

Abstracts

Some Perspectives on Change in Rural Societies. E. A. Wilkening. *Rural Sociology*, XXIX (March, 1964), 1-17. Available from Secretary-Treasurer, Rural Sociological Society, South Dakota State College, Brookings, S.D. \$8.00 per year.

This discussion of change is based on the assumption that "we must study change not only as a matter of individual choice and action but also as a function of social systems of various types and levels." It is pointed out that most activities and efforts go into maintaining existing patterns of life rather than into changing those patterns. The article focuses on certain societal processes which provide a common framework for studying change. These processes are identified as specialization, integration, and adoption.

Handbook of Research on Teaching. N. L. Gage (ed.) 1963. 1218 pp. Available from Rand McNally & Company, Chicago, Ill. \$15.00.

This handbook was prepared as a project of the American Educational Research Association and is designed to aid in the training of workers in research on teaching. It is aimed principally at the advanced undergraduate and graduate levels. However, it is suggested for a much wider usage, including that of the teacher and the administrator. An attempt is made to summarize, critically analyze, and integrate the vast amount of research on teaching. Central variables of concern include (1) teaching methods, (2) instruments and media for teaching, and (3) the teacher's personality and characteristics.

Why Delegation Goes Wrong. Ray F. Boedecker. *Supervisory Management*, IX (February, 1964), 4-8. Available from American Management Association, 135 W. 50th St., New York, N.Y. 10020. Single copy \$1.00.

The author maintains that "delegation is a true test of a supervisor's skill." When delegations are made the supervisor must bring into play everything he knows about organizing work and dealing with people. As a basis for analyzing the way delegation is used, ten common mistakes are identified and discussed.

Writing and Revising Themes, Term Papers and Manuscripts. Grace E. Langdon and G. L. Carter, Jr. 1963. 50 pp. Available from the National Agricultural Extension Center for Advanced Study, Room 42 Agr. Hall, University of Wisconsin, Madison, Wis. 53706. \$1.00.

This brief guide to writing and revising manuscripts is a manual

planned for use by graduate students and their advisors. Such matters as word usage, sentence structure, paragraph construction, style, writing the first draft, revising, and steps after revising are covered. A list of 24 helpful references are cited to provide the user more detailed information on any of the topics covered.

The Knowledge of an Executive. David W. Ewing. *Harvard Business Review*, XLII (March/April, 1964), 91-100. Available from *Harvard Business Review*, Soldiers Field, Boston, Mass. 02163. Single reprint \$1.00.

"Knowledge does not make an executive," the author maintains. But it is important. If he is to develop general, all-around competence, the executive needs ample opportunity to gain as much as he can of three kinds of knowledge identified and discussed. The three kinds of knowledge are discussed as layers: (1) methods and techniques for solving already defined problems; (2) realities inside and outside the organization that affect management decisions; and (3) information affecting the choice of desirable goals, policies, and standards.

Exploring Behavior. Douglas K. Candland and James F. Campbell. 1961. 179 pp. Available from Basic Books, Publishers, 404 Park Ave. S., New York 16, N.Y. \$4.50.

This book is presented as an introduction to the field of experimental psychology. The ideas back of psychology as a science are explored, including the objectives, principles, and research techniques. In addition, a series of experiments are included that can be performed at home. They illustrate methods of investigating problems such as sensory perception, conditioning, animal and human learning, and communication. The examples are designed to stimulate the interest of students in psychological research.

The Emerging City and Higher Adult Education. Southern Region Education Board, 50 pp. Available from Southern Region Education Board, 130 Sixth Street N.W., Atlanta 13, Ga. Single copies free on request.

This publication contains papers presented at an institute for deans and directors of adult education and at a graduate workshop for administrators of higher adult education held in 1963. Topics are presented under two headings: (1) the development of higher adult education in the urban setting; and (2) urbanism and higher adult education.

Power and Conflict in Organizations. Robert L. Kahn and Elise Boulding. 1964. 173 pp. Available from Basic Books, Publishers, 404 Park Ave. S., New York 16, N.Y. \$4.95.

The expressed aim of the authors is "to find ways in which a leader can exercise power without creating the conflict that can be so wasteful of organizational energies and so damaging to individuals." This aim is

pursued by drawing upon research findings from small-group and laboratory experiments and studies of organizations and society. Contributions of a number of authorities are included along with nine pages of selected references.

"What Do You Mean I Can't Write?" John Fielden. *Harvard Business Review*, XLII (May/June, 1964), 144-52. Available from *Harvard Business Review*, Soldiers Field, Boston, Mass. 02163. Single reprint \$1.00.

The amount of money that goes into written communications is staggering, but the amount of thinking and effort that goes into improving the effectiveness of business writing is tiny the author asserts. The written form of communication is identified as most troublesome, yet important. Systematic ways of improving are suggested, starting with an inventory containing four basic categories—readability, correctness, appropriateness, and thought.

College Scholarships and Loans: Who Gets Them—How and Why. William V. Levy. 1964. 208 pp. Available from Macfadden-Bartlett Corporation, 205 E. 42nd Street, New York, N.Y. 10017. 60 cents.

The purpose of this book, as stated by the author, is "to open the door to the scholarship and loan opportunities available to young people who need financial help. . . ." Various scholarship and loan programs are discussed, including governmental, private, and institutional sources. Over a hundred pages are devoted to a directory of scholarship and loan programs, with specific institutions identified by states.

