

## Book Reviews

*Perspectives on the Group Process.* By C. Gratton Kemp, 1964. Available from Houghton Mifflin Company, 2 Park St., Boston, Mass. 388 pp. \$5.95.

The study of small groups has achieved an increasing significance today for many reasons, one of them being the fact that most decisions which determine our future are made in small groups. This book, a compilation of 53 selections from books and journals in the fields of education, psychology, sociology, and philosophy, presents types of groups, methods, problems, needed skills, and evaluational processes. Written primarily for college students and teachers, it might also be useful to church and industrial groups.

A discussion of issues and implications in the group process is followed by a study of the definition of a group, the effects of interaction of individual members of a group, and the disciplines involved in the foundations of a group. The understanding of the group is improved by such dimensions as types, levels, and patterns. Examination of groups through these dimensions helps in comprehending the complex structure of group functioning and in appreciating the limitations and possibilities of groups in relation to membership and leadership. Although groups satisfy needs, they are not always constructive. Qualities and performance of leaders play a vital part.

Harmony within groups may be a worthy goal, but the individual and his point of view must not be overlooked. The study of group forces, as they affect learning, leads to the following interesting opportunities as motivations for learning: (1) opportunities for acceptance rather than rejection by peers; (2) for belonging to a desirable group; (3) for participation in joint membership ventures; and (4) for occasional leadership.

After a provocative discussion on multiple or group counseling, part one of the book relates to leadership—including types of leadership, functions, and problems of leaders. Although certain qualities seem to increase the possibility of one's becoming a successful leader, it is hazardous to predict the personality characteristics necessary to the success of a leader in a particular situation: One could succeed in one situation and fail in another. However, a person who is sufficiently free of self-interest to enter into the concerns of others is likely to gain and retain leadership.

The final section of the book is concerned with analyzing the individual group member, his interpersonal relationship with other group members, and his function and contribution to the group. The discussion pertains, in part, to group participation and understanding "problem members."

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*Young America's Garden Book*. By Louise Bush-Brown, 1962. Available from Charles Scribner's Sons, New York. 280 pp. \$4.50.

Interested in gardening ideas for youth? *Young America's Garden Book* has a wealth of ideas for short activities which would interest youth, including 4-H members. This practical, imaginative book for young people is planned to stimulate interest in many kinds of gardening all through the year. Soil, sunlight and water, planting and care, tools, design, and the rewards and pleasures of gardening are reviewed in the first section of the book. Discussions include the art of gardening, the craft of gardening, and science in gardening. One chapter is devoted to an explanation of how plants grow. This would be of special interest to youth.

County Extension youth workers who are looking for ideas to supplement their 4-H gardening projects will find the five divisions of the book devoted to projects very helpful. Suggestions are given in a brief, step-by-step presentation on how to carry out each project. The topics include both indoor and outdoor projects.

The first division on projects discusses flowers. One of the suggested projects, for example, is growing Achimenes. The steps include placing your order, planting, general care, autumn care, spring care, and dividing your plants for next year. Adults working with youth could follow this outline or the boys and girls themselves could use these easy-to-follow directions.

The other divisions include suggestions for fruit projects, vegetable projects, general projects, and some experimental projects. Topics include air layering, making a compost pile, making a garden plan, leaf printing, cuttings, seed testing, and others. These topics could all supplement 4-H projects and offer new challenging experiences to the members. There is something in the thirty projects to appeal to everyone, in the city or the country.

The author's love of growing plants and of offering challenging experiences to youth are interwoven in the projects discussed in this book. The ideas it contains are so varied and attractive that all ages will want to

to them. The final section contains lists of flowers, shrubs, trees, and vines. This gives common names, scientific names, height, and characteristics of most plants grown in the United States.

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*The Changing Rural Society: Perspectives and Trends.* Edited by James H. Copp, 1964. Available from the Iowa State University Press, Ames, Iowa. 354 pp. \$4.95.

Most of us hear frequent statements to the effect that we are living in a world of change. Many of us have accepted the statement as fact, giving little thought to the reasons for this almost daily change. This book attempts to explain the reason for these changes and points out that they are a result of increasing population, power structures, community activities, social change, and the individual.

Material for this book was originally prepared as papers for the 1961 meeting of the Rural Sociological Society. The material has been grouped into four divisions: (1) a review of the changes in our American society, with main emphasis on the rural sector; (2) a look at particulars of the population trends and causes, the changing power structure, the rural family of the future, and the impact of the change (as well as a review of the research that has been done); (3) a varied look at the social change today and what is expected tomorrow; and (4) opportunities for rural sociology in the future.

