

Book Reviews

The Human Side of Enterprise. By Douglas McGregor, 1960. Available from McGraw-Hill Book Company, Inc., New York, N.Y. 246 pp. \$4.95.

According to the author, "This book is an attempt to substantiate the thesis that the human side of enterprise is 'all of a piece'—that the theoretical assumption that management holds about controlling its human resources determines the whole character of the enterprise." Even though based largely on a study of business and industrial organization, policies and practices covered are concerned with the management of human resources in a manner that is equally applicable to educational agencies (emphasis is on the development of the individual's potential abilities). It is suggested that utilization of such abilities can best be accomplished by creating a situation in which, through directing efforts towards objectives of the organization, the individual can best achieve his own goals.

The basis for the theories and assumptions set forth in this book is a study of management programs in a number of large companies as examined in light of current social science knowledge about human nature and behavior. Basic principles which can be drawn upon in providing the organizational setting for and the human ingenuity needed in discovering and developing human resources are identified.

In Part One the author attempts to substantiate the importance of drawing upon knowledge pertaining to human behavior in maximizing the efforts of people employed in organizations. The approach to integrating individual and organizational goals is contrasted to the traditional view of direction and control by authority. How goals of the individual and the organization can be managed effectively are explored in Part Two. Consideration is given to creating a climate of mutual confidence, performance appraisal, the participation by subordinates in managerial activities, self-control, power of know-how, and the role of specialists (staff).

Part Three includes a discussion of principles pertaining to the development of managerial talent. This section stresses elements contributing to strong leadership, to acquiring managerial skills and knowledge, problem solving, and social interaction. Specific emphasis is placed upon teamwork, identifying fundamental facts related to man's capacity to collaborate with his fellow man.

This book can provide all Extension personnel a basis for better understanding how to maximize the effectiveness of staff resources. It is particularly pertinent for supervisors and county chairmen or coordinators in this respect. Points emphasized which should be of particular interest to county personnel, in their efforts to function as a team and to involve lay people, include: (1) use of authority, (2) building confidence, (3) developing a desirable climate, (4) analyzing leadership and (5) acquiring skills in problem solving and social interaction. The transfer of theories and principles concerning human behavior in organization from industrial to educational settings is not difficult in this easy-to-read book.

Cooperative Extension Service
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ALAN P. UTZ, JR.
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An Overview of Adult Education Research. By Edmund deS. Bruner, et al., 1959. Available from the Adult Education Association of the U.S.A., 743 North Wabash Avenue, Chicago 11, Illinois. 278 pp. \$4.00.

This book is a survey of nonvocational adult education research. Over 600 pieces of research, selected from over 4000 titles that were scrutinized, are cited. The authors claim to have reviewed most of the research conducted and published concerning Agricultural and Home Economics Extension, but only a few such studies were utilized because most were descriptive in nature. The book is straightforward and readable, dealing with generalizations about adult education drawn from research conducted within adult education and related fields. These generalizations can be of considerable value to Extension workers in program planning, execution, and evaluation.

Chapters one to six, relying principally on research in psychology and social psychology, focus on the participant in adult education—his ability to profit from educational activities and the relation of his interests, attitudes, and motivations to participation. These chapters also deal with such matters as (1) whether or not an adult can learn and if so, at what rate, (2) by what processes adults learn, (3) what factors affect learning, and (4) what characteristics influence social participation.

Chapters seven to eleven concern factors of major concern to the adult educator—such as the organization and administration of adult education, effectiveness of various techniques and methods, problems of program planning and leadership training, and the use of discussion as an educational tool. The three final chapters are devoted to the place of groups in adult education, to the community as the locale of adult

education activities, its influence upon them, and problems of evaluation research.

From the viewpoint of the adult education practitioner, a noteworthy shortcoming of the book is that special emphasis is placed on additional research needs rather than upon the practical application of findings reported for each area. Still, for Extension personnel concerned with professional improvement, *An Overview of Adult Education Research* can be a valuable aid. Since the Cooperative Extension Service is an educational arm of the Land-Grant Institution and is concerned with educating the non-resident citizen, it seems appropriate that Extension workers at all levels should be familiar with the research presented in this book. To be a successful change agent an educator must know what education is, how to teach, and how a person learns. This book sheds some light on these topics and places all facets of adult education into a meaningful relationship. Anyone feeling a need for more training in the area of nonvocational adult education can very profitably spend time reading and studying this book.

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How to Control Plant Diseases in the Home and Garden. By Malcolm C. Shurtleff, 1962. Available from Iowa State University Press, Ames, Iowa. 520 pp. \$7.50.

How to Control Plant Diseases in the Home and Garden is a practical, useful book. It includes information on the identification and control of more than 4,600 diseases of 2,200 species of house, yard, and garden plants grown throughout the country. Characteristic of its practicability is a discussion of how to use the book, how to send in plant specimens, and where to get additional special help on difficult problems from Extension agents and Land-Grant College Specialists.

Meaningful common and uncommon names and cross references simplify the book's use as a handy reference for both scientists and laymen. Plants are listed alphabetically under both common and scientific names and those with similar disease problems are placed together. General disease problems can be pinpointed by their classification and description according to the parts of a plant that may be infected.

