUPERVISORS. Paul Preston. Englewood Cliffs, New Jersey: Prentice-Hall, 1978. 382 p. HF 5549 .P75

"A practical discussion of the basic elements of effective supervision. It explains the history, principles, functions, and process skills of management, plus the contemporary concerns of supervisors. It examines not only traditional supervisory tasks, but also behavioral and 'emerging' elements of supervision. It demonstrates how to plan, organize, and make decisions as well as how to handle problems of motivation, delegation of authority, communication, resistance to change, safety, and stress."

SELF AND SUPERIOR RATINGS OF PERFORMANCE: AS RELATED TO SELF-ESTEEM AND SATISFACTION WITH SUPERVISION. Lloyd S. Baird. Academy of Management Journal 20:291-300, June 1977.

"In a survey of supervisor-subordinate dyads, supervisors were differentiated by perceived uncertainty regarding the work of their unit. Subordinates of high uncertainty supervisors reported

greater reliance of supervisors on subjective performance criteria. Different forms of subordinate role conflict were associated with job stress under conditions of high and low supervisory uncertainty."

THE SELF-RELIANT MANAGER, John Cowan. New York: AMACOM, 1977.
255 p. HF 5549 .C8

"This book provides valuable help for those facing the isolation, ambiguity, and stress of the first-line manager's position - the sergeants of the organization... The guidelines and techniques described by the author will help you move up the management ladder by making you more self-reliant and by showing you how to encourage similar self-reliance in your subordinates."

SUCCESSFUL SUPERVISION. James R.H. White. New York: McGraw-Hill, 1975. 243 p. HF 5549 .W55

"Today's supervisor stands in the middle of change... They must be able to communicate with workers, understand the wishes of their management so as to be able to implement them, and create the kind of work environment which will motivate people to their best endeavours. This book is an important guide for the many thousands of supervisors throughout industry."

SUPERVISION: SUBSTANCE AND STYLE. Saul W. Gellerman. Harvard Business Review 54:89-99, March-April 1976.

"Managers readily admit that their style has a bearing on their overall effectiveness. Many, however, are frankly mystified by the ballyhoo that has surrounded the topic for several years... The manager should therefore look at substance and style together, and that is what the author did in analyzing the jobs of several first-line supervisors in the packaging plant of a major food processing company. As a result, the supervisors themselves were able to understand and improve the structure of their jobs and the author was able to identify some general principles on how substance and style interact."

A SUPERVISOR HAS TO GET ALONG WITH PEOPLE. W.H. Weiss. Supervision 38:9-10, October 1976.

"Good communications with employees determines a manager's effectiveness. Employees are seen to want three main things: appreciation for good work, to be 'in' on things, and help and sympathy with problems."

SUPERVISORY POWER AS AN INFLUENCE IN SUPERVISOR-SUBORDINATE RELATIONS. James M. McFillen. Academy of Management Journal 21:419-33, September 1978.

"Ninety subjects were randomly assigned to a supervisory role in either a reward only, penalty only, or reward and penalty power

condition. The subjects then supervised both successful and unsuccessful subordinates. Subordinate performance, but not supervisory power, consistently affected a subject's actions. Some interesting effects of supervisory power were noted."

WHAT DO MIDDLE MANAGERS REALLY WANT FROM FIRST-LINE SUPERVISORS?

Thomas DeLong. Supervisory Management 22:8-12, September 1977.

The author evolved, "Five basic conclusions concerning the characteristics a first -line supervisor should have to succeed in the modern business environment. These conclusions are: 1. Human relations is an integral part of the supervisory function and is seldom overshadowed by technical expertness. 2. Future advancement in technology will not replace the need for competency in the areas of human relations. 3. College-level courses in human relations are more essential to the future supervisor than courses in industrial engineering or training. (This assessment depends... on the goal of the individual student.) 4. A general background in technical areas is important for the future supervisor to have. 5. Some supervisors have become too job-security-oriented because of their desire to remain in one department, one company, or one geographic area. This desire to remain in one place may cause negative effects in terms of the supervisor's personal and professional growth and performance."

WHY WON'T THEY ACCEPT HELP FROM SUPERVISORS? H. Kent Baker and Ronald H. Gorman. Supervisory Management 23:16-22, March 1978.

"Although serving in the capacity of helper is a vital role for any supervisor, fulfilling this task requires sustained, consistent effort. To be effective in dealing with subordinates, a supervisor must be aware that helping relationships are a natural part of the job. However, a balance should be struck between how often help is sought and how much help is provided. How fair this balance is and how it is achieved will contribute to the success of both the supervisor and his subordinates...Although the helping guidelines provided are not a panacea, they do serve as another useful means for helping the supervisor become more effective on the job and in his or her difficult role of trying to help--but not too much."

D. MOTIVATION, COMPENSATION, AND OTHER INCENTIVES

THE AMBITIOUS MANAGER. John H. Howard. Business Quarterly 43:38-43, Spring 1978.

"There is some evidence to support the point that ambition is out of style. A recent survey noted that, in the past, managers defined success by career advancement, material reward and recognition. The new criteria includes job satisfaction, meaningful work, domestic tranquility, and good health. The new attitude is one where the individual recognizes that he has a freedom and responsibility for

not only making a living, but also for making a life. A manager with such attitudes is somewhat of an enigma to the corporation."

ARE CORPORATE EXECUTIVES OVERPAID? John C. Baker. Harvard Business Review 44:51-6, July-August 1977.

"Executives, a key group in our free society, must be adequately and properly rewarded. They are also vulnerable to the charge that with their unusual advantages they are present-day royalty. Unfortunately, no individual, no consultants, no group of directors have a reassuring answer as to how they should be paid... Many compensation policies engender suspicion of and enmity against our corporations and accord, or appear to accord, special privileges to the top few. Many detached observers believe that these practices are unfair to stockholders, are heavily weighted with potential conflicts of interest, and ignore moral and public issues. These conditions create grave suspicions of abused executive power and set an unfortunate example for payments to employees at all levels of the corporation. The establishment of independent, properly staffed, outsider-dominated salary committees would be an important first step in restoring public and stockholders confidence in top management and our great corporations. This article is not an indictment of executives but rather an exposure of a system of payment practices that needs to be changed. The mounting abuses and misunderstandings must be corrected to forestall harassment by stockholder suits and increasing control of executive compensation policies by government regulation."

COMPENSATION AND THE MOBILE EXECUTIVE. Gerald R. Roche. Harvard Business Review 53:53-62, November-December 1975.

"...This study supports the belief held by many behavioral scientists that the need for self-actualization surpasses the need for greatly increased compensation, at least among senior executives. Equally important, the study indicates that it is less expensive for an organization to promote executives from within its own ranks than to recruit them from outside. Thus the implication is clear: If management and boards of directors pay greater attention to fulfillment of the psychological needs that those with superior talent at all levels and ages have, both organizations and individuals will benefit."

CORPORATE STRATEGY AND TOP EXECUTIVE COMPENSATION. K.R. Srinivasa Murthy. Boston, Massachusetts: Harvard University, Graduate School of Business Administration, Division of Research, 1977. 138 p. HD 4965 .5 .U6 M8

The author, "Examines the total compensation (salary, bonuses, etc.) of the highest-paid executive of 53 large manufacturing firms. He considers five characteristics of compensation: (1) Variability from year to year. (2) The relationship between the year-to-year fluctuations and financial measures of the firm's performance. (3) Emphasis on stock options. (4) Level of compensation. (5) Differential between the top executive and the second-ranking executive."

THE "DEVALUATION" OF THE AMERICAN EXECUTIVE. David Kraus. Harvard Business Review 54:84-94, May-June 1976.

"Compared with that of the hourly worker, the executive's pay has declined both absolutely and relatively over the **past decade** as a result of a compressed compensation structure, state and federal tax changes, and the bite of inflation. Failure to use financial incentives to motivate executives may significantly erode job performance and the number of talented aspirants to managerial positions, so that both the individual company and the economy as a whole will lose out. The author first examines the causes of the changed relationships between executive pay and hourly wages and then suggests solutions that should help restore executive motivation."

EXECUTIVE COMPENSATION: A LOOK AT THE SHAPE OF THINGS TO COME. Fred W. Meuter. Personnel 54:65-70, January-February 1977.

"The shifting values and goals of society will be reflected in the design and character of pay and benefits for top managers."

EXECUTIVE COMPENSATION: MONEY, MOTIVATION, AND IMAGINATION. Graef S. Crystal. 2d ed. New York: AMACOM, 1978. HD 4965.5 .U5 C96 1978

The author directs this book, "To senior corporate managers who must decide what forms of compensation to employ and--more important --must defend their decisions in front of increasingly questioning boards of directors. It is also directed to compensation professionals, who must help senior corporate managers in their decision making and who must finally implement the approved plans...The real subject of this book is motivation...Those who have chosen to climb the ladder in business world are more interested in money than those who have not. They not only want to earn more; in general, they are amenable to changing their behavior to do so. For them, properly designed monetary incentives do work, notwithstanding the disclaimers of some psychologists. These executives and managers will sometimes work harder for more money, but they will almost always work smarter for it. This book is designed to help those who must motivate the executives who in turn are to accomplish the goals that are important to a company's shareholders."

EXECUTIVE COMPENSATION PLANS AND PRACTICES: INCENTIVE BONUS AND STOCK OPTION PLANS. Executive Compensation Service. New York: AMACOM, 1976. 81 lvs. HD 2745 .E93

"An in depth analysis of executive compensation plans and practices based on 423 companies that participated in this survey. A number of alternatives and considerations are presented since the most important decision is the level of total compensation that will be competitive and the most motivational mix of that total compensation."

EXECUTIVE COMPENSATION SERVICE: MIDDLE MANAGEMENT REPORT. New York:
AMACOM, 1978. 371 lvs. HD 4965.5 .U5 E98 1978-79.

"Compensation Trends... Total Payroll Costs ... Middle Management Salaries ... Adjustments in Salaries and Ranges ... Number of Salary Structures ... Spread of Ranges ... Merit Increase Budgets ... Merit and Promotional Increase Policies ... Incentive Compensation."

EXECUTIVE COMPENSATION SERVICE: SUPERVISORY MANAGEMENT REPORT. New York: AMACOM, 1975, 1976-1977. HD 4965.5 .U5 E985

"Characteristics of Participating Companies ... Salary & Range Trend .. Salary Merit Increases... Merit Increase Budget... General Increases ... Salary Ranges... Salary Relationships... Working Hours... Union Representation... Overtime Compensation... Promotional Increases... Shift Differentials... Management Development Programs... Cost-of-Living Allowances."

EXECUTIVE INCENTIVES VS. CORPORATE GROWTH. Alfred Rappaport. Harvard Business Review 56:81-8, July-August 1978.

"Companies motivate managers to maximize short-term results - but often to the detriment of long-term vitality. Government action could improve the climate for investment, but it alone cannot do the job. Corporate policy is shaped by managers' decisions on behalf of the corporation. As one would expect in a market economy, they assess issues in terms of personal economic rationality. The challenge lies in designing incentive systems that induce executives to make decisions congruent with the long-term economic interests of the company - and, eventually, of the economy. Ideally, restructured management incentives would offer the best of two worlds by reintroducing the risk-taking, entrepreneurial spirit characteristic of our earlier history without sacrificing the systematic cost-benefit approach to decision making that is a hallmark of contemporary professional management."

EXECUTIVE LIFE-STYLE: SHIFTING PRIORITIES. Brian S. Moskal. Industry Week 196:33-5+, February 6, 1978.

"If you have the impression that the 'young tigers' of today are of a different stripe than their predecessors, you are right on target. This new breed, executives under 40 who came of age during Vietnam and the volatile 1960s, is more oriented toward goals and less toward company loyalty. These executives reject the autocratic approach to managing; welcome challenges outside, as well as inside, their company; are driven to test their abilities; are not prepared to give their all to their firm; and, in general, are more practical, informal, and socially responsive than their elders. Above all, they place a strong emphasis on their home life and their family."

EXECUTIVE PENSIONS: BIGGER AND MUCH COSTLIER. John C. Perham.
Dun's Review 111:81-3, February 1978.

"To overcome the federal ceiling on pensions, many corporations are offering their executives supplementary benefits at company expense. But are they telling stockholders?"

EXTRA PAY FOR SERVICE ABROAD. Burtin W. Teague. New York: Conference Board, 1975. 54 p. HF 5549.5 .E45 T4

"Discusses the payments companies make to expatriate employees as inducements to accept foreign assignments and as compensation for the hardships of inconveniences they may have to endure. Information was provided by 213 American-based corporations with substantial operations overseas. Particular attention is paid to the underlying concepts and rationale of the foreign service premium. The factors for which it was designed to compensate are enumerated; various rates, formulas and practices are noted; and these are related to the characteristics of the companies applying them."

HOW TO FEATHER YOUR NEST WHEN IT'S TIME TO TALK TURKEY. Robert Jameson Gerberg. Advanced Management Journal 44:15-20, Winter 1979.

Negotiating a salary when interviewing for a new job requires some careful planning if the prospective employee wants to get the best possible compensation package he can. This task entails acquiring an understanding of compensation and alternatives and salary ranges, forming long-term goals, knowing when to discuss salary and how, and deciding if a contract should be negotiated. To help the candidate get the highest price for his services he can, the author offers some general guidelines to salary negotiation and bargaining."

MANAGERIAL VALUES FOR WORKING. Vincent S. Flowers and others. New York: AMACOM, 1975. 50 p. HF 5500.3 .U54 M35

Summaries the responses to a nationwide survey of the 4,998 members of the American Management Associations. Chapters include: "Why People Work; Managerial Value Patterns; Why Managers Stay; New Patterns for Managing."

MANAGERS' PAY REACHES ALL-TIME HIGH BUT... Robert E. Sibson. Nation's Business 66:52-3+, November 1978.

In 1978 managers salaries have gone up about 9% and reached an all time high. "Still considering inflation and business growth, management salaries are actually about the same today as they were in 1960. In fact, using inflation as a benchmark, many of today's managers may even be underpaid because of the erosion of the dollar over the past 15 years." The author discusses company pay practices, the President's guidelines for pay, and the new reporting requirements of the Securities and Exchange Commission.

MAXIMIZING RETURNS FROM COMPENSATION. Glenn Chequer. Personnel Journal 55:337-9, July 1976.

"The primary function of compensation is to stimulate an individual's contribution to a company's sustained profitability and growth. Instead, many salary plans promote the opposite. Common examples of these diversions as well as alternatives aimed at promoting an individual's contribution to total profitability are presented."

NEW LIFE FOR FLEXIBLE COMPENSATION. John Perham. Dun's Review 112:66-7+, September 1978.

The American Can Company is now offering salaried employees a comprehensive package of individualized benefits, and other companies may follow.

POWER IS THE GREAT MOTIVATOR. David C. McClelland and David H. Burnham. Harvard Business Review 54:100-10, March-April 1976.

"Good managers, ones who get the best out of their subordinates and who thereby produce positive results, for their own organizations, are the keys to an organization's success. It is not surprising then that much research and thought has gone into trying to define just what motivates a good manager and how to describe him so that his characteristics can be objectively measured and identified. In this article, the authors describe a motivation pattern that empirical research has discovered most good managers share. Good managers are not motivated by a need for personal aggrandizement, or by a need to get along with subordinates, but rather by a need to influence others' behavior for the good of the whole organization. In other words, good managers want power. On its own, however, power can lead to authoritarianism, so it needs to be tempered by maturity and a high degree of self-control. The authors maintain that workshops can help a manager discover whether he has the correct motivation profile to be a good manager. If he does, or even if he does not have the correct profile, workshops can help him become a good or better leader."

SURGING EXECUTIVE PAY: WHERE IS IT GOING? David J. McLaughlin. Management Review 67:8-16, January 1978.

"In this analysis and interpretation of the findings of McKinsey & Company's 23rd annual survey of top executive compensation, the author looks beyond the immediate significance of the statistics. He focuses instead on some of the longer-term trends in executive pay and examines the implications they hold for companies trying to keep a sense of proportion amid what to many may seem to be escalating pay increases and a proliferation of increasingly beneficent bonus, stock option, and retirement plans."

UPDATE ON EXECUTIVE JOBS. John Perham. Dun's Review 112:84-5, November 1978.

"Industry's search for managers is currently at an all-time high, and companies are willing to pay more than ever to get the best talent. But there are worries about 1979."

E. EXECUTIVE PERFORMANCE EFFECTIVENESS

1. Executive Effectiveness

BACK TO BASICS FOR IMPROVED HUMAN RESOURCE MANAGEMENT. Kurt R. Student. Management Review 67:51-6, August 1978.

Discusses four leadership dimensions - support, interaction facilitation, goal emphasis and work facilitation - which were tested as predictors of effectiveness using multiple measures of agency performance.

BEYOND THE ANALYTIC MANAGER. Harold J. Leavitt. California Management Review Part I, 17:5-12, Spring 1975, Part II, 17:11-21, Summer 1975.

"Intended to alert managers...to reconsider some implicit beliefs about what is or is not good managerial thinking, good problem solving, or a good mind. Part I examines the limits of the analytic method and Part II looks at alternatives, ranging from Zen to executive sabbaticals."

CONFLICT IN ORGANIZATIONS: GOOD OR BAD? LTC Russell Pierre, Jr. and Jerome G. Peppers, Jr. Defense Management Journal 13:47-53, October 1977.

"Conflict is a state of unresolved difference between two entities, human or organizational. Sometimes the difference is functionally productive, as with creativity; but sometimes it is dysfunctional, as with war or sabotage or other less drastic confrontations. Conflict should not, therefore, be considered naturally bad or good. It will be bad or good depending upon the value base of the interpreter. But conflict of some form is inevitable whenever two or more human beings are in some interdependent relationship. The important aspect of conflict is how human participants relate and respond to it. Managers must control conflict. That is, they must keep dysfunctional conflict at an acceptable level, but they must also learn to simulate functionally productive conflict when it is at too low a level."

EIGHT CONCISE TECHNIQUES FOR MORE EFFECTIVE MANAGEMENT. Louis J. Frangipane. Administrative Management 39:70+, October 1978.

The author lists the eight techniques as: planning, organizing, controlling, leadership, understanding people, be an effective communicator, handle complaints skillfully, and employee development. "The 'Technique of Management' is an integration of all these fundamentals into an overall philosophy, style or attitude. Every manager should develop his or her own style. After all, each executive is also an individual."

EXECUTIVE DISSENT: HOW TO SAY NO AND WIN. Auren Uris. New York: AMACOM, 1978. 192 p. HF 5500 .2 .U75 E9

According to the author, "Executive dissent can enrich both the individual and the organization. Such protest, when it originates at higher corporate levels, becomes a constructive form of self-questioning and redirection. But of equal importance is the fact that executives who know how to register protest become more their own person, grow more alert to the possibility of improving the status quo and, finally, present themselves as a constant source of constructive feedback to the organization. The executive who knows how to deal with the dissent of others can strengthen organizational policy and decision making, sharpen his own thinking, and improve the process of dissent to maximize benefits for both the individual and the organization while minimizing its destructive aspects."

MANAGERS WITH IMPACT: VERSATILE AND INCONSISTENT. Wickham Skinner and W. Earl Sasser. Harvard Business Review 55:140-8, November-December 1978.

"The high-level accomplisshers share the following characteristics: They employ the practice of analysis with great effect; They succeed in motivating subordinates and satisfying superiors; They manage themselves; and They focus on one task of prime importance at a time. Although these four characteristics form perhaps too simple a conclusion about what it takes to be successful in operating management, the fundamental message is clear from the experiences of our research subjects: analyze, motivate subordinates, mind the upstairs and downstairs relationships, understand and discipline oneself to avoid consistency, and the result could be to become one of those rare managers who always gets a great deal accomplished."

POWER, DEPENDENCE, AND EFFECTIVE MANAGEMENT. John P. Kotter. Harvard Business Review, 55:125-36, July-August 1977.

"Americans have probably always been suspicious of power - the United States was born out of a rebellion against it, and our political processes seem to confirm that distrust. We have

equated power with exploitation and corruption. But, the author of this article asserts, the negative aspect of power have blinded people to its positive points, to its uses, and to the fact that, without it, people cannot accomplish very much anywhere. And that is especially true in management. The author maintains that, as organizations have grown more complex, it has become more difficult, if not impossible, for managers to achieve their ends either independently or through persuasion and formal authority alone. They increasingly need power to influence other people on whom they are dependent. Furthermore, he says, effective managers tend to be very successful at developing four different types of power, which they use along with persuasion to influence others. And they do so, the author concludes, with maturity, great skill, and a sensitivity to the obligations and risks involved."

THE RECOGNITION AND CHARACTERISTICS OF EFFECTIVE EXECUTIVES. William Shortreed Burlem. Monterey, California: U.S. Department of the Navy, Naval Postgraduate School, 1976. 118 p. V 425 .N3 T3 B93

"A population was derived of individuals in positions of hierarchical importance from a variety of organizations whose effectiveness in their professional endeavors was apparent to their peers outside the organization. Characteristics of this select group were compared to those of populations of individuals not necessarily recognized as particularly effective but occupying positions of similar hierarchical work. Significant differences were found between the select group and reference populations in the three categories examined: perception of management function, leadership style, and motivational needs. The select group interacted more with the environment external to their own organizations, are much more highly motivated by the need for power (and have a much lesser need for close interpersonal relationships) than the reference group. The literature perceives the management function as directed either internally into the operation of an organization or externally into its operational environment, each to the exclusion of the other. Both are necessary, and the characteristics and skills requisite to the successful accomplishment of each are different."

SYMBOLS, PATTERNS, AND SETTINGS: AN OPTIMISTIC CASE FOR GETTING THINGS DONE. Thomas J. Peters. Organizational Dynamics 7:3-23, Autumn 1978.

"Peters makes a dual case: The most frequently cited formal change tools are largely ineffectual. Instead, effective senior executives rely on a battery of mundane tools as well as high-impact devices that together nudge their organizations to move in new directions."

WHO GETS POWER - AND HOW THEY HOLD ON TO IT: A STRATEGIC - CONTINGENCY MODEL OF POWER. Gerald R. Salancik and Jeffrey Pfeffer. Organizational Dynamics 5:3-21, Winter 1977.

"Power adheres to those who can cope with the critical problems of the organization. As such, power is not a dirty secret, but the secret of success. And that's the path power follows, until it becomes institutionalized - which makes administration the most precarious of occupations."

2. The Ineffective Executive: Problem People in Key Jobs

THE ABRASIVE PERSONALITY. Harry Levinson. Harvard Business Journal 56:86-94, May-June 1978.

People who have abrasive personalities, often, "Puzzle, dismay, frustrate, and enrage others in organizations...Because of their value to their organizations, however, their supervisors frequently go to great lengths to help them fit into the organization." This article describes the abrasive personality, traces its origins, and suggests what managers might do to both help and cope with such people. The author takes a close look at how a need to be perfect drives these people to the point where they alienate and cause significant stress to most people around them. "Corrective effort occurs in stages, and takes time and patience on everybody's part." For supervisors seven first stage techniques are recommended and practical follow-up steps dealing with the abrasive persons unconscious drives.

CONTROLLING THE SYCOPHANT: POLICIES AND TECHNIQUES OF CORPORATION PRESIDENTS. Robert P. Newman and Lyle Sussman. Advanced Management Journal 43:14-21, Autumn 1978.

"An executive is as good as the decisions he makes, and the value of these decisions is determined by the quality of the information he is given. Subordinates, to maximize their opportunities for promotion, will often pass on the good news they think their superior wants to hear and keep the harsh facts to themselves. Since this has resulted in business failures as well as criminal action, it is important to do everything possible to ensure that executives receive accurate feedback. To find out what this entails, the authors surveyed CEO's of many top corporations. They tell how companies organized to provide formal checks and balances on information processing and what the presidents themselves did to get accurate information."

LIVING WITH MANAGERIAL INCOMPETENCE. William P. Anthony. Business Horizons 21:57-64, June 1978.

The incompetent supervisor presents difficult problems for subordinates, who must work informally to change the supervisor's performance and the performance of the entire organization. This article suggests some ways of dealing with the difficult problem of the incompetent superior.

MANAGERIAL DEVIANCE: HOW TO DEAL WITH PROBLEM PEOPLE IN KEY JOBS.
Andrew J. DuBrin. New York: Mason/Charter, 1976. 228 p.
HF 5500.2 .D8

"Represents both a game plan and a strategy for dealing with that small proportion of people in management whose aberrant behavior has a disproportionate negative impact on the organization, yet who are not criminals or outright misfits in their jobs. Included are pathological liars, manipulators, alcoholics, drug abusers, sexual exploiters, and abusers of power. Ideally, following the prescriptions in this book will redirect their energies early in their careers."

PERSONNEL "UNDECISIONS": A MANAGER'S UNDOING. Michael A. Verespej.
Industry Week 199:59+, December 11, 1978.

"Tackling the problem of the underperforming worker may be the most difficult task managers face. It's unpleasant and it means a confrontation. Many managers procrastinate endlessly, leaving companies with offices full of 'extra' workers."

3. Executive Time Management

ABCs OF TIME MANAGEMENT. Edwin C. Bliss. Supervisory Management
23:28-33, May 1978.

The author believes that time waste could be cut down by using clear, direct, germane communications between people; delegation of responsibility; setting deadlines for each task; cut out unnecessary paperwork; use positive tension to get things done; reduce memo writing; and the use of the word no.

ENERGY CRISIS IN THE EXECUTIVE SUITE. R. Alec Mackenzie and Gary Richards. Supervisory Management 23:17-26, October 1978.

"Manager's energy is being drained away and wasted by duplication of effort, mistakes, unnecessary meetings, and crises that could have been avoided. What can be done to solve the energy crisis in the executive suite? First, managers need to ask themselves some hard questions. Then they must follow some time-tested practices. Finally, they should use proved tools to measure and reward effective time use and productivity."

"EXECUTIVE TIME MANAGEMENT: I. ORGANIZATIONAL SUPPORT FOR BETTER TIME MANAGEMENT: Richard A. Morano. Advanced Management Journal 43:36-40, Winter 1978.

"Effective time management is not a preoccupation with a time urgency or with efficiently maintaining an appointment book. It is applying one's time intelligently in the accomplishment

of the organization's goals. Once managers are receptive to changing their time-management practices and the organization backs them, they can take the practical measures that have a good chance of enhancing effective time management. The first of these is to diagnose current time-management practices. Managers can do this by keeping a daily log of their time for a week or two to determine how they are, indeed, spending their time. In this way they can isolate their time wasters: Anything from drop-in visitors and telephone interruptions to procrastinations should be logged. Then managers should define what short-term and long-range-goals they are trying to attain. As we can see, this issue of managing one's time is not as simple as we might guess at first brush; rather it is part of a complex mix of behavior patterns managers have relied on in the past, their planning practices, and their own self-confidence."

EXECUTIVE TIME MANAGEMENT: II. HOW TO BUDGET YOUR TIME. Borden Coulter and George Hayo. Advanced Management Journal. 43: 41-8, Winter 1978.

"The authors show executives how to measure the way they allocate time, and they suggest effective ways of handling phone calls, meetings, interruptions, reading and writing tasks, dictation, and work at home."

HOW TO CONQUER PROCRASTINATION. Merrill E. Douglass. Advanced Management Journal 43:40-50, Summer 1978.

"Procrastination is a costly and draining problem for all of us. Postponing essential tasks can give rise to new problems, impeded happiness and self-fulfillment, and often create crisis situations damaging to the individual, his colleagues, business, family, or friends. To avoid these difficulties, the author discusses the causes of procrastination and suggests useful remedies for dealing with them."

WHERE HAS ALL THE TIME GONE? John R. Hinrichs. Personnel 53:44-9, July-August 1976.

"Data -- particularly objective and reliable data like that generated through the work-sampling technique -- can be a powerful catalyst for improving the effectiveness with which one allocates time to various on-the-job activities. Without data, exhortations to better time management become an academic exercise; with data, individuals and organizations can have a clear road map of changes they should make to increase their personal and organizational productivity."

F. EXECUTIVE HEALTH

BIOFEEDBACK AND MANAGEMENT STRESS. Robert C. Ford and Jack Hartje.
Human Resource Management 17:12-6, Fall 1978.

"Biofeedback is gaining increasing acceptance by both practitioners and researchers concerned with executive stress. Biofeedback offers many important advantages for organizations seeking a solution to their managerial stresses without the disadvantage of some of the other stress reduction methods. Among these are the cost of the program, time away from the job, objective measurability of results, and ethical considerations. The procedure is quite simple. A sensor is attached to the person undergoing a typical feedback training program that allows that person to continuously observe the body condition being monitored and allows the person to learn how to control the physiological distress associated with stress. Biofeedback has no influence on the person's ability to accept or reject a stressfilled situation nor does it require changing personalities, behaviors, or situational factors. Biofeedback can teach people to relax the muscles which react to stress-filled situations and help solve the problem of executive stress."

THE EXECUTIVE HEALTH. Donald Norfolk. Management Today. p. 103-5, March 1978.

"A large percentage of the illnesses experienced by business executives... could be avoided by adopting a life style which incorporates the following six point plan: 1. Prudent diet. 2. Regular exercise. 3. Adequate rest. 4. Moderate habits. 5. A relaxed approach to life. 6. Regular health checks.

MANAGING FOR A HEALTHIER HEART. John M. Ivancevich and Michael T. Matteson. Management Review 67:14-19, October 1978.

"Job stress can be bad, good, or both. Executives can take steps to make sure stress - caused heart disease does not kill their employees or themselves."

THE MYTH OF THE UNHEALTHY EXECUTIVE. Warren Boroson. Across the Board 15:10-6, February 1978.

The author contends that executives are a healthy group and cites studies to support his contention.

ON EXECUTIVE SUICIDE. Harry Levinson. Harvard Business Review 53:118-22, July-August 1975.

"This article examines the executive who irrationally sets such high goals for himself that he can never reach them. A person's greatest asset, the wish to succeed, can become his point of greatest vulnerability if a significant loss or defeat triggers a torrent of self-criticism. As a matter of self-preservation, each of us must try to temper the irrationality of that torment while at the same

time capitalizing on its motivational power-the push to reach high goals. Awareness of these factors will help us remain alert to the danger to ourselves and others. Executives, whose self-images are always at risk, are especially vulnerable."

STRESS INNOCULATION: FOR MANAGERS AND ORGANIZATIONS. John H. Howard and others. The Business Quarterly 40:73-9, Winter 1975.

"Managers must assume the responsibility for their health. They must become aware of the principal contributors to disease and disorder and act on this information. Awareness is the first step, action is the second...Two factors have given this renewed interest in health and fitness its impetus. The first is a growing awareness of health and fitness factors as contributors to chronic disease and the second is the visible incidence of illness and premature death which has touched almost every management group."

G. EXECUTIVES IN FOREIGN COUNTRIES

THE IMAGE OF MANAGEMENT. Geoffrey Foster. Management Today p. 46-9, January 1977.

"No other section of the British population, except the unemployed, feels more put upon, unappreciated, frustrated, and bewildered than managers. Depth of management's discontent and sense of hopelessness showed in BIM's decision to adopt a more positive representative role. Yet management's image is better than it thinks."

INTERNATIONAL DIFFERENCES IN EXECUTIVE REWARD SYSTEMS: EXTENT, EXPLANATION AND SIGNIFICANCE. David Granick. Columbia Journal of World Business 13:45-55, Summer 1978.

"This article has hypothesized that international difference in managerial behavior within large industrial organizations exist, and that such differences are linked to a wide dispersion of national patterns of reward for company executives. Data were presented showing that these differences in reward structure are uncorrelated either with the economic system or with the level of development of the various countries. English, French, American, and Algerian reward patterns for executives were explained in terms of underlying differences among the four countries. An explanation was offered as to why we should not expect convergence among the national patterns. Illustrative materials were presented regarding Algerian behavior, displaying a pattern which would appear irrational if it were not for the dominant reward pattern found in that country."

MANAGERS AND THEIR VALUE SYSTEMS: A FIVE COUNTRY COMPARATIVE STUDY. George W. England. Columbia Journal of World Business. 13:35-44, Summer 1978.

"This article provides a summary and implications from the study of the personal value systems of over 2,500 managers in five countries; Australia, Japan, Korea, India, and the United States of America.

Its results and implications stem from a long-term research project aimed at the description, measurement and understanding of the personal value systems of managers and their impact on behavior. A personal value system, as used here, more closely resembles ideology or philosophy than any attitude. In some respects, an individual's personal value system at any given time can be thought of as that integrated group of attitudes and beliefs resulting from the interaction of his physical or biological self with his environment."

MANAGING THIRD-COUNTRY NATIONALS IN MULTINATIONAL CORPORATIONS. Yoram Zeira and Ehud Harari. Business Horizons 20:83-8, October 1977.

"Third-country nationals have been making a significant contribution to MNCs by increasing the multinationalization of these corporations. This contribution has benefited both headquarters and host-country organizations. However, headquarters officials and host-country nationals are not sufficiently aware of the extent of this contribution or of the enormous human problems that third-country managers constantly face as managers in MNCs. The common view has been that third-country managers are a special breed of international personalities with a glittering life style and feelings of ease in every environment. Our findings is that this is not the case. Therefore, special effort is called for on the part of both headquarters officials and host-country nationals to understand these problems and change their behavior accordingly in order to enable third-country managers to make their contribution, for the benefit of the three categories of employees as well as the multinationalization of the corporation."

POLITICAL KIDNAPPING: A NEW RISK IN INTERNATIONAL BUSINESS. Richard E. Peterson. Interfaces 8:46-53, February 1978.

"It has been the purpose of this study to present a clear statement of the problem of political kidnapping and its magnitude. It is beyond the scope of this paper...to suggest that solutions are at hand...The present non-ransom policy of the United States government does appear to be a policy error. Although such a policy may have reduced the number of kidnappings of government officials, it has certainly resulted in a shift of the burden of kidnappings to the business community, where a no-ransom policy is unacceptable."

H. EXECUTIVE MANPOWER: THE SEARCH, THE RESOURCES, AND INHERENT PROBLEMS

1. Recruitment, Selection, and Appraisal

a. Recruitment and Selection

AN APPROACH TO THE IDENTIFICATION OF THE POTENTIAL EXECUTIVE.

Thomas John Leshko and Craig Eugene Vossseteig. Monterey, California: U.S. Department of the Navy, Naval Postgraduate School, 1975. 322 p. V 425 .N3 T3 L4

"Selection of the best managerial personnel available, their placement and optimum development are major goals of manage-

ment. These goals are equally shared by industry and the federal government. This research effort undertakes a new and little studied approach to satisfying this need by developing a test instrument based upon situational decision opportunity alternatives. Executive capacity indicators were identified and hypothesis relating to executive capacity indicators were tested. A data base of executive success was established by responses from nearly 200 proven executives from industrial, federal, and military organizations. The populations were then combined and tested and compared with the opinions on executive success as expanded in current management literature. Analysis of the data and hypothesis tests showed that responses of the populations were statistically different from each other 54% of the time. When combined and compared to beliefs expressed by management literature, the responses were statistically different 92% of the time."

ASSESSMENT THROUGH INTERVIEWING. George Shouksmith. 2d ed.
New York: Pergamon Press, 1977. 149 p. HF 5549.5 .I6 S4

"Includes extended material on planning for the interview and on the conduct of the interview, aimed at making its coverage more comprehensive. Use of groups for individual assessment and development, particularly in human relations training contexts, has increased immeasurably in the late sixties and early seventies."

THE BALANCED APPROACH TO SUCCESSFUL SCREENING INTERVIEWS. Jack Bucals. Personnel Journal 57:420-6, August 1978.

"The balanced interview can be the foundation for more effective hiring of professionals and managers". The four areas to cover in the interview are education, job knowledge, management capability, and personality characteristics. Job related questions for each specification requirement will allow the candidate the opportunity to demonstrate their knowledge and abilities. The weighted matrix can aid in making the final selection of the most highly qualified candidate.

BENEATH THE TIP OF THE ICEBERG: HOW TO HANDLE THE EMPLOYEE SELECTION DECISION. Lance A. Berger. Personnel 54:61-7, September-October 1977.

"A major weakness in contemporary approaches to hiring is the failure to provide both professionals and line executives with an adequate framework of concepts and methods within which to operate. This lack is commonly manifested in the failure of those involved to recognize that the selection interview should represent only the end result of a total

process that is designed to enhance the chances that a valid decision will be made. Since most companies rely on the interview as their basic method for arriving at this decision, it is critical to use a model of the interviewing process that will increase success."

CHOOSING THE NEXT BCSS. WHY SO MANY BOSSES DO IT BADLY. Paul W. Sturm. Forbes 122:44-8+, October 2, 1978.

"Even the best of them can do a bad job picking their own successors." The author discusses how some companies deal with this problem.

THE COMING FLOOD OF YOUNG EXECUTIVES. Arch Patton. Harvard Business Review 54:20-2+, September-October 1976.

"The expansionist years of the 1960s and early 1970s created a high need for young executives; recruiting good people was a corporation high priority. But things are changing. In the future, employment opportunities are likely to be far fewer and the numbers of available executives graduating from business schools will increase. Rather than making corporations' job of managing executives easier, however, these trends, among others will make the job tougher. When promotional changes are slim and starting salaries decrease, and self-interest seems to offer more to young people than company loyalty, keeping a high quality staff is not going to be easy. In order for top managers to meet these trends, this well-known author recommends that they rethink their motivation, compensation, and promotion policies, as well as their decision-making processes. The author warns that unless companies do this, the results may be disastrous to industry's ability to function."

