



Book Reviews

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Editor's Note: The book review section for the first two issues of this new journal will feature the selected reviews of resource literature by members from the professional divisions. These reviewers were asked to do a most difficult task — select from the many books in their fields those which they felt represent a basic literature resource for anyone interested in the particular fields. The limits of time and space preclude the contributions from being an exhaustive list; yet the selections serve as a basis for extending our reading to other fields.

Management History Thought

The number of publications dealing with the history of management thought has multiplied rapidly over the last decade. This seemingly indicates an increasing awareness and appreciation of past accomplishments in the field of management. This body of literature can be separated into three somewhat overlapping categories: general reference works; academic treatises; and works of a biographical or autobiographical nature.

General Reference Works. In the United States, two well-known works have emerged as standard reference volumes in management history. Claude George's *The History of Management Thought* (Prentice-Hall, 1968 & 1972) initially filled the void remaining after the late George

Filipetti's *Management in Transition* (Irwin, 1946 & 1953) passed out-of-print in the early sixties. For almost a decade, the George text has served as a convenient, ready reference volume for the management historian.

More substantial in format and content, Daniel A. Wren's *The Evolution of Management Thought* (Ronald, 1972) has already been labeled a "classic." Wren's skill in synthesizing and interpreting the contributions of management's early pioneers makes this volume ideal as a general reference work or as a basic undergraduate or graduate text. Similarly, John Child's *British Management Thought* (Allen & Unwin, 1969) also falls within the general reference category.

Academic Treatises. Three doctoral dissertations (available from University Microfilms) head the list of recommended academic treatises. To-

gether they form a comprehensive trilogy of modern management history. *The Emergence of Systematic Management as Shown by the Literature of Management from 1870 to 1900* by Joseph A. Litterer (Ph.D., Illinois, 1959) traces the initial development of modern managerial thinking in the United States. It provides invaluable background for John F. Mee's (Ph.D., Ohio State, 1959) *A History of Twentieth Century Management Thought*. Supervised by management pioneer Ralph C. Davis, it reconstructs the development of management thinking in the United States from the late 1800's to 1959.

Brian Corbishley's *An Analysis of the Development of Management Thought in Europe and the United States* (D.B.A., Indiana, 1969) adds an international dimension to the study of management history. Corbishley, identifying and interpreting major nineteenth and twentieth century economic trends, dates the emergence of management thought in Britain and France between 1750 and 1850 and in Germany and the United States around 1900. The Corbishley dissertation serves to place in perspective the contributions of Europe's early management pioneers, often overlooked in the United States.

Biographical and Autobiographical Works. Over the last five years, several convenient and well-organized collections of biographical sketches have become available. Edited by Anthony Tillet, Thomas Kempner and Gordon Wills, *Management Thinkers* (Penguin, 1970) represents a combination of biographical essays (Taylor, Fayol, F. Gilbreth, Rowntree, Follett, Mayo and Barnard) and historical analysis. More recently, Harold R. Pollard, in *Developments in Management Thought* (Crane, Russak, 1974), has provided informative but somewhat subjective evaluations of the work of numerous early management pioneers, as well as evaluations of the contributions of contemporary authors such as Peter Drucker, Chris Argyris, Rensis Likert and Frederick Herzburg.

In the biographical category, a recent monograph by Frédéric Blancpain, "Les Cahiers Iné-

dit D'Henri Fayol," was published in Paris by the Association Française de Management (C.N.O.F.) and issued as a supplement to the June, 1974, issue of *Revue Management-France*. This work analyzes many of Fayol's writings (published and unpublished) that are generally inaccessible in the United States and Canada.

Several forthcoming volumes should also be mentioned. Australian Richard C. S. Trahair is currently completing a biography of Elton Mayo. Having access to both Fritz J. Roethlisberger's unpublished autobiography (presently being edited by George F. F. Lombard) and Mayo's unpublished papers, his efforts promise to settle many disputes surrounding the Hawthorne studies. Urwick has almost completed his long awaited autobiography, *Management Pilgrimage*. Lastly, an anthology of 47 articles that originally appeared in the *Bulletin of the Taylor Society* will be published under the title, *Classics in Scientific Management* (University of Alabama Press), edited by Donald Del Mar and Rodger D. Collons.