Its detail and thoroughness is impressive. For example, there is a two-page list of plants that are attacked by Powdery Mildew. One section of the book includes a list of home and garden plants and the diseases that affect them. For laymen, the author includes an excellent discussion of 24 environmental factors affecting plants—from planting, soil

testing, pruning, watering, and various injuries, to a concise and clear discussion of factors that contribute to the success or failure of plants. Also, factors that must be considered in making a positive identification of a disease or problem is included for the specialist. Control or prevention practices accompany the listing and description of each disease.

The book has a world of useful information for the home gardener, such as conversion tables, units of measure, rates of application, equipment, spray and dust schedules, and seed treatment methods and materials for vegetables, flowers, fruit and ornamental trees, and shrubs. The glossary can add greatly to the novice gardener's understanding of scientific terms.

One chapter outlines chemicals and their use in the control of diseases, as well as the control of insect vectors, the destruction of alternate host plants, sanitation, and the planting of disease-free or disease-resistant varieties. Illustrations show equipment ranging from small hand dusters and sprayers to power equipment appropriate for most any control program. However, the grower of edible plants should be cautious about the use of particular materials recommended. Food and Drug Administration regulations are constantly changing as more research information becomes available, often rendering recommendations of recent origin obsolete. For example, on page 341 of this book, Aldrin and Dieldrin are recommended as soil insecticides for potatoes. Recommendations for the use of Aldrin were withdrawn after the seizure of several carloads of Northwest potatoes by the FDA in 1962. Before following any recommendations for the use of chemicals on plants, particularly those having edible parts, caution should be exercised by checking regulations.

Professional people (including Extension workers) and home gardeners have needed such a complete, accurate, and easily understood reference for a long time. It is now available in this simple package. We will be making good use of a copy in our own Extension office.

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Food Becomes You. By Ruth M. Leverton, 1960. Available from Iowa State University Press, Ames, Iowa. 198 pp. \$3.50.

The importance of good nutrition to the health and happiness of the individual is an important subject which is given lively treatment in the latest edition of *Food Becomes You*. The book, which is an account of results of research, outlines a prescription for buoyant health, a positive state of well-being. The author maintains that food becomes you.

...your happiness, your personality, and your attitude toward life. Moreover, she contends that it gives you poise, confidence, and sparkle. A poor food habit is described as eating only what we like, regardless of what we need.

Two chapters, "Fats in Food" and "Food Fads," are of particular interest because they give an honest, matter-of-fact appraisal of information which is often misinterpreted. (Misinterpretation of research can often be misleading to an unsuspecting public.) Articles run the gamut of interest from "The First Dozen Years" and "The Teen Years" to "Trimming That Figure." The text of the book is supplemented by charts and tables, basic menu plans, and nutritive values for over 400 common foods. It should prove useful to Extension workers as a reference in much of their nutrition work.

The author, an internationally known authority on human nutrition and presently Associate Director of the Institute of Home Economics, Agricultural Research Service, USDA, reveals anew the importance of food to good health. This latest edition is much more practical than the 1952 edition and contains additions which make it more valuable and useful to the Extension worker or average reader. It is one book which should be placed on the personal reading list of every Extension worker—man or woman.

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Staffing Decisions in the Cooperative Extension Service. By Alton C. Johnson and Robert W. McCormick, 1962. Available from the National Agricultural Extension Center for Advanced Study, University of Wisconsin, Madison 6, Wis. 88 pp. \$1.50.

Considerable study and emphasis have been devoted to the development and execution of programs of the Cooperative Extension Service in recent years. This is as it should be. Program is the means by which the objectives of Extension are reached. If the program quality of an organization is positively related to the quality of its personnel, the staffing process should be a major administrative function within the organization.

In this monograph the authors have carefully and adequately outlined the process and principles of staffing as related to Extension. They caution that the contents are not intended to be prescriptive. However, they maintain that the information included should stimulate the kind of creative thinking that will bring about the most desirable staffing decisions at each level in the organization, from any specific county to the state organization.

The monograph is relatively short and easy to read. It is divided into five chapters following a logical sequence of (1) basic decisions in staffing, (2) initiating the staffing process, (3) recruiting staff, (4) selecting staff, and (5) placing and orienting staff. Content is based on important theories, research findings, and selected experiences of state Extension organizations. A bibliography at the end of each chapter is supplemented by an additional listing of suggested readings. These references provide a readily available list of readings for those who would like more information about a particular area of the staffing process, those primarily responsible for staffing, and those who are conducting research related to staffing.

For many years a general philosophy of Extension has recognized that every member of the staff plays a role in the recruitment of potential employees. On this basis, information in this monograph should be helpful to all personnel. However, it probably will be most useful to administrators and supervisors as an aid in analyzing and evaluating present staffing policies and procedures and in making appropriate changes.

Administrators and supervisors in many organizations find they not only have the task of applying theories and research findings to their particular organization, they must first interpret them. In this instance Johnson and McCormick have done an excellent job of interpreting the literature and research as it relates to the staffing process of the Extension Service. With this interpretation available, administrators and supervisors can devote maximum attention to applying the information to their particular situation.

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