CONTRASTS IN MANAGEMENT: A STUDY OF DIFFERENT TYPES OF MANAGERS' JOBS, THEIR DEMANDS AND CHOICES. Rosemary Stewart. London, New York: McGraw-Hill, 1976. 171 p. HF 5500.2 .S74

The differences between managerial jobs are investigated. Concentration is mainly upon the demands of different jobs but the choices are examined too. The book is, "Addressed primarily to those who, whether as personnel or training specialists, or as line managers, have to select and train managers; and to those who seek to evaluate their own jobs."

EXECUTIVE QUALITIES. Joseph M. Fox. Reading, Massachusetts: Addison-Wesley, 1976. 256 p. HF 5500.2 .F7

"A book about people--how to select and judge people; what to look for; what to beware of. Two different groups of people are addressed: 1. Those employees of large

organizations that desire to get ahead to make it, and become part of the management, particularly the upper management. 2. Established managers who are trying to guide their employees and make them more effective and more capable. It gives words and structure with which to pinpoint strengths and weaknesses."

EXECUTIVE SEARCH TODAY. Roger M. Kenny. California Management Review 20:79-83, Summer 1978.

"Today, an executive search firm is perceived as an extension of a client's internal resources and both work hand-in-hand to achieve specific manpower goals. Generally, leading executive recruiting firms have grown with career-oriented professionals who have solid business experience rather than with psychology specialists. They are highly skilled communicators with considerable tenacity to be able to influence business leaders in making some of their most complicated and demanding decisions."

THE EXECUTIVE'S GUIDE TO FINDING A SUPERIOR JOB. William A. Cohen. New York: AMACOM, 1978. 166 p. HF 5381 .C64

"This book presents a no-holds-barred approach to job-getting techniques that is little known outside the personal placement industry. A separate chapter deals with the problems faced by those leaving the armed services for industry and offers practical advice on overcoming them...This book gives the reader all the information needed to realize its twin objectives: first, to enable the reader to get a superior job at a significant increase in salary within a reasonable period (usually ten weeks or less); second, to free readers from all future fear about their ability to get any job that they want and for which they are qualified."

GETTING LONG TERM VALUE FROM EXECUTIVE APPOINTMENTS. John Fripp. Personnel Management 10:34-7, November 1978.

"When recruiting executives most companies concentrate on the medium term development of the job, but the long term requirement is probably just as important and this is the most difficult to judge at the selection stage. John Fripp suggests a new set of guidelines for personnel managers."

HOW EFFECTIVE EXECUTIVES INTERVIEW. Walter R. Mahler. Homewood, Illinois: Dow Jones -- Irwin, 1976. 249 p. HF 5549.5 .I6 M19

"Provides guidance in conducting five types of interviews in which every executive gets involved at one time or another: Selection, performance, counseling, career discussions, or removal. The author shows how to handle each type with maximum effectiveness by applying the principles, guidelines, and theories he suggests for each situation."

HOW TO LOOK FOR A JOB. Edward L. McClendon. Advanced Management Journal 43:48-53, Autumn 1978.

"Whether you are new to the job market or looking for a better position, it is essential to know how to conduct a successful search. This task entails analyzing what you want in your new job and what price you are willing to pay to get where you want to go. The author outlines the steps you must take in your search, explaining how to define career goals; prepare a resume; develop prospects, strategies, and references; and remain solvent and in a good frame of mind. He also discusses the search strategies organizations use to find the right candidates and the key factors involved in evaluating them."

HOW TO SURVIVE & MARKET YOURSELF IN MANAGEMENT. Andrew Pleninger. New York: AMACOM, 1977. 238 p. HF 5500.2 .P53

"The technical skills needed at any particular job have nothing to do with those required to be a successful company president. The realities of business life at the management level are spelled out in this work--how it really is, the do's and don'ts, what kind of behavior is expected from a manager--in short, how to survive and prosper in management. Practical advice is also given on how to market yourself, including tips on resume preparation, how to answer ads of various kinds, and how to handle yourself during interviews, especially those that are purposely designed to test your mettle under stress."

INTERVIEWING FOR THE DECISIONMAKER. Lawrence R. O'Leary. Chicago: Nelson-Hall 1976. 127 p. HF 5549.5 .I6037

"A practical guide to interviewing which emphasises the critical phrases in one-to-one interviewing without neglecting the importance of reference checks, background information and tests in the selection process. Other interviewing techniques the book describes include drawing up the job description; determining what information should be given to the interviewee; establishing the personal specifications of job candidates; selecting a proper location for the interview; and recording and evaluating interview data. The counseling interview is also discussed with specific examples of how a supervisor can iron out even sensitive human relations problems through skilled constructive interviews."

INTERVIEWING: THE TEST MOST MANAGERS FLUNK. Ross Whitehead. Industry Week 198:85-7+, September 18, 1978.

"The ideal interviewer represents this synthesis: he takes a common-sense approach to interviewing. He feels it is his job to establish a relationship based on mutual regard for the other's integrity. He treats the applicant as a distinct person in order to gain the applicant's trust and promote

responsiveness. He uses an expansive, probing line of questioning to obtain a free flow of information that will help both the applicant and the interviewer. He finishes the interview knowing where both stand." The author discusses some interviewing aids and some questions used to interview upper level management candidates.

MANAGEMENT RECRUITMENT IS A TWO-WAY STREET. Richard M. Coffina. Personnel Journal 58:86-9, February 1979.

"A look into the mechanics of management recruiting reveals the major variables which affect the job acceptance ratio."

MANAGER'S GUIDE TO SUCCESSFUL JOB HUNTING. Robert G. Traxel. New York: McGraw-Hill, 1978. 217 p. HF 5383 .T7

The author's goal, "Is to give a commonsense approach to job hunting and to carving your niche in a truly unique and professional manner...This book is for executives and aspiring management people. The techniques presented...are extremely effective for people with business experience... This book is directed solely at the serious, conscience person who is determined to make success and happiness happen now, and on a continuing basis, and is not just hoping something will occur by luck, default, or happenstance."

THE PITFALLS OF MANAGEMENT BY INFERENCE. David L. Austin. Personnel Journal 57:567-71+, October 1978.

"Managers' decisions in hiring, promotion and discharge are more susceptible to legal review, attack and reversal than ever before, and assuming cause/effect relationships or validity can be dangerous. But there are some positive steps a manager can take."

REDUCING THE RISK IN HIRING SENIOR MANAGERS. Robert H. Schaffer. Management Review 67:12-6, December 1978.

"When a mistake is made in filling a top-level job, the hiring error can be very costly. Here are some basic rules for avoiding a potential danger."

b. Appraisal and Evaluation

THE APPRAISAL INTERVIEW: THREE BASIC APPROACHES. Norman R.F. Maier. LaJolla, California: University Associates, 1976. 228 p. HF 5549 .5 .I6 M21 1976

The author discusses three methods used in appraisal interviews for executive development, when each should be used and the skills needed by the interviewer. "Perhaps the book's major contribution lies not so much in the

separation of objectives, methods, and skills, but in the isolation of some principles of problem solving." Some chapters include: "The Appraisal Interview and Its Objectives; Testing Three Methods in a Role-Play Situation; Tell and Sell Method; Tell and Listen Method: and Problem-Solving Method."

EFFECTS OF JOB INCUMBENTS' RACE AND SEX ON EVALUATIONS OF MANAGERIAL PERFORMANCE. Francine S. Hall and Douglas T. Hall. Academy of Management Journal 19:476-81, September 1976.

"Behavioral data should be used as a basis for performance appraisal and selection in order to reduce the effects of personal bias in the rater. Proponents of affirmative action frequently cite the fact that women and minorities are often discriminated against in the selection process without first being afforded an opportunity to demonstrate their competence. The results of this study suggest that where such opportunities to perform are available and performance is competent, the ratee's sex and race may not contaminate personnel actions."

EMPLOYEE GROWTH THROUGH PERFORMANCE MANAGEMENT. Michael Beer and Robert A. Ruh. Harvard Business Review 54:59-66, July-August 1976.

"For a number of years, managers at Corning Glass Works have used MBO. But because of its shortcomings, staff psychologists and personnel specialists began to look for a system that would incorporate its strengths with a better way to help managers observe, evaluate, and aid in improving the performance of subordinates. After several years of research and development they produced...the performance management system. The PMS is the formal vehicle now used by Corning to manage, measure, and improve the performance and potential for advancement of approximately 3,800 managerial and professional employees. PMS was developed to help managers give such feedback in a helpful and constructive manner and to aid the supervision creating a developmental plan. It is distinguished from other performance appraisal systems by the following characteristics: (1) its formal recognition of the managers' triple role in dealing with subordinates, (2) its emphasis on both development and evaluation, (3) its use of a profile displaying the individual's strengths and developmental needs relative to himself rather than to others, and (4) its integration of the results achieved (MBO) with the means by which they have been achieved. Essentially, PMS has three parts--MBO, performance development and review, and evaluation and salary review. At Corning, many managers have found that just identifying the performance dimensions that are important to organizational effectiveness helps to develop a common language for discussing performance and making decisions about people, something that is absent in most organizations. Thus a performance management system can increase the objectivity and enhance the validity of personnel decisions."

EVALUATING SUBORDINATES: HOW SUBJECTIVE ARE YOU? Robert R. Bell.
Advanced Management Journal 44:36-43, Winter 1979.

"Performance appraisal, one of the oldest management techniques in use, varies widely in its approaches but, for the most part, it still rests on a very subjective evaluation of an employee's performance by the superior. The author lists the different techniques currently in use, explains the reasons why performance appraisal is subjective, and the implications of this for managers."

FORMULATING USABLE OBJECTIVES FOR MANAGER PERFORMANCE APPRAISAL.
Peter Allan and Stephen Rosenberg. Personnel Journal 57:
626-9+, November 1978.

"Results-based systems for appraising managers have been installed in a number of organizations with some success... It is not easy...to determine the results that a manager is expected to produce and to state those results in a way that allows the manager to judge later whether they were attained... Managers apparently require a substantial amount of preparation, training, practice and experience before they are in a position to formulate objectives that can be used as a foundation for an effective performance appraisal system. This conclusion stemmed from our experience in developing a results-based performance appraisal system to be used in evaluating approximately 2,000 managers in New York City government... 'Responsibilities', 'expected results' and 'standards' are discussed. In this context, responsibilities refer to broad areas of accountability, expected results (objectives) specify what the manager is to accomplish within each broad area (in fairly specific terms), and standards are the quantitative or qualitative measures for judging whether results have been achieved. Therefore, the formulation process involves going from general statements to specific ones."

FREEDOM OF INFORMATION REGULATIONS: A NEW TOOL TO MEASURE MANAGER EFFECTIVENESS. Peter Barna. Personnel Journal 55:383, August 1976.

A manager's superior, "May request and obtain from the government agencies with whom he was frequently in touch, the summaries of all oral contacts, along with the correspondence between the manager and the agency. These summaries can provide valuable information concerning the skills, tactics and sensitivity shown during the negotiation."

THE 'I' TEST - EVALUATING EXECUTIVE TALENT AND POTENTIAL. Sigmund G. Ginsburg. Personnel Journal 55:168-9+, April 1976.

Identifies and discusses ten traits that distinguish the very successful executive: intelligence, individual confidence and

self-knowledge, intestinal fortitude, integrity, interpersonal relations, innovation, intensity, implementation, identification, and influence-inspire.

IMPROVING MANAGERIAL PERFORMANCE. Morey J. Villareal. Personnel Journal 56:86-94, February 1977.

"Job performance planning and assessment system for improving managerial performance has managers and subordinates working together to define standards which subsequently are applied."

IMPROVING WORK PERFORMANCE THROUGH APPRAISAL. William J. Kearney. Human Resource Management 17:15-23, Summer 1978.

"Performance improvement, if it occurs, does not happen by itself. Someone makes it happen. That someone is most often the manager. The task is not easy. Some minimum levels of motivation, ability and role clarity must be established. These are the major inputs every manager must grapple with. Since these conditions have many important internal elements, they are themselves complicated. Yet, the manager must have a basic understanding of each, as well as their relationship to one another. Techniques for performance improvement that draw upon and contribute to these conditions must be selected. Behavioral job descriptions and behaviorally anchored rating scales help the managers improve their performance. They do this through their emphasis on specific, measurable goals, identifying more observable behaviors for adoption, and by providing feedback on performance that maximizes the chances for change."

MANAGEMENT PERFORMANCE EVALUATION. Bruce M. Teller. St. Louis, Missouri: Teller, 1975. 215 p. HD 31 .T28

"Management Performance Evaluation, although a self-contained book, is best understood only after reading and digesting its companion book, Humane Business Management..." This book, "Parallels it's companion book in a manner which provides all the text, questions and guidance needed to complete a management performance evaluation."

MEASURING THE PROCESS OF MANAGERIAL EFFECTIVENESS. John J. Morse and Francis R. Wagner. Academy of Management Journal 21:23-35, March 1978.

"The development of an instrument to measure and evaluate managerial behavior that results in effective managerial performance is described. The instrument is designed to evaluate the performance of those activities that account for both the similarities and differences among managerial jobs. The content validity and the concurrent validity of the scale are demonstrated. Internal reliability is also determined to be satisfactory."

PERFORMANCE APPRAISALS AND MANAGEMENT DEVELOPMENT: A SYSTEMS APPROACH. Nathan B. Winstanley. Conference Board Record 13:55-9, March 1976.

"The managerial performance appraisal system here proposed will...provide in a single source document more, and more relevant, information for decisions affecting training/development, salary administration, replacement planning, transfers and promotions than otherwise available. The new approach...adds much more descriptive information on the individual manager's specific talents as they relate to his current assignment. This is, of course, prerequisite to intelligent decisions affecting later utilization. A point of particular emphasis in the new approach is the systematic integration of events before and after appraisal in order to improve both the appraisal and the development of managers."

PERFORMANCE MANAGEMENT SYSTEMS: RESEARCH, DESIGN, INTRODUCTION AND EVALUATION. Michael Beer and others. Personnel Psychology 31:505-35, Autumn 1978.

"The purpose of this paper is to describe and analyze a unique and innovative appraisal and development system. The Performance Management System (PMS) is the formal vehicle used by Corning Glass Works managers to measure and improve the performance and potential for advancement of approximately 3,000 managerial and professional employees. The current design of PMS is the result of several years of research and development work by staff psychologists and personnel specialists at Corning along with applied psychological research conducted in other organizations. PMS is distinguished from most appraisal systems by the following characteristics: (1) Its emphasis on both psychometric and practical utility; (2) Its emphasis on development as opposed to evaluation; (3) Its use of ipsative measurement; (4) Its integration of results with behavior centered appraisal. This paper is comprised of an introduction, the evaluation and revision of PMS, and an overall summary. The strategies, results, and problems encountered in each phase of PMS development will be described and analyzed."

c. Assessment Centers

ASSESSMENT CENTERS: PREMISES, PRACTICALITIES AND PROJECTIONS FOR THE FUTURE. Cabot Jaffee and Fredrik Frank. Management International Review 18:45-53, 3-1978.

"The basic premises underlying the use of assessment centers is discussed as well as research and recent legal decisions attesting to its use. Projections for its future use are also discussed."

ASSESSMENT CENTERS - VALID OR MERELY PRESCIENT. Richard J. Klimoski and William J. Strickland. Personnel Psychology 30:353-61, Autumn 1977.

"Published validation of assessment centers are reviewed with respect to criteria used, staff composition, and the number of organizations involved. Impressive, consistent results are noted, but a trend is identified: Acceptance of the method is based on relatively few studies, conducted by fewer organizations, using a limited range of criteria. It is argued that perhaps the assessment center staff is evaluating candidates based on its familiarity with the preference of the decision makers who will actually promote, thus merely duplicating already existing decision procedures. What is needed are comparative predictive studies incorporating alternative predictors and criteria."

HOW TO IMPROVE THE VALIDITY OF AN ASSESSMENT CENTER. William C. Byham. Training and Development Journal 32:4-6, November 1978.

The author discusses 16 areas to check the validity of assessment center operations. "The questions are minimum requests for a job-related, fair and legally defensible assessment-center program."

NEW FRONTIERS FOR ASSESSMENT CENTERS. Allen I. Kraut. Personnel 53:30-8, July-August 1976.

"The assessment center method has become one of the most powerful techniques available for identification of management potential...The assessment center technique seems to have a number of advantages, logically and empirically, over other forms of evaluation such as paper and pencil tests and individual clinical evaluations. If it is combined with ongoing programs of recruitment, replacement, development, and coaching of job performance, it is likely to be a valuable addition to our techniques for identifying and selecting management potential. The increased use of this technique and the diversity of applications being developed are evidence that the assessment center technique is here to stay, and we should make the most of it."

USING ASSESSMENT CENTERS IN SMALLER ORGANIZATIONS. Seymour Adler. Personnel Journal 57:484-7+, September 1978.

"An assessment center may be an excellent tool when used with understanding, a faddish flop when not."

2. Black Executives

BITTERS IN THE BREW OF SUCCESS. George Davis. Black Enterprise 8:32-5, November 1977.

"In 1975, the Bureau of the Census reported that four percent of all black households had annual income over \$25,000. But while blacks pride themselves in their upward mobility, the move has extracted a heavy toll from the ambitious. Black Enterprise interviews 17 executives--male and female--to find out if the toll levied on their success was worth the effort."

BLACK EXECUTIVE SEARCH FIRMS: A NEW WAY TO OPEN OLD DOORS. Richard T. Watkins and Dawn R. Jones. Black Enterprise 5:17-20+, May 1975.

"As the quest intensifies for educated, experienced blacks qualified to break into the higher echelons of corporate America, the existence of black executive search firms has become a rising phenomena...Executive search firms receive up front money on a contractual basis from the client-corporation to search out the proper candidate to match the particular job specification. They generally deal in salary ranges of \$25,000 and above. These are the true head hunters."

BLACKS IN THE FOREIGN SERVICE. Pat Patterson. Black Enterprise 8:41-3+, February 1978.

"The Foreign Service, once accessible to only the select few, has broadened its scope, and today offers quite a variety of career opportunities for black men and women...To enter the Foreign Service, an applicant must hurdle both written and oral examinations, a security check, and a rigorous medical test."

COLOR THE BOARD WHITE, THEN ADD A LITTLE BLACK. Robert S. Browne. Business and Society Review p.22-4, Fall 1977.

"The list of black directors of major corporations is getting longer, slowly." Includes a list of black directors. Briefly discusses the role of the black executive to communicate black perspectives to the white business establishment.

A COMPARATIVE STUDY OF OWNER-MANAGER PERSONAL VALUES IN BLACK AND WHITE SMALL BUSINESS. John G. Watson and Leo R. Simpson. Academy of Management Journal 21:313-9, June 1978.

"The results of the by-concept analysis of this research show the black owner-managers and the white owner-managers both have a pragmatic primary value orientation. Concerning value orientation...it is irrelevant whether either black or white managers work in large or small business firms. Regardless of firm size, black and white managers have a similar value orientation."

DISCRIMINATION IN RECRUITMENT: AN EMPIRICAL ANALYSIS. Jerry M. Newman. Industrial and Labor Relations Review 32:15-23, October 1978.

"This study investigates possible discrimination in recruitment by analyzing variations in responses from 207 companies to

unsolicited resumes, sometimes equivalent and sometimes not, from fictitious black and white applicants. The author finds that the responses strongly indicate discriminatory behavior, with the black applicant the beneficiary slightly more often than the white and with the differences more pronounced in large than in small companies. Contrary to expectations, geographic location of companies did not account for variation in response to the two applications."

DO YOU WANT A HIGHER SALARY. Patricia A. Dreyfus. Black Enterprise 6:61-3+, October 1975.

"As doors to executive offices swing open for blacks and other minorities at a faster rate than ever before, a new type of problem arises. Instead of simply trying to get a larger piece of the benefits pie, this new class of executives must also evaluate its contents to make sure it satisfies their needs...Salary, present and future, has taken on added importance in the compensation package as fringe benefits become more standardized at all levels."

THE FOREIGN ASSIGNMENT: STEPPING OUT TO STEP UP. Black Enterprise 8:35-40, February 1978.

"The heyday of the American expatriate is over. Still a short term overseas assignment can be a stepping stone to a better position. In addition, the compensation and perks are great... Making the big adjustment to a foreign culture doesn't seem to be a major problem for black Americans...it's the lack of foreign experience."

SELF-CONCEPT, PERSONAL VALUES, AND MOTIVATIONAL ORIENTATIONS OF BLACK AND WHITE MANAGERS. John G. Watson and Sam Barone. Academy of Management Journal 19:36-48, March 1976.

"The self-concept, personal values, and levels of achievement, power, and affiliation motivation of a group of black and white managers presently working in organizations were evaluated. The overall results support the view that, as groups, black and white managers have very similar self-concept, value, and motivational profiles."

SUCCESS. Zarine Merchant. Black Enterprise 6:27, January 1976.

"Success...particularly for blacks, has to be measured in terms of individual achievements and the meeting of private challenges ...Dr. James Comer, professor of psychiatry at the Yale Child Study Center and associate dean of the Yale Medical School, provides some characteristics that he feels are especially important for blacks. Inner discipline, determination, perseverance, and strong motivation are some of the important essentials of success."

10 WAYS TO COPE WITH STRESS IN YOUR WORKING ENVIRONMENT. Walter Tardy. Black Enterprise 8:39-40+, November 1977.

"Over the past 15 years, much public attention has been focused on the struggle for equality by blacks in American society. However, little attention has been given to the price individual blacks pay for battling on the 'frontier'--for example, blacks who make up the approximately two percent of managers in American corporations. The price paid by these blacks on the 'advancing edge' is great and too often takes the form of psychological compromise...Job stress is the condition in which some factor or combination of factors at work interacts with the worker to disrupt his psychological or physiological homeostasis (balance)." The author identifies situations that may cause stress for blacks and lists 10 ways to cope with stress in the working environment.

TOO MUCH, TOO SOON: MBAs of 1965. Diane Weathers. Black Enterprise 7:45-7+, February 1977.

In 1965 4 Black MBAs were graduated from 3 top ranking schools, Harvard, Wharton and the University of Chicago School of Business. Opportunities for blacks in management were virtually nonexistent. 1969 marks the start of a big push to enroll Black students in business administration masters programs. (Peaked in 1972 & 73) "Social and political trends are just two factors that have serious implications for career opportunities. The demand for MBAs is a fairly recent phenomenon, partially a result of the expansionist years of the '60 and early '70s when management became increasingly complex and there was a shortage of executive talent... By 1985 it is forecasted that the number of degrees awarded will double... As their supply increases, the demand for them will go down." (Salaries will be lower to start and advancement within corporation will be slow).

3. Women Executives

BECOMING THE EXECUTIVE YOU'D LIKE TO BE: A PROGRAM FOR FEMALE MIDDLE MANAGERS. Paul J. Goldstein and Jane Sorensen. Advanced Management Journal 42:41-9, Fall 1977.

"This article is about a program for five female middle managers of a major corporation who, acting independently of top management, contracted for a series of 12 behavioral science-oriented meetings. Here they confronted their problems of being females in management; they learned about power and authority, the workings of political systems, styles of communication, and how they could confidently use their special strengths in the world of work." Participants in the program, "All felt that the program contributed to their personal and professional growth. Four of the five women reported at least some behavioral change."

BUILDING TEAMWORK AND AVOIDING BACKLASH: KEYS TO DEVELOPING
MANAGERIAL WOMEN. Kristin Anundsen. Management Review
68:55-8, February 1979.

"What every personnel manager in charge of women's development wants is a program that (1) satisfies EEO demands, (2) meets the organization's own needs for supervisory and managerial talent, and (3) doesn't create male backlash." Planning such a program for the government of California was faced by the director of training. "The problem was resolved through a program that is adaptable to other types of organizations, and lessons learned during its development are potentially useful for anyone in the business of building a strong management structure that includes women."

CONTENTS AND TECHNIQUES OF MANAGEMENT DEVELOPMENT PROGRAMS FOR WOMEN.
Guvenc G. Alpander and Jean E. Gutmann. Personnel Journal 55:76-9,
February 1976.

"A comparison of the training and development needs of male and female executives and discussion based upon these findings."

DEVELOPING WOMEN MANAGERS: WHAT NEEDS TO BE DONE? AN AMA SURVEY REPORT.
Martha G. Burrow. New York: AMACOM, 1978. 32 p. HF 5500.2 .B87

"The senior management in many organizations is still in a quandary about what to do with the bright, ambitious women appearing on their doorsteps. Both legislative action and legal settlements have made us aware that companies that cling to traditional assumptions about 'women's jobs' are inviting trouble. But what new interests and expectations are men and women in management feeling? What do incumbent managers see as primary development needs for potential women executives? What methods have organizations used to effectively select and develop capable women managers? Operating managers are now asking: What informational resources can we dig into for our own development in this area? What references do we need on hand? What kinds of training and development resources are available to our organizations and how do we select them?" This survey report is seeking to help organizations develop both male and female managerial talent to the best interests of an industry or profession.

EDUCATING WOMEN FOR ADMINISTRATION. Bette Ann Stead. Business Horizons
18:51-6, April 1975.

"Colleges of business administration all over the country have begun to meet the special needs of women students from all segments of the university. Topic courses can provide insights into the special problems women encounter in taking the first step on the administrative ladder. It is hoped that this course will produce two results. It should help females deal effectively with discrimination that they are sure to face in years ahead, and it

should prepare both male and female students to make specific contributions toward the development of women for administrative positions and the implementation of affirmative action programs."

THE EFFECTIVE WOMAN MANAGER; SEVEN VITAL SKILLS FOR UPWARD MOBILITY.
Nathaniel Stewart. New York: Wiley, 1978. HF 5500.2 .S73

"A practical, realistic guide which describes how the woman manager can develop the seven vital skills--planning, coordinating, delegating, evaluating, problem-solving and decision-making, time allocating, and training and guiding--to create the aura of competence that is so important today. Current managerial thinking has been keyed to the special requirements of women. Self-tests, questionnaires, checklists, and other special exercises are provided at the close of each chapter so that the reader can evaluate her own strengths and shortcomings."

GAMES MOTHER NEVER TAUGHT YOU: CORPORATE GAMESMANSHIP FOR WOMEN.
Harragan, Betty Lehan. New York: Rawson, 1977. 334 p.
HF 5500.3 .U54 H37 1977

"A basic set of ground rules for women recently admitted to the world of corporate politics. It is addressed primarily to those women whose job goals are to reach policy and decision-making levels. Game theory is pursued to the utmost and the playing to win advice is given in sports and military jargon, which Harragan claims is the working language of the male-dominated corporate hierarchy. It gets down to concrete and workable strategies for competing and winning in the executive suite."

INTERVIEWING WOMEN: AVOIDING CHARGES OF DISCRIMINATION. Tom Jackson.
New York: Executive Enterprises Publications, 1976. 45 p.
HF 5549.5 .I6 J3

"Designed to show how to conduct an effective, non-biased selection interview--one which will allow qualified women into the organization. The ideas, techniques and procedures presented will improve interviewing skills with male and female applicants within the guidelines of equal employment opportunity."

MALE V FEMALE VALUES IN MANAGEMENT. Judith M. Lannon. Management International Review 17:9-12, 1-1977.

"...While the myth of the male manager may persist (only men need apply) a pre-occupation with hiring women may give rise to another equally limiting myth: the myth of the female nurturer/manager (only women need apply). Efforts to identify the jobs/roles an organizational culture requires are at a very crude stage. The future of management styles will require thinking that goes beyond the traditional sex role stereotyping by recognizing that male and female traits exist in each sex and that simply hiring women to comply with legislation or social pressure amounts to little more than tokenism which is both insulting to women and more importantly, inhibiting to the most effective management of the organization."

THE MANAGERIAL WOMAN. Margaret Hennig and Anne Jardim. 1st ed.
Garden City, New York: Anchor Press, Doubleday, 1977. 221 p.
HF 5500.2 .H445

"The authors first explore what men and women bring to a job and why a young woman in comparison with her male counterpart is often at a disadvantage when it comes to advancement. She has been raised to think she can become a nurse, not a doctor; a secretary, not a boss. On the job, the impact of difference is real and the authors trace the typical female/male attitudes toward responsibilities, pressures, opportunities for advancement, and the ability to identify a career future within a company."

NEW DATA ON WOMEN MANAGERS. Alma S. Baron. Training and Development Journal 32:12-3, November 1978.

Survey of women in management positions in all 50 states concluded that most problems of the women were unrelated to sex. There may be a lag in the training and development phases of career development.

SELECTION, DEVELOPMENT AND SOCIALIZATION OF WOMEN INTO MANAGEMENT.
Alma S. Baron. Business Quarterly 42:61-7, Winter 1977.

"...The most human characteristics of both men and women, melded together to produce a management style that is creative, strong, capable, humanistic. As people stop looking at one another from a biologically oriented view and view each other as human beings, working for a common goal, problems will disappear and new gains emerge. Treat women as you would men. Use the same consideration of feelings, development of talents, treatment of colleagues that characterize the qualities you most admire in the greatest boss you ever had. In this knowledge that the development of others is perhaps the greatest joy and reward to a manager, all managers who are dedicated to helping people, but particularly women in this time of change, will grow."

TIME MANAGEMENT STRATEGY FOR DUAL-CAREER WOMEN. Elanor B. Schwartz and R. Alec Mackenzie. Business Quarterly 42:32-41, Autumn 1977.

"These time management basics, while essential to all managers, are crucial to newly appointed women managers who find themselves coping with demands of two equally consuming careers. Moreover, where women in the past have had the luxury of career choice, today more and more women find they must wear two hats. Already, well over a third of the women in the labor force are single or heads of family. Half of the remainder supplement family incomes ...Unless these busy women maintain an organized life, especially of their predictable activities and tasks, they will find themselves victims of stress, strain, and the fatigue factor that ultimately wear a person down, both physically and mentally."

The goal is to cultivate a firm composure that positively attacks the myriad tasks, and, thus, increases the chances for personal and professional success. While many of the practical strategies presented here are not new, we hope they do provide an impetus for thought-provoking self-analysis that leads to more self-management."

AN UPPITY WOMAN'S VIEW OF BUREAUCRACY. Leslie Dock. Management Review 67:45-9, June 1978.

"Putting the obvious difference aside, a plain-spoken female undertakes to instruct the male bureaucracy on the not always obvious difference between man and woman." Some of the differences include the area of language, the area of intuition and creativity, and also the basic concept of organizational structure.

WOMEN AS EFFECTIVE MANAGERS... A STRATEGIC MODEL FOR OVERCOMING THE BARRIERS. Theodore T. Herbert and Edward B. Yost. Human Resource Management 17:18-25, Spring 1978.

"There are two general elements in the overall strategy for bringing women into management. The first of these is training in the skills of management. A barrier exists, though, even for those women who want to be managers; a powerful deterrent is that of the societal norm of marriage, motherhood, and 'appropriate' career paths. Women who follow the social norms cannot achieve whatever potential they may have as managers. The answer seems to be in being able to encourage women to chose managerial careers rather than traditional roles, which can best be accomplished through the use of role models. The second portion of the strategy addresses the more difficult part of the problem. The major problem in bringing women into management as effective managers deals with their acceptance by the business world and the attention present managers will give to grooming them for higher level positions. Training women in managerial skills is of little value if they are not allowed to demonstrate their skills on the job or are not rewarded with commensurate promotions. The crucial step involved here has its focus on male managers. The preparation of women for management responsibility and the removal of sex-role attitudinal barriers go hand-in-hand. The cognitive side of managerial experience is simply not enough, for sex-role stereotypes channel and obstruct perceptions of women as career managers into expressions of implicitly discriminatory (or underachieving) behavior. Breaking the attitudinal barrier can result in the acceleration and greater use of female manager role-models, heightened managerial aspirations - and supply - of potential women managers, and a long-term more effective utilization of a scarce resource - effective managers."

WOMEN AS LEADERS: PERFORMANCE EVALUATION AS A FUNCTION OF METHODS OF LEADER SELECTION. Marsha B. Jacobson and Walter Koch. Organizational Behavior and Human Performance 20:149-57, October 1977.

"In an experiment exploring the relationship between equity and evaluation of female leaders, male subjects and female confederates worked on a task in which the confederate was appointed leader over the subject. The confederate was made leader either arbitrarily (by virtue of her sex), by chance, or by her superior performance on a pre-task. It was arranged for half the dyads to succeed at the task and for the other half to fail. It was found that the more equitable the method of leader selection, the more favorably the confederate's performance was evaluated, regardless of whether the dyad succeeded or failed, and the more credit (less blame) she received when the dyad succeeded (failed). Parallels to organizational settings and affirmative action programs are discussed."

WOMEN IN MANAGEMENT. Laurie Larwood. Lexington, Massachusetts: Lexington Books, 1977. 199 p. HF 5500.3 .U54 L37

Surveys the evidence useful to resolving the question of whether women are suited for management. Examination is made of why more are not presently in management and how women can obtain management positions. A contrast is made with the arguments presented by those who feel that women are unsuited for management and society should stop arousing their ambitions for success in that direction.

WOMEN IN MANAGEMENT. Bette Ann Stead. New York: Prentice-Hall, 1978. 362 p. HF 5500.3 .U54 W648

Articles which have been selected for their relevancy and cases which provide insight into the kinds of discriminatory experiences women are having. Chapters include: "Debunking myths and stereotypes, implementing equal opportunity for women, getting along with the corporate woman, identifying language barriers and remedies, understanding organizational constraints, analyzing women's leadership style and motivation, viewing past accomplishments and future strategies for progress."

WOMEN IN MIDDLE MANAGEMENT: SELECTION, TRAINING, ADVANCEMENT, PERFORMANCE. Jacquelyn S. Crawford. Ridgewood, New Jersey: Forkner Publishing Corp., 1977. 156 p. HF 5500.3 .U54 C72

This study was based on a survey of women in middle management positions. "They were asked about both the functional and behavioral aspects of their jobs in management. This book... is about women who have succeeded...It is hoped that the profiles, skills, and self-perceptions of the women in this study will be of help to all who are concerned with the maximum development of human potential."

WOMEN IN THE ORGANIZATION. Harold H. Frank. Philadelphia, Pennsylvania: University of Pennsylvania Press, 1977. 310 p. HF 5500.3 .U54 F7

"Part one is a collection of case studies. True accounts of women in managerial or professional positions provide a wealth of material that will challenge the reader's analytical skills, increase understanding of basic issues, and invite lively and productive discussion. They present management problems as they relate to social, cultural, and psychological factors. Part two is a collection of readings selected for their relevance to the issues that confront working women."

WOMEN M.B.A.'s, HARVARD '73--HOW THEY'RE DOING. Wyndham Robertson.
Fortune 98:50-4+, August 28, 1978.

Thirty-four women graduates from the Harvard class of 1973 entered the job market at a propitious time for career oriented women. Fortune interviewed all of these women to find out how they have fared. All thirty-four are in the labor force, they are all over the world working in "men's jobs".

4. Second Careers, Obsolescence, and Retirement

a. Second Careers: Switching and Reassignment

CAREERISTS, ACCOMPLISHERS AND THE OBSOLETE. Frederick Herzberg.
Industry Week 198:57-9+, August 21, 1978.

"For the accomplisher, work is an integral part of his entire life. The careerist's work, on the other hand, is isolated from the rest of his life; his success is psychologically empty...The solution of the mid career crisis must begin with the vision of the accumulated value that the individual has at his or her stage of life. Counseling must be directed toward the strengths the person now has...Mid-career counseling must also be matched with mid career opportunities, and organizations must create these opportunities to use what has been experienced...The dynamics of career-seeking are different from the dynamics of accomplishment-seeking. If we keep this difference in mind, we can prevent the mid-career crisis. For instead of designing career ladders we will design work in which obsolescence of skill talents is gradually merged into the development of wisdom talents."

FACING THE MID-LIFE CRISIS. Michael E. McGill. Business Horizons 20:5-13, November 1977.

"Many men do experience a mid-life crisis, a rapid and substantial change in personality and behavior brought about by events and experiences of mid-life that threaten a man's identity. The effects of the mid-life crisis, varied though they are, are as significant for organizations as they are for individuals. These effects can best be dealt with through an organizational program of awareness, acknowledgement, and action. We are coming to learn that the male mid-life crisis is an important organizational phenomenon and, like all such phenomenon, it must be managed."

MID-LIFE TRANSITION AND MID-CAREER CRISIS: A SPECIAL CASE FOR INDIVIDUAL DEVELOPMENT. Robert T. Golembiewski. Public Administration Review 38:215-22, May-June 1978.

"...A new and subtle partnership will be required between the mid-life employee and his or her employing organizations and professional associations. The individual's organization patiently will have to assume primary responsibility for helping directly with the mid-life transition, and especially for funding ameliorative efforts. Organizations might also adopt many systems and procedures to accommodate to this significant change in emphasis toward human fulfillment... However, there seem real limits as to how far employing organizations can or should go in such matters without raising specters of big brotherism or paternalism... That related duo--mid-life transition and mid-career crisis--seems like a high priority target for a new cooperative humanism between employing organizations and professional associations."

MOBILE MANAGERS--WELL PAID AND DISCONTENT. Thomas J. Johnston. Harvard Business Review 55:6-7, September-October 1977.

