
Book Reviews

Aviation Law Texts

Fundamentals of Aviation Law (Raymond C. Speciale)

About the Author

Raymond C. Speciale is a practicing attorney with Yodice Associates, counsel to the Aircraft Owners and Pilots Association (AOPA) for over 40 years. During more than 15 years as an aviation attorney, he has provided legal services to hundreds of aircraft owners and pilots. Mr. Speciale is an active pilot and flight instructor (CFII). Also a certified public accountant, he has written several booklets and articles for the AOPA related to aircraft ownership and taxation issues. He teaches law and accounting classes at Mount St. Mary's University, where he is an assistant professor (this author information found in book).

Publisher Information

Hardcover: 336 pages

Publisher: McGraw-Hill Education; 1st edition (June 13, 2006)

ISBN-13: 978-0071458672

Average Customer Review (Amazon) 4.3

Rent Price (Amazon Prime) \$15.11; Buy Used (Amazon Prime) \$45.82; Buy new (Amazon Prime) \$69.30

Usefulness and Recommendations four out of five airplanes

For years I used *Aviation and the Law* by Gesell & Dempsey, because it displayed case briefs for over a dozen subject areas. But it became difficult to find enough books for my students, so I switched to this text. There are far fewer case briefs in this text, but the other information covered in 10 chapters is sufficient for beginners. For those needing a text that will be sufficient for AABI accreditation, this text covers the fundamentals of the U.S. legal system, the U.S. Constitution and Aviation, the impact of criminal law on airmen and air carriers, tort liability and air commerce, administrative agencies and aviation, commercial law applications to aviation-related transactions, entity choice for aviation enterprises, property law issues for aircraft owners and airport operators, employment law and the aviation industry, and international aviation law. The sub-headings make it easy to create quizzes and tests or to develop PowerPoint slides and other classroom materials. The text does not cover space law. And it doesn't attempt to cover laws pertaining to sUAS operation. In this regard, the text is good to teach the basics of air law, but nothing beyond that, which is why I don't rate this text higher than a four.

Practical Aviation Law (5th ed.) (J. Scott Hamilton)

About the Author

J. Scott Hamilton is a member of the Embry-Riddle Aeronautical University faculty. He previously served as general counsel for the Civil Air Patrol, then as the national organization's chief operating officer. Prior to that, he served as senior assistant attorney general for the State of Wyoming. While practicing aviation law in Colorado, he also was a faculty member at the University of Denver College of Law, as well as Metropolitan State College of Denver. He is an experienced pilot and skydiver who served as a HALO instructor in the Green Berets. Hamilton is widely published on aviation law and has received many honors, including induction into the Colorado and Arkansas Aviation Hall of Fame.

Publisher Information

Hardcover: 400 pages
Publisher: Aviation Supplies and Academics, Inc. 5th edition
ISBN-13: 978-1560277637
Average Customer Review (Amazon): 5
Rent: \$12.27; Used: \$12.66; New: \$35.30

Usefulness and Recommendations five out of five airplanes

This text is probably one of the most popular texts for instructors seeking a text for an aviation law course. Hamilton bypasses the more complex jurisdictional discussions, which is why many see this text as truly practical and straightforward without undue reference to obscure legal terms. The author's work has been reviewed by some of the leading thinkers in law, from across the nation. Their reviews have improved the author's work, with each succeeding edition. A workbook is also available, for knowledge drills and application sampling for students. This readymade text and workbook make it easy for instructors needing a great text and needing little time to prepare for the classroom. Professional Pilot students are the principal audience, in my view. Little time is spent on reviews of case law. Few cases are mentioned throughout the text, and those that are mentioned are not fully expressed as they would be in the text by Gesell & Dempsey. Whereas Speciale's text is similar to Hamilton's in content, Hamilton focuses more on Codes of Federal Regulations that pertain to persons involved in aviation and on rules for properly buying and selling aircraft. Hamilton has partnered with Sarah Nilsson to produce *Practical Aviation & Aerospace Law*, published as a 6th edition in 2015 as an eBook for Kindle. If your students are not all Professional Pilot majors, I suggest that you use supplemental texts to take advantage of previous learning from Business Law courses.

2nd Opinion

Practical Aviation Law, 5th ed.

