

Book Reviews

Concepts for Social Change. Edited by Goodwin Watson, 1967. Available from National Training Laboratories, National Education Association, 1201 Sixteenth St., N.W., Washington, D.C. 20036. 88 pp. \$2.50.

This book is not a comprehensive text on social change but rather a collection of seven working papers prepared for discussion at COPED seminars. COPED, the Cooperative Project for Educational Development, is a project of the U.S. Office of Education involving collaboration between universities and school systems in an attempt to develop models of planned change in the field of education. Despite this school-system orientation, the papers are, for the most part, general enough to be applicable to any change agent, including extension educators and administrators. Since a number of papers are based on the concepts of change developed by Kurt Lewin and his associates at the National Training Laboratories, a knowledge of these concepts will make reading the book more meaningful. Several papers include bibliographies.

Probably one of the most useful papers for extension personnel is Watson's article on "Resistance to Change." In particular, the outline of the sequential phases of resistance and the delineation of factors which produce resistance should provide Extension agents with some insight into the bases of the problems they face in instituting change. The review of principles for reducing resistance also has merit.

Klein sheds further light on the problem of resistance. His main point is that resistance to change often has a valid base, and that by paying attention to such opposition the change agent can often improve his plans and avoid undesirable outcomes which he may have failed to foresee.

Extension personnel involved in change projects in collaboration with social scientists may be well advised to read Thelen's article, "Concepts for Collaborative Action-Inquiry." His outline of the differing orientations of the practitioner and the scientist makes more understandable the problems which can occur in such collaborations. The contributions that each can make to change programs indicate how these differences can result in progress rather than problems.

Discrepancies in the value orientations of the basic researcher and the practitioner are also covered by Havelock and Benne. However, the main contribution of this article is the development of a model of a knowledge utilization system, based in part on the Cooperative Extension

Service. Extension administrators might want to consider the authors' recommendation that the administrative structure of such a system include a "change" or "growth" structure whose function is to prepare for new developments and to help the system adjust to changes in knowledge, circumstances, and client demand.

Those concerned with improving the effectiveness of organizations (including their own) will be interested in Buchanan's discussion of organization development, or self-renewal, as a form of planned change.

The strong point of most of these articles (some of which are not specifically referred to in this review) is that the authors not only discuss various concepts of change but also indicate how these might be applied in change situations. For the reader with some background in theories of social change, this book should provide some stimulating and practical ideas.

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Community Organization: Theory, Principles, and Practice (second edition). By Murray G. Ross with B. W. Lappin, 1967. Available from Harper & Row, Publishers, 49 E. 33rd St., New York, N.Y. 10018. \$7.25.

According to the author, "this revised edition was prepared at the request of many teachers and leaders who have used the original text in university classes and training programs for peace corps and other overseas personnel." The first edition, published in 1955, has now been updated with additional references, an expanded bibliography, and another section (part four). The author is President of York University and formerly was with the University of Toronto School of Social Work.

The book is divided into four parts. "The Nature of Community Organization" deals with the philosophy of community organization and the current trends in the field. The author initially differentiates between the concepts of community organization, community development, and community relations, which, he states, have many similarities but differ in respect to time, objective, and method. He then defines community organization, stressing the point that it is a process composed essentially of two parts: planning and community integration. He concludes part one with the basic sociological assumptions on which this process is based, pointing out some inherent limitations to this approach.

Part two deals with sociological hypotheses about community life, such as social structure, sociocultural patterns, subgroup relationships, etc.

The author defines and illustrates, in step-by-step detail, the planning process to be used in the community organization approach.

A third part, "Principles of Community Organization," is based upon the preceding two sections. The author's principles are based on a treatise of the social forces which impinge on the individual and the group in the community, a further analysis of the planning process, and reports of empirical work in groups and communities. He concludes by outlining the role of the professional worker in facilitating community organization when working in the community.

The last part of the book consists primarily of a presentation and discussion of three case studies. These case studies illustrate most of the principles and points made by the author in the preceding sections of the book.

The book is easily read, well organized, and, throughout, shows a great deal of continuity. Although rather elementary for the practitioner in community organization, it should be excellent reading for Extension agents in training, Peace Corps trainees, or beginning social workers.

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Human Behavior: Shorter Edition. By Bernard Berelson and Gary A. Steiner, 1967. Available from Harcourt, Brace & World, Inc., 757 Third Ave., New York, N.Y. 10017. 225 pp. \$2.40 (paperback).

