

BOOK REVIEWS/BOEKRESENSIES

Pamela Ramsden: *A study of the Power of Individual Motivation in Management*.
Cassell/Associated Business Programmes Ltd.
1973.
Pages 262

In recent years a number of publications have appeared on the use of body language in the study of human behaviour and some research has been devoted to the study of bargaining behaviour.

The author describes an action-oriented approach to the study of managerial behaviour, which can be practically applied within companies so as to enable them to plan their managerial resources just as they plan material resources.

The book represents a unique approach to the selection and placement of "top management" personnel within an organization and their evaluation. It describes a new approach to the study of managerial team-work and organization development.

The author believes that managers are the most important force in the success or demise of an organization and that they, to a large extent, create their own operating environment. As no individual has a full set of motivational strengths covering all basic management areas, the strategy is to balance a top management team with individual strengths to cover all the fundamental categories of managerial activity. The motivational constituents of individual behaviour are measurable, consequently management behaviour can be predicted and controlled. It can be argued that any organizational strategy, however sound economically, will never be implemented unless those who have the power are motivated to act as the strategy requires.

The approach holds much promise for the future and people who wish to use the technique of body language for organization improvement need to be specially trained for the exciting and much rewarding task.

Erik D. Schmickl

French, W.L. and Bell, C.H. *Organizational Development: Behavioural Science Interventions for Organizational Improvement*.
Prentice Hall, 1973.
Length: 207 Pages.

The application of behavioural science techniques to the solution of organizational problems has become an increasing practice in recent years and the explosion of new knowledge derived from social science research has by no means resolved many of our complex problems.

However, the manager of today and the future is

being called upon to operate within both a technical and social system that becomes ever more complex, dynamic, interrelated, and synergistic. Researchers and skilled OD-consultants are of the opinion that an organization can usefully be viewed as a multivariate system consisting of four interacting variables: task, structure, technology, and the human element. The OD-consultant can select intervention strategies designed to change either the structure, the technology, or the human element operating within the organization. The selection of an appropriate intervention strategy for organization improvement is therefore critical to the success of any organizational change programme.

The authors have a very refreshing and enlightened approach to the subject and the book makes excellent reading for anyone wishing to gain more knowledge and understanding of OD-interventions, how to diagnose problems, and select the right intervention techniques for organization improvement.

Erik D. Schmickl

Gerald D. Bell: *The Achievers*,
Preston-Hill, Inc., 1973
202 Pages

Much has been written on the subject of leadership and many researchers have tended to confine themselves to the Blake and Mouton model of managerial style, or the McGregor theory X and Y model.

Dr Bell approaches the subject in a unique way and provides from his research seven major style classifications which serve as a useful and practical guide to the everyday manager who has to manage people with different personalities. The theory is also useful for those who are involved with the daily problems of recruitment, selection, and placement, and the whole area of human resource utilization.

The book is written in a practical non-academic way and should appeal to many readers. It can be regarded as an excellent contribution to promoting a better understanding of what constitutes personal leadership, how people come to be what they are, and how an individual's action motivations express themselves as a unique combination of some of the seven styles.

The author explores issues such as motivation and personality; how people acquire their personalities and whether people's basic personalities change; and how to manage some of the major styles.

The book raises some challenging questions and makes worthwhile reading for anyone who wishes to gain a better understanding of himself and the people he has to manage and interact with everyday.

Erik D. Schmickl