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Management Education and Development

The literature of management education and management development closely parallels the conceptual state-of-the-art; both are diverse, fragmented, controversial, and often contradictory. Yet there are materials available with which those interested in the field should be familiar. Three works of conceptual or integrative importance (especially when related to the total numbers of works available in this category) are mentioned below and the "best" of the currently available resource-related books are reviewed.

The classic perspective on the methodology of the case method of instruction is that of McNair (3). Primarily a report of the facets and process of case-based instruction, McNair provides an overall look at the strengths and weaknesses

of the technique. But the book is "old" and may disturb some readers by the paucity of objective evaluation of the method, the consideration of supplementary or other instructional configurations, or treatment of innovations centered around the case method.

Odiorne (4) provides a basic rationale for systematic skill acquisition or behavior change; more important is his approach of integrating training theories and techniques through a systems approach. Readers should appreciate his extensive discussion and evaluation of training/development methods (action training, case study, management games, on-the-job coaching, managerial coaching). By using cases throughout the book, he emphasizes two sorely underemphasized areas in the literature: developing training objectives and evaluating training effectiveness.

The final concept-oriented book is Campbell, et al. (1), which combines excellent research literature reviews on a far-reaching assortment of topics with their skillful integration into a conceptual framework. Campbell, et. al., is "must" reading for the serious management educator/developer, for it identifies determinants of managerial effectiveness. Topics of specific chapters are: training, development, evaluation of training, and training effects.

The last several years have seen a surge in the publication of resource materials for the management educator/developer. These form major techniques by which to enhance educational or developmental learning.

The Pfeiffer and Jones (5) four-volume set furnishes the most widely-used resource materials. A total of 124 "experiences" provide techniques for demonstrating or teaching widely-varied concepts related to human relations. Goals, group size, time requirement, materials, physical setting, and description of the process are specified. Where applicable, instrumentation (questionnaire forms, matrices, etc.) are given. As "structured" as the exercises are, the lack of norms associated with given exercises is somewhat frustrating.

Zoll's second edition (6) is a readable multi-purpose resource book. Not only does it give excellent philosophical background on the educational process, but it also explores alternatives to the lecture format while identifying their strengths, weaknesses, and applications. Examples of the various types of exercises (cases, role playing, in-basket exercises, action mazes, general management business games, functional games, and business program games) are given, along with materials on how to develop one's own exercises.

Finally, a major addition has been made to the educator's/developer's resources. Hall, et al., have created *Experiences in Management and Organizational Behavior*, important for its breadth of coverage and the overall quality of exercises included (there are 48 listed), as well as ease of use and the relatively unusual inclusion of management-related topics.

The literature available to those professionally interested in management education or management development offers much in resource materials for use, but few books devoted to conceptual analysis of the entire field.

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Organizational Behavior

Two problems make it difficult to write an "annotated account" of a few important books in the subject area "organizational behavior". First, there are no widely accepted criteria for excellence. Popularity hardly qualifies. Neither does scholarly appearance (designated by such devices as boxes connected by arrows and extensive, often irrelevant, citations). Second, the boundaries of the field are elusive. While it may be true that some subject matter would obtain high consensus in a survey of specialists (job satisfaction, motivation, attitude/performance, etc.), other topics (such as structural variations, managerial theory) might not.

This leads to one, and only one, position for this review: a personal statement of source books that have been useful to the writer. There are two reasons for this. First, these sources generally deal with a wider range of variables, setting the individual variables in an organizational context. Leadership and motivation are, for example, embedded in a treatment of structural variations. It is the *theoretical formulation*, the relationship between concepts, which is useful.

Secondly, and perhaps more important, is the method and rigor of theoretical justification. In none of these works does the writer rely primarily upon his or her own research to support his or her point of view. The selection of corroborating evidence may be biased, but there is a modesty, giving strength to a formulation, which in effect says, "This is what I think, and here are others who have studied the problem and think similarly." Essentially, these works show both a capability to construct theoretical formulations and a recognition of the importance of other work, indicating the writers' breadth of understanding of the subject matter.