A section in Chapter 4 counsels the county agent that he no longer plays a unique and distinctive role as a purveyor of technical expertise. He is reminded that he must compete daily with specialists from other public agencies and the private sector for attention of his once dependable clientele. There is a strong hint that he may assume a new or slightly different role as he expands to accept more responsibility in the field of social education and coordination of other specialties with an orientation toward public responsibility and leadership.

The chapter on community development offers a comparison of suggested steps for developing a plan and the procedure to be used. This section also maintains that the program not only has to be developed and put into operation but has to be adapted to changing conditions if it is to survive.

This is not a book to be read lightly, but carefully, and deserves to be included as a reference to help with program planning and long-range operations.

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EUGENE N. WILLIAMS  
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*The Community in America.* By Roland L. Warren, 1963. Available from Rand McNally & Company, Chicago, Ill. 374 pp. \$6.00.

In this book the author talks about the American community. In doing so he refers to any community—urban, suburban, rural, or any combination of these. At the outset, he discusses the “old,” the “traditional” community. He says you can tell this community was people centered and socialized by the direction of the “ruts” at the road corners. The situation no longer exists in general—there may be a few communities like this but with rare exception.

The community today is a series of “concentric and overlapping circles” with no clearly defined and specific centers as we used to know them. This is what the author terms the “great change”—the new structure and process. He discusses this change and analyzes it in terms of the following: (1) division of labor; (2) differentiation of interests and association; (3) increasing systematic relationships to the larger society; (4) bureaucratization and impersonalization; (5) transfer of functions to profit enterprise and government; (6) urbanization and suburbanization and (7) changing values.

To further clarify these concepts he discusses four communities and the “great change”: El Cerrito, New Mexico; Springdale, New York; Middletown, Indiana; and Crestwood Heights, Ontario, Canada. He discusses the community functions (i.e., production, distribution, consumption, socialization, social control, social participation, and mutual support) in relation to each community.

To the experienced Extension worker this book may not contain a great deal that is new, but it does put a somewhat different slant on community development. It also re-emphasizes many aspects of the “great change.” Because of this, reading the book would be very useful and helpful; it gives a keen insight into how and why present communities “tick” as they do. It is recommended as background information in program planning.

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JOHN K. FRIZZELL  
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*The Management of Ineffective Performance.* By John B. Miner, 1963. Available from McGraw-Hill Book Company, Inc., New York, N.Y. 369 pp. \$7.95.

This is a valuable guide for the practicing manager who requires a satisfactory method for dealing with employees not meeting established standards of effectiveness in their job. This book brings together information on why people fail in their jobs, and proceeds to present a

systematic analysis approach to the solution of ineffective performance. The techniques described by the author are based on an up-to-date review of research and theory pertaining to human productivity in the industrial setting. The author draws heavily upon the literature of behavioral science.

Four dimensions or aspects of performance are identified as criteria for performance analysis. These four dimensions are quality of work, quantity, presence on the job, and cooperation with others in attaining organizational goals. A worker may fail in one of these dimensions or in all of them; for the purpose of defining ineffectiveness it matters little. However, the way in which a person fails is an important consideration.

The author develops a framework for performance analysis. Nine strategic factors are identified which contribute to ineffective performance. A general theoretical background for each of the nine factors is provided, followed by a discussion of the many ways in which the factors may influence performance. Procedures are presented that could be used to correct the particular type of failure under discussion.

A large portion of the book is devoted to case histories. These case histories include all information relevant to the identification of strategic factors. Each case includes the action taken by management. Following this the author analyzes the case using the framework developed for performance analysis. Possible alternative procedures for establishing a satisfactory level of performance are discussed at length.

An excellent bibliography lists 200 references of latest research and findings of scientific management. These references are categorized according to the strategic factors that make up the framework of the author's performance analysis approach. This is a different book on management—a book that can be recommended for every supervisor's bookshelf.

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Iron rusts from disuse; water loses its purity from stagnation and in cold weather becomes frozen; even so does inaction sap the vigors of the mind.  
—LEONARDO DA VINCI.

If you keep your mind sufficiently open, people will throw a lot of rubbish into it.  
—WILLIAM A. ORTON.

Any fool can criticize, condemn, and complain—and most fools do.  
—DALE CARNEGIE.