"Personality traits that make managers mobile also cause them dissatisfaction with the amount of success they achieve ...It is highly unlikely that the mobile manager will ever fully realize his expectation of satisfaction through triumph over great challenges. Consumed with what he has not yet accomplished, he may never view himself as successful even though the rest of the world so regards him... Today there is increasing concern over a diminution in the characteristic drive of Americans. Even some of the most effective members of the executive class are giving greater weight to noncareer considerations. ..Particularly among the younger half of the population, there are those who want to stop to smell the flowers... If our progeny fail to move on after enjoying the fragrances, the number of mobile managers will undoubtedly decline, to the disadvantage of us all."

OVERCOMING EXECUTIVE MID-LIFE CRISIS. Homer R. Figler. New York: Wiley, 1978. 165 p. HF 5500.2 .F52

"This book goes to the heart of the 'mid-life crisis' and shows a systematic way out for the troubled executive. It clearly identifies root causes which often bring on declining performance and supplies a specific program for working out a solution. Figler's light psychological touch coupled with helpful case material provides a unique balance for helping mid-lifers out of their rut. An ideal book for facing not only the dilemmas of business people, but also for the problems of living and aging that affect everyone."

SUCCESSFUL MIDLIFE CAREER CHANGE: SELF-UNDERSTANDING AND STRATEGIES FOR ACTION. Paula I. Robbins. New York: AMACOM, 1978. 268 p. HF 5381 .R64

Causes of midlife career change can be both positive or negative and people facing this situation must realize the economic realities of the job market as well as their own work objectives. This book is based on a study of 91 middle- and upper-class men making the midlife career change. The author, "Provides a lot of information...for those who seek career-change assistance...This book is particularly timely for people facing retirement...But midlife career flexibility for all people will undoubtedly increase in the decades ahead as middle age becomes recognized as the time for significant new personal and work choices to be made. This book is most helpful as it charts the future direction of those changes and evaluates the resources available to people and to institutions facing those changes in future years."

WHAT COLOR IS YOUR PARACHUTE? A PRACTICAL MANUAL FOR JOB-HUNTERS & CAREER CHANGERS. Richard Nelson Bolles. Rev. Berkeley, California: Ten Speed Press, 1975. 229 p. HF 5381 .B69 1975

"A book with practical step-by-step instructions...based on the most creative, practical method of job-hunting known in the world today."

b. Obsolescence and the Problem of Executive Redundancy

AGE AND EXPERIENCE AS DETERMINANTS OF MANAGERIAL INFORMATION PROCESSING AND DECISION MAKING PERFORMANCE. Ronald N. Taylor. Academy of Management Journal 18:74-81, March 1975.

"Differences in managerial decision making performance due to age and decision making experience were investigated. Age was found to influence performance more than did prior decision making experience. Little evidence was found to support the notion that older managers are less facile information processors and decision makers."

CAREER CHOICE, JOB SATISFACTION, AND THE TRUTH BEHIND THE PETER PRINCIPLE. Neil Miller. Personnel 53:58-65, July-August 1976.

"Many managers who no longer seem to perform well in the higher positions to which they have climbed do not measure up to expectations because their capacities are not being utilized effectively. The problem is often not a matter of insufficient ability but the fact that in the climate in which they must work they are either unable or unwilling to apply themselves positively in terms of job success. Much

of the downturn in job satisfaction and subsequent decrease in management success can be eliminated, or at least turned in a more positive direction. This requires (at any age) an identification of meaningful career paths for managers, 'real' definitions of job requirements, and the development and implementation of training programs that will satisfy the needs of individuals as well as the corporate entity. The idea that people will develop themselves is nonsense; some external force from the organization is necessary to get development going. For these reasons, the so-called Peter Principle is more myth than fact."

CONFRONTING NONPROMOTABILITY: HOW TO MANAGE A STALLED CAREER.

Edward Roseman. New York: AMACOM, 1977. 244 p.

HF 5549 .5 .P7 R67

The author focuses on the fact that, "Nonpromotability has major impact not only on the individual, but on managers who supervise nonpromotables as well as the corporations which accumulate a growing number of them each year...managers and corporations can help the nonpromotables look forward to the future, develop themselves, and experience a sense of fulfillment in their work. It is possible for them to offset dwindling financial rewards and lack of advancement with equally satisfying psychological rewards. Stale people and stale jobs can be revitalized., and a motivating work environment for the nonpromotable can be created. There's more than a humanitarian incentive for helping the non-promotable. Since most people fall into that category eventually, failure to be concerned with their full utilization and development can have substantial effects on profit."

MANAGEMENT PRODUCTIVITY: RUSTING OUT OR BURNING OUT? John H.

Howard. The Business Quarterly 40:44-9, Summer 1975.

"Redirection is a concept implying a systematic way of dealing with the low performing, low productivity managers or professionals...The problem of treating inadequately performing managers is a difficult one...What is required is a creative and innovative approach involving their integration as a systematic part of the manpower administration focused directly on the issue of management productivity. Such solutions divide in two basic categories. There are those involving job changes and those involving development programs. Job change solutions include job enrichment, lateral movements, demotion, firing, early retirement, relocation, and career orientation. Development programs involve skills training, education programs and behavioral change approaches such as those encompassed in training groups. Each of these solutions has something to offer and some are more appropriate than others given the specific nature of the problem...Organizations have to begin

developing systematic ways of handling inadequate performance and the possibility of low productivity among managerial and professional employees."

MANAGERIAL OBSOLESCENCE - AN ORGANIZATION DILEMMA. Clayton Reeser.
Personnel Journal 56:27-31+, January 1977.

"The three objectives of this analysis are to first examine managerial obsolescence as an organization problem, next to empathize with the vast and increasingly vocal body of middle managers to whom an appraisal of being obsolescent is a potential or realized career destroyer, and finally to assess some alternatives for dealing with obsolescence."

c. Retirement and Separation Practices

THE PRODUCTIVE RETIREMENT YEARS OF FORMER MANAGERS. Walter S. Wikstrom. New York: Conference Board, 1978. 45 p. HQ 1062 .W58

"Concern is with the post retirement activities of those persons who occupied positions in middle and top management of major U.S. firms at the time they retired. Focus is on their continued involvement with work, both income-producing and volunteer, but it also deals with other activities in which they engage, such as sports and hobbies."

RETIREMENT AT SEVENTY: A NEW TRAUMA FOR MANAGEMENT. Irwin Ross.
Fortune 97:106-7+, May 8, 1978.

"Top executives can still be forced to quit at sixty-five, but at other corporate levels new ways will have to be found to deal with veterans who block promotions for ambitious younger employees...Whatever the traumas business will encounter, the new system will be a lot fairer to the individual who is capable of working effectively long past the normal retirement age. In a culture that prizes individual choice, that should provide some reason for gratitude."

SEVERANCE PAY: WHAT'S THE RIGHT AMOUNT? James J. Gallagher.
Financial Executive 46:32+, November 1978.

"...A fair severance policy has earned its place as a reasonable addition to fair personnel policies. It is often seen as a litmus-test of a company's sincerity; how well the company treats former employees is viewed by current employees as a measurement of the company's commitment to them. As such, fair severance pay can have good effects far beyond the benefits it provides for the person who is no longer on the payroll."

I. EXECUTIVE DEVELOPMENT

1. Executive Development Programs

CAREER DEVELOPMENT: AN INTEGRATION OF INDIVIDUAL AND ORGANIZATIONAL NEEDS. John C. Alphin and Darlene K. Gerster. Personnel 55:23-9, March-April 1978.

"The reasons for instituting a career development program can be grouped into three broad categories: increased government involvement and intervention in employer-employee relations, increased employee stress, and technological advances and innovations within organizations...An effective career development process is comprised of three interrelated phases: assessment, transition or individual development, and integration." In addition, the authors suggest four conditions that will increase the probability that a career development program will be successful: top management support of the program; confidentiality of employee information; gradual introduction of the program; and a powerful and autonomous career development staff. Both employees and their organizations need career development programs. Career development activities not only greatly increase employees' chances for career success but also directly reduce the high costs associated with frustrated careers. In addition, they help organizations identify and develop employees who desire and possess the skills for major management positions."

CAREER PLANNING AND MANAGEMENT IN ORGANIZATIONS. Donald B. Miller. Advanced Management Journal 43:33-43, Spring 1978.

"More and more organizations are developing career-planning and management programs. They realize that their continued survival and success depends upon their ability to attract and develop people who, through opportunities for greater job satisfaction and effectiveness, will help increase productivity and profits. The author details the career workshops, manuals, counseling, and information centers a range of companies have developed to further employee growth. He explains what organizations must do to set up career-management programs suitable to their needs and elaborate on the techniques, processes, and programs essential to any successful career-management effort. Lastly, the author addresses typical management concerns about career-planning programs in a series of questions and answers."

A CONCEPTUAL FRAMEWORK FOR THE EVALUATION OF MANAGEMENT DEVELOPMENT PROGRAMS. Y. Sankar. Management International Review 18:83-98, 3-1978.

"This paper focuses on the effectiveness of the pedagogical rational of training programs. The position taken here is that since a training program is essentially an instructional plan for

helping managers to learn, ultimately all evaluation goes back to the criterion of effectiveness of learning. The major research themes of the study state: (1) Every training program is based on an instructional model and a learning typology. (2) Each of the decisions that an instructor makes in formulating and enacting an instructional plan is a hypothesis about learning. (3) Evaluation is the validation of the hypotheses of learning on which the instructional plan is based. The major implications of these research themes is that if a training program is to be effective then its pedagogical rationale must reflect the essentials of learning and curriculum design. A major function of evaluation is to provide evidence at each step of the teaching-learning process whether the formulation and enactment decisions are effective or not."

DUAL-TRACK CAREER PLANNING DEVELOPS GOOD MANAGERS. Paul Cathey. Iron Age 220:32-3, December 19, 1977.

"Providing an employee with several career paths helps both the company and the man. For its success, a lot of groundwork is needed."

EVALUATION OF MANAGEMENT DEVELOPMENT PROGRAMS...AN INCENTIVE APPROACH. Ralph J. Brown and James D. Somerville. Personnel 54:28-39, July-August 1977.

"The system...outlined...provides an innovative approach for quantitatively evaluating the effectiveness of management development activities. It was originally designed for a major consumer products company, but the principles, objectives, and guidelines of the system can be applied to any company that is interested in achieving the best value in return for its management development efforts."

HOW WELL-MANAGED ORGANIZATIONS DEVELOP THEIR EXECUTIVES. Lester A. Digman. Organizational Dynamics 7:63-80, Autumn 1978.

"An in-depth study...of ten companies considered to be among, the best managed and a survey...of 50 others in the same category. The object was to look at the management and executive development practices of these organizations for clues to their success."

MAKING MANAGEMENT DEVELOPMENT PAY OFF. H. Gabora. Training and Development Journal 32:64-7, August 1978.

"Training and development professionals often lose sight of the real purpose of management development. The consequence is that the end result of training activities may not add up to a significant impact on the organization. Busy management-development efforts will not be effective until the training department is clear on what it is busy doing. On-the-job payoff is what management development is all about."

MANAGEMENT DEVELOPMENT: A JOINT VENTURE. Eugene Schmuckler.
Personnel Journal 55:30-2, January 1976.

"The characteristics necessary to a successful management development program are outlined first from management's point of view and then from the employee's investment. Sharing is the key ingredient relative to success in such a program."

MANAGEMENT DEVELOPMENT: DESTROYING MYTHS, SOLVING PROBLEMS. G.R. Eggert. Data Management 15:48-50, October 1977.

Five problems and myths impair effectiveness of management development programs: what it is, need for it, how it works, evaluating effectiveness, and whether it is the responsibility of the personnel department.

MANAGEMENT DEVELOPMENT PROGRAMS CAN PAY OFF. William J. Kearney.
Business Horizons 18:81-8, April 1975.

"Management development programs are not a waste of money. But research is still needed, and business organizations can help academicians measure and evaluate the programs' effectiveness. If only a 10 percent cross section of the various management development programs to be offered in a given year were suitably evaluated, we would be able to answer more precisely questions concerning program impact. Current research suggest a favorable outlook concerning the impact of management development programs on managerial effectiveness. The task now is to move to obtain greater precision in our answers."

MANAGEMENT DEVELOPMENT WITHOUT FRILLS. Douglas W. Bray. Conference Board Record 12:47-50, September 1975.

"The recently reported results of the Bell Systems Management Progress Study - and the experience of Bell and many other organizations with the assessment center approach--plus the growing knowledge of how to make jobs more challenging and meaningful, lead to a clear picture of how organizations can optimize management staffing. Fully implementing these approaches is, however, a tall order. The author argues that until they are at least approximated, organizations will never do an effective job of management development."

NINE STEPS IN MANAGEMENT DEVELOPMENT. Jon English and Anthony R. Marchione. Business Horizons 20:88-94, June 1977.

"Over the years, management development programs have gone through several permutations. The shift from informal on-the-job training to more formal programs has been by no means universally successful ...If organizations are to receive full value from their management development dollars, they need to follow a systematic model and

hold to a long-term perspective. Although a diversity of methods, emphases and philosophies characterize successful development programs, certain common elements are present. Top line executives have assumed responsibility for developing their immediate subordinates and for seeing that these subordinates, in turn, recognize their responsibility to develop their subordinates. Individuality in tailoring the development plan is also followed. Each individual's own needs should be assessed by his superior and integrated into the development program. Such an overall effort needs to be thoughtful and well-organized. Existing reward-sanction systems should be congruent with the development program. Desired behavior needs rewarding and reinforcement, and dysfunctional behavior patterns require modification through imposed sanctions. And last, appropriate evaluation methods should be used in the assessment of the participants as well as the program itself. If the organization gives careful thought and consideration to these general concepts and the action development model, its program should be more effective."

AN ORGANIZATIONAL DEVELOPMENT APPROACH TO MANAGEMENT DEVELOPMENT.

Glenn H. Varney. Reading, Massachusetts: Addison-Wesley, 1976.
176 p. HF 5549.5 .T7 V29

"A new look at how managers develop" based upon the author's theory that management development programs in many organizations are "Nonproductive and in some cases probably counterproductive to the development of managerial talent. The reader is encouraged to test the ideas and concepts presented in terms of the processes and practices now used to develop managers in his own organizations."

2. Executive Self-Development

ARE 'SELF DEFENSES' KEEPING YOU FROM BEING A BETTER MANAGER? Robin Peterson. Supervisory Management 22:21-4, September 1977.

"In trying to cope with various defense mechanisms, managers should recognize that everyone uses defenses; in fact, they are vital for mental health. And some aspects of business and personal life must be rationalized, repressed, or dealt with in some other way in order to maintain mental and emotional stability. But if a defense mechanism causes major problems in business or outside -- as when someone is continually avoiding decisions, is overly aggressive, or is not carrying out major responsibilities -- it should be identified as soon as possible and the source of the mechanism sought out and dealt with."

ARE YOU A CREATIVE EXECUTIVE? Eugene Raudsepp. Management Review 67:10-5, February 1978.

"Creative people have distinct characteristics that often set them apart from the crowd. Here's an opportunity to find out if you're in this special group and perhaps rekindle the basic creativity with which you were born."

CAREER DEVELOPMENT: WHOSE RESPONSIBILITY? Robert Barkhaus and Charles Bolyard. Advanced Management Journal 43:51-7, Summer 1978.

"With improved living standards, people are no longer satisfied to have just a job and the usual fringe benefits. They want a career that expresses their interests, personality, and abilities and that harmonizes with their total life situation. Unfortunately, most schools and employers have failed to recognize this need, and the tools and experiences they provide do not enable people to develop in a career. To remedy this situation, the authors suggest measures that individuals, schools, and employers might implement to help people plan their careers and acquire the varied skills and training needed to grow professionally. While most articles on career planning are directed to the young person, this one offers useful guidelines not only to would-be and new managers but to individuals at almost any stage of their career, educators, and employers."

DEVELOPING EXECUTIVE TALENT: A PRACTICAL GUIDE. Terry Farnsworth. London, New York: McGraw-Hill, 1975. 161 p. HF 5549.5 .T7 F28

"The aim of this book is to provide practical guidance to all executives who wish to become more effective developers of people and to develop themselves through better self-management." Contents include: "What Every Chief Executive and Director Should Know; What Every Line Manager Should Know; What Every Training Professional Should Know; Management Performance Checklist." The author is Management Development Manager with 3M United Kingdom Limited.

HOW GOOD PEOPLE-HANDLERS MOTIVATE OTHERS. Bernard L. Rosenbaum. Nation's Business 66:78-80, March 1978.

"Five psychological principles can help you get better performances from those you deal with in business...Mastering these five principles can help you to be a more effective people-handler...The principles: 1. Build people's self-esteem; 2. Focus on the problem, not personality; 3. Use reinforcement to shape behavior; 4. Actively listen; and 5. Set solid goals, keep communicating."

HOW TO MANAGE BY NUMBERS. Brian Day and Vas Prabhu. Management Today. p.84-7, October 1977.

"Every manager should be capable of: (1) understanding the basic principles of data gathering and processing, and paying attention to assessing the accuracy and validity of all data, (2) having a basic working knowledge of some of the quantitative techniques, their uses and limitations in handling management problems, and (3) being able to select the appropriate technique for the solution of any given problem."

HUMANE BUSINESS MANAGEMENT. Bruce M. Teller. St. Louis, Missouri:
Teller, 1975. 340 p. HD 31 .T27

The objectives...are threefold: To establish an increased awareness of the crying need for improved management performance; to establish standards of management practices for the whole spectrum of business, which can be used as a basis for effectively training and evaluating management; and to increase the knowledge and understanding of business management, in order to gain a fuller acceptance of the profit motive, while at the same time advancing the principle that profits must be earned in a manner beneficial to people...The primary purpose and concern of this book is the training of management. To this end, it provides a basis for evaluating a manager's performance, his actions and words, both written and verbal." A companion book is entitled Management Performance Evaluation.

AN INDIVIDUAL MANAGEMENT DEVELOPMENT APPROACH. Fred Luthans and others. Human Resource Management 17:1-5, Fall 1978.

"This article discusses the design, procedures, benefits, limitations and results of this innovative individual development approach to career planning."

MASTER TIME LEST IT MASTER YOU. Pamela Newman. Human Resource Management 16:8-11, Fall 1977.

"In order to do a quality job of managing time, people must set goals and determine objectives for meeting them. In order to help you set up realistic goals and means to achieve those goals, this article ends with a questionnaire that would serve as a reminder whether the goals you set today are realistic, and what progress you have made during six months in meeting them. In doing such a reality check it is important to realize that most time-management problems are easily solved. Remember, also, that time is like money. It can be spent, or it can be invested."

MOTIVATIONAL PROGRAMS-OR HOW YOU CAN GET MORE OUT OF YOU.
Administrative Management 39:30-2+, September 1978.

"Motivational programs range from soul-searching rural retreats, to training-type films. No matter what form they take, the goal is management inspiration...Many Americans want more from their jobs than just a paycheck for showing up and shuffling some papers. Motivational programs help workers at all levels focus on themselves, their work, and the opportunities inherent in all challenging work."

SURVIVING AND SUCCEEDING IN THE 'POLITICAL' ORGANIZATION:
ESTABLISHING A CORPORATE VANTAGE POINT. Alan Jay Weiss.
Supervisory Management 23:2-10, May 1978.

The author believes that by periodic self-analysis an individual can best succeed by building on strengths and being aware of weaknesses. "There are a great variety of questions a manager or supervisor can use in a self-analysis ...The particular question is not so important; the actual discipline of examining your vantage point and your roles on a frequent basis is much more important. We are all responsible for where we are and what we do in an organization, and the forces that control our destiny are to a large measure within our control. It is critical that we determine what roles we will assume within the organization and what strengths we can bring to each, rather than passively allow the roles to be assigned to us and spend precious time and energy constantly trying to cope with them."

TRANSCENDENTAL MEDITATION. Jay B. Marcus. Supervisory Management 23:33-9, July 1978.

"The author describes how the development of human potential takes place not through purely psychological procedures but through the physiological integration and development of the brain and nervous system...During the practice of Transcendental Meditation (TM) technique, the mind shifts from a relatively active or excited state to...a perfectly relaxed and quiet state of mind. As these levels become more available for use, the mind's innate potential is developed. During TM, as the mind settles into a least excited state, the body also gains a least excited state because of the interdependent way the mind and body function. This deeper-than-sleep state of rest is a natural means of giving the brain and nervous system a maximum opportunity to function in a more orderly and perfect way. An improvement in the functioning of the mind requires an improvement in the functioning of the brain, which activates more of the mind's capacity for utilizing the less excited states of mental functioning." TM has an ordering effect on brain wave activity. "Research has shown significant positive correlations between orderly brain wave activity and creativity."

THE TRANSCENDENTAL MEDITATION PROGRAM FOR BUSINESS PEOPLE. Robert B. Kory. New York: AMACOM, 1976. 91 p. BL 627 .K67

"The TM program appears to be a unique method of unlocking human potential in the organization. It apparently provides a direct means for the individual to tap deep reserves of energy, intelligence, creativity, and happiness inherent within the machinery of the body and mind. Involving neither group process nor intellectual analysis, the TM program works by means of natural physiological processes, and fosters comprehensive individual growth by expanding individual consciousness."

A WORKSHOP APPROACH TO IMPROVING MANAGERIAL PERFORMANCE. G.L. Hart.
Research Management 20:16-20, September 1977.

"Personal evaluation techniques were introduced...to improve managerial performance. The evaluation results were not used by management for selection purposes but, instead, the results were fed back to the participants themselves for their own career development planning...These results demonstrate that 'personal evaluation' techniques, when used as a tool for personal development, can have significant positive effects on managerial behavior and attitudes of managers of scientists and engineers."

3. Transactional Analysis as a Management Development Tool

EVERYBODY WINS: TRANSACTIONAL ANALYSIS APPLIED TO ORGANIZATIONS.
Dorothy Jongewald. Reading, Massachusetts: Addison-Wesley,
1976. 326 p. HF 5548 .8 .J57

"Transactional Analysis (TA) is shown to be a nonthreatening, practical, interesting, and often fun way for employees in organizations to learn how to handle 'people problems'. The basic principles of TA are reviewed followed by an in-depth look at successful applications of TA to organizational problems. Part 3 relates TA to other management theories and practices in supervision."

GAMES ORGANIZATION PEOPLE PLAY. Heinz Weihrich. Management International Review 18:33-40, 4-1978.

"Most of us spend a substantial part of our lives in organizations; unfortunately, not all of this time is used effectively. Rather, a great deal of time is wasted by playing psychological games, which not only keep us from being successful, but also hinder the management process. This insight is the first step in stopping these games. Two recommendations were made. One is the application of the generally successful MBO approach, which can prevent many typical games. The other is the tool of Transactional Analysis. Both have proved quite successful, MBO in managing, TA in improving communication and interpersonal relations."

MBO: APPRAISAL WITH TRANSACTIONAL ANALYSIS. Heinz Weihrich.
Personnel Journal 55:173-5+, April 1976.

"While MBO provides for genuine freedom, utilizing the potentials and creativity of individuals, in the important area of interaction between employee and supervisor, it fails. It is suggested here that transactional analysis can become an effective tool to deal with this problem."

PRACTICAL TRANSACTIONAL ANALYSIS IN MANAGEMENT. James H. Morrison and John J. O'Hearne. Reading, Massachusetts; Addison-Wesley, 1977. 156 p. HF 5548 .8 .M644

Provides for managers a, "Self-contained explanation of the practical aspects of transactional analysis." The objective, "Has been to write a book that can be used either independently by the individual manager in his or her own self-development plan, or as a guide within a structured training program." Chapters include: "Who's Doing the Talking?; Its Your Move!; Having the Time of Your Life; Our Psychological Oxygen; You've Got to Motivate Them; How'm I Doing and What Do I Do Next?; Transactional Analysis and You."

PRODUCTIVE PARTNERSHIP--COUPLING MBO AND TA. D. SCOTT. Management Review 65:12-9, November 1976.

Examples given of how two popular management tools can be fused with management by objectives providing specific organizational goals, transactional analysis dealing with personal relationships.

TRANSACTIONAL ANALYSIS: ANOTHER WAY OF APPROACHING OR/MS IMPLEMENTATION. Michael J.C. Martin and Shiped G. Pendse. Interfaces 7:91-8, February 1977.

"Churchman and Schainblatt and successive workers have approached the implementation of OR/MS recommendations as an interaction between the manager and the management scientist. Over the past decade, the transactional analysis (T.A.) approach has been applied widely to the study of two-person interactions and 'games people play'. In this paper, the authors compare the T.A. approach with the above approach. They suggest that they are complementary, and speculate as to the value of T.A. and 'game playing' in modeling the implementation and evolution of OR/MS in organizations."

TRANSACTIONAL ANALYSIS FOR SYSTEMS PROFESSIONALS. John M. Nichols. Journal of Systems Management 29:6-11, October 1978.

"Most systems professionals are well trained in the methods of system design, computer applications, and the technical skills required to translate these into information systems. Yet these skills alone are inadequate for developing systems whose primary users are people other than the specialists designing them. Systems specialists must be able to effectively interact with people, a consideration seldom taken into account in formal training courses. Thus, while many systems are technically flawless, problems with users are often attacked using technical solutions. While a person who is well-trained and sensitive to both technical and interpersonal aspects of systems design is an important individual on the systems staff, one who is acquainted with either of these aspects alone may be ineffectual."

TRANSACTIONAL ANALYSIS ON THE JOB & COMMUNICATING WITH SUBORDINATES.
Charles Albano. Rev. ed. New York; AMACOM, 1975. 177 p.
HF 5548.8 .A63

"Transactional Analysis on the Job, the first part of this book, shows how TA can provide a consistent and understandable way of dealing with the entire range of human behavior. It focuses on TA as it applies exclusively to the work setting. It presents an approach to classifying and identifying management styles which sets it apart from other literature on TA. Communicating with Subordinates, the second part, contains articles that cover both the formal and the informal aspects of communication. Popular articles, from the pages of Supervisory Management, give tested and proven solutions to problems supervisors face daily in getting through to their workers and helping their workers get through to them."

USING TA IN CAREER PLANNING: HOW NOT TO FALL INTO THE PARENT-CHILD TRAP. Arthur M. Cohen. Supervisory Management 24:2-9, February 1979.

"An understanding of Transactional Analysis can help supervisors in one of the toughest jobs they have: performance analysis. It also offers a means for dealing with employees in all-important career-development discussions...The challenge...for the supervisor is to provide a supportive but not overprotective climate in which the unrealistic work-related parts of the typical performer's self-image get exposed, and to enhance the adult state of the typical performer so that he will plan and work with the adult state of the supervisor to achieve maximum growth."

4. Management Education

CAN THE PROFESSIONS OF OPERATIONS RESEARCH/MANAGEMENT SCIENCE CHANGE AND SURVIVE? Dieter Klein and Paul Butkovich.
Interfaces 6:47-51, May 1976.

The authors argue that, "Hopes for fundamental institutional change are naive. The lack of response by the professional societies to proposals for change reemphasize this point. Only minor changes, such as the recent ones to reduce paper back-log, penetrate the commitment of the profession to continue reenactment of the myths of the origin. Historical, political, and sociological origins of these commitments have not entered in to discussions of ethics and professionalism. Until they do, proposals for change will go unheeded. The profession will survive in its academic version and stabilize where academic output will just match academic demand."

CLASSROOM TO BOARDROOM: WHAT YOU LEARNED MAY NOT HELP YOU. Milton C. Lauenstein. Business Horizons 21:74-81, December 1978.

"Those analytical techniques...picked up in B-school may not be popular with senior operating executives, who often have their own idiosyncratic approaches to decision making."

COMPUTERS, MODELING, AND MANAGEMENT EDUCATION. Charles P. Bonini. California Management Review 21:47-55, Winter 1978.

"The main thesis of this article is that computer modeling has had relatively little impact on top-level management decisions. The reasons are related not so much to methodology as to lack of understanding about how to use models and how to deal with the modeling process. At least some of the fault lies with management education, which focuses primarily on the management science methodology and computer technology rather than on the more managerial issues. Cases and complex games are suggested as possible pedagogical techniques for overcoming this difficulty--although each has limitations. The way is open for new ideas for ways to bridge the gap between technical knowledge and effective use."

DESIGN AND CONTENT OF MANAGEMENT EDUCATION. M.K. Badawy. Management International Review 18:75-81, 3-1978.

"The purpose of this essay is to explore the current status of formal management education - undergraduate and graduate programs in general - identify what is being done in these programs, pinpoint some problem areas, and, finally, propose some strategies to deal with these problems. While this paper will propose some ways and innovations to make management education more relevant, it is not the intent of the paper to offer a complete model of future management curricula. This task...is the responsibility of management educators and...should be left to them."

THE EDUCATION EXPERIENCE. R.D. Bennett and P. Reynier. Management Today p.19+, May 1978.

"A study of British managers indicates that there is a continuing demand for management education, but that the future growth area is in-company training and development activities. A well thought-out relationship is needed between the education, training and development services offered."

MANAGEMENT AND THE LEARNING PROCESS. D.A. Kolb. California Management Review 18:21-31, Spring 1976.

"Describes a model about how individuals and organizations learn and attempts to show some of the ways in which the learning process and individual learning styles affect management education, managerial decision making and problem solving and organization learning."

THE MANAGER'S JOB: FOLKLORE AND FACT. Henry Mintzberg. Harvard Business Review 53:49-61, July-August 1975.

The author's description of managerial work, "Suggests a number of important managerial skills--developing peer relationships, carrying out negotiations, motivating subordinates, resolving conflicts, establishing information networks and subsequently disseminating information, making decisions in conditions of extreme ambiguity, and allocating resources. Above all, the manager needs to be introspective about his work so that he may continue to learn on the job...Many of the manager's skills can...be practiced, using techniques that range from role playing to videotaping real meetings. And our management schools can enhance the entrepreneurial skills by designing programs that encourage sensible risk taking and innovation: No job is more vital to our society than that of the manager. It is the manager who determines whether our social institutions serve us well or whether they squander our talents and resources. It is time to strip away the folklore about managerial work, and time to study it realistically so that we can begin the difficult task of making significant improvements in its performance."

THE QUEST FOR RELEVANCE IN MANAGEMENT EDUCATION: SOME SECOND THOUGHTS AND UNDESIRE CONSEQUENCES. Robert J. House. Academy of Management Journal 18:323-33, June 1975.

"It is argued here that the management professor should not be a mere image of a stereotype practicing manager for, if this is the case, the professor has nothing to offer either practicing managers or the students who are studying to join their ranks. Further, he will not be able to view the manager's world from a different perspective and thus offer either constructive criticism or recommendations for change. Rather, it is recommended that the professor be a seeker and communicator of knowledge from disciplines and regarding methods to which students and managers otherwise would have little access. With the right to perform this role goes a corresponding obligation concerning the kinds of research and instruction professors should engage in, and a responsibility to present, defend, and be accountable in their role as contributors to society."

5. Management Training

HOW TO MISMANAGE JUNIOR MANAGERS. Roger Fritz. Administrative Management 39:20-1+, October 1978.

The author believes, "That management must be as serious about personnel development as it is about product research or customer service. If an organization is not operating effectively, the problem can often be traced to mismanaged managers...Eventually everyone with managerial responsibility must confront the proposition that his/her own personal growth and effectiveness

is directly related to success in helping others develop. Making a realistic self-appraisal inventory is vitally important in your effort to become a professional manager. It is an invaluable tool to help you set yourself realistic goals."

HOW TO PREPARE LINE MANAGERS TO DO MANAGEMENT TRAINING. William G. Dyer and Don D. Cherry. Training and Development Journal 32:11-24, February 1978.

"Evidence is still being gathered, but preliminary cases collected indicate that one of the major benefits of the whole program is the impact of the experience on the line managers who did the training. Most of them are reporting an increase in their awareness about their own management behavior and change in some areas of their own performance back on the job. This experience gives evidence that line managers can do effective training even though they never have been involved in training before. It takes some time to prepare them but results are as good if not better than programs conducted by experienced trainers."

HOW TO SURVIVE A MANAGEMENT TRAINING PROGRAM. Jack J. Phillips. Advanced Management Journal 43:48-57, Spring 1978.

"As many as 25 per cent of college graduates hired and placed in management training programs leave these companies within only three years of employment. The reason lies both in the failure of the training programs to help college graduates adjust to the work world and in the failure of the trainees to get the most out of the training experience. To correct this situation, the author has compiled 16 guidelines that can help would-be managers succeed in the management training program and their first job."

INCREASING MANAGERIAL EFFECTIVENESS. Norman C. Hill Training and Development Journal 31:16-9, July 1977.

"Training programs must bridge the gap between what may be taught, practiced or discovered in the classroom and what is applied, developed and utilized on the job...Providing the conditions for the maximum transfer of training is no easy task...To meet the challenge of the transfer of training, five design criteria are proposed which deal with the most difficult problems encountered in competence acquisition and its on-the-job application. In order to maximize learning and transfer, management development programs should: 1. Represent an explicit management philosophy, 2. Provide some type of feedback to participants on how others see their managerial style, 3. Focus on convincing (why) as much as on practicing (how to), 4. Include opportunities to evaluate and solve real problems, 5. Structure some time for focused reflection."

MAKING TOMORROW'S MANAGERS. Charles Margerison. Management Today p.87-8+, May 1978.

Middle managers need broader experience and a wider understanding of total business operations. Eight key actions to achieve these ends are discussed. "Yet the real future of management development must lie with managers themselves. It is essential for senior managers with experience to help the junior managers. This mixing of experience with knowledge is what will produce the effective managerial leaders of tomorrow."

MANAGEMENT FOR THE MASSES. John C. Perham. Dun's Review 112: 62-3+, July 1978.

"A number of major companies are using a program devised by the Sterling Institute that offers management training to everyone from blue-collar workers to upper-level managers. And unlike conventional training programs, Sterling's is set up so that no instructors are needed. Instead, through the use of videotapes, participants take part in a basically do-it-yourself exercise that stresses self-appraisal, group interaction and extensive follow-through. Applied management is what the Sterling program is all about. Currently three levels of instruction are offered. At each level, a group of employees gets together to study videotaped dramatizations of real-life problems faced by managers. After seeing how the videotaped manager handled a problem, the group discusses the situation, and each member decides how he (or she) would deal with it. After three days of viewing and analyzing a variety of management problems, each member of the group rates himself on a Sterling-devised score sheet on such basic elements of management as administrative and communicative ability, leadership, problem-solving and decision-making. Then comes the most challenging and unusual part of the program: the follow-through. Each participant has to decide just how he will change his work habits to become a better manager...He is required to think through and put down in writing, a so-called action plan for improvement on the job." After discussion with his superior a plan of action is put into effect.

MANAGEMENT TRAINING AND POST-INDUSTRIAL APOLOGETICS. James F. Guyot. California Management Review 20:84-93, Summer 1978.

"The march into the post-industrial society has drawn the working population of the United States through a dramatic shift from blue- to white-collar occupations, with the vanguard position taken by employees in the professional and technical classes...The development and adaption of intellectual technologies requires the training and retraining of key personnel, particularly managers. How are we to justify the large volume

of management training that will apparently take place between now and the end of the century? A due respect for rationality requires some empirical evidence that training will indeed contribute to the effective performance of management roles in the increasing number of change-oriented organizations populating the near future."

PROSPER - TRAINING AND RESEARCH FOR INCREASING MANAGEMENT AWARENESS OF AFFIRMATIVE ACTION IN RACE RELATIONS. Bernard M. Bass and others. Academy of Management Journal 19:353-69, September 1976.

"After identifying five factors differentiating issues of awareness of managers about affirmative action for black employees, a program was developed and applied. Significant score increases were achieved by 2,293 managers. After three to five months, 298 managers still showed some of the increase on all five factors."

TIME MANAGEMENT: FROM PRINCIPLE TO PRACTICE. R. Alec Mackenzie. Training and Development Journal 32:34-5+, July 1978.

"Management principles not only are not understood by the vast majority of managers at all levels...they also are not understood by the vast majority of trainers." The responsibility of trainers is "to understand what a principle is and to identify the most important ones in each of the functional areas of management, to relate principles to practice and to understand why an understanding of principles is essential to effective managerial performance." Discusses five steps trainers can take to do something about the neglect of management principles.

WHAT MAKES SENSE IN MANAGEMENT TRAINING? William G. Dyer. Management Review 67:50-6, June 1978.

"Management specialists are challenging the effectiveness of training formats that stick too closely to the popular theory models. Instead, many are urging that training programs be tailored more closely to individual needs." Training programs that produced the most positive results include the following design conditions and requirements: clear data from the work setting, specific focus on management behavior, concrete action plans, and follow-up.

WHY SHOULD MANAGERS STUDY HUMAN BEHAVIOR? Richard C. Hodgson. The Business Quarterly 42:86-8, Summer 1977.

"An enduring characteristic of all organizations is that they are made up of people. In this context, managers who are good at working with and through people to produce results, and who enjoy what they are doing, tend to possess three qualities not shared by less effective and less satisfied managers, nor

by people who have chosen to build predominately technical careers. These three qualities are (1) situational sensitivity, (2) the capacity to formulate objectives in behavioral terms, and (3) interpersonal skill. There are few activities that online managers perform more frequently, except perhaps to breathe, than the activities of talking with and listening to people. The only thing they are not usually trained in is the knowledge and skills of talking and listening to people. That is why managers should study human behavior."

WHO'S TRAINING TOMMORROW'S SENIOR MANAGERS? Michael Marley. Iron Age 221:40-2, October 2, 1978.

"With few seasoned middle managers and fewer programs to develop them, industry could face a leadership crisis within the next decade."

6. Management Training Methods

ACTION LEARNING COMES TO INDUSTRY. Harvard Business Review 55:158-68. September-October 1977.