What are the books which meet this test? *Individual Behavior and Group Achievement* by Stogdill (1959) is an extensive integration of individual and organizational concepts. This book should serve as a model for the organizational scholar in the care and precision taken in the

construction of a model. Terms are well defined, relationships clearly explicated and well documented. By and large, the construct relationships defined in this book are still consistent with current empirical results. Stogdill is unique among theorists in his treatment of organizational outputs. He posits multiple outcomes of organized activity and their relationships to each other, as well as the input and mediating variables. *Social Psychology of Organization* by Daniel Katz and Robert Kahn (1966) links structural with individual variables. As a broad integration of sociological (roles, role pressures, etc.) with psychological (motivation, leadership, etc.) topics, it is well documented and thorough, going substantially beyond the work of the authors and their colleagues, conducted at the University of Michigan.

Motivation to Work by Victor Vroom (1964) is not as comprehensive as the other two works. The thoroughness of the treatment of motivation, the attempt to clearly define variables and their relationships to each other still make this book a classic. There is no better statement of expectancy theory. Like the others, it is well supported, showing the breadth of the field and the author's coverage of it.

Although there are more recent, popular treatments of these same topics, they fail to capture the depth and the elegance of these books. While they are easy to read, they are not as rich.

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Social Issues in Management

Scholars who study the management-and-society interface are now producing a growing

body of literature that is capable of laying the foundations for systematic theoretical and empirical inquiry. This development will be welcomed by those who have looked askance at the all too common exhortatory and speculative musings concerning the social responsibilities of large-scale organizations. Sooner or later any scholarly field must justify itself through empirical studies, hypothesis testing, the elaboration of conceptual constructs, and the eventual emergence of theories and principles that can be guides to action. The following books, taken together, give evidence that this process is well and fruitfully under way concerning the study of social issues in management.

The foremost theoretical contribution is by Lee E. Preston and James E. Post in *Private Management and Public Policy* (Prentice-Hall, 1975). Rich in original concepts and critical theoretical analysis, it advances a systems concept of the linkages between corporations and society. This "interpenetrating systems" model holds that large companies affect society primarily through their market-oriented functional operations and secondarily through a series of complex relationships derived from, but often going considerably beyond, this basic function. Society exerts its reciprocal influence on the company through the realm of public policy, exercised in formal and informal ways. The "principle of public responsibility", derived from an ever changing public policy process, becomes the overriding criterion used by society and corporate management to assess a company's primary and secondary social impacts.

The Preston-Post study was foreshadowed by Dow Votaw and S. Prakash Sethi in *The Corporate Dilemma* (Prentice-Hall, 1973). They critically review traditional approaches to corporate social responsibility and issue a clarion call for the development of theory, concept, and hypothesis to guide such studies. They clarify the role of government as mediator between corporations and societal expectations, pointing out that the real dilemma of the management-and-society interface is a clash of values.

This value dilemma has been treated in a theoretically satisfactory manner by Alvar O. and Carol J. Elbing in *The Value Issue of Business* (McGraw-Hill, 1967). Since business is a social system having widespread social impacts, in addition to its technical and economic functions, any analysis of business values or of values affected by business decisions must be carried out from a broad societal frame of reference. The authors advocate and demonstrate the use of systematic methods of inquiry for probing various value issues raised by the operation of business, arguing persuasively that clarification can come only in this manner.

The use of insights derived from the social sciences to analyze and elucidate corporate social action is found in Neil Chamberlain's *The Limits of Corporate Responsibility* (Basic Books, 1973). Individual companies can take only limited, incremental steps to help resolve social problems. They are constrained, not just by the economic factors of growth and return on investment, but more fundamentally by a public that is convinced that the material benefits and jobs of a consumptionist society outweigh the less tangibly grasped benefits of far reaching social reform. In any real showdown, corporate values are the public's values, therefore foreclosing any likelihood of significant social problem solving by corporations.

The extent to which these constraints may be overridden by a skillful, determined management is the focus of Robert W. Ackerman's empirically based *The Social Challenge to Management* (Harvard University, 1975). Two large corporations are studied, one on environmental issues and the other on equal employment practices. Ackerman observed each company as it proceeded from top-level exhortation through a technical administrative learning phase until corporate social policy was institutionalized at operating levels. The keys to such success are a professional managerial posture and an ability to modify performance evaluation criteria to incorporate social factors.