Human Behavior in paperback form is a shortened version of the hard-cover edition initially printed in 1964. This later edition has suffered somewhat from condensation. In attempting to present a comprehensive picture of influences affecting human behavior, the authors have been forced to treat topics superficially. As a result, they do little more than expose the reader to complex concepts as, for example, culture and society. The range of concepts presented, however, does form a basis for more intensive probing by the interested reader.

The general organization of this book is much like its parent's. The first seven chapters are concerned with anthropological and sociological concepts and treat by chapter such topics as culture and society, social institutions, groups and organizations, social class, ethnic relations, and opinions and communication. Chapters eight through twelve contain discussions of psychological concepts, including behavioral development and learning, perceiving, motivation, personality, and intelligence.

The most important feature of this book for the Extension educator appears to be the presentation of a range of concepts that have much significance for effective program development. The interested reader,

however, may again wish to turn his attention to the more extensive bibliography of the earlier hard-cover edition. That edition contains a much more extensive listing of relevant literature and appears to be as current as the references cited in this shorter version. The person interested in a quick exposure to an important group of concepts should, however, find the shorter edition quite useful.

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Social Anthropology. By Godfrey Lienhardt, 1966. Available from Oxford University Press, 417 Fifth Ave., New York, N.Y. 10016. 177 pp. \$1.85 (paperback).

According to Lienhardt, social anthropology is a study of "small societies." It is different from history in that it studies groups that lack a written record. It differs from sociology in that it is not as interested in the complex social and technological life of urban groups.

After a background chapter on social anthropology, the author discusses such specific topics as beliefs and religion, kinship (with its numberless implications it involves), economics and its penetrating influence, and politics. The concluding chapter gives the reader some insight into how anthropologists think.

Throughout the discussion, the author shows the logical bases for customs and beliefs in the "small societies." He gives numerous examples showing that our customs and beliefs today are not necessarily greatly advanced over some of those in primitive groups. Nor, as the book makes apparent, are our customs more logically based.

Another theme in this book is the interrelationship of one facet of life in a primitive society with its other aspects. Economic aspects are shown to have great influence on kinship; and the reverse is also said to be true. This is particularly evident in societies in which there is a bride price: when a scarce item is used for the bride payment, the number of marriages possible is limited. The author discusses interrelationships involved among such other aspects of social behavior as gift exchange, cooperation of kin and neighbors, and religious and magical rites often used to encourage work.

A similar interdependence is shown between politics and economics. During the past 30 years, according to Lienhardt, social anthropologists have been trying to discover what principles regulate relations of members of different political communities. A chief contribution of the studies has been to show how politics are conducted among people not under central authority. The author identifies one characteristic found in all "primitive" politics—the very personal conduct of political affairs. The

includes jealousies and rivalries, competition for favor, and a readiness of all society members to assert their rights and promote their interests against the world. All of these conditions favor division and secession. The reader is aware that even modern, "civilized" politics contains a measure of these qualities.

The reader with an interest in language should find fascinating the discussion of the extensive implications that can be found in words. Sometimes the specific names of persons indicate differences in the treatment each individual is expected to receive and to give.

The author illustrates resistance to change, and shows the logic involved in that resistance when a society has strong beliefs and traditions. He points out the reluctance of some groups to accept certain agricultural improvements because earth is a mother and must not be scratched. Lienhardt credits anthropology with providing a "kind of outline map of the social world," and quotes E. B. Tylor's statement: ". . . the science of Man and Civilization . . . connects in a more manageable whole the scattered subjects of an ordinary education."

The author frankly admits leaving out some important subjects in social anthropology—linguistics, art, anthropological methods and techniques. Other subjects are only briefly mentioned. But an extensive reading list is included.

This book is not one you can quickly read and absorb, although having some background in behavioral sciences will be helpful. To discover just what the author is saying, some digging is required. Persons preparing to work in another culture—or in a subculture of America—may find this book a help in overcoming the tendency of overseas representatives to see other cultures only from the middle-class-American point of view.

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MEN WHO BECOME GREAT in any sort of occupation have a passion for work. It may be the pursuit of knowledge or the totting up of figures or the measurement of a close tolerance. A healthy person looks upon inaction as the greatest of woes. The brilliance of the executive behind his desk, of the research man at his retorts and measuring instruments, of the teacher in front of his pupils, of the statesman on the floor of parliament: their brilliance is the product of years of grinding and often boring work.

—THE ROYAL BANK OF CANADA