"Action learning differs from traditional management training in several respects. Its material is not books or written cases but real, dynamic organizational problems, which are less easily predicted or solved classroom problems. In a 'live' case, the participants must do his own diagnosis and they try to persuade members of the organization to both accept the diagnosis and act on the proposals. The problems the participant works on tend to have undefined dimensions and to cross organizational boundaries. Because he hasn't the power or authority to take unilateral action, he learns a great deal about risk taking, personal commitment, and how to convince others to take risks and make commitments themselves. Action learning seems to be the one so-called 'technique' that encourage this entire spectrum of skills necessary for management today. With careful planning, an action learning program can result in high marks for fact finding, diagnosis, creativity, decision making, and learning how to communicate with people and to motivate them to take action themselves. It seems demonstratively more effective than traditional means for providing senior managers with a broad executive outlook."

CHANGING SUPERVISORY AND MANAGERIAL BEHAVIOR: PART I, PROBLEMS WITH CONVENTIONAL TRAINING. William C. Byham. Training and Development Journal 31:3-6, April 1977.

Part I of this two part article presents reasons why conventional systems and programs of training have not worked. Part II, which appears in the May 1977 issue, suggests ways meaningful behavioral change can be brought about.

LEADER EFFECTIVENESS TRAINING., L.E.T.: THE NO-LOSE WAY TO RELEASE THE PRODUCTIVITY POTENTIAL OF PEOPLE. Thomas Gordon. 1st ed. New York: Wyden Books, 1977. 278 p. BF 637 .L4 G662

"Offers a comprehensive system of leadership tools, and shows, step by step how they can be applied with **all kinds of groups**. Based upon experience with thousand of leaders, L.E.T. can provide skills which drastically reduce power struggles, increase productivity, and bring leaders together with followers."

MANAGER ASSESSMENT: FEEDBACK AND GROWTH. Gary Schwendiman and Dan Albertus. Training and Development Journal 31:42-5, July 1977.

"The Individual Management Profile turned out to be a valuable aid in assessing training needs so that effective training could be designed. It also provided specific suggestion on change and growth for each of the managers; and finally, it was used to measure training effectiveness by assessing how much on-the-job behavior change had actually occurred."

MANAGERIAL-SKILLS DEVELOPMENT: AN EXPERIENCE IN PROGRAM DESIGN. Edward H. Thorne and Jean L. Marshall. Personnel Journal 55:15-17+, January 1976.

"Adapting the adult-education model to the industrial setting, the authors set out to create an environment in which the MSD program could thrive."

THE MODEL MANAGER: MANAGEMENT DEVELOPMENT THROUGH BEHAVIOR MODELING. Malcolm E. Shaw. Supervisory Management 24:14-21, January 1979.

"There is a new management training method. It is the most popular technique to have emerged in the last 20 years. It is called behavior modeling...Behavior modeling has many elements of behavior modification contained within it, and behavior modification can be a form of brainwashing. It 'sets you up' to behave in a certain way. If you simply 'go along', you may find yourself pressured into a behavior style or set of steps that in other situations would be inconsistent with your values or your own personality...However, you need to recognize that learning, education, and training can be used to program people into predetermined patterns or to increase their capacity to make wise choices. Therefore, as you become more and more involved in 'behavioral' learning, it is important for you to employ your own critical facilities in determining what's right for you as an individual, what's socially and morally right for the people with whom you deal, and which skills, techniques, and approaches are consistent with your own values and your own self-interest. Behavior modeling can be a positive tool for you and can aid you in developing the skills you want. It's up to you to decide how to respond to this method and determine for yourself when it's appropriate."

THERE'S NO FOOLING AROUND WHERE GAMES ARE CONCERNED. Keith W. Bennett.
Iron Age 220:42+, September 12, 1977.

"Games are teaching businessmen everything from the elements of running a million-dollar company to balancing a plant's inventory. Games, for all kinds of psychological reasons, cut training time and costs, and people remember what they learn."

7. Supervisory Training Programs

AN EVALUATION OF SUPERVISORY SKILLS TO DETERMINE TRAINING NEEDS.
W.W. Claycombe and others. Personnel Journal 55:116-20,
March 1976.

Study at the Tennessee Department of Public Health to evaluate existing supervisory skills served to locate strengths and weaknesses and provided a basis for developing specialized supervisory training courses. "The conclusions are based on ratings by subordinates and the study employs a 'package approach' consisting of several complimentary forms."

HOW TO PLAN AND IMPLEMENT A SUPERVISORY TRAINING PROGRAM, PART I:
ESTABLISHING PHILOSOPHY AND SETTING IN CLIMATE. Donald L.
Kirkpatrick. Training and Development Journal 32:8-10, April
1978.

Discusses the philosophies that: "every supervisor is responsible for his/her own self development, every manager is responsible for the training and development of subordinates, every organization has responsibility for the training and development of its supervisors." Five requirements necessary to change behavior because of training and development are: "a desire to change, knowledge and skill of what to do and how to do it, the right job climate, help and encouragement, and appropriate rewards."

HOW TO PLAN AND IMPLEMENT A SUPERVISORY TRAINING PROGRAM PART II:
DETERMINING SUPERVISORY TRAINING NEEDS AND SETTING OBJECTIVES.
Donald L. Kirkpatrick. Training and Development Journal 32:16-9,
May 1978.

Examines 12 approaches for determining training needs to see how and why to do it. Presents a table of three types of objectives: knowledge, skill and attitude.

IV. THE EXECUTIVE IN THE FEDERAL GOVERNMENT

A. BUREAUCRACY: IT'S NATURE AND DEVELOPMENT

AMERICAN BUREAUCRACY. Peter Woll. 2d ed. New York: Norton, 1977.
260 p. JK 901 .W6

"Examines important developments in modern American government including the growth of the federal government and of the federal bureaucracy. Focuses on the involvement of the bureaucracy in the political process and how it has altered the system of checks and balances. Considered in detail are the origins and proliferation of administrative agencies, the nature of administrative law, the delegation of legislative power to the agencies, and the relationship of the President to the bureaucracy."

ARE GOVERNMENT ORGANIZATIONS IMMORTAL? Herbert Kaufman. Washington: Brookings Institution, 1976. 79 p. JK 21 .K37

"In this study, Herbert Kaufman, a Brookings senior fellow, brings together data bearing on the birth, longevity, and death of government organizations in an attempt to determine whether the common belief is valid. Treating his title as a question to be investigated empirically, rather than as a rhetorical flourish, he examined more than four hundred units of federal executive departments. His conclusions support the widespread impression that agencies stay alive once they have been born, but they also make clear that organizational death is not an unknown phenomenon. By showing that both births and deaths occur in spurts, this venture into unexplored territory demonstrates that such research can be of benefit to managerial practice and organizational theory."

THE BUREAUCRATIC EXPERIENCE. Ralph P. Hummel. New York: St. Martin's Press, 1977. 238 p. HD 38 .H95

"Drawing from a variety of subject areas--public administration, organization theory, personnel administration, organizational behavior--the author brings the experience of bureaucratic social processes within the grasp of the general reader, student, or future administrator. Dr. Hummel views bureaucracy as an entirely new environment. From this premise he proceeds to analyze the social, cultural, psychological, linguistic, and political features of relationships within this environment. Practical illustrations and personal case studies are integrated with lucid syntheses of major theorists to give the reader an unusually broad view of how bureaucracies work."

THE POLITICS OF BUREAUCRACY: A COMPARATIVE PERSPECTIVE. B. Guy Peters. New York: Longman, 1978. 246 p. JF 1501 .P43

The author believes that administration is an integral part of the decision making structure of government, the concept of public administration is a systematic framework, and administration and policy are interrelated. The author covers the following topics: "The growth of government and administration; Political culture and public administration; The recruitment of public administrators; Problems of administrative structure; Politics and public administration: Administration and informal political actors; The politics

of bureaucracy: Bureaucracy and formal political actors; The politics of administrative accountability."

A THEORY OF BUREAUCRATIC AUTHORITY. Conrado R. Santos. Canadian Public Administration 21:243-67, Summer 1978.

"There are at least two major streams of thought in the literature on administrative authority: The structuralist Weberian view which conceives of bureaucratic authority as something attributed to an organizational position, and the behaviourist Barnard-Simon view which considers authority as a particular type of observable interactional relationship between any two individuals within the organizational context. This paper presents and discusses these two views of bureaucratic authority, along with other minor views, and then attempts an axiomatic theoretical definition of authority in the political and bureaucratic realms of life."

B. THE FEDERAL EXECUTIVE: HIS POLITICAL MILIEU

CABINET SECRETARIES: WHAT DO THEY DO ALL DAY? Amy Merrill. The Washington Monthly 10:22-8, February 1979.

"One of the fictions of Washington is that Cabinet secretaries spend most of their time running their departments. In fact, most Cabinet members must devote the predominance of their time to catering to four major external constituencies: the White House, the Congress, the press, and special interest groups...What contact a Cabinet secretary has with the outside world is filtered through the four external constituencies...What about the one-third of the day that is theoretically devoted to running the government? Unfortunately, governing has become synonymous with attending meetings and initialing staff-written memos...Most Cabinet officials are prisoners of their exalted station in life. The federal government is a hierarchical institution, and officials, at all levels of the hierarchy, conspire to keep their department head as insulated from reality as possible."

THE FIRST AMENDMENT RIGHTS OF POLICYMAKING PUBLIC EMPLOYEES. Mark Coven. Harvard Civil Rights-Civil Liberties Law Review 12:559-84, Summer 1977.

This article examines, "The proper contours of the first amendment rights of middle-level and upper-level employees of federal, state, and municipal governments. The vehicle for discussion will be Bennett V. Thompson...Bennett is a recent case, and it presents an increasingly common factual situation. Present law distinguishes between the rights of policymaking and nonpolicymaking employees and favors the latter with broader first amendment protection. This article will argue that the first amendment requires increased protection for the policymaking employee's right to free speech."

A GOVERNMENT OF STRANGERS: EXECUTIVE POLITICS IN WASHINGTON. Hugh Helco.
Washington: Brookings Institution, 1977. 272 p. JK 723 .E9 H36

"This analysis of the relations between appointees and bureaucrats uses the participants' own words to describe the imperatives they face and the strategies they adopt. It reveals the little-known everyday problems of executive leadership faced by appointees throughout the executive branch. But it also makes clear why bureaucrats must deal cautiously with political appointees and with a civil service system that offers few protections for broad based careers of professional public service."

MANAGING PRESIDENTIAL OBJECTIVES. Richard Rose. New York: Free Press, 1976. 180 p. JK 421 .R57

Based on seventy-two interviews with present and former government executives and White House staff. Tries to define what are the objectives of the federal government and whose they are by using the management by objectives technique.

PLANNING FOR STAFF IN THE FEDERAL GOVERNMENT: CONGRESSIONAL INTERESTS AND AGENCY PRACTICES. Donald G. Boegehold. GAO Review 13:37-41, Fall 1978.

"This article explores management's dilemma in planning work force and meeting congressional desires."

POLICY-MAKING IN THE FEDERAL EXECUTIVE BRANCH. Randall B. Ripley and Grace A. Franklin. New York: Free Press, 1975. 209 p. JK 421 .P78

"Focus is on a variety of specific policy actions by the Executive branch (and in effect, by Congress too), especially in the budgetary sphere, as dependent variable. What the editors call agency maturity has been explored rather fully in explaining variations in these actions, and a number of aspects of the external social, economic, and political environment have also been explored as independent variables. Policy research reported in this book was based on a comprehensive theoretical framework developed to facilitate systematic, scientific study of policy and policy-making. The framework combines the advantages of comparability between policy areas and adequate attention to non-budgetary explanatory variables, and its use represents what the editors feel is a new broader way of looking at policy-making at the federal level."

PUBLIC PERSONNEL ADMINISTRATION IN THE UNITED STATES. N. Joseph Cayer. New York: St. Martin's Press, 1975. 178 p. JK 765 .C38

Book discusses, "The traditional approaches to public personnel administration, but also deals with such questions as 'How do Congress and the President affect public personnel operations?' 'Has the patronage system made the public personnel system more or less effective?' and 'How does scrutiny by the communications media

influence public personnel administration?' Although the book focuses on the personnel systems of the United States, it also provides a brief review of personnel systems in other countries. The object has been to acquaint the reader with the problems involved in staffing international organizations and the ways in which differing political environments place different demands on personnel systems in other nations."

C. ETHICS AND PUBLIC SERVICE

THE APPLICATION OF PROFESSIONAL STANDARDS TO PUBLIC MANAGERS. Herman Mertins, Jr. The Bureaucrat 6:11-20, Summer 1977.

"Management practice touches upon an infinite variety of functions. Add to this characteristic the need to define ways in which 'publicness' and 'the public interest' affect managerial decisions and the result is extraordinary complexity. But there are also issues involving ethical conflicts in public decision making that need to be addressed...Public managers perform many roles, some seemingly contradictory and virtually all difficult to describe. Public managers help bring into focus and resolve properly felt needs, and give organized form to responses of the government designed to meet these needs. At the same time, they are expected to inject foresight and concern for factors not readily apparent to citizens at large. Yet they must try to fashion governmental responses that secure at least majority consensus or consent. Given all of this, the primary goal of developing standards is to assure that public managers are not only well qualified to enter what is really a supraprofession, but are also continually inspired and motivated to perform at the most effective level possible."

ETHICS AND PUBLIC SERVICE: A CASE FOR INDIVIDUAL RESPONSIBILITY. S. Wakefield. Public Administration Review 36:661-6, November-December 1976.

American Society for Public Administration Grant Garvy Student Manuscript Award winner assesses unique ethical requirements for public service. Concept of internal controls or personal responsibility seems more tenuous than institutionally based controls, but ultimately offers more effectual solution to ethical dilemmas.

FINANCIAL DISCLOSURE FOR HIGH-LEVEL EXECUTIVE OFFICIALS: THE CURRENT SYSTEM AND THE NEW COMMITMENT. Comptroller General of the United States. Washington: U.S. General Accounting Office, 1977. 48 pp. LAW B-103987 FPCD-77-59 August 1, 1977.

"The new administration has made financial disclosure and ethics a high order of priority. Presidential top-level officials have made public their personal financial interests and committed themselves to a stricter code of ethics. The Civil Service Commission's system

for disclosing highlevel officials' financial interests has not been effective. Current legislation before the Congress would remedy many of the systems deficiencies. However, should the legislation not be enacted, the report recommends what the President and the Civil Service Commission can do to strengthen and improve the current system."

D. MANAGING IN THE PUBLIC SECTOR

1. Effective Public Management: Business Skills and Public Administration

CANDID REFLECTIONS OF A BUSINESSMAN IN WASHINGTON. W. Michael Blumenthal. Fortune 99:36-40, January 29, 1979.

In an interview Secretary of the Treasury, W. Michael Blumenthal, describes the cultural shock involved in the move from running the multinational Bendix Corporation to running the Treasury Department and being a senior Cabinet member. He noted that the appearance is as important as reality, and that all public statements must be very carefully worded...The lack of control over personnel and decision making are especially difficult adjustments for business executives who move to government jobs. Although more difficult to apply, the basic principles of management still apply: select good people as assistants, delegate authority, know your facts, and be honest. "Frustrating and grueling as life at the top in Washington can be, it also holds satisfactions and challenges that are not often matched in corporate life. Blumenthal has no hesitation about recommending the experience to other American business executives."

COPING WITH THE CIVIL SERVICE. Robert R. Dince. Fortune 97:132-5, June 5, 1978.

Problems of hiring qualified candidates in a timely manner and the problems of firing incompetent individuals discussed by author after experiences as Associate Deputy of Comptroller of currency.

EFFECTIVE PUBLIC MANAGEMENT. IT ISN'T THE SAME AS EFFECTIVE BUSINESS MANAGEMENT. Joseph L. Bower. Harvard Business Review 55:131-40, March-April 1977.

"The main contention of this article is that public management is not just different in degree from corporate management but different in quality. Both are discussed and compared in terms of purpose, organization and implications for managers."

MANAGERIAL THEORY AND PRACTICE: THE TRANSFER OF KNOWLEDGE IN PUBLIC ADMINISTRATION. James S. Bowman. Public Administration Review 38:563-70, November-December 1978.

"The purpose of this study was to examine the perceptions of academicians and practioners with respect to the interface problem in public administration. This issue was explored by

analyzing the sources of management knowledge, barriers to the use of information, and ways to transfer research findings into practice...Although the worlds of scholarship and executive leadership differ, they do interface by forming a common boundary across which many attitudes are shared about sources and dissemination of knowledge, objectives of research and barriers to its implementation, and methods to link theory to practice. While this study shows that problems between academic and managerial members of a professional association of public administration do exist, they are perhaps not as serious nor as deep as one might assume. There seems to be an underlying spirit of unity in the study and practice of public administration among the participants in this survey."

MANAGING IN THE PUBLIC SECTOR: SOME LESSONS FOR BUSINESS. J. Spencer Ferebee, Jr. Management Review 67:26-8+, August 1978.

From July 1976 through June 1977, the author served at the Social and Rehabilitation Service of HEW under the Presidents' Executive Interchange Program (PEIP), which was designed to improve understanding and communication between the public and private sector by providing a mechanism for business and government midlevel executives to work for a year in the opposite sector. This article points out some of the more important differences as seen by Ferebee.

PUBLIC MANAGEMENT RESEARCH IN THE FEDERAL GOVERNMENT. Frank H. Sandifer. Civil Service Journal 19:31-2, July-September 1978.

Public management research is important to, "Expand knowledge of the processes and techniques of managing in the public sector, and developing new management methods. "Determination of research needs are hindered by the lack of comprehensive information on public management research and there is no established method of linking government and the research community. A study by Public Services Laboratory (PSL) identifies topics for research and explores other aspects of the research question."

ROLE AMBIGUITY AND ROLE CONFLICT: IMPLICATIONS FOR THE QUALITY OF WORK LIFE IN PUBLIC SERVICE. Naomi B. Lynn and Richard E. Vaden. Bureaucrat 7:34-7, Winter 1978.

"Role ambiguity and role conflict, as hypothesized, manifest themselves differently in the public and private sections. Increased participation offers means by which administrations can ease these tensions. In recent years we have been hearing about the convergence of the private and public sectors. This convergence has led to increased use of research findings, and their application in both areas, sometimes without distinguishing the data base or the peculiarities of each. Our study suggests that there are many similarities, but it also indicates that care must be taken in assessing the differing motivational and environmental factors in the two sectors which condition the responses and alter their meaning."

SELECTING AND TRAINING PUBLIC MANAGERS: BUSINESS SKILLS VERSUS PUBLIC ADMINISTRATION. Howard E. McCurdy. Public Administration Review 38:571-8, November-December 1978.

"...For the immediate future business approaches will continue to have no little relevance in public management. The profession of public administration and the public managers that propel it cannot afford to ignore business management because so much of government tends to be business-like, nor can the profession continue to be preoccupied with those public managers whose political discretion supports the doctrine that government is 'different'."

USE EXPERIENCE: TRYING TO DO THE JOB. Thomas G. Cody. Government Executive 9:26+, May 1977.

An executive survey was conducted in November 1976 of top federal executives, "Regarding their experience in Government service-- what works, what doesn't and why; how to improve Government performance; and what characteristics and qualifications are necessary for success as a federal executive." This survey raised a number of questions which...might improve government service.

2. Improving Government Productivity

ANNUAL REPORT TO THE PRESIDENT AND THE CONGRESS. United States. Joint Financial Management Improvement Program. Washington: U.S. Joint Financial Management Improvement Program, 1976. 2v. JK 768.4 .U53 1976.

"Volume I reports productivity measures for FY 1967-FY 1975 for about two-thirds of the Federal civilian work force, analyzes the causes of productivity change, and presents information on the status of productivity programs. Volume II consists of case studies from various public and private organizations which may provide useful examples to others who are interested in improving their productivity."

IMPROVING GOVERNMENT PRODUCTIVITY: SOME POLICY PERSPECTIVES. Walter L. Balk. Beverly Hills, California: Sage, 1975. 70 p. HD 8001 .B35

"This paper is an attempt to interpret the concepts and themes which are important to forming policy for productivity improvement programs. It is frankly slanted toward administrative theory because ... this approach gives greater insight into an understanding of implementation alternatives...Concentrates upon public agency management aspects of the topic and gives only nominal attention to such important matters as technological change and macro-economic strategy."

IMPROVING PUBLIC SECTOR MANAGEMENT THROUGH SYSTEMATIC MEASUREMENT OF OPERATIONAL PERFORMANCE. Andrew Berczi. Management International Review 18:63-76, 2-1978.

"This paper discusses a comprehensive, dynamic and rather simple system of operational performance measurements, based on six interrelated indicators of relative productivity. It is a comprehensive system because the six indicators used in the system collectively measure and evaluate every aspect of the system. It is a dynamic system because the indicators are maintained and monitored and compared over time. It is a simple system because all the indicators used in the system are simple linear ratios of monetary or physical items which are recorded routinely and are readily available in any government programme. Similar systems have been introduced in the Canadian Federal Government over the past few years to establish operation performance measurement. The system does not suffer the so-called 'index number problem' which often affects other operation performance systems, and is noncontroversial, for it is based on the simple, widely accepted concept of 'relative productivity' expressed by the ratio of outputs over inputs of various years."

A MANAGEMENT CONCERN: HOW TO DEAL WITH THE NONPRODUCTIVE FEDERAL WORKER. Comptroller General of the United States. Washington: U.S. General Accounting Office, 1978. 31 p. LAW B-150411
FPCD-78-71 August 10, 1978.

"Unsatisfactory performance is both a private and public sector concern. In the Federal Government, an agency should be able to discharge nonproductive personnel if repeated efforts to improve their performance fail. Managers and supervisors, however, perceive firing as a difficult, costly, cumbersome task, filled with legalisms and intricate procedures. GAO found that there is a basis for this perception, and recommends that the removal process be improved."

MEASURING FEDERAL PRODUCTIVITY. Jerome A. Mark. Civil Service Journal 19:20-3, January/March 1979.

"Everybody says that public service productivity can't be measured accurately. Here we see that it can, and how managers stand to benefit... For many years the Bureau of Labor Statistics (BLS) has been publishing measures of labor productivity...We have been collecting data and developing productivity measures for those Federal activities whose quantitative outputs could be consistently counted from year to year and be related to manpower used to their production...This article summarizes these measurement efforts, and examines the concepts and some of the problems involved in developing the measures, and the findings."

PRODUCTIVITY IMPROVEMENT: A CHALLENGE FOR FEDERAL MANAGERS. Alan K. Campbell. Civil Service Journal 19:7-8, January-March 1979.

"What will be done about the poor productivity record of the Federal sector, and who will be held accountable for improving it? The handwriting is on the manager's wall."

STUDY FINDS PUBLIC EMPLOYEES HAVE LESS POSITIVE ATTITUDES. Peter D. Scudner. Defense Management Journal 14:26-7, July 1978.

"A significant gap exists between public-sector managers' and employees' attitudes, and this may be causing an inefficient work effort. Moreover, government employees think much less positively about the quality of their work, their supervisors, and awards for their performance than do their counterparts in private industry. But public managers have much more positive attitudes in these areas than do their employees. These were the conclusions drawn in a recent report by the National Center for Productivity and Quality of Work Life, an independent Federal agency. This gap in management-employee attitudes is considered a 'major obstacle' in utilizing the public sector's human resources...Public employees are less satisfied than their managers, which the report 'suggests is a product of complacency among public managers.'"

WHAT'S RIGHT WITH FEDERAL EMPLOYEES. Alan K. Campbell. Civil Service Journal 18:6-12, April-June 1978.

The author, "In discussing what's right with Federal employees' cited data on the quality of employees, productivity, stability, and honesty...That Federal employees do a tremendous job is not at issue. We are faced with a number of constraints that make the present management system in the public sector no longer viable." Reform of the personnel system will allow more creativity in personnel management.

3. Labor Relations in the Public Sector

THE LIMITED POWER OF FEDERAL WORKER UNIONS. James W. Singer. National Journal 10:1547-51, September 30, 1978.

"Unlike unions in the private and state-local sectors, federal worker unions are not able to negotiate over pay and benefits. Unlike private unions they cannot bargain for union security agreements under which the employees they represent would be required to join the union or contribute money to it in lieu of dues. And, unlike private-sector unions, they lack labor's ultimate weapon: the right to strike." Federal employee unions have been losing members and have been hindered by conflict between the four rival unions. "Federal unions will never realize their full potential in terms of membership and strength...until they have the power to bargain for wages and fringe benefits."

1979 GUIDEBOOK TO LABOR RELATIONS. Commerce Clearing House, Chicago: Commerce Clearing House, 1978. 392 p. LAW KC 160 .C73 G94 1979

Chapter 16 discusses General Employees, the Federal Service Labor-Management and Employee Relations Law, and general union information for federal employees.

PUBLIC EMPLOYEE UNIONS: A STUDY OF THE CRISIS IN PUBLIC SECTOR LABOR RELATIONS. A. Lawrence Chickering, ed. Lexington, Massachusetts: Lexington Books, 1976. 248 p. HD 8008 .P842

"Organized government employees are the fastest growing segment of the labor movement. Since they have responsibility for protecting public health and safety--particularly in major urban areas--the problem of satisfying their requirements is critical. This volume examines the role of public sector unions in political, economic, and social life, discusses facts, issues, and strategies which may lead to a cooperative understanding of the crisis. Contributors include union leaders, elected city officials, lawyers, scholars, and economists involved in the analysis of labor relations."

4. Management Methods Used in Federal Agencies

"BOTTOM-LINE" MANAGEMENT FOR PUBLIC AGENCIES. Laurence E. Lynn, Jr. and John M. Seidl. Harvard Business Review 55:144-53, January-February 1977.

"...The authors believe that insisting on high performance government officials can and should become as routine as insisting on high standards for business executives' performance. With this goal in mind, they helped install a management system in the Department of Health, Education, and Welfare and the Department of the Interior in the early 1970s. This system, which they discuss in this article, is neither revolutionary nor infallible, but it is realistically based on principles that business executives have used for a number of years and on a management process that public administrators take seriously--the budget."

COPING WITH TOTAL RESOURCE MANAGEMENT. Donald J. Grace. Civil Service Journal 19:24-6, October-December 1978.

"...Position resource management is designed to help the manager make staffing and funding decisions. It pulls together the financial details and funding decisions about an organization's total resources. It forces the manager to make more realistic decisions based on available funds. It builds on the existing budget process rather than functioning above or alongside it. Finally, it provides an opportunity to achieve 'Circular A-64' objectives and organize work to serve mission needs most effectively and economically."

AN EXPERIMENT IN THE PERSONNEL OFFICE. Allan S. Uder. Civil Service Journal 19:32-5, January-March 1979.

A system was designed, "That would give agency management the information needed for decision-making...The response to this productivity measurement approach has been enthusiastic. Employees do not feel threatened, and personnel officers and supervisors staffs have welcomed the data, which prior to this undertaking generally had not been captured by personnel offices. In sum, this system provides a set of management tools that justifies the time spent gathering the data. Improved productivity points the way to improved management. If we use the tools already available to us to identify areas of opportunity for organizational improvement, then our role as effective and accountable Federal managers will be achieved."

PMS BOOSTS PRODUCTIVITY AND EMPLOYEE MORALE. Ray C. Roberts, Jr. and Richard J. Shakman. Defense Management Journal 14:21-5, July 1978.

"In this update to a 1976 DMJ article, the authors trace the continuing development and subsequent implementation of a program management system at the United States Patent and Trademark Office. Results accrued to date seem especially promising: productivity is on the rise, increasing in one unit by over 50 percent; nonproductive time such as sick leave is decreasing; fewer grievances and EEO complaints are being filed; and employee morale has noticeably improved. This article stresses that the usefulness of PMS as a management tool is limited only by the willingness of the manager to take advantage of it."

R&D MANAGEMENT: METHODS USED BY FEDERAL AGENCIES. John G. Wirth and others. Lexington, Massachusetts: Lexington Books, 1975. 233 p. JK 421 .W74

Covers methods for managing fundamental research, methods for managing practice oriented R&D, and methods for managing programmatic R&D.

E. FEDERAL EXECUTIVE BRANCH REORGANIZATION

1. History and Development

EXECUTIVE REORGANIZATION: A HISTORIC REVIEW. Ronald C. Moe. Washington: Library of Congress, Congressional Research Service, 1977. 65 p. LAW KC 10 .M63 E8

"There have been a number of studies of the Executive Branch, both in whole and in its parts, during the twentieth century." Included, "Is a brief description of those studies which have attained the status of landmarks in Federal administrative development. Both the President and Congress have exhibited

initiative in the field of executive reorganization. These studies, reflecting the dominant administrative theories of the moment, have frequently resulted in structural and programmatic reorganizations."

FEDERAL REORGANIZATION AND BUDGET REFORM. William V. Thomas.
Washington: Congressional Quarterly, 1977. p.663-680
HJ 2051 .T6

This Editorial Research Reports, v.2, no.9 covers: "Quest for Government Efficiency; Past Efforts at Reorganization; The Progress of the Carter Reforms."

FEDERAL REORGANIZATION: THE EXECUTIVE BRANCH. Tyrus G. Fain and others, comp. New York: Bowker, 1977. 671 p. JK 421 .F434

"A compilation which is intended to provide a starting point for understanding and evaluating specific proposals on reorganization. It encompasses documents released from 1971 (with the issuance of the Ash Council report) to 1976 (with the election of Jimmy Carter as president) and includes a variety of Congressional hearings, reports, and statements, as well as Executive branch studies. Every facet of Executive branch reorganization is not dealt with in detail--only those areas in which major action has been proposed. The focus of the text is on the consolidation of Executive departments and agencies; regulatory reform; and zero-based budgeting/sunset legislation."

THE FEDERAL WORK FORCE: ITS SIZE, COST AND ACTIVITIES. United States. Congressional Budget Office. Washington: U.S. Govt. Print. Off., 1977. 19 p. LAW KA 61 .B78 S82 1977 F3

"The size and cost of the federal work force is one of the major public issues in the United States today. Many people believe that it is too large, too costly, and is organized in a confusing maze of departments and agencies. The purpose of this paper is to provide some relevant background data on the federal work force so that these policy issues may be considered in context. The scope of the paper is limited to the 2.8 million civilian employees of the executive branch who constitute 57 percent of the total federal employment...A brief review of the historical evolution of the civilian work force to its present size and activities is followed by a detailed presentation on the size, cost, and activities of the civilian work force since the end of World War II."

MANAGING CHANGE IN GOVERNMENT. Hugh F. McKenna. Civil Service Journal 17:1-9, April-June 1977.

The author, "Summarizes...experiences on the need to face and to generate change, some specifics on the practical operations of

a major paper-processing activity, a pragmatic approach to planning and making organizational changes, and some opinions on the difficulties and restrictions that must be hurdled." The Bureau of Retirement and Survivors Insurance of the Social Security Administration was the bureau changed from a functional organization to what is called a 'modular processing' organization.

REORGANIZING THE FEDERAL BUREAUCRACY: THE RHETORIC AND THE REALITY. Michael P. Balzano. Washington: American Enterprise Institute, 1977. 43 p. HC 110 .P63 B34

A case study involving the reorganization of the ACTION agency and problems of President Carter's planned reorganization.

2. The Carter Administration

THE BEST LAID REORGANIZATION PLANS SOMETIMES GO ASTRAY. Rochelle L. Stanfield. National Journal 11:84-91, January 20, 1979.

"The President's reorganization staff in the Office of Management and Budget (OMB) drew up four neatly integrated, comprehensive plans to consolidate fragmented programs in four areas--for economic and community development, natural resources, food and nutrition, and trade--into four Cabinet departments. The reorganization staff hoped the President would announce these bold and dramatic steps in his State of the Union message on Jan. 23. But something happened to the plans on the way to the President's desk. After review by the White House staff, proposals sent to Carter on Jan. 16 were considerably less neat and the President's disposition of them substantially more uncertain...The reorganization proposals were developed under a banner of logic--and many opponents maintain they are logical to the point of political naivete. But the complexity of the federal bureaucracy and the realities of politics sometimes forced the reorganization staff to abandon logic and recommend a number of inconsistencies." Even if the proposals clear the White House staff, there would be a struggle in Congress.

GOVERNMENT REORGANIZATION: HOW REAL? Walter A. Kleinschrod. Administrative Management 39:30-3, January 1978.

"Is government reorganization for real? Absolutely--in terms of the breadth of the programs, the purposefulness of the preparation, and above all in the intensity of the people charged with delivering on the President's stated goals and promises. They do mean business. Whether they can succeed in the face of entrenched and formidable obstacles (and perhaps their own swift zeal) is very much a separate question."

IMPROVING MANAGEMENT THROUGH REORGANIZATION. Alan K. Campbell and others. Civil Service Journal 18:1-9, October-December 1977.

Excerpts from an interview with officials who will be involved in

the reorganization effort: Alan K. Campbell, Ersa H. Poston, Wayne Ganquist, and Dwight Ink.

3. Reforming the Civil Service

a. Background of the Merit System

FINAL REPORT ON VIOLATIONS AND ABUSES OF MERIT PRINCIPLES IN FEDERAL EMPLOYMENT TOGETHER WITH MINORITY VIEWS. United States. Congress. House. Post Office and Civil Service Committee. Comm. print, 94-28, 94th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1977. 1509 p. LAW (MF) 1977 - H622-2.

Reviews politically motivated abuses of the Civil Service Merit System. Report is based on information gathered from persons involved in Civil Service abuses and administration files and documents.

HISTORY OF CIVIL SERVICE MERIT SYSTEMS OF THE UNITED STATES AND SELECTED FOREIGN COUNTRIES. United States. Congress. House. Post Office and Civil Service Committee. Comm. print 94-29, 94th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1976. 501 p. LAW KA 61 P83 94:2 H8H

A four part study prepared by the Congressional Research Service of the Library of Congress which includes (1) a historical study of the evolution of the present Civil Service System; (2) a statistical analysis of the growth of the Federal Service since the creation of the Civil Service Commission; (3) a brief discussion of the structure of some foreign Civil Service programs and (4) a historical view of the Federal reorganization plans beginning in the early 1900's.

THE MERIT SYSTEM IN THE UNITED STATES CIVIL SERVICE. Prepared by Bernard Rosen. United States. Congress. House. Post Office and Civil Service Committee. Comm. print, 94th Cong., 1st sess. Washington: U.S. Govt. Print. Off., 1975. 90 p. LAW KA 61 P83 94:1 H8 M3

The monograph, "Deals with the present condition of the merit system, the organization for Federal personnel administration, and the role of the Civil Service Commission. A central concern is the need for excellence and integrity in the civil service to assure the effective continuity of government operations. The monograph contains twenty recommendations to improve and safeguard the merit system. Twelve of them propose legislation. Together, these twelve recommendations, which are summarized in Chapter I, could constitute the core of a Civil Service Reform Act...The perceptions and recommen-

dations in this monograph are the product of more than thirty years experience which included serving in the top career positions of the Civil Service Commission in Washington and the field, as Director of Personnel of a cabinet level department, and on numerous interagency task forces concerned with improving government operations."

PRINCIPLES OF CIVIL SERVICE LAW. Robert G. Vaughn. New York: Matthew Bender, 1976. 771 p. LAW KC 245 .V28 P6

Designed to provide counsel who represent either the Civil Service employee or the Civil Service employer. Discussions of the history of the Civil Service; adoption and implementation of Civil Service laws; appointment and dismissal of employees; pay, working conditions, and the rights and responsibilities of employees are among subjects considered.

b. Civil Service Reform Proposals: History

ACTIONS ON THE RECOMMENDATIONS OF THE PRESIDENT'S ADVISORY COUNCIL ON MANAGEMENT IMPROVEMENT. United States. Congress. House. Government Operations Committee. 94th Cong., 1st sess. Washington: U.S. Govt. Print. Off., 1975. 12 p. LAW (MF) 1975 H400-23

"OMB report on Administration actions taken to implement recommendations on governmental personnel operations contained in the President's Advisory Council on Management Improvement March 26, 1973 report" Federal Civilian Personnel Management."

FORUM: WHISTLEBLOWING. The Bureaucrat 6:3-94, Winter 1977.

"In June 1977, the Government Accountability Project (GAP) held a two-day conference on whistleblowing. Attended by over 200 federal employees, public-interest employees, concerned citizens, and congressional aides, the conference explored the rationale behind whistleblowing and the kinds of protections that would be needed if this peculiar tactic were to become an institutionalized political phenomenon." The forum covered in this issue includes edited speeches, some whistleblower stories and workshop summaries.

MANAGERS SAY: TO REFORM THE SYSTEM MAKE IT ACCOUNTABLE. Administrative Management 39:41-2, January 1978.

"Breaking the logjams won't be easy, three administrators and an educator agree; this common thread runs through their suggestions on how bureaucracies can be reformed."

THE PARTICIPATORY BUREAUCRACY: WOMEN AND MINORITIES IN A MORE REPRESENTATIVE PUBLIC SERVICE. Harry Kranz. Lexington, Massachusetts: Lexington Books, 1976. 244 p. JK 421 .K7

"This book...examines the development of the bureaucracy, analyzes some of its problems, and presents possible ways to change its current nature." Krantz, "Is most concerned with the fact...that the bureaucracy at all levels is unrepresentative of the general population and has operated to exclude ethnic minorities and women. It's interesting to note at this time that the mainstay of bureaucracy (a civil service system based on merit principles) is coming under increasing attack... Today critics charge that the civil service system represents an insurmountable barrier to efficiency and productivity in government...The level of criticism has generated considerable efforts to reform the system in order to make it more responsive and representative."