Evaluating Community Programs. Darwin D. Solomon. 1962. 24 pp. Available from the Center for Community Studies, University of Saskatchewan, Saskatoon, Saskatchewan, Canada. Single copy 35 cents.

This deals with the need for reaching intelligent decisions as to how well programs (long range plans of actions by volunteer groups or government agencies) have gone in terms of agreed-upon ends. It includes a discussion of why evaluate, information needed for evaluation, who should evaluate, steps in evaluation, practical problems, and a summary of principles of program evaluation.

The Impact of Governing Boards on Organizational Effectiveness and Morale. James L. Price. *Administrative Science Quarterly*, VIII (December, 1963), 361-78. Available from Graduate School of Business and Public Administration, Cornell University, Ithaca, N.Y. Single copy \$2.00.

The impact of governing boards on two facets of organizational performance (effectiveness and morale) are reported in this paper. Three types of participation are examined: (1) participation in the decision-making process, (2) action as representatives of the organizations in the

environment, and (3) operation to secure staff compliance with organizational directives.

The boards' major functions for effectiveness are reported as a buffer group between the staff and the public. Their primary dysfunctions for effectiveness are reported as that of acting for the benefit of their home communities and requiring considerable staff attention as a basis for keeping informed.

Social Climates in High Schools. James S. Coleman. 1961. 76 pp. Available from Superintendent of Documents, U.S. Government Printing Office, Washington 25, D.C. 30 cents.

This monograph is concerned with a study of problems of status systems that operate in high schools and how these status systems affect students' school achievement. The study attempted to explore the author's concern for status systems which give rewards only for achievement in one particular activity and how such systems differ from the consequences of those which reward many different activities equally. Causes and consequences, as well as how it happens that a certain system exists in a given society, were of concern.

The study is prefaced on the idea that, second to the problem of organizing itself to function, a society's task is to educate its young. Findings point to the separation of adolescents from the adult society, resulting in the creation of teenage subcultures which force teenage interests and activities to be far removed from adult responsibilities. Such subcultures, the author contends, develop standards that lead a child away from goals toward which education is intended to lead. Findings have important implications for any educator whose responsibilities involve work with or in the interest of young people.

Strategies of Effective Interviewing. Samuel G. Trull. *Harvard Business Review*, XLII (January/February, 1964), 89-94. Available from *Harvard Business Review*, Soldiers Field, Boston, Mass. 02163. Single reprint \$1.00.

While lack of adequate planning is identified as the single greatest fault, the article also deals with research findings concerning (1) the use of an outline of points to be covered, (2) taking notes, (3) the use of questioning techniques, (4) control the interviewer should exercise, and (5) appraising the information obtained.

Separating the Men from the Boys. Stephen Habbe. *Business Management Record* (October, 1963), pp. 16-19. Available from National Industrial Conference Board, Inc., 845 3rd Ave., New York, N.Y. 10022. One-year subscription \$10.00.

By means of a fictitious account of a company executive committee meeting, this article dramatizes the problem of motivating college recruits. The conventional considerations are covered, along with a pro-

cedure that suggests putting the recruit to work (1) at a challenging job at the going rate (less than other offers) and hold him accountable for results, (2) with no assurance of automatic raises, (3) with no promise of rapid promotion, but (4) with assurance that he can move as fast and as far as performance warrants. The Peace Corps success in recruiting is cited as an illustration of the effectiveness of such an approach.

Small Group Planning and Discussion as an Aid to More Effective Leadership Training (Extension Bulletin No. 77). Emma J. Reinbold. January, 1961. 38 pp. Available from Extension Service in Agriculture and Home Economics, University of Delaware, Newark, Del. No charge.

This publication describes an in-service training program concerned with a problem-solving effort. It involved home demonstration club members, county home agents, state specialists, and state home economics administrative staff. The problem concerned the training of local leaders. Evidences are identified to support the idea that the home economics Extension setting is a useful environment for bringing about changed behavior in connection with (1) the professional staff, (2) local leaders, and (3) the club setting.

The Continuing Learner. Daniel Solomon (ed.). 1964. 96 pp. Available from Center for the Study of Liberal Education for Adults, 4819 S. Greenwood Ave., Chicago, Ill. 60615. \$1.00.

Three papers, along with a postscript by Cyril O. Houle, summarize individual research and speculation about types of adult learners. These studies, along with Houle's *The Inquiring Mind* are reported to be among the first to provide empirical data on the topic. Topics concern (1) the orientation of adult continuing learners, (2) leisure satisfaction, and (3) the influence of college experience on participation in continuing learning. Data collecting instruments used in each study are also included.

Distortions of Behavioral Science. James V. Clark. *California Management Review*, VI (Winter, 1963), 55-60. Available from Periodicals Department, University of California Press, Berkeley, Calif. 94720. Single copy \$2.00.

Simple findings and basic methods of scientific investigators become shockingly distorted by intelligent listeners, the author says. He categorizes assertions commonly advanced by business-oriented behavioral scientists along with the distortions that often crop up in their presence. These distortions result, he maintains, from taking tentative or partial statements of the behavioral scientists and magnifying them all out of proportion. Ideas that might be behind these distortions are discussed.

If YOU get to the end of your rope, tie a knot in it, and hang on.

—DOUGLAS MACK.