The book may be said to "condition," rather than instruct, the evaluator. For example, he indicates the problems of communication, especially between two persons from widely different backgrounds. He doesn't provide a formula for solving the problem, but he does state rather simply that the burden of communication is on the evaluator.

He has a useful treatment of two instruments of value not only in evaluation but in management in general. One of these is the flow chart, or activity chart, which, he claims requires careful thinking. The other is the matrix, involving what he calls "quadrant thinking." With both of these he provides examples that improve their utility.

The team or group being evaluated will appreciate a section he has on defense against the incompetent evaluator. This section also provides insights on how your evaluation can be rendered ineffective.

This is a useful book to carry along. It is interesting and useful reading on the airplane ride to the country, and it will be a handy reference on a few key points during the evaluation.

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Resource Allocation and Productivity in National and International Agricultural Research

Arndt, Thomas, and Dana Dalrymple and Vernon Ruttan; University of Minnesota Press; 1977

This book reports the proceedings of a conference held in 1975 at Airlee House in Virginia. It brings together an excellent combination of case studies, scholarly research, and expert judgment covering various aspects of research.

It gives considerable attention to the returns from investment in research, both national research and research in the international agricultural research centers. It also emphasizes the need for national investment and capacity in order to take advantage of gains made in the international centers.

The book is organized into six sections, each containing three to six chapters written by different authors. The sections are Productivity of National Research Systems, Productivity of International Research Systems, Organization and Development of the International Institute System, Organization and Management of Agricultural Research Systems, Economic and Social Factors in Research Resource Allocation, and Future of the International Research System.