REFORMING THE BUREAUCRACY: SOME SUGGESTIONS FOR THE NEW PRESIDENT.
D.S. Brown. Public Administration Review 37:163-70, March-April 1977.

While reform is not as easy as it sounds and reorganization is only part of the answer, a seven point approach is suggested. Most important are exploring new patterns of administration to replace bureaucratic form and involving bureaucrats themselves in its modification.

ROLES, FUNCTIONS, AND ORGANIZATION FOR PERSONNEL MANAGEMENT:
PERSONNEL MANAGEMENT PROJECT. United States. President's Reorganization Project. Washington: U.S. Office of Management and Budget, Executive Office of the President, 1977. 35 p. JK 765 .A57 V.2

Task Force 8 Report concluded, "That both the management of the human resources available to the Executive Branch and the protection of the civil service system and individual employees suffered from being assigned to the leadership of a single governmental entity (Civil Service Commission); and that these objectives could be more effectively pursued if they constituted the sole purpose of an entity designed for their particular requirements...If the President is to manage the civilian workforce in the most efficient and effective manner, then he must have the staff capacity to deal with the Federal civilian employment as a totality. This does not mean that the civilian workforce must be subsumed under one monolithic system, but rather that there needs to be a central management capability to collect information and to recommend and establish personnel policies that transcend discrete systems."

THE SPOILED SYSTEM: A CALL FOR CIVIL SERVICE REFORM/INCORPORATING BEHIND THE PROMISES: EQUAL EMPLOYMENT OPPORTUNITY IN THE FEDERAL GOVERNMENT. Robert G. Vaughn and M. Weldon Brewer, Jr. New York: Charterhouse, 1978. 360 p. JK 765 .V34

"The quality of personnel in the civil service has long been a cause for concern and complaint. This Nader report focuses on

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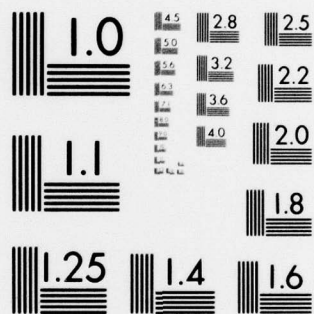
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the major reasons for the failure of the system. If the Commission, the government agency charged with monitoring and improving the levels of employee skills, continues to encourage the government agencies to hire and retain only those employees who will follow orders and not make trouble and who, above all, fail to offend the private interests whose influence is so strongly felt in government, then our system of government is doomed to deteriorate even further."

WORKING FOR AUNT SAM. Ersa H. Poston. Civil Service Journal 18:14-7, January-March 1978.

The author is "Convinced that women and minorities...bear a responsibility for their own development. But...also...that social systems bear a responsibility. The thinking and planning for a Federal personnel reorganization are taking this responsibility into account. A long-run goal of our society is that all groups participate in all aspects of our national and local life in proportion to their numbers. Our goal for this administration is to improve our affirmative action programs. Particularly, we want to improve upward mobility, to increase the numbers of women and minorities in the upper grades. If we are able to make these changes... We hope that women and minorities will be ready, willing, and able to move with the new system - to work for self-development within the improved system."

c. Civil Service Reform Act of 1978

THE ADMINISTRATION'S ALL-OUT EFFORT ON CIVIL SERVICE REFORM. Harlan Lebo. National Journal 10:837-8, May 27, 1978.

"The Carter Administration is putting on a lobbying blitz in Congress to gain passage of civil service legislation this year."

CIVIL SERVICE REFORM. United States. Congress. House. Post Office and Civil Service Committee. Hearings, 95th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1978. 1025 p. LAW

Contains testimony of Alan K. Campbell, Bernard Rosen and many others, including the National Federation of Federal Employees with a chart concerning the merit system principles with changes proposed and the NFFE's position on the proposals.

CIVIL SERVICE REFORM ACT OF 1978. United States. Congress. House. Conference Committee. House Report 95-1717, 95th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1978. 160 p. LAW

This conference report and the Senate Conference Report 95-1272 reconciled the final differences in the Civil Service Reform act proposals of House Report 95-1403 and Senate Report 95-969. These reports discuss the reform proposals, the Senior Executive Service, merit pay, labor-management relations, retirement, performance ratings and the protection of employees' rights.

CIVIL SERVICE REFORM ACT OF 1978 AND REORGANIZATION PLAN NO.2 OF 1978. United States. Congress. Senate. Governmental Affairs Committee. Hearings, 95th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1978, 2V. LAW.

Hearings concerning the enactment of the Civil Service Reform Act of 1978.

DEMOTION "INSURANCE". John Q. Rathbone. Civil Service Journal 18:36-7, April-June 1978.

"The Civil Service Commission recently approved new, temporary measures that can delay demotions of overgraded employees beyond the normal time limits. This temporary relief is now available to agencies with serious overgrading or reorganization problems."

IT'S STILL TOO EARLY TO PERFORM LAST RITES ON THE SUGARMAN PLAN. James W. Singer. National Journal 10:1680-1, October 21, 1978.

"The plan to give women and minorities a leg up on federal jobs has been anything but well received. But it's not dead yet." Details of the proposal are discussed.

LAUNCHING CIVIL SERVICE REFORM: SUMMARY REPORT OF THE PROGRAM DEVELOPMENT CONFERENCE. United States. Civil Service Commission. Washington: U.S. Civil Service Commission, 1978. 38 p. JK 691 .P943 1978

"This report is about...another milestone in the course of revamping the civil service to build a more effective Government: the Program Development Conference. The conference was held to gain the advice and recommendations of Federal executives and managers, military commanders and personnel officials in implementing the major features of civil service reform. It was also designed to forge a new partnership among agency managers, personnelists, and the staff of the President's central agency for personnel management--the Office of Personnel Management. Over 500 people attended the conference." Contains brief summaries of the speeches and the workshops.

PERSONNEL MANAGEMENT PROJECT. United States. President's Reorganization Project. Washington: U.S. Office of Management and Budget, Executive Office of the President, 1977. 3V. JK 765 .A57

"A comprehensive review of Federal personnel management principles, policies, processes, and organization to determine what improvements are required and to recommend appropriate legislation, policies, rules, regulations, processes, and organizational solutions. Volume 1 is the final staff report. The reports of each of the task forces and an analysis of personnel operations in government are in volume 2. The 3d volume contains a comparison of selected features of competitive and excepted services; flow charts of selected personnel actions; and a list of recommendations."

REFORMING THE CIVIL SERVICE. Donald Heisel and Warren Bennis.
Civil Service Reform Act of 1978 and Reorganization Plan No. 2 of 1978. United States. Congress. Senate. Governmental Affairs Committee. Hearings, 95th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1978. Appendix p. 515-26. LAW

Article reprinted from New York Affairs, v.4, no.2, Spring 1977. "If public bureaucracies are to work efficiently and effectively, they need leadership. The public has entrusted administrative leaders with substantial authority over finance, over purchasing, over contracting, but not over personnel management. Yet this is the heart of the bureaucratic control process. Leaders need formal as well as informal authority in order to lead. We need to be willing to give authority commensurate with responsibility. We need to develop means of holding leaders accountable for their actions. The tools to do this are available; we need to sharpen these tools, and to adapt them to public environment. At the same time, we should not forget the past...Any effort to put more authority into the hands of managers must be accompanied by the creation of means of independent investigation. This is part of the effort to assure accountability. Accountability increases risk that are assumed by leaders and managers. Rewards must be proportionate to the risks undertaken. If we want more business-like methods in government, we must be willing to adopt the business position of paying for results."

REVITALIZING THE FEDERAL PERSONNEL SYSTEM. Committee for Economic Development. Civil Service Reform Act of 1978 and Reorganization Plan No. 2 of 1978. United States. Congress. Senate. Governmental Affairs Committee. Hearings, 95th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1978. p. 344-79. LAW

This reprinted article presents a Committee for Economic Development, "Statement, like earlier CED policy statements on which it is based, expresses an acute need for modernizing and restructuring an important aspect of our governmental system. Ultimately the success of any large organization depends on its people. This statement concerns

the reform and the revitalization of the federal personnel system. Our report is timely. It reaffirms CED's long-standing commitment to a civil service based on merit. It sets forth four goals for shaping a federal personnel system that is more in tune with today's needs for improved management of the public sector. These goals include restoring managerial authority and responsibility for personnel to department and agency heads, enhancing performance, creating a federal career executive service, and reorganizing the personnel functions of the Executive Branch. We believe that these reforms can help restore trust in the government's ability to manage the public's business more effectively and still assure the professional integrity of career federal employees."

THERE'S AN ASPER IN YOUR FUTURE. Thomas S. McFee. Civil Service Journal 18:28-30, April-June 1978.

The author is the new Assistant Secretary for Personnel Administration (ASPER) "It marks the first time in the Federal service that the civilian personnel function has officially assumed its appropriate rank. The appointment recognizes the key role of personnel management in achieving success in Federal programs."

THINKING AHEAD IN REORGANIZATION. Jule M. Sugarman. Civil Service Journal 18:12-5, October-December 1977.

"What we should be doing is building the foundations of a personnel system that can endure for a generation, one that has the capacity to respond to at least the predictable changes in society...The intense competition for Federal jobs will create additional pressures for and against affirmative action...Productivity is a central issue we must address in our search to produce the best possible service in the future."

d. Creating the Senior Executive Service

ACCOUNTABILITY: THE BOTTOM LINE OF REFORM. Alan K. Campbell. The Bureaucrat 7:13-6, Winter 1978.

The author believes that accountability is more complex in government management. The reform is meant to provide public managers more of the tools of management to improve efficiency and productivity in the federal government. The Senior Executive Service will feature an incentive pay for outstanding performance. There will be greater accountability between employees and their supervisors and more accountability to the public to provide good service. The President's Reorganization Project prepared a task force report that proposed a program to provide adequate education, training and opportunities to people in route to the Senior Executive Service.

DOES "CAREER EXECUTIVE" HAVE A NEW MEANING? Roger W. Jones.
Civil Service Journal 19:6-12, October-December 1978.

A 1935 report of the Commission of Inquiry on Public Service Personnel may be summarized: "The establishment of a career service is...the required next step in the history of American government...By a career is meant a life work... A career service in government is thus a public service which is so organized and conducted as to encourage careers. It seems certain that the Federal role cannot be effectively played by short-term political officers...Civil Service Reform can give new meaning to 'career executive'."

EXECUTIVE PERSONNEL IN THE FEDERAL SERVICE. United States. Civil Service Commission. Washington: U.S. Civil Service Commission, Bureau of Executive Manpower, 1977. 67 p. JK 765 .A42 1977 Nov.

The sixth edition of a series of reports on executive personnel in the Federal service prepared by the Bureau of Executive Personnel, U.S. Civil Service Commission. In this report an executive is considered to be any employee who is in grades 16, 17 or 18 of the General Schedule, or whose base salary under another salary system equals or exceeds these grades. Chapters includes statistical data on: "Executive Personnel Composition; Staffing Dynamics; Developments in Executive Personnel Management; Characteristics in Executive Personnel Management; Characteristics of Federal Executives in 1977." Special studies are included on: women executives, minority executives, executive by agency, executives with law degrees, and career changes of noncareer executives.

THE FUTURE AND ITS IMPACT ON MANAGEMENT AND THE EXECUTIVE. Roger W. Jones. The Bureaucrat 4:181-91, July 1975.

"It is no longer enough to look on the role of career executives as merely that of providing continuity, institutional memory, and institutional sensitivity about emerging problems which should be reported up the line for top level decision. Unlike the past, the executive's actions are complicated by the need to improvise; to innovate; to coordinate and synthesize; and to adapt policy and program to meet local or fast-changing conditions. The future will insist on flexible response, and that is nothing to fear."

MANAGERS--THE BALL IS IN OUR COURT. Thomas G. McCarthy. Civil Service Journal 19:10-2, January-March 1979.

"The Civil Service Reform Act offers a great opportunity for change in Federal personnel management. It gives managers a new freedom to manage through tailor-made evaluation systems, pay based on merit, a chance to try new ways through research

and demonstration, and a Senior Executive Service where compensation and tenure will be linked to organizational success. It has given us new tools."

RUNNING OUT OF ESTEEM? Alan K. Campbell. Civil Service Journal 18:4-10, January-March 1978.

"The public sees the top of the system as being overloaded with senior officials who are there simply because they have outlasted everyone else...and who like stone, are unchangable and immovable until retirement, death, and other 'acts of God' haul them away." Three areas of service improvement discussed include: productivity, employee motivation and accountability of managers. "There are many ways to tackle the whole personnel situation - and we have not foreclosed on any of them. But one idea rules our reorganization planning, and that is, it is time for a change. It is time to say there is room at the top for men and women who have the ability, determination, and ambition to earn a place there...and then to earn the right to keep it...The very existence of the reorganization drive, and the resulting improvement of government, should go far in assuaging public mistrust of government service and government workers as a group."

SENIOR EXECUTIVE SERVICE. Personnel Management Project. United States. President's Reorganization Project. Washington: U.S. Office of Management and Budget, Executive Office of the President, 1977. 1v JK 765 .A57 V.2

Task Force 2 Report provides a summary of the Executive Service Recommendations. The issues, background and problems of the present system are discussed, as well as alternatives and recommendations for the establishment of a special personnel system for federal executives. Implementation considerations and impact are discussed. Appendices supply supporting facts and figures.

SENIOR EXECUTIVE SERVICE: CONVERSION INFORMATION FOR FEDERAL EXECUTIVES. United States. Office of Personnel Management. Washington: U.S. Office of Personnel Management, 1979. 26 p. JK 691 .A35

A brochure that gives details of the Senior Executive Service (SES) operation. Contents include: "How to Join the SES; Opportunities for Increased Compensation; Appraising Your Performance; Conversion Options; Joining or Not: A comparison."

SENIOR EXECUTIVE SERVICE--REFORM FROM THE TOP. Timothy B. Clark.
National Journal 10:1542-6, September 30, 1978.

The civil service reform plan will have its greatest impact upon, "A very small elite group--some 8,000 federal managers at the highest levels of the federal service...They are the highly trained, professional public administrators, most of them committed to impartial administration of the nation's laws through presidencies both Republican and Democratic... In the name of more responsive, more flexible management of the federal enterprise, the Carter Administration has advocated, and Congress has approved, the creation of the Senior Executive Service that will include many of these top managers...According to its advocates, the reform will significantly enhance the ability of key political appointees to manage their agencies by making it easier for them to choose their own team among the top career civil servants. Provisions for financial bonuses and increased mobility within the government also should improve both the performance and the morale of the high-level civil servants..." The author discusses the problems of the present system, the reform plan, the pitfalls and politics involved, and implementation. "A major task will be to persuade as many as possible of the 8,000 federal managers to join the Senior Executive Service..."

UNITED STATES GOVERNMENT POLICY AND SUPPORTING POSITIONS. United States. Congress. House. Post Office and Civil Service Committee. Comm. print, 94th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1976. 139 p. LAW KA 61 .P83 A2 94:2

Annual survey of excepted positions in the Federal Government. Sometimes called the plum book, this list covers positions that are outside the competitive civil service, including those to which appointments are made by the President, Noncareer Executive Assignment positions in General Schedule grades 16, 17, and 18, positions under Schedule C of the Civil Service Rules, and other excepted positions at GS-14 (or equivalent), and above, including selected positions under Schedules A and B of the Civil Service Rules. Information is organized by agency and includes the positions title, its geographic location, name of the incumbent, type of appointment, grade or salary, tenure and expiration date.

F. EXECUTIVE DEVELOPMENT IN THE FEDERAL GOVERNMENT

BETTER PUBLIC MANAGEMENT THROUGH BETTER UNIVERSITY GOVERNMENT RELATIONS. Miriam Ershkowitz. Civil Service Journal 19:27-8, July-September 1978.

Cooperative efforts needed to develop programs to promote better public management through better university-government relations.

DEVELOPMENT OF EMPLOYEES, SUPERVISORS, MANAGERS, AND EXECUTIVES. Personnel Management Project. United States. President's Reorganization Project. Washington: U.S. Office of Management and Budget, Executive Office of the President, 1977. 57 p. JK 765 .A57 V.2

Task Force 7 Report, "Targeted its efforts primarily on the identification of systematic, legal, or Government-wide policy impediments to the efficient and effective development of the Federal civilian workforce. Where possible they confined...study and recommendations to developmental issues...Priorities directed towards the identification of problems which require Presidential or legislative branch solutions. And unlike many other areas of Federal personnel management, few of the problems associated with employee development require legislation or Presidential action to solve...The major focal points identified in the Definition phase were utilized to establish four major study teams. These teams were responsible for developing issues and options in the following areas: A Systematic Approach to Developing the Federal Workforce; Supervisory, Managerial, and Executive Excellence; Upward Mobility in the Federal Government; Developing Personnel Specialists."

EXECUTIVE DEVELOPMENT: AN OLD IDEA, A NEW MANDATE. Paul E. Arnold. Civil Service Journal 18:20- 3, April-June 1978.

"The signing on December 5, 1977, of Executive Order 12027 heralded a new, systematic, unified approach to executive development. This order delegates directly to the Civil Service Commission 'overall executive branch leadership, regulation, and guidance in executive personnel selection, development, and management.' ...Now the authority exists that will allow the Commission to systematically begin planning for the integration of executive development with overall executive resource management...Senior Executive Service (SES)...under this plan, completion of a systematic executive development program or successful performance of managerial duties would be a prerequisite for entry into the SES." With E.O. 12027 the Commission can better convince agency management that the government is committed to executive development.

THE GOVERNMENT EMPLOYEES TRAINING ACT OF 1958: A PROGRESS REPORT. United States. General Accounting Office. Washington: U.S. General Accounting Office, 1977. 58 p. LAW B-70876 FPCD-77-66 November 17, 1977.

"The Congress enacted the 1958 Government Employees Training Act to provide across-the-board Federal employee training which would improve Government productivity. This report shows that, although progress has been made in the design and use of advanced training management methodologies, persistent problems in managing and evaluating training programs make the value of training difficult to measure. The report assesses the progress made since 1967 by the Civil Service Commission and the departments and agencies in meeting congressional recommendations for improving management of training programs. The report also addresses whether the act needs revision."

HEW TRIES THE STIRLING APPROACH: MID-LEVEL MANAGEMENT. Government Executive 10:32-4, March 1978.

A program called Managerial Effectiveness at Mid-Level (MEML), "Is designed to improve the day-to-day performance of managers, to help them develop the capabilities they need for advancement, and to assist them to do a better job of developing their subordinates."

MANAGEMENT TRAINING: AMA (AMERICAN MANAGEMENT ASSOCIATIONS) COURSES SHOW RESULTS. Government Executive 8:38-9, March 1976.

"Two Food and Drug agency officials significantly improved their operations after attending a four-week management training program designed by the American Management Associations. The myth that government will not respond to management techniques used in the private sector is just that--a myth. In the FDA case, the end results are substantially improved operational effectiveness without any increase in budget."

MEASUREMENT OF INCREASE IN MANAGERIAL ABILITY RESULTING FROM GRADUATE LEVEL EDUCATION OF TECHNICALLY ORIENTED FEDERAL EMPLOYEES: A REVIEW AND PROPOSAL FOR THE NAVAL AIR FEDERAL EXECUTIVE MANAGEMENT PROGRAM. Verlyne Wayne Daniels. Monterey, California: U.S. Department of the Navy, Naval Postgraduate School, 1975. 64 p. V425 .N3 T3 D25

"Background information on the Naval Federal Executive Management Program is provided. Managerial skills and the manager's job are discussed and described; various strategies and designs for evaluation of training and education are reviewed; a brief overview of the assessment center is given, including a description and comments on validity, on selection and training of assessors, and on design and establishment of an assessment center. A recommendation is made that consideration be given to the use of an abbreviated assessment center for measurement of change in management skill resulting from graduate level education in the Naval Air Federal Executive Management Program (NAVAIR FEMP)."

THE NEXT GENERATION OF MANAGERS? Andrew W. Boesel. Civil Service Journal 19:7-9, July-September 1978.

The Presidential Management Intern Program (PMIP) was designed, "To attract to Federal service men and women of exceptional management potential who have received special training in planning and managing public programs and policies...The program offers 2-year appointments to developmental positions, generally throughout the executive branch of the Federal Government...The program is expected to have impact far beyond providing 250 meaningful jobs each year. Both the President and Chairman Campbell view it as an important step in re-organizing and strengthening Federal personnel management and as a means to strengthen government-university and inter-governmental relations."

THE PLATONIC EXECUTIVE. Chester Wright. Civil Service Journal 19:33-6, July-September 1978.

The author discusses some of the problems shared by the Federal government and the academic community in the development of educational programs to develop executives for the Federal government service. He defines the responsibilities of the Federal Government personnel agents and the schools and colleges in developing public managers.

G. COMPENSATION IN THE FEDERAL GOVERNMENT

CAPPING FEDERAL PAY: ALTERNATIVE PAY ADJUSTMENTS FOR FISCAL YEAR 1979. United States. Congressional Budget Office. Washington: U.S. Govt. Print. Off., 1978. 20 p. LAW KA 61 .B78 B8 1978 C17

"This report which was prepared at the request of the House Committee on Post Office and Civil Service, analyzes federal pay adjustments as an anti-inflation measure and provides alternative proposals for consideration by the Congress."

THE COMPARABILITY FACTOR IN FEDERAL EMPLOYEES' PAY. Joel Havemann and William J. Lanquette. National Journal 10:1552-5, September 30, 1978.

The authors discuss the comparability factor in federal pay and point out the complexities of its calculation. They also point out that federal salaries are least attractive at the highest levels of the civil service. "The Carter Administration is now considering proposals to change the way salaries are computed." Some of the proposals of the Personnel Management Project and the President's Panel on Federal Compensation, chaired by Vice President Nelson A. Rockefeller are discussed. Changes in the computation of white-collar salaries will be subject of debate in Congress this year.

CURRENT SALARY SCHEDULES OF FEDERAL OFFICERS AND EMPLOYEES TOGETHER WITH A HISTORY OF SALARY AND RETIREMENT ANNUITY ADJUSTMENTS. United States. Congress. House. Post Office and Civil Service Committee. Comm. print. 95-21, 95th Cong., 2d sess. Washington: U.S. Govt. Print. Off., 1978. 32 p. LAW KA 61 .P83 95:2 H8 C4

Provides salary tables for General Schedule, the Executive, Legislative and Judicial branches. A history of salary adjustments from 1789 to the present including statutory authority for each adjustment is provided.

DOLLARS AND INCENTIVES. Richard Brengel. Civil Service Journal 18:18-20, January-March 1978.

"There is growing agreement among behavioral scientists that motivation includes: the work itself; responsibility; opportunities for achievement, growth, and advancement; and prompt recognition for good work. If we are to increase productivity and improve morale, we must foster and encourage a team spirit. We must create a climate in which employees feel that their work is meaningful, that their ideas and achievements

are needed. Special recognition or reward for special effort is not new - it's part of our national heritage. If, by our attitude and actions, we demonstrate that employee ideas and achievements will be recognized promptly and fairly, we will have the climate needed to get the best results from our staff. The Federal Incentive Awards program is designed to help recognize good work that behavioral scientists agree is important to motivation. As responsible Federal managers, we can't afford to sit back and let someone else take the initiative. It's part of our responsibility to know how to use awards properly."

EQUAL PAY IN THE FEDERAL SECTOR: FACT OR FANTASY. Sharon P. Smith. Princeton, New Jersey: Princeton University, Department of Economics, Industrial Relations Section, 1977. 177 p. HD 4939 .U6 S55

This study,... "Presents the results... of research on pay differentials between government employees and private employees... Study measures what comparable people earn in the two sectors, where comparable people are defined in terms of such characteristics as age, education, race, sex, and location... Results show consistently and substantially higher pay in government, particularly in the federal government, than in the private sector."

EXECUTIVE COMPENSATION IN THE FEDERAL GOVERNMENT. United States Congressional Budget Office. Washington: U.S. Govt. Print. Off., 1977. 33 p. KA 61 .B78 B25 No.18

A study on executive compensation based upon the President's recommendations submitted with his budget for fiscal year 1978 which recommends increasing the salaries of senior officials of the executive branch, members of Congress, and federal judges.

THE FEDERAL GOVERNMENT'S PAY SYSTEMS: ADJUSTMENT PROCEDURES AND IMPACTS OF PROPOSED CHANGES. United States. Congressional Budget Office. Washington: U.S. Government Printing Office, 1977. 35 p. LAW KA 61 .B78 B25 no.19

"The Congressional Budget Office's first background paper on federal pay appeared in March 1976. It dealt primarily with the budgetary implications of alternative approaches to setting pay for the federal civilian work force. In the intervening period we have received numerous questions on the 'mechanics' of federal pay by the President's Panel on Federal Compensation (Rockefeller Panel). This background paper provides a more detailed discussion of the procedures for adjusting pay and generally updates much of the material in the earlier paper."

JOB EVALUATION, PAY, AND BENEFIT SYSTEMS. Personnel Management Project. United States. President's Reorganization Project. Washington: U.S. Office of Management and Budget, Executive Office of the President, 1977. 45 p. JK 765 .A57 v.2

Task Force 5 presents an eight part report on pay, benefits and job evaluation. "Each of these support the general goal of attracting, retaining, and motivating a high quality work force. Three terms are

used repeatedly: Compensation, pay, and benefits...To implement these recommendations will require the President to propose legislation or take administrative action in a number of areas, e.g., total compensation, comparability, division of the General Schedule Federal physicians' pay, and merit pay." The task force makes several recommendations and they strongly endorse the concept of Federal pay comparability.

REPORT TO THE PRESIDENT OF THE PRESIDENT'S PANEL ON FEDERAL COMPENSATION. United States. President's Panel on Compensation. Washington: U.S. Govt. Print. Off., 1975. 42 p. HD 4965 .U5 A27

Executive summary of the report of the President's Panel on Federal Compensation, 1975.

STAFF REPORT OF THE PRESIDENT'S PANEL ON FEDERAL COMPENSATION. United States. President's Panel on Federal Compensation. Washington: U.S. Presidents Panel on Federal Compensation, 1976. 309 p. HD 4965 .U5 A272 1976

This Staff Report supplements the Panel's Report to the President, December 1975. Contents include: The conclusions and recommendations included in the Report to the President, the background information considered by the Panel, and the pros and cons of various alternative approaches to problems and issues. Also included are summaries of all the letters received by the Panel in response to the Federal Register notice of June 18, 1975; and a bibliography of major studies of the Federal compensation system conducted over the past 25 years. Among the issues discussed are: the principle of comparability, Executive Pay, the Federal Wage system and roles and responsibilities in federal compensation.

H. THE EXECUTIVE IN THE DEPARTMENT OF DEFENSE: ROLES, PROBLEMS AND PRACTICES

1. General Aspects

CHALLENGING DOD MANAGERS TO IMPROVE INTERNAL PRODUCTIVITY. Peter G. Poulos. Defense Management Journal 13:34-40, April 1977.

"The Defense Department productivity program fosters productivity improvements, provides data that can be used to evaluate productivity, and provides input to the federal productivity program...The challenge to managers is real. This combination of goals, training, and exposure to productivity enhancement and measurement techniques is designed to motivate each manager to action within his sphere of control. The tangible benefits of all this carefully planned activity will be perceived mainly in the results produced. And those results depend to a great extent on the actual motivation and competence managers display in incorporating the techniques of the Productivity improvement Program into their own organizational activities."

CIVILIAN SUBSTITUTION IN TRADITIONALLY MILITARY ROLES WITHIN THE U.S. ARMED FORCES: AN APPROPRIATE POLICY FOR THE 70'S. George B. Stackhouse. Washington: Industrial College of the Armed Forces, 1976. 111 leaves. UB 193 .S8

"This research effort examines the subject of civilianizing military positions and seeks to determine the appropriate considerations or limiting factors which should govern decisions to substitute civilians for military personnel in today's environment."

CIVILIANS IN DOD: THEIR PRODUCTIVITY AND COMPENSATION. United States. Department of Defense. Manpower Resources Division. Washington: Department of Defense, 1975. 56 p. UB 193 .A227

"The Department of Defense seeks continually to improve the efficiency of its support structure and to insure its civilian employees of wages comparable to those earned by their peers in the private sector. This document reports on DOD's progress and problems encountered...and related areas of support structure productivity and civilian compensation."

COMMON SENSE TRAINING. A WORKING PHILOSOPHY FOR LEADERS. Lt.Gen. Arthur S. Collins, Jr. San Rafael, California: Presidio Press, 1978. 225 p. U 408.3 .C64

"Two major themes predominate in this work: first, that training is the number one business of a peacetime army but that it has suffered neglect; and, second, that the senior commander sets the tone on training in an army organization. The training atmosphere the commander creates prevails over all the efforts of his subordinates. This book is aimed at him and those who respond to his orders and attitudes."

THE CONTINGENCY MODEL AND SUCCESSFUL MILITARY LEADERSHIP. R.E. Utecht and W.D. Heier. Academy of Management Journal 19:606-18, December 1976.

"The careers of successful military leaders were analyzed to determine if successful military leadership could be predicted by Fiedler's contingency model. The basic hypothesis was that successful military leaders had held positions favorable to their leadership style. The data did not support the hypothesis."

CRISIS IN COMMAND: MISMANAGEMENT IN THE ARMY. Richard A. Gabriel and Paul L. Savage. New York: Hill and Wang, 1978. 242 p. UA 25 .G12

"The central position of this book is that the United States Army and its officer corps are in need of significant reform. The argument for reform is not drawn on ideological lines. It

is based on a study of operational performance derived from a detailed analysis of the Army's performance and behavior during the Vietnam War." The authors also, "Make the case for reform both historically and cross-culturally by comparing the performance of the American Army with that of other armies in other times. It is their contention that within the Army today there are still severe behavioral and ethical tendencies that threaten the ability of the organization to withstand even minimal combat stress. Further, they suggest that a critical factor contributing to the condition of the Army is the state of the officer corps."

DEFENSE MANAGEMENT EDUCATION AND TRAINING. United States. Department of Defense. Assistant Secretary of Defense. Washington: U.S. Department of Defense, 1976. 232 p. UA 23.3 .A251 1976

Annual catalog of courses sponsored thru the Defense Management Education and Training Program. The program consists of primarily service-operated schools which offer joint training in management for civilian and military personnel of the Department of Defense. Includes school information and general descriptions of the courses offered under the program.

DEFENSE MANPOWER: THE KEYSTONE OF NATIONAL SECURITY. Washington: U.S. Defense Manpower Commission, 1976. 518 p. UA 17.5 .U5 A34 v.2

Table of Contents: National Defense in Perspective, Leadership and Human Relations within the DOD, Managing Defense Manpower, Shaping the Military Career Force of the Future, Training and Education Management, Adjustments in Civil Service Salaries."

DEFENSE OFFICER PERSONNEL MANAGEMENT: AN ANALYSIS. United States. Congress. Senate. Armed Services Committee. Comm. print, 94th Cong., 1st sess. Washington: U.S. Govt. Print. Off., 1975. 123 p. LAW KA 61 .A82 94:1 S4D

"This the final report of a study performed by Dr. David Dellinger of Duke University and Dr. William R. King of the University of Pittsburgh with the collaboration of Dr. Richard Burton of Duke University. The study...entails an analysis of a proposed bill submitted by the Department of Defense to the U.S. Congress. The bill--the proposed 'Defense Officer Personnel Management Act' (DOPMA)--comprehensively revises existing laws dealing with the appointment, promotion, separation and retirement of armed forces officers. The study entailed qualitative and quantitative computer analysis of the proposed bill, computer analysis of alternatives to it, and the preliminary conceptual design of a structurally different alternative which may prove to overcome many of the deficiencies of the proposal."

DEFENSE RESOURCE MANAGEMENT STUDY: CASE STUDIES OF LOGISTIC SUPPORT ALTERNATIVES. Donald B. Rice. Washington: U.S. Govt. Print. Off., 1979. 278 p. UA 23 .3 .R425

A companion report to the Defense Resource Management Study that, "Presents five case studies of logistical logistics support activities...They also point out specific opportunities to improve defense logistics activities, and illustrate special adaptations that must be made to the general principles in concrete applications...The DRMS examination of logistics support alternatives, described in Chapter III of the Final Report and supplemented by this companion volume of case studies, not only points the direction for future logistics structure evolution, but also illustrated the type of support analysis that should be given more emphasis in the resource allocation and acquisition process."

DEFENSE RESOURCE MANAGEMENT STUDY: FINAL REPORT. Donald B. Rice.
Washington: U.S. Govt. Print. Off., 1979. 112 p. UA 23 .3 .R42

"The Defense Resource Management Study (DRMS) was commissioned by the Secretary of Defense in November 1977 in response to a request by the President dated September 20, 1977. The President wanted a 'searching organizational review' into several resource management issues. The Secretary also established the Defense Organization Committee, chaired by the Deputy Secretary, to oversee the DRMS and several other concurrent organizational reviews. The DRMS focused on five topics within the broad area of resource management: Resource allocation decision process (PPBS), Weapon system acquisition process, Logistics support of combat forces, Career mix of enlisted military personnel, Military health care system. Each topic is treated in a separate chapter of this report containing analysis and recommendations for change."

DEPARTMENT OF DEFENSE REORGANIZATION STUDY PROJECT. Paul R. Ignatius.
Washington: U.S. Department of Defense, 1978. 91 p. UA 23.3 .A 232

Report of a study of the Defense Management Structure undertaken for Secretary of Defense Harold Brown by Paul R. Ignatius. Chapters include: Identified Problems in Defense Organization; Options for Organizational Structure; Recommendations--Office of the Secretary of Defense; and Recommendation--The military Departments. The study based on interviews, research and a review of past studies concludes that "the changes that seem to be necessary can be accomplished essentially within the framework of the present organizational structure..."

FUTURISM IN RESOURCE MANAGEMENT: THE QUEST FOR PRODUCTIVITY THROUGH ORGANIZATION EFFECTIVENESS. Vincent J. Byrne. Armed Forces Comptroller 23:7-9, November 1978.

The author states, "Our resource challenge for the future will be Productivity Improvement...the fuller utilization of our resources--technical, financial, and social in pursuit of organizational effectiveness." He lists five common productivity issues: 1. How

to define total productivity and analyze performance components, 2. How to build productivity data in our organizations and implant it in the ongoing management information system, 3. How to scope and measure the impacts of new information technology and human contribution to productivity, 4. How to establish a positive spirit and build a collaborative climate for our productivity programs, and 5. How to exchange productivity information and share program experiences.

LEADERSHIP FOR TOMORROW'S ARMY: AN AMERICAN GENERAL STAFF SYSTEM.
William L. Hauser. Parameters 8:2-9, September 1978.

"A challenging and perilous future faces America and America's Army. To meet that future, we are going to have to employ more effectively and more efficiently the skills of our officers - a critical defense resource. More intensive education and more careful professional development must be provided to those who will occupy the most influential and responsible positions in tomorrow's Army. An American General Staff System will provide the professional leadership to meet whatever challenge lie ahead."

THE NATIONAL MILITARY COMMAND STRUCTURE. United States. Department of Defense. Washington: U.S. Department of Defense, 1978. 79 p.
UA 23.2 .A2322

Report of a study requested by the President and conducted in the Department of Defense by a study group headed by Richard C. Steadman. Based mainly on several hundred interviews with incumbent and former policymakers, military officers, and non-governmental observers. Examines the elements of the National military command structure and evaluates various aspects of their performance. Particular attention is paid to ways in which organizational structure as well as personalities and attitudes influence results. Sections include: "Combat Readiness, War-Fighting Capability, and Crisis Management; and Policy, Plans, and Advice."

THE NATURE OF COMMAND AND MANAGEMENT - A PERSONAL VIEW. Col. Richard G. Ross. Army Logistician. 9:34-5, July-August 1977.

"The commander or manager should instill the idea that a good staff officer so thoroughly assumes responsibility for his staff actions that he puts himself completely in the position of the commander in thinking through the options open to the commander. On that basis, the staff officer actually gets 'command experience' with every staff action. This experience will develop future commanders and managers."

PLAN FOR A MIDDLE MANAGER DEVELOPMENT PROGRAM. Ernest G. Laurel. Air Force Comptroller 11:32-3, October 1977.

"The present situation of reduced manpower and dollars compels each commander to seek a method to accomplish his job with the best trained

staff. Do more with less is the name of the game! The concept of a program to develop Major Command headquarters' personnel within the comptroller field as a multi-skilled financial manager can contribute to the overall mission in the long run. The benefits will be two-fold. First, employees will be gaining more specialized experience and expand their formal education; second, the organization will gain better trained people and will be able to accomplish a great amount of work by utilizing the multi-skilled financial manager where the largest workload exists within the entire comptroller field. Vacancies can be filled with the best trained manager."

SHAPING THE DEFENSE CIVILIAN WORK FORCE: A STUDY. United States. Congress. Senate. Armed Services Committee. Comm. print, 95th Cong., 1st sess. Washington: U.S. Govt., Print. Off., 1977. 83 p. LAW KA 61 .A82 95:1 S4S

Brookings Institution contract provided, "A study dealing with the civilian personnel employed by the Department of Defense, which would provide a description of the defense civilian workforce, identify and discuss the major issues surrounding the utilization and management of that workforce, and examine options for resolving those issues." Recommendations are proposed that would, "Create a decision-making environment that would encourage the participants in the process to pursue greater efficiency in the defense labor force."

