THE ANATOMY OF MANAGEMENT

Exploration in Management

By Wilfred Brown. Pp. xxii+326. (London: William Heinemann, Ltd., 1960.) 30s. net.

The Attitudes of Steelworkers to Technical Change

By Olive Banks. (Social Research Series.) Pp. viii+152. (Liverpool: The University Press, 1960.) 25s. net.

THERE are few books that have been written by men who combine a wide experience of the practice of management with a developed system of ideas for the analysis of that experience. Mr. Chester Barnard's *The Functions of the Executive* was alone in eminence in this field until Mr. Brown wrote his latest book; but *Exploration in Management* will be as important in the study of organizations.

Mr. Brown's book has the sub-title *A description of the Glacier Metal Company's concept and method of organization and management*. This is most accurate, for the book is a report on the organizational relationships within that Company today and on the experience that has led to its structure. The book is in several parts, considering structure, policy formulation, communication, the organization of specialists and the sources of managerial authority. It gives us, in great detail, information about the problems that arise within an industrial hierarchy that adds much to our store of empirical knowledge.

Mr. Brown is primarily concerned with the problems of authority in organization; the clarification of superior-subordinate and collateral relations, and the attempt to reconcile the authoritarian concepts of mechanistic organization, writing with the wealth of understanding of human motivation in industry that stems from Elton Mayo, to which the Glacier Metal Company has contributed so much. This book is a part of the new trend in organizational theory in that it seeks a synthesis between these two ways of describing the social system of an organization, and Mr. Brown has developed specific mechanisms in the Company to limit and legitimate the use of authority. It is probably at this point that the book is weakest, for the concept of authority used is over-simplified and almost entirely defined in structural terms. Consequently, the compensatory mechanisms are also too simple and deceptively clear-cut. The Glacier Metal organization may, therefore, not be a generalized model applicable to all firms, or all similar firms, but it will be the stimulus to much new thinking in many.

Dr. Banks's book reports an extension of the previous work at the University of Liverpool on the social factors affecting technical change in a large steel works. She is concerned with an intensive analysis of the attitudes of steel workers to change, and her work is part of an international project. The European Productivity Agency has published a general report on the project "Steel Workers and Technical Progress" and the book under review represents the English contribution to this joint endeavour.

A questionnaire was administered to a sample of 278 men, all of whom had been affected by a major technical change some four years before the administration. The questionnaire was designed to elicit the attitudes of the workers to the specific changes they had experienced, in terms of wages, conditions, and social factors, and also to attitudes to change in general. The responses are analysed in terms of a

naïve socio-economic theory, but, although there is some valuable information in this study of perceptions of social change recollected in tranquillity, there is little that could be used as the basis for prediction. The data need to be re-worked in terms of more sophisticated concepts of social structure and industrial motivation before their full value can be realized. There are, scattered in the text, important references to the role of management in this successful change; but the questionnaire is not designed to put dimensions on this apparently crucial factor. This is regrettable, for we might have had more field evidence to consider against Mr. Brown's hypotheses.

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TERRESTRIAL CRUSTACEANS

Isopodes Terrestres (Première Partie)

Par Prof. Albert Vandel. (Faune de France, Nr. 64.) Pp. ii+416. (Paris: Éditions Paul Lechevalier, 1960.) 105 NF.

THE production of this valuable book could have been left in no better hands than those of Prof. Vandel, whose vast knowledge of the terrestrial Isopods represented by the sub-order Oniscoidea, has been collected into this comprehensive work.

The volume is divided into two sections: first an introduction, which contains facts of interest to the group as a whole, and secondly a systematic part dealing with some of the families of the Oniscoidea. In the first part the author outlines the history of the group, and then passes on to points of importance in the morphology of its members. These are dealt with under a number of headings: size, coloration, visual organs, integument (including ornamentation), sensory structures and cutaneous glands.

This is followed by an account of the segmentation of the body, the structure of appendages and sexual characters. A further section is concerned with geographical distribution and ecological factors and the origin and history of the Oniscid fauna of France. The first part ends with a survey of the principles of systematics and the classification of the Oniscoidea. The author points out that, of the twenty-one families, only members of thirteen, which are represented in the fauna of France, are considered in the systematic part. The latter begins with a key to determine these thirteen families, and it is unfortunate that in Section 'K' of the key 'Armadillidae' occurs in error for 'Armadillidiidae', so that the former appears in both 'K' and 'L' sections.

The main body of the work represents a detailed account of the members of four of the families (Tylidae, Ligiidae, Trichoniscidae and Buddelundiellidae); the remaining nine families will be covered in the second volume. Each French species is dealt with under eight heads: synonyms, morphology, affinities, reproduction, parasites, ecology, geographical distribution, and palaeontology. Keys for the identification of genera and species are included wherever applicable.

The book is profusely illustrated with clear, well-labelled drawings, as well as a number of distributional maps; it will be indispensable to the specialist and invaluable to ecologists and students not only in France but also elsewhere.

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