

1961

Staff in Organization

Ernest Dale

Lyndall F. Urwick

Follow this and additional works at: <https://digital-commons.usnwc.edu/nwc-review>

Recommended Citation

Dale, Ernest and Urwick, Lyndall F. (1961) "Staff in Organization," *Naval War College Review*: Vol. 14 : No. 7 , Article 4.
Available at: <https://digital-commons.usnwc.edu/nwc-review/vol14/iss7/4>

This Book Review is brought to you for free and open access by the Journals at U.S. Naval War College Digital Commons. It has been accepted for inclusion in Naval War College Review by an authorized editor of U.S. Naval War College Digital Commons. For more information, please contact repository.inquiries@usnwc.edu.

BOOKS

Dale, Ernest and Urwick, Lyndall F. *Staff in Organization*. New York: McGraw-Hill, 1960. 241 p.

The ever-increasing size and complexity of modern business have brought about the need for larger organizational management staffs to cope with the many details and facets of modern management; likewise, this trend has generated the rise of specialists in many fields. Problems of coordination, then, assume first-rank status in dealing with this many-headed monster. Here is the gist of the problem for top executives and here is the core of the great increase in health deterioration caused by executive "overwork." Excellent bibliographical references on organization are included in the book's appendices. Over-all, this work is most interesting reading and should provide some excellent guide signs to military officers concerned with staff or command problems.

Miller, Wright W. *Russians as People*. New York: Dutton, 1961. 202 p.

Russians as People is a refreshingly different account of Russia; it is a social rather than a political study. Calling on twenty-six years of visits and residence, Mr. Miller provides an exceptionally fine analysis of the Russian character as it manifests itself daily in all aspects of Soviet society. His study is summarized in his observation that the Russian people are formed partly by communism and partly by the inescapable geography and history, manners, morals, tastes, and traditions to which they are born. The highly significant sense of community among Russians which antedates communism by many centuries is given a large measure of credit for the success of communism. However, in spite of other changes taking place in Russia, "there is not the slightest sign that the nonrepresentative system of government in Russia is likely to modify its fundamental nature."