

Organizational Decision Process

R. J. EBERT and T. R. MITCHELL.

Crane, Russak & Co., U.S.A. 1975. 330 pp. hard \$17.50/soft \$8.50.

This book is aimed by its authors at students of "psychology, business or public administration". Its chief claim to originality is in its approach to the subject, which seeks to review how the many facets of decision processes in different human contexts and from different disciplines fit together. Part 1 treats an individual's decision making within his environment, part 2 the individual's behaviour in decision-making activities while part 3 extends this to corporate decision making.

The book presupposes the reader's familiarity with the fundamental concepts and terminology of organizational behaviour and theory and, to a lesser extent, mathematics, probability theory and statistics. The subject matter is oriented toward the individual and the ways he acquires his system of beliefs and values, his information processing characteristics and his judgment processes.

The bibliography is exhaustive and well-referenced from the text, which is particularly useful in a book that, as the authors admit, poses many unanswered questions. In general the book is exceptionally well written and lucidly presented. The chapters on group processes, pressure to change and organizational power stand out in this respect. The book is potentially far more useful to someone who has been working in an industrial organization and wishes to consolidate his concepts and understanding of his own decision-making processes and those of others, than for someone with only limited experience in that area.

It is, however, a highly versatile book, having something of value for students of behavioural sciences or business administration, for an O.R. or D.P. practitioner to give him greater insight into the decisions he is making and those he is advising, and for management itself who in many cases would benefit from a greater understanding of such processes.

CLIVE MALPAS-SANDS

Applied Productivity Analysis for Industry

S. EILON, B. GOLD, and J. SOESAN.

Pergamon Press, 1976. 151 pp. hard £7.00/soft £4.75.

The title of the book gives the impression that the book is for practitioners rather than academicians but it is difficult to see where, in industry, it is aimed. Generally speaking, any productivity problems in industry are dealt with by the professionals of Work Study/Organisation and Methods. This