A STUDY OF RESOURCE MANAGEMENT ON THE ARMY STAFF. United States. Department of the Army. General Staff. Washington: U.S. Department of the Army, 1978. v.p UB 153 .A235

"The Study of Resource Management on the DA Staff represents a detailed assessment of the existing management capability of the Staff, and evaluation of alternative management organizations, and recommended solutions to significant management problems. The Chief of Staff approved many of the Study Group recommendations as a basis for improving DA level resource management. Some recommendations were dropped from further consideration early in the decision process while others have been deferred for later action by the staff. Work groups composed of representatives of most staff agencies are presently involved in preparing detailed plans necessary to implement the Chief of Staff's decision."

SUGGESTED IMPROVEMENTS IN STAFFING AND ORGANIZATION OF TOP MANAGEMENT HEADQUARTERS IN THE DEPARTMENT OF DEFENSE. Comptroller General of the United States. Washington: U.S. General Accounting Office, 1976. 200 p. LAW B-183257 FPCD-76-35 April 20, 1976.

"Although some reductions have recently been made in top Pentagon staffs, GAO looks at--further possibilities for consolidation and/or cutbacks, --problems in accounting for headquarters personnel,-- differences in management styles and organizational structure of the military departments, --decisionmaking in the Office of the

Secretary of Defense, --the role of the service secretaries,
and --the impact of external demands and changing workload."

THE TAMING OF THE TROOPS: SOCIAL CONTROL IN THE U.S. ARMY. Lawrence
B. Radine. Westport Connecticut: Greenwood Press, 1977. 276 p.
U 21.5 .R32

"Develops two key themes: (1) the overall shift in Army controls
from coercion to manipulation and (2) the change in military
controls to more closely resemble civilian controls. ...Some of
the techniques developed in the Army have been borrowed by
civilian sectors. Some leadership and organizational principles
discussed in this book have been taken up by industrial organizations."

WHAT SUCCESSFUL MANAGERS SAY ABOUT THEIR SKILLS. Frank R. Hunsicker.
Personnel Journal 57:618-21, November 1978.

Research conducted at the Air University in which four professional
development schools provided a source of successful managers at
several levels. Personnel in all military ranks, excluding generals
and junior NCOs, were asked to identify and briefly describe three
major skills which they felt contributed to the success of a manager.

2. Management Methods, Systems and Techniques Applied to the Armed Forces

THE AIR FORCE'S EXPERIENCE WITH MATRIX MANAGEMENT. Karl T. Thurber.
Defense Management Journal 14:17-21, November 1978.

"...Although matrix management conflicts with traditional precepts
of military organizational discipline, it can be useful when
applied to business-management missions or to an activity tasked
with accomplishing multiple, complex and changing projects. While
matrix management does not appear to represent the wave of the
future for military organizations, it will help certain kinds of
organizations to become more flexible and to develop tailored
structures to meet goals. Air Force organizations have to respond
to the multiple aspects of their missions and make do with fewer
resources, particularly personnel."

BETTER PERSONNEL MANAGEMENT THROUGH APPLIED MANAGEMENT SCIENCE.
Harry J. Thie and Robert C. Larbeer. Interfaces 6:68-73,
May 1976.

"Effective management of Army personnel resources is necessary
for successful accomplishment of the Army Mission. Consistent
with military necessity, policy of the Department of the Army
is to utilize personnel in positions commensurate with their
military qualifications and personal attributes, and to foster
an atmosphere which will motivate each individual to attain his
full potential as a soldier."

A COMPREHENSIVE MODEL FOR A TOTAL-FORCE MILITARY PERSONNEL SYSTEM.

John R. Brinkerhoff and William A. Lindsay. Defense Management Journal 14:4-11, July 1978.

The authors propose a model for a total-force military personnel system which allows a comprehensive analysis of personnel programs. This theoretical framework can provide new insights into the way in which military personnel move into, out of, and within the system, and thus into keeping personnel strengths at authorized levels in peace time and war.

DEVELOPMENT AND USE OF MILITARY SERVICES' STAFFING STANDARDS: MORE DIRECTION, EMPHASIS, AND CONSISTENCY NEEDED. Comptroller General of the United States. Washington: U.S. General Accounting Office, 1977. 46 p. B-183257 FPCD-77-72 October 18, 1977

"The budget requests for support personnel of the Department of Defense should be based on techniques that are reliable and useful to the budget process. Staffing standards based on the concept of work measurement offer the potential to do this. Except for the Air Force, the services have been slow in even developing staffing standards, let alone using them. At the current rate, it will take several years before any meaningful progress is made. This condition is due to the absence of effective guidance and uniform definitions and Defense's low priority to the program."

THE DEVELOPMENT OF A WORK ENVIRONMENT QUESTIONNAIRE FOR THE IDENTIFICATION OF ORGANIZATIONAL PROBLEM AREAS IN SPECIFIC ARMY WORK SETTINGS. John R. Turney and Stanley L. Cohn. Arlington, Virginia: U.S. Army Research Institute for the Behavioral and Social Sciences, 1976. 82 p. U 408.3 .U582 no. 275

"The aim of organizational effectiveness research is to increase human performance effectiveness in an organization and to improve teamwork and job satisfaction, by developing diagnostic instruments to identify problem areas, intervening with organizational development techniques to correct the problems, and finally evaluating the intervention results in terms of productivity and job satisfaction. This report discusses the development and validation of the Work Environment Questionnaire (WEQ) which is used to identify organizational problem areas and evaluate interventions."

GIVING EVERYBODY A FAIR CHANCE IS THE GOAL OF USMC OFFICER PROMOTION PLANNING. Lt. Carl A. Shaver. Marine Corps Gazette 62: 41-5, December 1978.

"From beginning to end every aspect of the promotion process is governed by some provision of law, directive or policy...To help explain the vagaries of the promotion process this article

describes the officer promotion planning system up to but not including the internal proceedings of a promotion board."

HANDLING THE HIGH COST OF PERSONNEL. Col. R.W. Hagauer Government Executive 8:24+, August 1976.

"The Air Force has dropped 27% in personnel since 1964, yet the costs have risen 77%. Cost Consciousness of cost/yield analysis implies a critical distinction differing from other simple costs reduction efforts. And the managers at all levels through training and professionalization can reverse the upward spiraling of personnel costs."

HRIS: SYSTEMATICALLY MATCHING THE RIGHT PERSON TO THE RIGHT POSITION. Torrey S. Whitman and Albert C. Hyde. Defense Management Journal 14:29-34, March 1978.

The loss of dollars and efficiency precipitated by poor personnel placements is a complex problem that hounds nearly all government organizations. Over the past two years, however, the State Department has developed and tested an interactive position-personnel information system designed to assess how effectively human resources are being used in the pursuit of management objectives. In this article, the authors discuss the main features of the Human Resources Information System, contrast its relative strengths and weaknesses with the more common methods of job placement, and describe how it can ultimately work to the benefit of the employee as well as the placement officer.

MANAGEMENT BY OBJECTIVES IN A MILITARY ACTIVITY. Cdr. George J. Bednar. Military Engineer 69:172-4, May-June 1977.

"Planning is the basis of the entire management function, without which no other phase can succeed or even be considered...There are only three primary documents from the commanding office or chief executive officer required for initiating this phase of the management process. They are the Activity Goals (long and short range), the Policy Reference Book, and the Management-by-Objectives (MBO) Directive." After the planning phase comes the organizing, staffing, and directing and controlling phases. "In addition to closing the MBO loop, the controlling or appraisal phase also concludes the total management process...Other beneficial side effects of the MBO process in the typical military activity include the periodic ready-made reports of goals and objectives achieved. Lower echelon reports may be collated into quarterly and annual progress reports to higher headquarters with very little editing. When implemented diligently, the MBO process will place the military activity on a business-like basis, which, in some areas, can surpass private counterparts in economies of management."

MANAGEMENT BY OBJECTIVES IN A NAVY R&D LABORATORY: A CASE STUDY.
P.L. Martin and others. Defense Management Journal 14:44-51,
January 1978.

"In recent years, government managers have adopted a policy of management by objectives, a concept already employed successfully by the private business sector to improve operating efficiency and to pinpoint responsibility for performance at each hierarchical level in an organization. Since its inception, however, some federal agencies have used MBO primarily to control middle managements execution of programs. The authors of this article view a more extensive role for MBO in government organizations. Their research in a Navy research and development laboratory demonstrates that greater advantages can be gained from a program- and people- oriented MBO program which permeates the entire organization."

MANAGEMENT BY OBJECTIVES--IT GETS THE COMPTROLLER INTO THE MAINSTREAM WHERE THE ACTION IS. Dallas D. Parks. Air Force Comptroller 11:6-7, January 1977.

"The major organizational payoffs from MBO center in the functions of planning and control. It is a forward-looking system that focuses on getting results, assures a concentrated team effort, and makes important things happen. In sum, the MBO system is a tool for Commanders who seek to place everyone in the organization on the same road, headed in the same direction and striving to reach the same destination. The thrust is to make outstanding military organizations even better. The Comptroller has an important role to play in assisting the Commander in areas of management effectiveness and efficiency. MBO may well be the vehicle needed to revitalize the comptrollership function at a time which many feel is a critical point in its history. The Comptroller can be the catalyst in promoting MBO and in gaining the Commander's required support to accelerate the implementation of this dynamic system throughout the organization. MBO is certainly not a panacea for all management problems. It does, however, provide a viable approach to meet the continuing challenges of getting the most Air Force possible from our limited resources."

MBO: EXPERIENCE IN A NONPROFIT GOVERNMENT AGENCY. Maj. Joseph M. Syslo. Air University Review 28:29-35, January-February 1977.

"The MBO/R (Management by Objectives/Results) program at AFCD (Air Force Contract Management Division) is a little over two years old and appears to have had a very successful start. There is possibility for improvement, but to their credit, the responsible managers have made an interim assessment and suggested alternative directions...The program is good, and it could very well serve as an MBO model for any other government agency."

A NEW APPROACH FOR IDENTIFYING BEST-QUALIFIED CANDIDATES. Michael L. Johnson and Kenneth McCloskey. Defense Management Journal 14:31-3, November 1978.

The Army Depot at Red River, Texas, has introduced an innovative procedure for identifying best-qualified candidates for a job vacancy. It is more exhaustive and possibly more reliable than the selection procedure outlined in the Civil Service Merit Promotion program. The procedure, known as Ability, Skill, and Knowledge Merit Evaluation, or ASK ME, includes an actual performance demonstration by the candidate, an oral evaluation, and a candidate self-assessment. Evaluations of the procedure confirm its validity as a rating method and predictor of employee success. Moreover, management, labor, and union representatives collaborated in its development and endorse its adoption.

OPERATIONS RESEARCH AND THE AIR BASE. Maj. Charles E. Ebeling. Air University Review. 29:43-18, July-August 1978.

"Many management decisions face the base commander and his staff. It would seem reasonable to provide him with the quantitative assistance, which will make his job easier. Although systems analysis has matured at the headquarters level to the extent that it is used routinely in making decisions concerning weapons systems and major policies, OR/MS has not matured in the military in that it is not used systematically in aiding lower-level decisions. Yet, ironically, it is at this level where OR/MS has had some of its most noteworthy successes."

ORGANIZATIONAL EFFECTIVENESS - A COMER. Army Logistician 9:6-7, November-December 1977.

"Organizational Effectiveness (OE) is a new Army management technique that has nothing to do with tanks, howitzers, or any other instruments of war. It is a process designed to enhance mission accomplishment by doing just what its name suggests. Organizational effectiveness is a management tool that commanders can use to strengthen the chain of command, increase individual effectiveness, and improve the quality of life in their units. The Army's OE process involves the use of selected modern management and behavioral science techniques used in the private sector for many years. Organizational effectiveness uses a logical, four-step approach - assessment, action planning, implementation, and evaluation and followup."

ORTHODOX JOB ENRICHMENT: A COMMON SENSE APPROACH TO PEOPLE AT WORK. Frederick I. Herzberg. Defense Management Journal 13:21-7, April 1977.

"Orthodox Job Enrichment (OJE) program at the Ogden Air Logistics Center (ALC), Hill Air Force Base (AFB), Utah, ... the project increased productivity, effected significant cost savings, and increased worker satisfaction with their jobs... Productivity improvement through redesign of work for personal worker

satisfaction would seem to be rather restricted in a bureaucratic and authoritarian military setting. The great significance of the Hill AFB project is its validation of the worker's positive response to intrinsically rewarding activity, in spite of all the barriers that sophisticated organizational wisdom would suggest. Also significant is that the Air Force program did not concentrate on eliminating all of the pains that people experience due to working conditions; instead, it concentrated on the development of the talent of Air Force personnel and the opportunity through job enrichment to use that talent. Through OJE the emphasis was on productivity that emanated from the individual's desire to prove to himself his value as a productive human being. The essence of the program is that motivated productivity will lead to increased morale... Orthodox Job Enrichment has provided personnel at Ogden ALC the opportunity to be proud. This experience suggests that the crying need for more efficiency and humanization in the defense establishment can be met through an OJE program or a program with a similar, consistent, theoretical framework."

PLANNING AND PROGRAMMING THE BUDGET IN A MULTIMISSIION ORGANIZATION.

James S. Gracey. Defense Management Journal 14:12-5, September 1978.

"The Coast Guard has adopted Robert McNamara's planning, programming, and budgeting system to its own unique needs, and the results thus far have been encouraging...Because the Coast Guard is a small organization, personal involvement by top management is possible within the organization. But without the tools that have been developed for an orderly process of planning, programming, and budgeting, the ability to realize full value from the input of all levels of management would be, at best, left to chance."

SET THEORY IN MANAGEMENT OF THE PROFESSIONAL. Richard L. Butler and Homer C. Emory. Defense Management Journal 14:41-3, May 1978.

Successfully managing professionals is a singular challenge for the DOD administrator tasked with providing a growing number of services without increasing manpower. Tracking the evolution of organizational theory, the authors conclude that the use of set theory can add the necessary element of flexibility in managing professional resources currently lacking in formal organizational structures.

I. EXECUTIVES IN OTHER PUBLIC SECTORS

CHANGING CONCEPTS OF POWER AND RESPONSIBILITY IN THE CANADIAN PUBLIC SERVICE. Kenneth Kernaghan. Canadian Public Administration 21: 389-406, Fall 1978.

"...The Evolution and present status of these concepts of administrative power and administrative responsibility are examined in the context of the Canadian public service. The first part of the paper centres on the power of public servants; the second part deals with administrative responsibility. ..."

EMPLOYEE COMMUNICATIONS IN THE FEDERAL GOVERNMENT: ASSESSING NEEDS, INTERESTS AND PERCEPTIONS. Mark Romoff. Canadian Business Review 4:36-9, Winter 1978.

"While internal communications form a vital part of management responsibilities in all organizations, in a large diverse workforce such as the Public Service of Canada they assume even greater importance. This study has revealed strengths as well as deficiencies in employer/employee communications relating to both substance and style. The results of the survey indicate a need to go beyond improving formal internal communications policies and practices. There are evident wide-ranging implications for training and development, performance appraisal, official languages policy and programs, the style of management and supervision, and the communication climate across the federal Public Service."

V. READINGS IN SELECTED AREAS

A. MOTIVATION THEORIES AND RESEARCH

MOTIVATING EMPLOYEES: A CLOSER LOOK. Edward J. Gibling. Personnel Journal 55:68-71+, February 1976.

"Presents an appraisal of current beliefs about motivation and a review of approaches that have been developed to implement the concept."

MOTIVATION: ARE THE OLD THEORIES STILL TRUE? Charles A. Hanson and Donna K. Hanson. Supervisory Management 23:9-15. June 1978.

"Highly structured, formal organizations often create tasks that employees find uninteresting and unchallenging. It seems quite unreasonable to provide a person with a boring, repetitious, unchallenging tasks, and then expect him to put forth a maximum effort in carrying it out. Quite often, efforts to remedy this situation take the form of improving the conditions surrounding the task. We offer people improved working conditions, security, and perhaps even some status, in the hope that they will not notice that their tasks are still boring and unchallenging. Such attempts usually result in short-term improvements in productivity and attitude, but the situation returns rather quickly to normal. Management must, through imagination and innovative methods, introduce new ways to make tasks both challenging and satisfying to employees in general...No single approach will provide the key to motivating all employees toward the ultimate of more and better production. Therefore, since each employee is a unique individual and since what motivates one will not motivate all, a combination of motivational techniques must be directed toward the needs and desires of the individual."

THE MOTIVATION PROCESS. Susan D. Schaefer. Cambridge, Massachusetts: Winthrop, 1977. 189 p. HF 5549.5 .M63 S3

"Motivation is approached in a way that is realistic and usable, designed to make better managers. The emphasis is on developing ideas which a manager can learn and consequently, put right to work in his own supervisory situation."

MOTIVATIONAL THEORIES AND PRACTICES. Kae H. Chung. Columbus, Ohio: Grid, 1977. 324 p. HF 5549.5 .M63 C48

The author reviews major theories of motivation (need, incentive and reinforcement, and expectancy theories) separately first and then integrated into a theoretical framework similar to Vroom's expectancy model but incorporating, "The differences in individuals' needs and organizational incentives for studying work motivation." The theories are then translated into specific motivational programs applicable to organizations. Motivational programs covered include: financial incentives, affective motivation, innovative work systems, management by objectives and performance appraisal and work motivation in perspective. Bibliography pp.283-320.

PRESCRIPTION FOR MOTIVATION. A.E. Seifert Supervision 38:16-18, January 1976.

"Motivation is an inner desire that causes an employee to work hard, work well, and work willingly. You must determine whether or not the employee clearly understands what is expected of him and what your standards are."

THE SUPERVISOR'S SURVIVAL GUIDE: A POSITIVE APPROACH TO MOTIVATION. Robert E. Pitts and Ken Thompson. Supervisory Management 23:2-10, November 1978.

"While positive motivation may seem a simple approach to handling human problems in an organization, it is really much more complex. Positive motivation is a philosophy of management. Once it is adopted, it becomes not only a behavior correcting device but also a tool to use in anticipating organizational problems... Three important points about the application of positive motivation:... first,...it is important that you develop a strategy for your own behavior so that you reward the good job behavior of your subordinates daily; second, be aware of all the possible strategies at your command that can lead to effective performance, and use them; and third, in setting up the reward strategies for improving performance, consult with the employee to find out what things he considers rewarding."

THE SUPERVISOR'S SURVIVAL GUIDE: ALTERNATIVES TO MONETARY REWARDS. Robert E. Pitts and Ken Thompson. Supervisory Management 23:13-17, December 1978.

"...There are four easy steps to effectively motivate your employees. First, decide what behaviors are desirable in your organization... Second, make sure your subordinates know what is expected of them and how they'll get rewarded. The most effective motivational environment is one in which the supervisor and subordinates agree as to the desired level of performance. Third, provide feedback to your subordinates as to how they are doing... Fourth, reward the individual. A productive environment can only be developed if rewards are given. Use the rewards available to you and don't be stingy with them. Today's supervisor must insure that financial rewards are as performance-based as possible. Non-financial and in particular, social rewards may then be used to enhance organizational productivity, inspire performance, and create greater employee satisfaction."

UNDERSTANDING AND USING MOTIVATION. Bernard L. Rosenbaum. Supervisory Management 24:9-13, January 1979.

"...Industrial Psychologists have identified at least five important principles of motivation...Mastering these five principles can help you be a more effective people-handler--whether the people be your superiors, subordinates, co-workers, friends, or relatives." The author lists the five principles and briefly describes each. The principles are: building self-esteem, focus on principle, reinforcement, actively listen, and set solid goals.

B. MANAGEMENT INFORMATION SYSTEMS

BLUEPRINTING A WORKABLE MIS. George E. Mueller. Administrative Management 39:24-5+, September 1978.

The author details the redesigned system used, "While we designed the over all system structure at the beginning of the program, we did not attempt to program all our business functions at once... We segregated our business functions and implemented them one at a time." The author believes, "That the on-line interactive system can be the most important tool a corporation possesses-but only if it is designed carefully and thoughtfully."

THE EVOLUTION OF AN INFORMATION SYSTEM: FROM KEY-MAN TO EVERY PERSON. Henry C. Lucas, Jr. Sloan Management Review 19:39-52, Winter 1978.

"Many organizations are experiencing only limited success in implementing computer-based information systems, in spite of the increased sophistication of management science techniques on which they are based. This article proposes a new 'evolutionary' approach to information system design - one which is more user-oriented (but not necessarily more costly) than the conventional approach. An in-depth example illustrates the benefits of evolutionary design, its impact on the organization, and the preconditions for successful implementation."

MANAGING UNCERTAINTY IN MIS IMPLEMENTATION. Steven Alter and Michael Ginzberg. Sloan Management Review 20:23-31, Fall 1978.

"This article has presented a framework for implementation planning. The basis of this framework is a series of associations between the normative process model tested in Ginzberg's study and the risk factors and strategies observed in Alter's. The results of these studies imply that implementation efforts can benefit from the analysis of the risk factors that emerge at each stage and the risk-reducing strategies that can be employed, either in response to or in anticipation of these risk factors. Combining the insights of these two studies provides a far more powerful analytical tool than can either of the studies alone. The particular risk factors and strategies cited were those that were observed in one sample of fifty-six systems...The initial planning is very important, but it is not enough by itself. Project progress must be monitored stage by stage. This too, is the joint responsibility of the designer and the user."

A MIS FOR PROBLEM DETECTION, DIAGNOSIS, AND EVALUATION. Kamal E. Said. Managerial Planning 26:4-8, March-April 1978.

"We have seen that as problems increase in complexity, the probability they can be easily diagnosed and solved decreases. The role of the manager increases, as does his use of information about the dysfunction-symptom relationship, the external environment, and the organizational environment...The role of the computer varies in level of importance. With simple problems, it monitors and exercises complete control. In the middle ranges of problem complexity, it is the source of selected information. For increasingly complex situations, the computer provides a simulation to test the impact of potential diagnoses and treatments. In other words, it aids the manager to extend his managerial ability and improve his efficiency in problem handling."

MIS SUCCESS STORY: SMOOTHING OUT PEOPLE SYSTEM. L. Fried. Data Management 15:30-6, July 1977.

Current approaches to MIS are not congruent with needs of the individual decision-maker or of the organization. Reorganization operations of individuals and groups within the business environment is key to workable MIS.

MIS--WHERE ARE WE, HOW DID WE GET HERE AND WHERE ARE WE GOING? Myles E. Walsh. Journal of Systems Management 29:6-21, November 1978.

"Author traces the development of MIS and the trend toward distributed and data base systems."

A NEW APPROACH TO DESIGN AND USE OF MANAGEMENT INFORMATION. Richard L. Daft and Norman B. MacIntosh. California Management Review 21:82-92, Fall 1978.

"A technology focus is a promising development for problems of information system design. But the approach...described requires organizational personnel to adopt a new way of thinking about information needs. It is necessary to look beyond the styles or requests of specific managers, and look beyond practical problems of information processing to see the nature of work unit technologies. When specialists can think in terms of user technology, they will have the advantage of a powerful tool to solve problems of information system design. But we caution against embracing this new approach to the exclusion of all other factors which may also influence design. Technology places certain constraints on the information system, and once the general work unit requirements are identified, the designer will know he is on the right track. Then he can balance factors such as manager traits and practical processing problems to achieve the correct information system configuration. When the information system fits the work unit technology other problems can be resolved, and managers will be satisfied with the results."

ORGANIZATIONAL CONTEXT AND THE SUCCESS OF MANAGEMENT INFORMATION SYSTEMS. Phillip Ein-Dor and Eli Segev. Management Science 24:1064-77, June 1978.

"This paper identifies the organizational context variables affecting the success and failure of MIS. The variables are categorized as uncontrollable, partially controllable and controlled, and a conceptual scheme is suggested. In addition, current information on these variables and the interactions between them is surveyed; propositions are stated concerning relationships between the variables and the success of failure of MIS."

STEPS TOWARD MORE EFFECTIVE IMPLEMENTATION OF MS and MIS. Michael J. Ginzberg. Interfaces 8:57-63, May 1978.

"The effective implementation of Management Science (MS) models and Management Information Systems (MIS) requires commitment from the user as well as the designer. The Management Scientist must address a problem which is real and important to the user - and then stay involved until the users understand and accept the system in their environment. Conversely, the user is responsible for delineating the project goals and objectives - as limited by his organization's capacity to accept changes or new ideas or procedures - and evaluating the progress made by the management scientist. Improper or ineffective implementation will result from a total commitment of both the user and designer."

WHAT DO UPPER EXECUTIVES WANT FROM MIS? William I. Spencer. Administrative Management 39:26-7+, July 1978.

"All that top management wants from a management information system is exactly enough of the most relevant information at precisely the right moment to produce infallible management decisions-and, of course, at the least possible cost."

C. PROJECT MANAGEMENT

CRITICAL PATH METHOD; A SIMPLE TOOL FOR THE WORKING MANAGER. Gerald E. Rutledge. Defense Management Journal 13:68-71, January 1977.

"The critical path method is a system specifically designed to assist management in those areas where uncertainty may fatally undermine effective direction. For the government manager with talent and foresight, this tool is unmatched in its simplicity and value. Although it cannot do his job for him, it can extend his ability to act effectively with the best information available."

LEADERSHIP, CONFLICT, AND PROGRAM MANAGEMENT EFFECTIVENESS. Hans J. Thamhain and David L. Wilemon. Sloan Management Review 19:69-89, Fall 1978.

"This article deals with key problems faced by project managers in managing complex tasks. The emphasis is on the focal position of the project manager--how he or she develops support from functional specialists and handles the everpresent conflict situations in managing projects, and how these activities influence managerial performance. The report is based on a continuing research study of project managers in various high-technology organizations. A situational approach to project management effectiveness is developed, and specific guidelines are provided to help project managers become more effective."

MANAGING INTERPERSONAL CONFLICT IN PROJECT TEAMS. Raymond E. Hill. Sloan Management Review 18:45-61, Winter 1977.

"Of all the types of conflict common to project teams as they work through the phases of their project life cycles, personality conflict remains the most constant. In his study of project teams at a large oil company, the author distinguishes between the coping responses of high producing managers of project teams and lower producing ones. His isolation of those characteristics in managerial style that result in effective conflict management is important for all managers called upon to conciliate and make peace."

PROJECT MANAGEMENT - SIX CRITICAL STEPS. Jerome F. Rolefson. Journal of Systems Management 29:10-7, April 1978.

"The improvement of management skills is largely a process of self-development. It is a process of maturing, of acquiring insight, understanding and judgment. We can improve our management skills by combining education, experience, and a desire to improve. The completed project offers a unique opportunity for appraising our strengths and weaknesses. Project management does help organizations

complete systems and programming project on time, within budget and up to quality standards. It is a useful technique. Like other management techniques it must be applied with judgement and skill. Research shows that judgement and management skill are particularly important in the six critical steps."

THE TWO-TIER MATRIX ORGANIZATION IN PROJECT MANAGEMENT. William C. Wall. Defense Systems Management Review 1:37-46, Autumn 1978.

"The matrix organization integrates the program orientation of project personnel with the speciality orientation of functional personnel. In its original form, the matrix is a single-tier, project-oriented overlay on a functional organizational structure. Variations of the original form have resulted in a two-tier matrix--a matrix within a matrix. The use of the matrix form of organization in military project management is a familiar practice, but the two-tier matrix adds a new dimension to the concept. In large, complex organizations, the two-tier matrix provides for greater centralization of planning and control through definition of sub-projects. It substantially assists the project manager in accomplishing program integration at the sub-project level. "

D. PERSONNEL MANAGEMENT

APPLIED PSYCHOLOGY IN PERSONNEL MANAGEMENT. Wayne F. Cascio. Reston, Virginia: Reston Publishing Company, 1978. 434 p. HF 5549 .C297

"A research-based-in-depth treatment of the state of the art in personnel psychology, providing emphasis on areas of emerging importance in personnel management. This thorough analysis explains 'how it all fits together' and why a systems approach to personnel is essential."

CAREER MANAGEMENT: HOW TO MAKE IT WORK. Edward O. Joslin. Personnel 54:65-72, July-August 1977.

"Career management should not be confused with personnel management ...It is just one facet of personnel management, the one concerned with the occupational growth of the individual within the organization, normally the only aspect of career management that is considered in training. Sometimes training is labeled career development, but it is still usually limited to training. Other aspects of personnel management such as employment, performance review, promotions, and counseling are recognized conceptually as bearing on career management, but the methodology that would enable the various aspects of personnel management to be integrated in such a way as to focus on career management has not really been developed. This article examines a new methodology of differential personal attributes that can be used to make career management work."

CASES IN PERSONNEL MANAGEMENT. Arno F. Knapper. Columbus, Ohio: Grid, 1977. 135 p. HF 5549 .K566

"Cases are a means to an end, not an end in themselves. Cases are used to teach methodological processes of observing facts and events, of sorting and organizing information, of reasoning from facts and events, of diagnosing problems, of designing resolutions to problems, and of generalizing about other facts, events, and situations. Case study necessarily requires the use and the application of substantive content, technical and general knowledge, relevant information, and common sense."

CONTEMPORARY PROBLEMS IN PERSONNEL. W. Clay Hammer and Frank L. Schmidt, eds. Rev. ed. Chicago: St. Clair Press, 1977. 530 p. HF 5549 .H293

Since the first edition of this book in 1974, many changes have occurred as a result of government rules and regulations, Supreme Court decisions, and changes in the work environment. This edition attempts to recognize these changes and anticipates future changes. Selected parts of the Table of Contents: "Personnel Directors Are the New Corporate Heroes; Selection Methods: The Interview, Testing, Assessment Centers; Psychological Tests; Psychological Testing and Fair Employment Practices; A Testing Program That Does Not Discriminate; A Hard Look at Management Assessment Centers and their Future; Sex Discrimination in Employment; Women and Personnel Decisions; Women, Minorities, and the Disadvantaged; The Equal Employment Opportunity Act of 1972; Compensation and Reward Systems; How to Ruin Motivation with Pay; The Scanlon Plan Has Proved Itself; Can We Legislate the Humanization of Work? Work and Nonwork; Merging Human and Societal Needs; On Executive Suicide; Alcoholism and Work World."

THE EVOLUTION OF PERSONNEL. Edward J. Giblin. Human Resource Management 17:25-30, Fall 1978.

"There are signs of positive change, signs that the personnel function is becoming more alert to its potential and more aggressive in effecting constructive change instead of accepting a maintenance operation, rubberstamping line management's traditional determination to keep things as they are."

THE EXPANDING ROLE OF THE PERSONNEL FUNCTION. Fred K. Foulkes. Harvard Business Review 53:71-84, March-April 1975.

"In many companies, the responsibilities of personnel departments have been confined to insignificant kinds of activities. The staffs of these departments have rarely been consulted on matters of corporate policy. They have only implemented rather than participated in the development of strategy. They have developed and implemented too many personnel programs not closely enough related

to the objectives of the company. Spoken from their backwater position in the organization, their opinion has not been valued when offered. Now, however, when almost daily new laws, advocacy groups, or social pressures demand or cry for change, the author argues that companies need a personnel staff that will not only respond to these cries before they turn into court cases, but will also help line managers increase productivity and satisfaction in work. In this article, the author asserts that a number of personnel departments are poorly equipped to deal with many of the problems confronting their companies; and he describes what the new role of the personnel department ought to be if it is to contribute significantly to the company's objectives and the employees' goals. Then he describes six areas in which personnel staffs ought to consider developing expertise if companies are to meet new demands and problems in the workplace."

THE FUTURE OF THE WORKPLACE: THE COMING REVOLUTION IN JOBS. Paul Dickson. New York: Weybright and Talley, 1976. 378 p. HF 5549 .D56

Subjects addressed in this book are: "Working alternatives; Job Enrichment; Democratic Designs in America; Support Systems; Breaking the Time Barriers; The Democratic Office; The Do-it-yourself Factory; To Thine Own Self Be Boss; Brave New Work... The major thrust of this book has been to report on workplace experiments and reforms which are new and forward-looking."

THE GROWING CHIEF EXECUTIVE. David J. McLaughlin. Management Today p.88-92+, October 1977.

"The experience of fast-growing companies in the U.S. as they pass the threshold of critical size emphasizes the vital role which personnel management has to play, particularly in the adjustment of chief executives to the necessary changes."

THE INTENSIFICATION OF THE PERSONNEL ROLE. Lawrence A. Wangler. Personnel Journal 58:111-9, February 1979.

"The personnel profession has changed dramatically in the last decade and is expected to change even more so in the 1980s. Explored here are the major areas of impact on the personnel field."

MANAGEMENT OF HUMAN RESOURCES: A SYSTEMS APPROACH TO PERSONNEL MANAGEMENT. William P. Anthony and Edward A. Nicholson. Columbus, Ohio: Grid, 1977. 276 p. HF 5549 .A59

"Today's managers in every department and at every level of the organization are human resource managers. They share this responsibility with, and receive staff advice from, personnel departments. They are concerned with traditional personnel issues as they've been traditionally applied. But today's managers also are beginning to realize more clearly that human relations for the first line supervisor is not enough and that personnel management is not solely relegated to the personnel department."

MANAGING HUMAN RESOURCES. Leonard R. Sayles and George Strauss. Englewood Cliffs, New Jersey: Prentice-Hall, 1977. 528 p. HF 5549 .S28

The authors have developed a text suited to courses concentrating on the tasks of the professional personnel administrator. They emphasize, "The actual organizational problems associated with designing and implementing constructive personnel programs." They seek, "To show interrelationships among traditional topics such as compensation and training and selection...Stress the actual behavior required of the personnel specialist who seeks to gain acceptance for his or her professional expertise among managers already coping with more job requirements than they can meet. Although knowledge of personnel techniques like testing and job evaluation is still essential,... more emphasis is placed on systems and coordination--how hiring impacts training, career paths, seniority, and even benefit plan administration." Contents include: "Manpower Management: Past, Present, and Future; The Personnel Department: Organization and Function; Interviewing: The Fine Art of Listening; Manpower Planning; Recruitment and Selection; Management Development; Performance Appraisal; and Toward a Systems View of Human Resource Management."

THE MEASUREMENT IMPERATIVE. J. A. Fitz-enz. Personnel Journal 57:193-5, April 1978.

"Businesses are being forced to evaluate the efficiency and effectiveness of their many functions, and those that do not measure up are often eliminated. If they cannot be dropped, they are reduced to the lowest possible expenditure and tolerated only at that level. The lesson is clear: if personnel departments are ever going to get the recognition they seek, they will have to earn it... So if we claim to be a profession, then let us act like professionals. Let us learn the tricks of our trade. Being able to measure one's work in quantifiable terms is a major tool of the professional. It's time for personnel management to pick up this tool and use it."

ORGANIZING AND STAFFING THE HUMAN RESOURCE FUNCTION...A PERSONNEL SYMPOSIUM. Personnel 55:11-20, January-February 1978.

"The human resource function has adapted to increased governmental regulation and the greater scope and diversity of most companies' operations by decentralizing well-established and locally focused functions while centralizing activities that oversee legislatively mandated controls."

ORGANIZING AND STAFFING THE PERSONNEL FUNCTION. Fred K. Foulkes and Henry M. Morgan. Harvard Business Review 55:142-54, May-June 1977.

"The personnel department is of increasingly vital importance to the implementation of a company's strategy. Drawing on their study of several large corporations, the authors point out that personnel needs to (a) join with top management in the formulation of sound personnel

policies, (b) organize to implement policies as a service to line management, (c) develop audit and control procedures to ensure proper implementation, and (d) initiate new practices and procedures."

PERSONNEL AND INDUSTRIAL RELATIONS: A MANAGERIAL APPROACH. John B. Miner and Mary G. Miner. 3rd ed. New York: MacMillan, 1977. 613 p. HF 5549 .M6642 P3

"The topic areas that have seen major new developments, which are therefore given increased or perhaps initial attention in this edition, are the following: Careers in personnel and industrial relations, Individual differences, Group differences made important by legislation, Fair employment legislation (EEO), Legal influences on benefits (ERISA), National labor force trends, The Position Analysis Questionnaire, Job enlargement and enrichment, The four-day work week, Flexible working time, Human resource accounting, Error and bias in ratings, Scaled expectation method, Recruiting sources and strategy, Job search behavior, Affirmative action recruiting, The sentence completion technique, Behavior modification, Merit pay systems, Pay secrecy, Upward communications."

THE PERSONNEL FUNCTION: CHANGING OBJECTIVES AND ORGANIZATION. Allen R. Janger. New York: Conference Board, 1977. 133 p. HF 5549 .A2 C748

The single most important change in the personnel function has been the increasingly active role of government in company personnel matters. The governmental role is centered in three areas of regulation - equal employment opportunity, occupational safety and health, and pension reform. The need to comply with government regulations has changed management thinking as to what the personnel function is all about. Rather than a service and advisory function, as in the past, personnel is increasingly seen as the focus for managing a major human resource on a companywide basis. Decentralized management involves top management, operating management, and personnel staff.

PERSONNEL: THE MANAGEMENT OF PEOPLE AT WORK. Dale S. Beach. 3d ed. New York: Macmillan, 1975. 811 p. HF 5549 .B36 1975

"The management of people is an integral part of the process of management. It is really the heart of management. It is not something that can be assigned solely to the personnel department. Getting out production and managing people are inseparable. There must be a partnership between the personnel specialist and the operating manager. Personnel management is not primarily a kit of tools to be used to control and direct employees. Rather it is a frame of reference, an understanding of why and how, and an application of theory, concepts, and principles so that the qualified manager can adapt his knowledge and skills to particular circumstances."