An empirically derived data base is essential to any field of study that is to be taken seriously. Phillip I. Blumberg's *The Mega-corporation in American Society* (Prentice-Hall, 1975) and Joe Zalkind, et al.'s *Guide to Corporations: A Social Perspective* (Swallow Press, 1974) are exemplary examples for the field. Blumberg summarizes a wealth of information about the size, concentration, ownership, and control of large corporations. The Zalkind study, sponsored by the Council on Economic Priorities, provides summaries of the social activities of 43 companies in six industries. Both books are valuable references that help clarify the actual behavior of corporations in society.

For those who wish to read further, there is a recent comprehensive literature review of this field by Lee E. Preston, "Corporation and Society: The Search for a Paradigm," *Journal of Economic Literature* (June 1975), 434-453.

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International Management

International Management or Business is an eclectic discipline which builds upon and blends the theory, methodology, and paradigm of business, international economics and relations, cultural anthropology, sociology, and psychology. These reviewed works, representatives of literature in the field, are landmarks in international literature and should promote broader understanding and continued research in the field.

Harbison and Myers' classic *Management in the Industrial World* (5) is one of the first international-comparative paradigms and inter-university research undertakings. The industrial relations sections of Princeton University and Massachusetts Institute of Technology jointly sponsored this macro-analysis of managerial growth and development. The evolution of management development and the environmental-cultural forces molding management development

are analyzed globally in 23 countries with respect to a tripartite model: *Management as: (a) Economic Resource, (b) System of Authority, and (c) Class or Elite*. The work considers processes by which management resources for industrializing countries are generated and developed.

Next, *The Overseas Americans* (1) is a monumental investigation sponsored by the Carnegie Foundation and directed by Syracuse University faculty. Two hundred forty-four Americans working overseas in all types of administrative services (business, government, missionary churches, philanthropic foundations, education, foreign aid, military bases and embassies) were investigated and empirically tested. The purpose was to develop a general theory for overseas service selection. Interviews and biographical questionnaires covering 41 items of background, social interest, employment experience, travel, language facility, education, and family background were analyzed, and general conclusions were drawn.

Two texts, *Comparative Management* (2), and *International Business* (5), used the Farmer-Richman model for analyzing effective managerial behavior in interacting with external and internal environmental constraints. Farmer and Richman did extensive environmental and cultural research, and developed their model, which related the managerial processes interacting with critical environmental constraints which culminated into various matrices for analytical study and research. The Constraint-Behavior Matrix related the external constraints of educational-cultural, sociological-cultural, political and legal, and economic variables with the critical managerial elements of: planning and innovation; control; organization; staffing; direction, leadership and motivation; marketing; production; production and procurement; research and development; finance; and public and external relations. *Comparative Management* (2) was one of the first studies to use the Delphi Technique to explore environmental effects upon managerial efficiency and effectiveness. It

generally applied the model and technique to international business and performance. A greater treatise of international effectiveness appeared in *International Business* (5) the following year. These classic works provide a framework for understanding local foreign constraints and environmental factors of international operations and serve as a possible macromanagement planning tool. They are excellent examples of theory-model development and application in the international field.

International Business and Multinational Enterprises (6) focuses on the multinational firm and multinational operations — a world of political, economic, business, social, cultural, and environmental strategy and interplay. Robock and Simmonds integrate theories, models, and applications of the behavioral sciences and international literature in a readable text. The work discusses such problem areas as multinationals and international environments; the international firm's relation with the nation state; and managing the multinational firm.

Haner's *Multinational Management* is an extremely readable book, which focuses on: reorientating the reader's "mentality" on multinationals; making international business understandable and practical; and introducing strategy into multinational plans and operations. Haner defines mentality as the summation of foreigner's values, philosophy, cultures, tastes, traditions, etc. From the beginning, he attempts to make the reader aware of these international differences on a conscious operative level for

decision making rather than a mere theoretical level, by using cases and presentation of practical information and problems. His text is written from the viewpoint of an international practitioner confronted with multinational problems requiring thorough and strategic and tactical decision making at the executive level. The text discusses: venture analysis; relations between international managers and headquarters; business negotiations with foreign countries; managing multinationals; multinational strategy; and the usual functional areas of personnel, marketing, and finance.

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