PRINCIPLES OF PERSONNEL MANAGEMENT. Edwin B. Flippo. 4th ed. New York: McGraw-Hill, 1976. 592 p. HF 5549 .F62 1976

"After attention is allocated to the changing responsibilities of a personnel manager within an organization, the greater bulk of the book

is concerned with the processes and philosophies of obtaining personnel, developing their abilities, rewarding them monetarily to effect feelings of equity and motivation, aligning group and individual interests with organizational goals, and preserving the mental and physical condition of the work force."

THE SECURE COMPANY. Charles F. Hemphill, Jr. and Thomas Hemphill. Homewood, Illinois: Jones-Irwin, 1975. 204 p. HF 5549 .H48.

Discusses the, "Problems caused by the dishonesty, disloyalty, and disinterest of employees and how these attitudes can be changed or sufficiently controlled so that companies can provide a secure and productive environment for profitable growth."

THE SPECIFICATIONS FOR A TOP HUMAN RESOURCE OFFICER...A PERSONNEL SYMPOSIUM. Personnel 55:24-31, May-June 1978.

"Line experience and personal change are characteristics the head of the human resources function must have, according to executives who are already doing the job. And they should also be professionals in the substance of the function, too."

E. JOB ENRICHMENT, JOB SATISFACTION AND THE QUALITY OF WORK-LIFE: RECENT RESEARCH.

BLACK-WHITE DIFFERENCES IN A GOAL-SETTING PROGRAM. John M. Ivancevich and J. Timothy McMahon. Organizational Behavior and Human Performance 20:287-300, December 1977.

"The issue of the composition of a sample on external validity is an important factor in most areas of organizational research. While knowledge about goal setting derived from white samples may be applicable to black samples, there are virtually no studies available to support such an assertion. The present study of 190 skilled technicians, 40 of whom are black, examines the moderating impact of race on the relationship between six-factor analytically derived task-goal attributes and task-effort and performance measures. It was found that the black technicians report that different goal attributes are associated with task-effort and performance in an assigned goal-setting program than their white counterparts."

DETERMINANTS OF JOB SATISFACTION AND PRODUCTIVITY. Burt K. Scanlan. Personnel Journal 55:12-4, January 1976.

"The factors which influence job satisfaction, productivity and motivation are examined in order to present a general view of these areas; also to clarify and provoke thought concerning the issues involved."

HOW TO RELIEVE WORKER BOREDOM. Robert Schrank. Psychology Today 12:79-80, July 1978.

The author believes that while factory and office work can be repetitious and dull, if workers have some freedom in their work situation they can perform the work expected of them and also have a more congenial and humane work life.

JOB ENRICHMENT AND OPERATIONS INVOLVEMENT. Lyle Yorks and others. Journal of Systems Management 29:16-25, March 1978.

A case study on integrating two approaches to structuring work.

JOB LONGEVITY AS A SITUATIONAL FACTOR IN JOB SATISFACTION. Ralph Katz. Administrative Science Quarterly. 23:204-23, June 1978.

"This study investigates the relationships between overall job satisfaction and the five task dimensions of skill variety, task identity, task significance, autonomy, and feedback-from-job for employees at different stages of their careers, as measured by their length of employment on their current jobs, as well as in their current organizations. Basically, the analysis shows that the strength of the relationships between job satisfaction and each of the task dimensions depends on both the job longevity and organizational longevity of the sampled individuals. For employees new to an organization, for example, only task significance is related positively to job satisfaction, while autonomy has a strongly negative correlation. The study presents other significant correlational differences and discusses the implications of its findings for task design, as well as for managing new employees. Approximately 3500 respondents from four different governments - two metropolitan, one county, and one state-- participated in the collection of the survey data."

LIFE STYLE, WORK GROUP STRUCTURE, COMPATIBILITY, AND JOB SATISFACTION. Nicholas Dimarco. Academy of Management Journal 18:313-22, June 1975.

"Relationships between life style-work group structure compatibility, life style compatibilities among co-workers and between superior-subordinate pairs, and satisfaction with work, co-workers and supervision, respectively, were examined. Life style, life style-group structure, co-worker life style, and superior-subordinate life style dimension compatibility variables were found to provide predictive capabilities."

A MATTER OF DIGNITY: INQUIRIES INTO THE HUMANIZATION OF WORK. William J. Heisler and John W. Houck, ed. Notre Dame, Indiana: University of Notre Dame Press, 1977. 214 p. HF 5549.5 .J63 M27

"Dissatisfaction with work is an increasingly common complaint among workers at all levels who find their jobs boring, dehumanizing,

impersonal, or frustrating. One of the central and pressing issues of our time is how to design organizational forms that encourage authentic relationships, foster the process of self-worth. Beginning with the theological and ethical underpinnings of work itself, the book moves to an examination of worker alienation, tracing concern for the alienating consequences of traditional work practices and organizational design principles from Karl Marx to contemporary research. Current work humanization efforts in the United States and abroad are then reviewed and critiqued from both management and labor perspectives.."

OCCUPATIONAL PRESTIGE AS A FACTOR IN THE NET RELATIONSHIP BETWEEN OCCUPATION AND JOB SATISFACTION. Charles N. Weaver. Personnel Psychology 30:607-12, Winter, 1977.

"In contrast to earlier evidence that the relationship between level of occupation and job satisfaction is positive and monotonic, analysis of a recent national survey shows that craftsmen are more job satisfied than other males in clerical, sales, and professional-technical occupations and that this variation is independent of a number of other variables. Removal of occupational prestige modifies the occupation-job satisfaction relationship in a manner which suggests that job satisfaction may arise more from ascribed prestige than from such job characteristics as work autonomy, authority, and income."

OPTIMIZING THE UTILIZATION OF HUMAN RESOURCES. Edward J. Giblin and Oscar A. Ornati. Organizational Dynamics 5:18-33, Autumn 1976.

The authors purpose in this article, "Is to translate the many essentially normative statements about how to properly employ personnel that the management fraternity - practitioners and academicians - has intuitively felt were correct into a set of formal statements about human resource use and allocation that, within given and stated constraints, describe equilibrium conditions. We hope that an effort to clarify the definitional and conceptual structure will facilitate efforts at further analysis and experimental applications." They end the article, "With a section on implementation in which they suggest the order of priorities for dealing with these issues."

PERSPECTIVES ON JOB ENRICHMENT AND PRODUCTIVITY: SELECTED READINGS ON THE THEORY, DEFINITION, AND NEED, AS WELL AS ON THE PRACTICE AND APPLICATIONS OF JOB ENRICHMENT. Waino W. SuoJanen and others. Atlanta: Georgia State University, School of Business Administration, Public Services Division, 1975. 279 p. HF 5549.5 .J63 P42

Selected readings on the theory, definition, and need, as well as on the practice and applications of job enrichment. Chapters include: "Job Enrichment and Management Theory, an Overview; Job Enrichment and Organizational Change; Job Enrichment: A Re-evaluation; Critical Factors in Job Enrichment; Job Satisfaction: A Union Response; Humanizing the Work Scene; A Nonpartisan View of

Participative Management; Improving Job Satisfaction in Local Governments; Job Enrichment at The Travelers; Changing Work Organization at Volvo Kaiser Aluminum's Action Guide to Job Enrichment.

PRODUCTIVITY GAINS THROUGH WORKLIFE IMPROVEMENTS. Edward M. Glaser. New York: Harcourt Brace Jovanovich, 1976. 342 p. HF 5549.5 .J63 G57.

"Concern with the quality of life at work also involves the companies that hire the workers, the unions that often represent them, and the customers they serve. A style of management that invites participation or consultation from members of the workforce on matters that affect them and with regard to which they might have some pertinent ideas, is an essential condition for a 'quality of worklife' program."

QUALITY OF WORK LIFE: ORGANIZATION RENEWAL IN ACTION. Gordon L. Lippitt. Training and Development Journal 32:4-10, July 1978.

This adaptation of the author's presentation at the Distinguished Lecture Series of Cornell University, May 5, 1977 discusses R. E. Walton's criteria for quality work, goals for a satisfactory organization of the workplace, and conditions which must be met in order for organization renewal or organizational changes to come about.

RACIAL DICHOTOMIES IN EMPLOYMENT PERCEPTIONS: AN EMPIRICAL STUDY OF WORKERS IN SELECTED ATLANTA-BASED FIRMS. Michael Jay Jedel and Duane Kujawa. Academy of Management Journal 19:277-90, June 1976.

"A survey was conducted in five large firms during a study of barriers to minority employment. Black and White employee groups, similar in most characteristics, expressed perceptions of their treatment vis-a-vis one another in terms of hiring practices, compensation, promotion, and job satisfaction and treatment. Management implications of differing perceptions are discussed."

RELATIONSHIPS AMONG PAY, RACE, SEX, OCCUPATIONAL PRESTIGE, SUPERVISION, WORK AUTONOMY, AND JOB SATISFACTION IN A NATIONAL SAMPLE. Charles N. Weaver. Personnel Psychology 30:437-45, Autumn 1977.

"Published evidence based largely on bivariate methods of analysis, generally suggests that pay, race, occupational prestige, supervisory status, and work autonomy are associated with job satisfaction and that sex is not. Regression analysis of a representative sample of U.S. workers...affirms that supervisory status makes an independent contribution to job satisfaction and that sex is unrelated, but suggests that the zero-order effects of pay, race, occupational prestige, and work autonomy are spurious."

WORK, PRODUCTIVITY, AND JOB SATISFACTION: AN EVALUATION OF POLICY-RELATED RESEARCH. Raymond A. Katzell and others. New York: Psychological Corporation, 1975. 432 p. HD 57 .K34

"A multi-disciplinary evaluation of research dealing with features of work which affect both the productivity and job satisfaction of employees. Emphasis is on recent research which meets relatively high standards of scientific validity."

F. EMPLOYEE JOB EVALUATION

ELIMINATING PAY DISCRIMINATION CAUSED BY JOB EVALUATION. David J. Thomsen. Personnel 55:11-22, September-October 1978.

"Minority-group members, women, unions, and government agencies are beginning to turn their attention to a less visible but potentially more important source of pay discrimination - job evaluation - and this will require companies to review their practices."

EVALUATING THE COMPANY'S EVALUATION SYSTEM. David S. Davidson. Nation's Business 66:74-5, November 1978.

"More frequent review of goals and performance will lead to better long-term results."

JOB DESCRIPTIONS: CRITICAL DOCUMENTS, VERSATILE TOOLS. Richard I. Henderson. New York: AMACOM, 1976. 48 p. HF 5549.5 .J6 H48

Includes: Structure and Uses, Planning for Job Analysis, Conducting a Job Analysis, Getting It on Paper, Compensable Factors. Articles reprinted from Supervisory Management.

JOB EVALUATION AND JOB ENLARGEMENT: A COLLISION COURSE? Thomas H. Patten, Jr. Human Resource Management 16:2-8, Winter 1977.

"Job evaluation has indeed been impressive as an evolving tool to serve management in rationalizing the internal pay structure. Its greatest success lies not in its claims to scientific accuracy but the fact that it compels management to describe and classify positions and to analyze their interrelationships for the purposes of recognizing and correcting anomalies and bringing about order where there was, or could otherwise be, chaos and inequity. However, weakness in the application of job evaluation principles may retard complete acceptance of job evaluation as a management tool. Understanding some of the factors that impair the acceptance of job evaluation should help to define the conditions under which sound internal relationships can be developed and maintained. Competent job evaluation demands a broad perspective and a keen insight into the nature of a wide variety of jobs and work organization. Wage and salary administrators who supervise job evaluation must be able to devise, maintain, and improve the job evaluation program. Managers and employees must thoroughly understand and accept the objectives of

internal job evaluation. They must learn about the financial reward system of the employer and be able to develop ownership feelings about it. The successful personnel and compensation specialist approaches job evaluation and its installation so that ultimate ownership is made possible. For this reason, he or she must also be respectfully uneasy about existing systems of job evaluation and their judgmental nature. He or she should seek a better product that will in all likelihood eventually become available as the behavioral sciences mature and get a better handle on how to put the individual back into the enriched job. The availability of a better product, in turn, depends upon a return to the serious study of work measurement in all its complexities by behavioral scientists."

JOB EVALUATION: MYSTICAL OR STATISTICAL? Howard Risher. Personnel 55: 23-36, September-October 1978.

"The use of multiple regression analysis for job evaluation represents a radical change in the field of compensation. Traditional job evaluation systems have never been fully accepted within organizations. Too often they have become arcane rites that no one completely understands. Regression analysis would enable salary administrators to dismantle these complex superstructures and would place the evaluation process on a straightforward, factual basis. Equally important, this new approach will result in substantial savings both in time and money."

JOB EVALUATION; POLICIES & PROCEDURES. Mary Green Miner. Washington: Bureau of National Affairs, 1976. 34 p. HF 5549.5 .J62B9

"This report is based on responses from 158 personnel executives who are members of the 1975-1976 panel of BNA's Personnel Policies Forum. Of the organizations represented by the respondents, 57 percent are manufacturing companies, 26 percent are non-manufacturing businesses, and 17 percent are non-business enterprises such as educational institutions, hospitals, and government agencies. This survey report provides an indication of the prevalence of job evaluation plans, employee groups covered and methods used, and discusses various aspects of the administration of job evaluation procedures."

A JOB SAMPLING APPROACH TO MERIT SYSTEM EXAMINING. Donald J. Schwartz. Personnel Psychology 30:175-85, Summer 1977.

"The application of content validity to merit examining process or rating schedule requires an extension of the concept beyond that of work samples and tests of knowledges or skills to measures of ability and personal characteristics. A method for accomplishing this without violating the principles of content validity is presented. This technique, called the job sampling approach, is a task-based, structured system of eliciting the information necessary to construct the rating schedule from sources most able to provide that information and for using the information to construct the rating schedule and linking it to job performance. The steps include: definition of the performance

domain of the job in terms of process statements; identification of the selection and measurement objectives of the organization; development of the measurement domain in relation to the performance domain and to the selection and measurement objectives; and demonstration that a close match between the performance domain and the measurement domain was in fact achieved."

MANPOWER MOBILITY AND THE GROUPING OF SKILLS. Christina Townsend and Michael Freshwater. Personnel Management 10:36-9, June 1978.

The British Manpower Services Commission (MSC), in their Grouping of Skills research programme, wishes to "Identify...the underlying skills need to perform jobs so that they can be both compared and grouped in order to shed light on manpower mobility and training problems."

THE MEASUREMENT OF JOB CHARACTERISTICS. Henry P. Sims and others. Academy of Management Journal 19:195-212, June 1976.

"Perceptual methods of measuring six job characteristic dimensions were developed and evaluated. A perceptual instrument, called the Job Characteristic Inventory (JCI), demonstrated construct validity, reliability, and convergent and discriminate validity across two diverse samples. Uses of the instrument for research and practice are discussed."

THERE IS SOMETHING NEW IN POSITION CLASSIFICATION. Paul A. Katz. Defense Management Journal 14:16-9, September 1978.

"The Factor Evaluation System, while a new methodology, reinforces the basic principles upon which position classification was founded. It improves upon the existing classification system because it is more understandable, more consistent, and more efficient. It is a modern method to meet changing needs. FES has the potential for improving many other aspects of personnel management, too. With the support of management at all levels, that potential should be realized."

UNION VIEWS ON JOB EVALUATION: 1971 vs. 1978. Harold D. Janes. Personnel Journal 58:80-5, February 1979.

"In a follow-up to a 1971 study, the author shows how and why union views have changed on job evaluation."

G. EMPLOYEE PERFORMANCE EVALUATION AND DEVELOPMENT

1. Performance Appraisal: General Aspects

APPRAISAL OF WHAT PERFORMANCE? Harry Levinson. Harvard Business Review 54:30-2+, July-August 1976.

"...The major fault in performance appraisal and management by objectives--is a fundamental misconception of what is to be appraised. Performance appraisal has three basic functions:

(1) to provide adequate feedback to each person on his or her performance; (2) to serve as a basis for modifying or changing behavior toward more effective working habits; (3) to provide data to managers with which they may judge future job assignments and compensation. The performance appraisal concept is central to effective management...Yet present systems of performance appraisal do not serve any of these functions well...One of the main sources of trouble with performance appraisal systems is... that the outcome of behavior rather than the behavior itself is what is evaluated. In fact, most people's jobs are described in terms that are only quantitatively measurable; the job description itself is the root of the problem...The author argues that in order for a company to have a performance appraisal system that accounts for the 'how' as well as the 'what', it will need to establish job descriptions that are behavior-as well as results-oriented; a critical incident program in which managers write reports regularly on the behavior of their employees; and support mechanisms to help managers honestly appraise the behavior of their employees as well as their bosses."

APPRAISAL: THE TIME TO NEGOTIATE A "JOB PERFORMANCE CONTRACT". Samuel A. Phifer. Supervision 38:2-3, May 1976.

The appraisal process can improve productivity and promote personal growth. The best appraisal is one which produce commitment, not compliance."

DESIGNING APPRAISAL SYSTEMS FOR INFORMATION YIELD. L.L. Cummings and Donald P. Schwab. California Management Review 20:18-25, Summer 1978.

"This article analyzes recent trends toward developmental uses of performance appraisals. The authors argue that such uses, while desirable and needed in many performance situations, are constrained by the nature of goals, tasks, and performers. Three systems of appraisal result from this analysis. Each is aimed at a different performance pattern and environment. The application of each requires a careful diagnosis of employee past performance as well as the developmental desires and capabilities of performers."

HOW TO MAKE PERFORMANCE APPRAISALS MORE EFFECTIVE. Robert C. Ford and Kenneth M. Jennings. Personnel 54:51-6, March-April 1977.

"Available research evidence, though limited, indicates that increasing appraisal frequency can be an effective way of overcoming reluctance to administer appraisals, increasing the accuracy of the performance rating, enhancing employee satisfaction and acceptance of the appraisal, and mitigating judicial charges of discrimination. While much more research needs to be done in this area, the logic underlying this approach should motivate managers and scholars toward further investigation."

THE IMPACT OF EEO LEGISLATION ON PERFORMANCE APPRAISALS. Dena B. Schneier. Personnel 55:24-34, July-August 1978.

"Performance appraisal procedures must be validated in the interest of fairness to employees, efficiency of operations for the employer, and prevention of expensive and time-consuming litigation."

MORE BIAS IN PERFORMANCE EVALUATION? Michael C. Gallagher. Personnel 55:35-40, July-August 1978.

"The stated purpose for which a performance evaluation is to be used may be an important nonperformance factor influencing the actual performance rating received."

PERFORMANCE APPRAISAL AND HUMAN DEVELOPMENT: A PRACTICAL GUIDE TO EFFECTIVE MANAGING. Howard P. Smith. Reading, Massachusetts: Addison-Wesley, 1977. 148 p. HF 5549.5 .R3 S6

Emphasis is on vitalizing, "Manager development efforts through psychologically sound performance appraisal concepts and techniques. The authors show that performance appraisal and manager development are tightly linked together as part of the managing process whereby things get done through people. They tell why and how the performance appraisal ideas and methods of managers can either impede or simulate the growth of subordinates. Focus is on the challenge of relating individual aspirations to the achievement of organization goals."

THE PERFORMANCE APPRAISAL: THE MOST NEEDED AND NEGLECTED SUPERVISORY TOOL. Raymond A. Binis. Supervisory Management 23:12-6, October 1978.

"An employee can grow and increase his or her productivity only if the supervisor develops a climate for success. This climate occurs when you use the many motivational skills available to you as a supervisor. For example, by using systematic reinforcement with the employee, you create a climate wherein he or she finds it rewarding to perform well. Each time an employee performs an assignment well, that employee should immediately be told how he or she performed. Doing it each time will encourage the employee to continue to perform well. And by applying some control in the form of recordkeeping you can reinforce and substantiate your statements to the employee concerning his or her behavior and productivity. Control, motivation, and opportunity for growth will together create a highly motivational climate. However, go easy with the control element, for overcontrol of an employee will reduce his or her performance, as will the lack of a positive motivational climate."

PERFORMANCE APPRAISAL: USEFUL BUT STILL RESISTED. Alan L. Patz.
Harvard Business Review 53:74-80, May-June 1975.

"Although top management defines it as strictly a development technique, performance appraisal is infused with goals of salary justification, elimination of low performers, and, obviously, the important correlation of employee behavior with actual results. These purposes are often frustrated, however, by obstacles: difficulties in gathering adequate information in the first place, keeping it up to date, mistrust of the uses to which information is put, and treatment of the evaluation interview itself as a chore. If such impediments exist, why do managers continue to use this process? Probably, the author concludes from his cross section of executives, because they think it can help. The question is one of implementation, and this article concludes with a four-point strategy emphasizing manageability and directness."

THE PERFORMANCE EVALUATION AS MOTIVATING TOOL. Melvin E. Schnake.
Supervisory Management 23:29-32, July 1978.

"Behavior that is rewarded will tend to be repeated...When deciding what to measure, managers must be careful to tie rewards to performance...It is also important that managers measure what they say are measuring."

2. Performance Appraisal: Methods and Programs

ANALYZING THE BALANCE OF CONSEQUENCES FOR PERFORMANCE IMPROVEMENT.
Frank Petrock. Journal of Organizational Behavior Management 1:196-205, Spring 1978.

"This paper presents a procedure that managers can use to analyze the balance of reinforcing and punishing consequences for improving on-the-job performance. A model is developed to help conceptualize the balance of consequences for appropriate and inappropriate job performance, and a step-by-step procedure is outlined on how to analyze the balance of consequences. A case study is presented which demonstrates the successful use of this analytical procedure."

ASK ME - A MERIT PROMOTION SYSTEM. Michael L. Johnson and Kenneth R. McCloskey. Personnel Journal 57:430-34, August 1978.

ASK ME (Ability, Skill and Knowledge Merit Evaluation), a merit promotion system designed and implemented at Red River Army Depot, consists of four basic steps: job analysis, examination plan, evaluation and validation.

BEHAVIORALLY ANCHORED RATING SCALES - MBO'S MISSING INGREDIENT.
William J. Kearney. Personnel Journal 58:2-5, January 1979.

"The addition of behaviorally anchored rating scales (BARS) to MBO greatly improves individual and organizational effectiveness."

BARS contain scaled statements which describe effective and ineffective job-specific behavior associated with getting results."

DEVELOPING AN APPRAISAL PROGRAM. M. E. Haynes. Personnel Journal Part I, 57:14-9, January 1978, Part II, 57:66+, February 1978.

This two part article describes issues in the development and implementation of performance appraisal systems. Part I reviews the principles and most common methods of appraisal. It also includes a discussion of reliability and validity issues. Part II presents a series of questions which constitute an outline on how to proceed through the initial development of a performance appraisal system. It concludes with a list of rules for the design of forms for performance appraisal systems.

EFFECTIVE MOTIVATION THROUGH PERFORMANCE APPRAISAL: DIMENSIONAL APPRAISAL STRATEGIES. Robert E. Lefton and others. New York: Wiley, 1977. 348 p. HF 5549 .5 .R3 E35

"How to conduct performance appraisals that pay off for your organization--in terms of greater efficiency, better morale, faster growth, lower costs, better public image, higher profits, etc. A practical, how-to, five-step format for doing more effective performance appraisals, from initial greeting to the final words, is given, along with an in-depth description of how to implement the format or adapt it to fit any subordinate appraisal."

EMPLOYEE PERFORMANCE: EVALUATION & CONTROL. Mary Green Miner. Washington: Bureau of National Affairs, 1975. 62 p. HD 6961 .B95 no. 108

"A top priority for management today is employee productivity - How is employee performance evaluated? How can productivity be measured? How can employee performance be improved? These are questions of vital concern. An indication of how these questions are answered at the level of the individual employer is provided by the personnel executives from across the nation serving on BNA's Personnel Policies Forum. One of the basic difficulties concerning productivity is pointed up by the fact that while more than one half the PPF companies have procedures for evaluating the performance of production workers in general terms, only 30 percent have any actual measures of productivity. For office employees, the situation is even worse - more than four fifths of the companies have performance evaluation programs, but only 11 percent have any techniques for measuring productivity. For both groups of employees, the most common approach to improving employee performance involves disciplinary procedures."

THE NATURE OF SUBORDINATE PARTICIPATION IN THE APPRAISAL INTERVIEW. Martin M. Greller. Academy of Management Journal 21:646-58, December 1978.

"To clarify the concept of participation in the appraisal interview, 287 bank employees were surveyed. Analysis of their descriptions

of the most recent appraisal interview resulted in three factors: (1) a sense of ownership of the appraisal, (2) feelings of contribution, and (3) criticism from the boss. Ownership was the factor most strongly related to subordinates' reaction to the appraisal; it was also found to be the factor most closely linked to over-all management style and was moderated by job tenure. The basic findings were confirmed in a second study using a different organization. The results are discussed in term of participation as it applies to the appraisal interview."

NONEVALUATIVE APPROACHES TO PERFORMANCE APPRAISALS. Les Wallace. Supervisory Management 23:2-9, March 1978.

"The supervisor who implements constructive, nonevaluative appraisal techniques becomes more of a leader and teacher to his or her employees and less of a disciplinarian. This also means that the employees come to see the supervisor as more of a friend and helper who assists them when their own ideas and abilities run short and less a management representative looking for a scapegoat on whom to blame poor performances. Of course, implementing such techniques does not essentially change the performance appraisal; a supervisor's suggestions and high performance goals remain part of the process. But constructive communication techniques, when correctly used, should make the process a little less painful and intimidating for all concerned."

SELF-APPRAISAL REVISITED. Kenneth S. Teal. Personnel Journal 57:364-7, July 1978.

"A systematic use of a self-appraisal approach increases employee involvement and improves communications in most types of appraisal programs."

THE SUPERVISOR'S SURVIVAL GUIDE: MAKING QUANTIFIED EVALUATION SYSTEMS WORK FOR YOU. Robert E. Pitts and Ken Thompson. Supervisory Management 24:24-32, February 1979.

"...A supervisor can do much to improve performance by concerning himself with all aspects of the task when developing a quantified incentive system. Such systems can be effective. It takes much time to develop one that truly reflects the activities the individual employee must do in order to do an effective job. But such a system can help the employee understand his supervisor's expectations. The employee will be aware of what constitutes desirable and undesirable job behavior. Thus the supervisor has an excellent opportunity to reduce the amount of wasted effort by the employee."

THE SUPERVISOR'S SURVIVAL GUIDE: USING JOB BEHAVIOR TO MEASURE EMPLOYEE PERFORMANCE. Robert E. Pitts and Ken Thompson. Supervisory Management 24:23-30, January 1979.

"While traditional evaluation techniques were a step in the right direction for improving the objectivity of personnel actions, they do not now reflect the current state of the art of evaluation. EEOC guidelines as well as the demands of employees for management to become more objective in its actions have directed researchers to develop new techniques for measuring individual performance in an organizational setting. BARS (behaviorally anchored rating scales) and management by objectives programs are steps in that direction. Through their use, a manager can increase the job satisfaction and performance of his or her employees. MBO and BARS systems are not easy ones to develop. There are many pitfalls to be wary of. However, when completed, and completed well, they can bring into focus the important aspects of a job and the level of performance desired on that job. In this manner, the employee will be more aware of management's expectations, and a more positive relationship should develop between employee and supervisor. Coupled with a responsive reward system using both monetary and nonmonetary incentives, an environment will be created that is performance centered, with a higher degree of job satisfaction for employee and supervisor alike."

TACTICS AND BENEFITS OF BEHAVIORAL MEASUREMENT IN BUSINESS. James M. Johnston and others. Journal of Organizational Behavior Management 1:164-78, Summer 1978.

"A practical technology of behavioral measurement is available for application in business settings. These tactics include selecting and defining behaviors, observing and recording, display and interpretation, and assuring the quality of measurement. The potential benefits of these tactics are described with data from two actual cases."

WHAT TO DO ABOUT PERFORMANCE APPRAISAL. Marion S. Kellogg. Rev. ed. New York: AMACOM, 1975. 209 p. HF 5549.5 .R3 K29 1975

Contents: "The Question of Merit, To Appraise is to Evaluate, The Ethics of Employee Appraisal, Prerequisites to Effective Appraisal, The Coaching Appraisal, Organizing the Appraisal System, Appraising Potential."

3. Career Planning for Employee Development

CAREER DEVELOPMENT PROGRAMS. Daniel C. Morgan. Personnel 54:23-7, September-October 1977.

"Organizations increasingly will need structures and programs that facilitate the rapid growth of highly talented employees along lines that contribute to both the individual's and organization's goals."

CAREER LIFE PLANNING FOR AMERICANS: AGENDA FOR ORGANIZATIONS AND INDIVIDUALS. Patrick J. Montana and Margaret V. Higginson. New York: AMACOM, 1978. 204 p. HF 5382 .5 .U5 M66

"In this book, vital questions and issues of key importance to individuals and organizations on career life planning are explored in depth. These include; What social and personal influences and determinates affect career planning in America. Our changing beliefs and values as well as the various issues affecting career life planning in the early, middle and later years are examined... The key factors or issues relating to career life planning are reviewed. The basic process for career life planning is highlighted; aspects related to achieving it are treated. Agendas for the future in terms of the responsibilities of individuals and organizations are presented...Selected programs for organizations and individuals are presented along with various sources of information on the subject."

CAREER PLANNING FOR EMPLOYEE DEVELOPMENT: A PRIMER FOR MANAGERS.
Donald B. Bowen and Douglas T. Hall. California Management Review 20:23-35, Winter 1977.

"Effectiveness in career planning depends...upon the individual's capacity to develop self-awareness and a strongly integrated core identity. Over time, this sense of identity is constantly challenged by demands of the job and other life roles. The proactive, independent person develops goals and objectives which lead to solution of these problems and increased personal effectiveness. Most people probably react more passively and less effectively. In reviewing the possible approaches to career planning... there were distinct advantages to the organization which actively supports career planning on a regular periodic basis." The authors recommend, "That management seriously consider the workshops. The argument favoring the workshops rests primarily on the capacity of these types of programs to provide the support, feedback, modeling, and opportunity to experiment, conditions which are critical to a person's development. It is also important, though, that management insists upon research to evaluate any kind of career intervention attempted. Organizations that decide to take the lead in experimenting with this rather new technique may gain a considerable competitive edge in learning how to use their people more effectively and profitably by releasing the potential available when each employee becomes a more effective manager of his or her own career."

CREATING AND MANAGING OPPORTUNITIES FOR EMPLOYEE GROWTH. Phillip L. Hunsaker. Supervisory Management 23:27-34, April 1978.

"Organizations are designed to increase the efficiency and effectiveness of human endeavors. The intended result is to free employees from commonplace drudgery so that they can develop their human potentials to the highest degree. Ironically, people spend the majority of their time in organizations dealing with constraints that block personal growth. The resulting tensions

often leave people in no condition to be effective in the organization, let alone pursue self-actualization off the job. Since many built-in barriers exist in organizations to block individual efforts for personal growth, it is up to each person individually to discover latent opportunities or create new ones ourselves. If we know ourselves and our organization and if we are able to communicate and empathize with all concerned, we may be able, through continued effort and appropriate timing, to develop shared, win-win strategies for change for both the organization and the individuals who make it up."

DOES CAREER PLANNING ROCK THE BOAT? James W. Walker. Human Resource Management 17:2-7, Spring 1978.

"Effective career planning should help employees come to grips with what they want out of their working lives and translate their wants into realistic action plans that get results with the support of company resources. At the same time, career planning should not disrupt the functioning of the organization. It is one thing to force employees to analyze personal needs and set personal goals. It is another to make personal career plans fit into the company's organization plans, needs and ways of doing business. To avoid rocking the boat and at the same time fully achieve its objective - increasing employee confidence in the company - career planning needs to be a broadly based program."

PLANNING JOB PROGRESSION FOR EFFECTIVE CAREER DEVELOPMENT AND HUMAN RESOURCES MANAGEMENT. Harry L. Wellbank and others. Personnel 55:54-64, March-April 1978.

"Although job evaluation systems generally are used for compensation purposes, they have great potential for career planning purposes since they provide systematic procedures for assessing the skills required in a particular job...Citing Sears, Roebuck and Company as an example, they show how a job-evaluation-based job progression system can be used to increase employees' self-direction and career fulfillment and at the same time provide a more efficient means of utilizing an organization's human resources."

SELF-MOTIVATED PERSONNEL CAREER PLANNING: A BREAKTHROUGH IN HUMAN RESOURCE MANAGEMENT. Verne Walter. Personnel Journal Part I 55:112-5+, March 1976, Part II 55:162-7+, April 1976.

Part I examines "The tragedy of the large numbers of people who fail to manage their careers in productive and personally rewarding ways...the failure of management to understand their aspirations and potential. Part II introduces a program aimed at achieving a constructive and mutually beneficial assessment and planning experience not provided by present day methods."

TAKING THE MYSTERY OUT OF CAREER DEVELOPMENT. Mohammed Fazel.
Personnel 55:46-53, March-April 1978.

"Despite all the sophisticated tools of modern management, career development remains, at best, a mystery to most managers and, at worst, a completely neglected area of concern. This neglect stems from three key sources: Most companies evaluate managers on their productivity, not on their development of subordinates. Managers tend to regard the individual employee's personality as sacrosanct. Most companies give higher priority to the organization's needs than to employees' goals." Despite these prevailing tendencies, Fazel believes careers can be managed just as effectively as budgets, forecasts, and market strategies. He discusses six growth inducers practiced by management in the internal auditing department of a large wholesale bank and shows how careers are managed in an ongoing work context, with managers helping subordinates translate their potential into reality.

UPWARD MOBILITY: THE GF WAY OF OPENING EMPLOYEE ADVANCEMENT OPPORTUNITIES. Betty Ann Duval and Roslyn S. Courtney.
Personnel 55:45-53, May-June 1978.

"General Foods has developed a six-step career development process to help eliminate the frustrations and complaints of nonexempt employees who are not motivated or challenged by their jobs. Called 'Upward Mobility', the program provides clerical and secretarial workers with information about careers, available jobs, and how to move. It emphasizes individual initiative and performance as the requisites for advancing and, in effect, gives employees the ability to choose where they want to be in the organization...Managers indicated that nonexempt employees are now thinking about careers and career planning and are discussing their needs and goals as part of the company's personnel evaluation process. Further, the company is now more effectively using a substantial number of employees who previously were not performing up to their capabilities."

WHICH WAY: MANAGER-DIRECTED OR PERSON-CENTERED CAREER PATHING?
Walter D. Storey. Training and Development Journal 32:10-14, January 1978.

"We must learn how to make and remake career plans and choices amidst a range of unstable conditions."

WHO IS RESPONSIBLE FOR EMPLOYEE CAREER PLANNING?...A PERSONNEL SYMPOSIUM. Personnel 55:10-22, March-April 1978.

"What are the attitudes of progressive companies toward employee career planning? How much do companies stand ready to do and what do they expect from their employees? Have company attitudes toward career planning changed during the past few years? Eight top-level human resource executives from outstanding U.S.

corporations...suggest some answers to these questions in an attempt to clear up some of the confusion about where the responsibility for career planning rests."

4. Employee Education and Training

EMPLOYER EVALUATIONS IN COOPERATIVE EDUCATION PROGRAMS. Bernard Bergman. Human Resource Management 17:31-2, Fall 1978.

"The employee evaluation should be a vital part of the assignment, teaching and motivating the student well beyond the period of the work experience, affecting the experience from the moment of joint commitment."

HUMAN COMPETENCE: ENGINEERING WORTHY PERFORMANCE. Thomas F. Gilbert. New York: McGraw-Hill, 1978. 375 p. LB 1062.6 .G54

"A new system for getting the most out of people which presents scores of innovative ideas." Among the claims made for this theory of engineering human performance are that, "Training time and costs can be reduced by two-thirds while doubling training effectiveness; Productivity can be increased by 50% or more while making jobs more interesting and less demanding".

THE LOGIC OF TRAINING EVALUATION. Kent J. Chabotar. Personnel 54:23-7, July-August, 1977.

"Why should trainers evaluate training anyhow? Apart from the fact that evaluation can inform the trainer about the quality of programs, it can help provide him or her with valid information to use in informing others too. When business slows down and budgets are reduced, training is usually among the first programs to be cut, partly because top management has not been convinced that training does have a favorable impact on a company's employees and operations. It is not useful to try to promote training evaluation by contending that trainers should not be threatened by it. Frankly, a satisfactory evaluation will distinguish between the professional and amateur and between the good and bad programs. It is useful, however, to describe how evaluation works and, by doing so, to promote its use by removing some of the mystery and complexity surrounding it."

NEEDS ANALYSIS IN THE TRAINING DEPARTMENT. Harry Langford. Supervisory Management 23:18-25, August 1978.

"Identifying needs and establishing objectives are essential tasks for any business enterprise. In fact, any viable business must determine the needs of its customers and perspective customers if it intends to survive and prosper. Likewise, identifying personnel needs is crucial to the development of people." The author discusses the development of needs analysis as a foundation in developing a training and development program.

A SURVEY OF ASPA EXPERIENCE WITH MANAGEMENT BY OBJECTIVES, SENSITIVITY TRAINING AND TRANSACTIONAL ANALYSIS. Jack L. Rettig and Matt M. Amano. Personnel Journal 55:26-9, January 1976.

"The delineation of information pertaining to the composite experience of personnel people with various training techniques, contrasted with the opinions of professors of personnel subjects is the objective of the present research."

TRAINING AND DEVELOPMENT HANDBOOK: A GUIDE TO HUMAN RESOURCE DEVELOPMENT. Robert L. Craig, ed. 2nd ed. New York: McGraw-Hill, 1976. 859 p. HF 5549 .5 .T7 C88 1976

"Material new in this edition includes the major recent applications of the behavioral sciences in management practices and in the development of human resources; an emphasis on systematic and quantitative methods for determining training needs and assessing training outcomes; an overall updating in instructional methods and media; and coverage of newer concepts in human resource development such as organization development, work design and group behavior. Coverage has been extended to apply to broad employee populations such as minorities, secretarial and clerical, sales and international."

YOU AND EFFECTIVE TRAINING. John S. Randall. Training and Development Journal 32:10-4, May 1978.

"A 10-part 'train-the-trainer' series developed to aid you in your role as an instructor, to help you do a more effective job, and to assist you in obtaining desired results." Part I discusses: establishing objectives, deciding who should attend, selecting a facility, preparing materials, and keeping records. Part II through X are contained in the June, August, September, October, November and December issues. The discussions include: the learning process; communications; communication aids; planning your sessions; instructor conduct/control; the art of questioning; and evaluation.

H. COMPENSATION MANAGEMENT

COMPENSATING EMPLOYEES: LESSONS OF THE 1970's. David A. Weeks. New York: Conference Board, 1976. 73 p. HD 4926 .W43

"This report is an attempt to assess the impact on company compensation plans of the past two years' roller-coaster ride through inflation, controls and recession. It also tries to map the longer range effects of these economic lessons on compensation planning Starting with a carefully documented survey of 493 companies, this study compares wage and salary practices before and after the recent inflationary spurt and it projects changes in collective bargaining strategy, documents the adjustments

in pay plans for white-collar workers, technicians, professionals and executives, and outlines some new thinking in compensation planning which can be expected to emerge in the second half of the decade."

COMPENSATION MANAGEMENT: REWARDING PERFORMANCE IN THE MODERN ORGANIZATION. Richard I. Henderson. Reston, Virginia. Reston Publishing Co., 1976. 515 p. HF 5549.5 .C67 H47

"This text attempts to describe some of the major issues that revolve around the 'work ethic', the labor-reward exchange process, and the basic components of the reward system. This text also views compensation basically from the employer's point of view. Any element of the reward system that has as associated financial cost to the organization is viewed as part of the financial component of the system, whereas those elements that have no financial cost and, in reality, are elements that provide intrinsic or psychic rewards to the employee comprise the nonfinancial component of the system."

COMPENSATION STRATEGIES DURING AN UNCERTAIN RECOVERY. Conference On Compensation Strategies During An Uncertain Recovery, New York City, 1976. David A. Weeks, ed. New York: Conference Board, 1977. 55 p. HD 4917 .C65

"Several key executives ... share the lessons they had learned while administering wages and salaries in some of America's most respected companies during the recent cycle of controls, inflation and recession. Five of the talks given at the meeting are printed here, along with an economic forecast for 1977, because they speak particularly to the questions of pay strategies during the current recovery."

DESIGNING REWARD SYSTEMS FOR NEW ORGANIZATIONS. Edward E. Lawler and Raymond N. Olsen. Personnel 54:48-60, September-October 1977.

"New organizations offer an interesting opportunity to establish reward systems correctly. The approach outlined here starts with a number of assumptions about how a rewards system should operate. Perhaps the most important one is that individuals who are going to be affected by the rewards should have some say in how the reward system operates. On the basis of these assumptions, a five-step approach to establishing reward systems is suggested. It is coordinated with the start-up of the organization in a way that allows for informed employee input at critical points in time. In some ways, the approach may seem time-consuming, slow, ponderous, but meaningful participation requires that people covered by the system be ready to make decisions. In the case of reward systems, not all decisions can be made at the very beginning. In fact, it may be better to make only the most basic decisions at the beginning and to delay others until informed consideration of them can take place. Thus we believe that an evolutionary approach to reward systems development is required."

ENGINEERING A COMPENSATION PROGRAM TO FIT THE INDIVIDUAL; NOT THE JOB. Stephen H. Applebaum and John B. Millard. Personnel Journal 55:121-4+, March 1976.

Examines compensation procedures and theory, then conceptualizes the foundation upon which the practices have been developed.

MANAGING COMPENSATION: J. Gary Berg. New York: AMACOM, 1976. 250 p. HF 5549.5 .C67 B47

"The three main elements of a sound compensation program are spelled out in detail: economics, behavioral science, and the applicable labor laws. The author shows how guides to compensation, other than job evaluation, can help an organization gain a foothold in the marketplace and compete successfully in it for talent. Mr. Berg emphasizes how the ability to attract and keep good people and have them maintain high standards of performance - two factors on which an organization's goal of success depends - can be achieved by developing a first-rate compensation program."

PAY: EMPLOYEE COMPENSATION AND INCENTIVE PLANS, Thomas H. Patten, Jr. New York: Free Press, 1977. 607 p. HF 5549.5 .C67 P37

This work "sets forth the basic concepts of pay as they would apply in a contemporary large-scale industrial organization, particularly one that has both hourly and salaried employees and is involved in manufacturing, sales, and a wide range of staff-and service-supporting activities."

SOME DETERMINANTS OF COMPENSATION DECISIONS. Sara M. Freedman. Academy of Management Journal 21:397-409, September 1978.

"This research investigated the effects of three variables upon compensation decisions. Results indicated that, in a simulated personnel task, both subordinate pay equity and subordinate equity off the job directly affected subjects' decisions. The strength of the subordinate's demand for a raise also influenced compensation decisions through its interaction with each of the other two variables."

I. OTHER SELECTED AREAS

DIRECTORSHIP BY OBJECTIVES. Robert E. Kemper and Richard E. Olander. Littleton, Colorado: Libraries Unlimited, 1977. 80 p. Z 678 .K3

"Attempts to explain the central reality of library directorship training in a modern library organization by providing a perspective on what is defined as an upward-mobil library manager. Four foci provide direction: 1. the nature of the library manager position, 2. the nature of necessary skill requirements, 3. the forces contributing to the uncertainty of the environment, and 4. the process of directorship by objectives. A major portion is devoted to the environment of the upward mobil manager as he perceives that it is being perceived by others. The result is a synthesis and incorporation of knowledge into a brief instructional packet with validity for 'non-library' managers."

LONG-RANGE FORECASTING: FROM CRYSTAL BALL TO COMPUTER. J. Scott Armstrong. New York: Wiley, 1978. 612 p. HB 3730 .A74

A practical, humorous approach to long-range forecasting methods relevant to the social, behavioral, and management sciences. The author states that this study is, "Suitable for both beginners and experienced practitioners, this book is more of a 'blueprint' than a tool kit for forecasting problems...Experts will find here some unusual and controversial conclusions about forecasting methods to challenge their beliefs; in each case, however, the author provides empirical justification for his conclusions." The author is presently an Associate Professor at the Wharton School, University of Pennsylvania. Prior to teaching he worked in industry as an industrial engineer, systems analyst and marketing researcher. Includes two bibliographies: "The 'Don't List" with brief critical annotations pp. 415-429; and "References: with Ratings and Annotations", pp. 490-580.

MANAGING THE PAPERWORK PIPELINE: ACHIEVING COST-EFFECTIVE PAPERWORK AND INFORMATION PROCESSING. Monroe S. Kuttner. New York: Wiley, 1978. 244 p. HF 5736 .K87

Presents a step-by-step program that can be executed by line executives and managers to make their organization's paperwork and information processing more accurate and cost-effective. It is PACE a "Program for the Advancement of Clerical Effectiveness." The author is Manager, Management Advisory Services, for the American Institute of Certified Public Accountants.

PROCUREMENT MANAGEMENT: STRATEGY, ORGANIZATION, AND DECISION-MAKING. E. Raymond Corey. Boston: CBI Publishing Company, 1978. 302 p. HD 52.5 .C64

A study of the elements of procurement strategies based on field studies in six major corporations: General Motors, International Business Machines, Raytheon, PPG Industries, General Foods and Heinz. Sections include: " Procurement Strategy models, Procurement Scope and Supplier Selection, Pricing and Negotiations; Procurement Organization-the Trend Toward Centralization; The Positioning and Organization of Procurement Functions; Sourcing Decision-Making Processes: The Involvement of Other Functional Areas; The Literature of Procurement, Case Problems in Procurement Strategy, Organization and Decision-Making." The author is the Malcolm P. McNair Professor of Marketing at the Harvard Graduate School of Business Administration.

VI. SOURCE MATERIALS FOR FURTHER RESEARCH AND REFERENCE

A. A SHORT LIST OF AIDS AND TOOLS FOR MANAGEMENT RESEARCH

BASIC DOCUMENTS OF AMERICAN PUBLIC ADMINISTRATION, 1776-1950. Frederick C. Mosher. New York: Holmes and Meir, 1976. 225 p. JK 41L .B3

"Presents in chronological order, the major official documents most relevant to the development of American public administration.

(Court decisions are not included.) All are still significant, and most undoubtedly will continue to be so for some time in the future, even though some, such as the Northwest Ordinance and the Classification Act of 1923, have been rescinded or superseded."

BIBLIOGRAPHY OF PAY STUDIES. Staff Report of the President's Panel on Federal Compensation. United States. President's Panel on Federal Compensation. Washington: U.S. Govt. Print. Off., 1976. p.283-309. HD 4965 .U5 A272 1976

"This bibliography lists, in chronological order, the most significant studies of the Federal compensation system, conducted by the executive and legislative branches, since the enactment of the Classification Act of 1949. Summaries of the findings, conclusions, and recommendations of these studies are also presented. Serial reports and studies, such as the annual National Survey of Professional, Administrative, Technical, and Clerical Pay and the annual reports of the President's Agent on Comparability of the Federal Statutory Pay Systems with Private Enterprise Pay Rates, are relevant but not listed here."

A CONCISE ENCYCLOPEDIA OF MANAGEMENT TECHNIQUES. Frank Finch. New York: Carne, Russak, 1976. 321 p. HD 19 .F46

Alphabetically arranged brief definitions of modern management techniques. Each definition includes an explanation of the purpose of the technique and how it is used, practical examples of each technique and a reference to a standard work or article that treats the technique in detail. Entries are indexed five ways: alphabetically, by the functions or departments to which they apply, by their objective, by their users, and by the resources to which they are applied.

ENCYCLOPEDIA OF BUSINESS INFORMATION SOURCES. Paul Wasserman and others. 3d ed. Detroit, Michigan: Gale Research Co., 1976. 667 p. HF 5353 .E96 1976

"This one-volume edition has been compiled to serve...the need for a quick survey of sources covering a subject, and the need for a fast, specific citation to a source dealing with a single point." The book provides sources to consult for information in many different subject areas.

EVALUATION, APPRAISAL, AND RATING OF PERFORMANCE: A SELECTIVE BIBLIOGRAPHY. Army Library. February 1979. 7 p.

Bibliographic citations of recent books and periodical articles on the subject of evaluation, appraisal and the rating of performance.

THE EXECUTIVE DESKBOOK. Auren Uris. 2d ed. New York: Van Nostrand Reinhold, 1976. 330 p. HD 31 .U761 1976

Designed as a "Tool to help executives work their way more effectively through the routines and problems of their day-to-day

operations. The format is set up to find-it-fast for ideas and solutions rather than require reading through the text. A topic can quickly be located under one of four main headings: Areas of management action, reviews and appraisals, key management concepts, management tool kit."

EXECUTIVE PERSONNEL. United States. Civil Service Commission. Library. Washington: U.S. Civil Service Commission, 1977. 52 p. Z 7164 .C6 U522

Annual bibliography of books and periodical articles on Executive Personnel. Contents include: "Executives in Federal Government; Executives in Other Public Sectors; Executive Personnel Management; Executive Health and Medical Care; Executive Abilities and Characteristics; Executive Roles and Responsibilities; Attitudes and Ethics; Leadership."

THE EXECUTIVE: PHILOSOPHY, PROBLEMS, PRACTICES. United States. Department of the Army, Army Library. Washington: U.S. Govt. Print. Off., 1975. 97 p. Z 7164 .C81 U596 1975

A bibliographic survey of literature published as DA pamphlet 600-10-1.

THE GLACIER PROJECT: CONCEPTS AND CRITIQUES: SELECTED READINGS ON THE GLACIER THEORIES OF ORGANIZATION AND MANAGEMENT. Jerry L. Gray, ed. New York: Crane, Russak, 1976. 452 p. HD 38 .G564

"The longest ongoing research project into the study of organizations in modern times. Begun in 1948 and still in progress, it dwarfs the now famous Hawthorne experiments at Western Electric that lasted five years. In terms of its depth and scope the Glacier Project is perhaps the most significant investigation into organization analysis ever attempted. This book brings together in a single volume the central concepts in Glacier theory, as well as critical evaluations of the model. Emphasis is placed on research findings and validates the model in conceptual terms. Included are writings of the principal investigators, Wilfred Brown and Elliott Jaques, and others. The perspective of the book is broad."

INCENTIVE PAY PLANS 1974-1978: A SELECTIVE BIBLIOGRAPHY. Army Library. December 1978. 7 p.

Bibliographic citations of books and periodical articles concerned with the topic of incentive pay plans.

ORGANIZATIONAL BEHAVIOR MANAGEMENT: AN ANNOTATED BIBLIOGRAPHY. Donald M. Prue and others. Journal of Organizational Behavior Management 1:216-57, Summer 1978.

Authors bring together divergent literature relevant to OBM. The articles in the bibliography are in different categories with both books and periodical articles listed with annotations.

PERSONNEL BIBLIOGRAPHY SERIES. United States. Civil Service Commission. Library. Washington: U.S. Civil Service Commission. Z 7164 .C6

The U.S. Civil Service Commission Library periodically compiles bibliographies from personnel literature received in their library. Only the latest edition of each subject bibliography is kept in the Army Library. Titles vary for each edition but the subjects covered remain similar to those in previous issues. Examples of past bibliographies are: "Labor-Management Relations in the Public Service; Position Classification, Pay and Employee Benefits; Executive Manpower; Personnel Management Function-Organization, Staffing and Evaluation; Manpower Planning and Utilization; The Federal Civil Service--History, Organization and Activities; Personnel Policies and Practices; Equal Opportunity in Employment; Improving Employee Performance and Organizational Effectiveness; Administration of Training; Self-development Aids for Supervisors and Middle Managers; Productivity and the Quality of Working Life." The library's monthly publication "Personnel Literature" updates each of these studies.

PERSONNEL LITERATURE.

Published monthly by the Office of Personnel Management Library, lists materials received in the Library in the field of personnel administration. Provides a subject listing of materials with a short annotation.

PERSONNEL MANAGEMENT ABSTRACTS.

A quarterly index published by the University of Michigan Graduate School of Business Administration. The index lists all the articles from a large number of academic and trade journals that deal with the management of people and organizational behavior. Indexes have articles arranged by subject, title and author. Abstracts are provided. Issues are located in the periodical reference section of the Army Library

PRODUCTIVITY AND THE QUALITY OF WORKING LIFE. United States. Civil Service Commission. Library. Washington: U.S. Govt. Print. Off, 1978. 56 p. Z 7164 .C6 U535

Discusses the theory, structure, and design of organizations, motivation, job satisfaction, and attitudes toward work. Selected strategies such as suggestion systems, job design, fostering innovative thinking, participation management, organizational development, human resource accounting, and management by objective, are discussed as ways to improve productivity. Part of its Personnel Bibliography series.

WORK RELATED ABSTRACTS.

This publication extracts the significant, and the informative from over two hundred fifty management, labor, government, professional and university periodicals. A unique, comprehensive and invaluable reference tool that is eminently usable. It is

published monthly by Information Coordinates, Inc. and is divided into 20 broad subjects with sheets for each issue being filed chronologically in their respective sections. A detailed index to specific subjects, organizations and individuals, indicating location of material by section and abstract number is cumulated quarterly and annually. Located in the periodical reference section in the Army Library.

B. RECENT TEXTS ON MANAGEMENT AND ORGANIZATION

1. Texts on Management

THE BLUE BOOK OF BROADMINDED BUSINESS BEHAVIOR. Auren Uris. New York: Crowell, 1977. 472 p. HF 5386 .U742

Management techniques for dealing with those sticky situations--including how to head them off before they become sticky. Among the topics covered are: dealing with people; status symbols and politics; sex on the workscene; money and ethics; the use and abuse of the written and spoken word; appearance and personal habits.

DYNAMIC MANAGING: PRINCIPLES, PROCESS, PRACTICE. Mervin Kohn. Menlo Park, California: Cummings, 1977. 570 p. HD 31 .K59

"Without discussing various schools of thought individually; this book integrates the contributions of the classical, behavioral, quantitative, contingency, and systems approaches...It establishes relationships between the various business and managing activities and thereby helps the readers develop an understanding of managing as a process...Pros and cons of different concepts are evaluated, and tenable positions to adopt are suggested." Some chapter headings are: "Motivation, Leadership, Supervision, Incentives, Communication, Controlling Concepts, Measurement and Comparison, Strategic Management: Adjusting to the Macro-environment."

HANDBOOK OF MANAGERIAL TACTICS. Richard H. Buskirk. Boston, Massachusetts: Cahners Books, 1976. 242 p. HF 5386 .B947

"Success in business depends more upon the tactics used by managers than the basic merit of the plan being executed. This is the main thesis of this straightforward and practical handbook. The author also offers aid to the manager in suiting the tactic to the situation. Open-ended problems...let the reader supply his own tactical decisions."

HOW MANAGERS MOTIVATE: THE IMPERATIVES OF SUPERVISION. William F. Dowling and Leonard R. Sayles. 2d ed. New York: McGraw-Hill, 1978. 450 p. HF 5549 .D74 1978

The authors objectives in developing this text were three-fold: "First, to include a broad range of research findings from the leadership and organizational behavior field; second, to express these in ways that would appeal to the reader because the text would contain examples of supervisors on the 'firing line'; and third, to emphasize the actual behavior and analytical thinking required of supervisors, not abstract 'principles' and traditional 'theories'."

HOW TO RUN ANY ORGANIZATION. Theodore Caplow. 1st ed. New York: Holt, Rinehart and Winston, 1976. 222 p. HD 31 .C25

"The book covers the five fundamental topics of authority, communication, productivity, morale and change. Each chapter answers questions familiar to anyone in a position of top responsibility, such as: How do I best take advantage of the 'honeymoon period' as a new manager? What are the steps involved in handling a crisis? How do I handle breakdowns in work flow, etc? What are the best and worst ways for evaluating employees, for handling conflicts, for hiring, training, promoting, and firing? In each of the five areas, the book analyzes the alternative possibilities and demonstrates not only how to attain success to fit the specific nature of the organization but also how to recognize and avoid common pitfalls. Based on extensive research and analysis into the sociology of organizations, HOW TO RUN ANY ORGANIZATION is at once grounded in solid scholarship and yet thoroughly practical."

MANAGEMENT: A BASIC HANDBOOK. William F. Coventry and Irving Burstiner. Englewood Cliffs, New Jersey: Prentice-Hall, 1977. 426 p. HD 31 .C79

"An all-purpose guide to virtually every area of management, in both the public and private sector...Shows the most modern methods to set company objectives, locate financing, become market-oriented, set personnel policies, and deal with the myriad of problems and challenges likely to confront you."

MANAGEMENT: AN ORGANIZATIONAL PERSPECTIVE. Martin J. Gannon. Boston: Little, Brown, 1977. 455 p. HD 31 .G254

This book, "Views management as the complex set of activities by which managers establish, maintain, and improve successful organizations. These activities are seen as taking place within four dimensions: organization design, planning and control, behavioral processes, and decision making. Although the effective manager is seldom involved in all four dimensions at once, he or she must understand how each dimension affects the organization, and how all four dimensions relate to each other." Chapters on leadership, motivation, group behavior, and communications are recommended.

THE MANAGEMENT OF ORGANIZATIONS. Herbert G. Hicks. 3d ed. New York: McGraw-Hill, 1976. 602 p. HD 31 .H63 1976

"A large part of the responsibility for guiding the organization successfully falls upon managers. They are the 'moving force' or catalyst that directs the organization and keeps it on course. The management process comprises those activities or functions that managers must perform to effectively carry out this assigned role. This book has three primary purposes: to explain in detail the managerial process, to explain the purposes and functioning of organizations, and to analyze human behavior as it relates to organizations."

MANAGEMENT PRINCIPLES AND PRACTICES: A CONTINGENCY AND QUESTIONNAIRE APPROACH. Robert J. Thierauf and others. Santa Barbara, California: Wiley, 1977. 819 p. HD 31 .T45

"...The structure of this introductory textbook follows a logical sequence for a comprehensive development of management principles, techniques, and practices. The management functions of planning, organizing, directing, and controlling are explored in depth and are related to the contingency approach to management as well as to the management audit questionnaire."

MANAGEMENT PROBLEMS AND SOLUTIONS; A GUIDE TO PROBLEM SOLVING. Stanley E. Carnarius. Reading, Massachusetts: Addison-Wesley, 1976. 158 p. HD 38 .C29

"This is a practical book on problem solving designed for supervisors and middle managers. In its pages, you'll find over 1000 actual solutions to 200 of the most common business problems ...Unlike other books on problem solving, it does not focus on the process. It concentrates, instead, on content, giving you the typical problems actually encountered over and over in business practice along with the most common solutions that have been developed for these problems. The author suggests how you can extend the approach to problems not specifically mentioned in the text."

MANAGEMENT: THE INDIVIDUAL, THE ORGANIZATION, THE PROCESS. Gerald H. Graham. Belmont, California: Wadsworth Publishing Co., 1975. 528 p. HD 31 .G686

"The material is ... very appropriate for executive-development seminars for practicing managers and for MBA courses that stress managerial development. .. The text assumes: One of the most important resources of any society is its managerial capabilities; the fundamentals of management are very similar for all organizations; material ability can be developed; it is not an inborn trait; it is advantageous for individuals other than formal managers to understand how to manage."

MANAGERS MUST LEAD. Ray A. Killian. Rev. ed. New York: AMACOM, 1979. 254 p. HF 5500 .K48 1979

"Deals with an approach to management growth that is based on the principle of achieving results through people.... Gives practical advice on such vital topics as understanding human behavior, creating positive job attitudes, motivating employees for maximum job contribution, handling complaints and grievances, counseling troubled employees,... and minimizing on-the-job frustrations."

MANAGING THROUGH PEOPLE. Dale Carnegie & Associates. New York: Simon and Schuster, 1975. 310 p. HD 31 .D14

"This book explains in non-technical language the techniques and concepts of good management and offers practical illustrations of how these principles can be applied in the day-to-day activities of a line or staff manager. It emphasizes the human aspects of management. As it is people who make a business succeed--or fail--it is the manager's chief responsibility to motivate his or her people so that they will assure success. The authors believe firmly that each human being has an infinite potential for creativity and working toward the achievement of managerial goals. The thrust of this book is to guide managers in ways to reach this potential, to stimulate creativity and to foster in their people the desire to succeed and to achieve self-fulfillment through their work." Basic text on management principles.

MANAGING WITHOUT UNIONS. Marvin Scott Myers. Reading, Massachusetts: Addison-Wesley, 1976. 176 p. HF 4459 .M991 M2

"A source book for improving management. Well-managed organizations are usually invulnerable to unionization. Bad management creates unions."

NEW WAYS OF MANAGING CONFLICT. Rensis Likert and Jane Gibson Likert. New York: McGraw-Hill, 1976. 375 p. HD 38 .L48

Includes: "A New Resource for Conflict Management.- The Relation of Conflict Strategies to a Society's Values and Organizational Theories.- Readiness for Improving Conflict Management.- Inadequacies in Prevailing Methods for Coping with Conflict.- The Effectiveness of System 4T.- The Role of System 4 Leadership in Problem Solving.- Integrative Goals and Consensus in Problem Solving.- Power, Influence, and Motivation in Conflict Management."

PERSON TO PERSON MANAGING: AN EXECUTIVE GUIDE TO WORKING EFFECTIVELY WITH PEOPLE. Thomas L. Quick. New York: St. Martin's Press, 1977. 210 p. HF 5549 .Q52

"How to work more effectively through and with people--subordinates, fellow executives, the boss."

UNDERSTANDING MANAGEMENT. Jay W. Lorsch and others. New York: Harper & Row, 1978. 292 p. HD 31 .U514

"This book is unique as an introductory text in management of the business enterprise. Each of the authors is an established specialist in his field: Baughman in business history and the relationship between business and its wider environment; Lorsch in the behavior of people in organizations and in the theory of organizations; Reece in control and accounting; Mintzberg in business policy and in the behaviors of managers." Each author wrote his own section and then each section was exchanged and read by the other authors for a coordinated and consistent approach. There is an instructor's manual to accompany this book.

2. Texts on Organizational Behavior and Theory

APPLIED HUMAN RELATIONS: AN ORGANIZATIONAL APPROACH. Jack Halloran. Englewood Cliffs, New Jersey: Prentice-Hall, 1978. 527 p. HD 31 .H235

"A text written to develop thinking. It attempts to emphasize the person in the organization, rather than the traditional theories of management philosophy. Each chapter is introduced with a blend of two types of questions. Some can only be answered with personal opinions and are intended for thinking and discussion after the chapter has been read. Other questions are based on material that will be covered in the chapter; they provide clues to topics in the chapter. Throughout are exercises that can be done individually or by groups. Case studies based on real-life events of former students appear at the end of each chapter."

BUREAUCRACY OR PARTICIPATION: THE LOGIC OF ORGANIZATION. Bengt Abrahamsson. Beverly Hills, California: Sage, 1977. 240 p. HD 38 .A2513

"Presents a systematic overview of the idea and reality of bureaucracy. The classical writings on bureaucratic organization, as well as the more contemporary perspectives, are incorporated into the analysis with a wide body of empirical research. The goal is a more deliberate and reasoned approach to dealing with the policy issues which the author sees as required to refute the manifold manifestations of the 'Iron Law of Oligarchy'. The core of the analysis focuses on industrial organization since the central issues are those of the democratic control of the work place and of the industrial sector of modern society."

COMPLEX ORGANIZATIONS. Lawrence G. Hrebiniak. St. Paul, Minnesota: West, 1978. 402 p. HD 31 .H84

Table of Contents: - "Perspective on Organizations.- Goals.- Designing and Managing Organizations: From the Classical to the

Contingency Views.- Designing and Managing Organizations;
Integration and Assessment.- Power.- Control.- Organizational
Change.- Organizational Effectiveness."

EFFECTIVE MANAGEMENT AND THE BEHAVIORAL SCIENCES: CONVERSATIONS FROM
ORGANIZATIONAL DYNAMICS. William Dowling, ed. New York: AMACOM,
1978. 285 p. HD 58.7 .E36

Conversations with behavioral scientists concerned with behavior in
organizations. There is profit in reading these presentations for
the logical precision of their expositions, the breadth and depth
of their thinking.

HUMAN RELATIONS IN ORGANIZATIONS. Dan L. Costly and Ralph Todd. St.
Paul, Minnesota: West, 1978. 403 p. HD 58.7 .C65

"Focus is on the behavior of individuals in organizations. A
developmental approach is used which combines theory, research,
and applications for improving interpersonal effectiveness in
organizations. Emphasis is on the skills needed for effective
leadership, including the ability to communicate, to understand
human needs, to cope with conflict and frustration, to motivate
others, to use authority, and to increase group productivity."

THE HUMAN SIDE OF ORGANIZATIONS. Stan Kossen. 2d ed. San Francisco:
Canfield Press, 1978. 460 p. HF 5549 .K78

A student text on human relations in organizations which stresses,
"The practical...and omits the excessively theoretical approach."
Emphasis is on brief definitions of concepts and summaries of
important research. Topics stressed include: listening, the
nature of prejudice and discrimination in organizations, the
employment of women, the problems of the aging and the handicapped,
and the problems of alcohol and drug abuse in organizations.

LIFE IN ORGANIZATIONS: WORKPLACES AS PEOPLE EXPERIENCE THEM.
Rosabeth Moss Kanter and Barry A. Stein, eds. New York: Basic
Books, 1979. 444 p. HD 58.7 .L53

"This book is about the human experiences of living in organizations
and how to learn from them." The authors, "Take a cut through the
organization and look at some of the slices of life by levels:
the top, the middle, and the bottom. At the same time, the
organization itself is moving through different states and is
in different positions with respect to both its history and
future and its environment...Leaders, policy-makers, or managers
can take away a number of useful insights...Corporate social
responsibility is a matter getting considerable attention today.
Thus,... they draw the attention of leaders and policy-makers to
some hard questions about responsibility as well as efficiency...
For students of organizations...this book will help them decide
what to study. Well-known theories and findings appear...but

there is also much that is new. Particularly as we move into a new era where the people side of organizations will become increasingly important as an object of governmental and managerial attention, they urge colleagues to study the human experience of organizational situations."

THE MANAGEMENT OF HUMAN RESOURCES. Saul W. Gellerman. Hinsdale, Illinois: Dryden Press, 1976. 220 p. HF 5549 .G372

An analytical introduction for students who are aiming for managerial careers. The author, "Has tried to demonstrate what can be learned through the application of research methodology to practical management problems. He begins with an examination of the paradoxical relationship between any organization and the individuals who comprise it: the endless tension between the needs of the organization for predictable behavior and the needs of the individual for autonomy. Other chapters delve into the process whereby people become managers; the development of adult talent and things that are learned from life rather than formal instruction; the problems of absenteeism and turnover, grievances, performance appraisal, and morale."

ORGANIZATIONAL BEHAVIOR. Stephen J. Carroll and Henry L. Tosi. Chicago: St. Clair Press, 1977. 570 p. HD 58.7 .C35

Contents: " - Organizational behavior: Background. - Theory and Research in Organizational Behavior; - Individuals; development of work motives, values, and attitudes.- Group Behavior. - Motivation and Performance.-Organizations.-Managing Human Resources.- Managing Different Types of Organizations.- Organizational Change."

ORGANIZATIONAL BEHAVIOR. Fred Luthans. 2d ed. New York: McGraw-Hill, 1977. 588 p. HD 38 .L92

"The first part of the book lays a historical, behavioral science, management, and environmental foundation. A specific conceptual framework for organizational behavior is presented which incorporates both cognitive and behavioristic concepts and perspectives. Part two discusses both classical and modern organizational theory and structure and gives specific attention to the management processes of decision making, communication and control. The third part examines in depth the psychological processes of perception, learning, and motivation and contains a chapter on personality theory and development. Part four, on the dynamics of organizational behavior, contains chapters on groups and informal organization, conflict, work motivation, leadership and power. The last part has chapters on the latest application techniques for selection, job design and appraisal, applied behavioral analysis and change, and organization development."

ORGANIZATIONAL BEHAVIOR AND THE PRACTICE OF MANAGEMENT. David R. Hampton and others. 3d ed. Glenview, Illinois; Scott, Foresman, 1978. 851 p. HD 58.7 H3

New features include: Group Decision-Making, Job Design, Objectives, Control, Leadership.

PEOPLE IN ORGANIZATIONS: UNDERSTANDING THEIR BEHAVIOR. Terrence R. Mitchell. New York: McGraw-Hill, 1978. 481 p. HD 31 .M68

"A central theme is that the individuals' behavior is jointly caused by their own personal characteristics and the setting in which they find themselves. Focus is upon the organizational setting. A review is made of those rules or relationships that can be used to predict organizational behavior."

STRUCTURE AND PROCESS OF ORGANIZATIONS: A SYSTEMS APPROACH. Arlyn J. Melcher. Englewood Cliffs, New Jersey: Prentice-Hall, 1976. 461 p. HD 31 .M51

"This book is concerned with understanding the determinants of behavior in complex organizations. The goal is to provide a framework for dealing with behavioral problems on a rigorous analytical level whether one is involved in diagnosing, predicting, or devising measures to influence behavior. The orientation is to provide general theory that is applicable regardless of institutional setting--industrial, government, or other."

THE STRUCTURING OF ORGANIZATIONS: A SYNTHESIS OF THE RESEARCH. Henry Mintzberg. Englewood Cliffs, New Jersey: Prentice-Hall, 1979. 512 p. HD 31 .M675

The author has written this book, "For all those interested in the structuring of organizations - managers who do it, specialists who advise them on it, professors who research it, and students who wish to understand it." The book is divided into four parts: "Part I - How the Organization Functions, Part II - The Design Parameters, Part III - The Contingency Factors, Part IV - Structural Configurations." This book is part of the authors series The Theory of Management Policy.

SYSTEMS OF ORGANIZATIONS: MANAGEMENT OF THE HUMAN RESOURCE. David G. Bowers. Ann Arbor: University of Michigan, 1976. 166 p. HD 31 .B782

"Management will make full use of the potential capacities of its human resources only when each person in an organization is a member of one or more effectively functioning work groups that have a high degree of group loyalty, effective skills of interaction, and high performance goals..." Some chapter headings: "Participative Decision Making; Motivational Properties of the System; Communication: The Nerve Network of the System; Coordination and the Linking-Pin Function; Supervision and Peer Group Loyalty; Measuring Human Resources."

3. Collected Readings

CONTEMPORARY READINGS IN ORGANIZATIONAL BEHAVIOR. Fred Luthans. 2d ed.
New York: McGraw-Hill, 1977. 424 p. HD 58.7 .L87

"The conceptual framework for this readings book closely follows that of the second edition of... text Organizational Behavior, (McGraw-Hill, New York, 1977). The first part has readings on the historical, behavioral science, management, environmental, and conceptual foundations for the study of organizational behavior. Part Two contains articles on the structural and process (decision-making, communication, and control) aspects of organization. Part Three has readings on the basic psychological processes of perception, learning, and motivation and on the whole-person personality concept. The fourth part has material on the important dynamics of organizational behavior. Included are readings on group dynamics and informal organization, conflict, work motivation, and leadership and power. The final part has readings on human resource management applications, applied behavioral analysis and change, and organizational development and concludes with a reading that looks at the future of organizational behavior."

HARVARD BUSINESS REVIEW--ON MANAGEMENT. New York: Harper & Row, 1976.
751 p. HD 21 .H35

"Contains articles selected from the thousands published in the past 25 years of HBR. The selection of articles has been limited to include only methods and ideas which will not go out-of-date."

THE PROGRESS OF MANAGEMENT: PROCESS AND BEHAVIOR IN A CHANGING ENVIRONMENT. Jerome E. Schnee and others, compilers. 3rd ed.
Englewood Cliffs, New Jersey: Prentice-Hall, 1977. 480 p.
HD 31 .L428 1977

Selected articles, empirical studies, and portions of books, with which the editors, "Believe students of management and practicing managers should be familiar." Sections include: "The Social Role of Managers; Organizing; Structural Design; Human Factors in Organizing; Planning: Elements of Decision-making; Planning: Decision-making in an Enterprise; Measuring and Controlling; and Activating."

READINGS IN ORGANIZATIONAL BEHAVIOR: CONCEPTS AND APPLICATIONS. Jerry L. Gray and Frederick A. Starks, eds. Columbus, Ohio: C.E. Merrill Publishing Co., 1977. 335 p. HD 58.7 .R42

Reprints of thirty current articles on organizational behavior selected for their relevance in different and numerous settings.

A STUDY OF ORGANIZATIONAL LEADERSHIP. United States Military Academy,
Office of Military Leadership, Associates, eds. Harrisonburg,
Pennsylvania: Stackpole Books, 1976. 600 p. UB 210 .S75

A series of readings summarizing current research on organizational leadership. Contents include: "The Individual-psychology, motivation, attitudes and socialization; The Group-group processes, social power and exchange, and applications to military organizations; The Individual as Leader-leader behavior, leader style; Transactions-Communications, Counseling; The Organization--organizational theory and authority, organizational conflict, organizational motivation; Interface with Society-Civil-Military Relations, the Military: a professional organization; The Professional Military Ethic: a rationale."

VII. A LIST OF PERIODICALS USED IN THE PREPARATION OF THIS
BIBLIOGRAPHY

Academy of Management Journal
Academy of Management Review
Academy of Management Proceedings
Across the Board
Administrative Management
Administrative Science Quarterly
Advanced Management Journal
Air Force Comptroller
Air University Review
Army
Army Logistician
Armed Forces Comptroller
Black Enterprise
Bureaucrat
Business and Society Review
Business Horizons
Business Quarterly
Business Week
California Management Review
Canadian Business Review
Canadian Public Administration
Civil Service Journal
Columbia Journal of World Business
Commerce America
Conference Board Record
Data Management
Datamation
Defense Management Journal
Defense Systems Management Review
Dun's Review
Financial Executive
Forbes
Fortune
GAO Review
Government Executive
Harvard Business Review
Harvard Civil Rights-Civil Liberties Law Review
Human Resources Management
Industrial and Labor Relations Review
Industry Week
Interfaces
International Labor Review
Iron Age
Journal of Business
Journal of Contemporary Business
Journal of Organizational Behavior Management

VII. Cont'd

Journal of Systems Management
Long Range Planning
Management International Review
Management Review
Management Review & Digest
Management Today
Management Science
Managerial Planning
Marine Corps Gazette
Military Engineer
Monthly Labor Review
National Journal
Nation's Business
Organizational Behavior and Human Performance
Organizational Dynamics
Parameters
Personnel
Personnel Journal
Personnel Management
Personnel Psychology
Psychology Today
Public Administration Review
Research Management
Sloan Management Review
Supervision
Supervisory Management
Telephony
Training and Development Journal
Washington Monthly