J. Scott Hamilton

About the Author

Dr. J. Scott Hamilton currently serves as an Assistant Professor of Management and Faculty Chair of the Sky Harbor Center at Embry-Riddle Aeronautical University. Hamilton founded an aviation law firm and practiced law in Colorado for more than 25 years. He later served as Senior Assistant Attorney General in Wyoming. Hamilton previously served as the Chief Counsel and later, Chief Operating Officer for the Civil Air Patrol. He holds a Private Pilot Certificate with Instrument Rating and has accumulated more than 1,700 flight hours. Additionally, Hamilton holds Advanced and Instrument Ground Instructor ratings and is a seasoned skydiver, having logged more than 2,500 jumps. Hamilton earned a Bachelor's degree in economics and business from Hendrix College, a Juris Doctorate from the University of Denver, and Master of Laws in aerospace law from Southeastern Methodist University. Hamilton is widely published in the field of aviation law. Among his many accolades, Hamilton was inducted into the Aviation Hall of Fame in both Colorado and Arkansas.

Publisher Information

Paperback: 400 pages
Publisher: Aviation Supplies and Academics, Inc.; 5th edition (2011)
ISBN-13: 978-1560277637
Average Customer Review (Amazon) 4.8
Rent Price (Amazon) \$6.97; Buy Used (Amazon) \$8.46; Buy new (Amazon) \$35.30

Usefulness and Recommendations ✈✈✈✈ four out of five airplanes -Good

Practical Aviation Law is a well-written, practical text for basic aviation law courses. The book addresses administrative law, legal implications of aircraft accidents, aircraft ownership and leasing, aviation security, and employment law. Hamilton expertly presents legal issues in lay terms, in an easy-to-understand manner for students that lack a legal background. Hamilton identifies and highlights the role of key organizational players in aviation law, such as the DOT, FAA, NTSB, NASA, TSA, and others. The book provides a thorough overview of FAA enforcement through administrative law, as well as the appeals process for civil penalties, certificate actions, and medical certificate denials. Moreover, Hamilton effectively outlines the various types of tort laws, as well as the potential for liability in aviation organizations.

In addition to aviation law courses, the book is also well-suited for aviation management or businesses courses, as the text highlights the various types of business organizational structures and accompanying liability limitations. Hamilton also addresses the importance and enforceability of various types of contracts. The book culminates with an overview of employment law. Hamilton not only addresses the National Labor Relations Board process for air carrier labor disputes, but also thoroughly summarizes holistic employment requirements, such as compliance with the Fair Labor Standards Act, Occupational Safety & Health Act, Equal Employment Opportunities Act and Americans with Disabilities Act. When legal issues and statutes are addressed, Hamilton does an effective job of interspersing key legal issues with descriptions of their pragmatic application and case study examples.

Unfortunately, the book does not address many specific regulatory issues associated with 14 CFR. As a result, use of this book in an aviation law course may need to be accompanied by other regulatory-centric texts. Otherwise, you are likely to find this book a valuable addition to any aviation law or management course.

Companion Texts

A companion text is one that enhances learning in the classroom, but may or may not be a required text for the course. It's a resource. These are helpful books for the instructor and the student.

For Human Factors

A Human Error Approach to Aviation Accident Analysis: The Human Factors Analysis and Classification System (Douglas A. Wiegmann & Scott A. Shappell)

About the Authors

Dr. Shappell is an internationally renowned expert and a highly sought after consultant and speaker in the fields of human factors, systems safety, error management, and accident investigation. He formerly served as Human Factors Branch Chief at the U.S. Naval Safety Center and as a human factors accident investigation consultant for the Joint Service Safety Chiefs. He has published over 50 papers in the fields of human error analysis and accident investigation, workplace injuries, and fatigue. Dr. Douglas A. Wiegmann is a tenured professor in the Department of Human Factors at the University of Illinois in Urbana-Champaign. He is an internationally recognized expert in the fields of human error analysis and accident investigation, and has formerly served as an aviation psychologist for the U.S. Navy and an accident investigator for the U.S. National Transportation Safety Board (NTSB). Dr. Wiegmann was the official human factors consultant to the U.S. Department of Energy during the investigation of the August 2003 blackout and consultant to the Columbia Accident Investigation Board during their analysis of the causes underlying the crash of the NASA space shuttle. (author descriptions were those available on amazon.com for this text)

Publisher Information

Paperback: 184 pages

Publisher: Routledge; 1st edition

ISBN-13: 978-0754618737

Average Customer Review (Amazon): 4.3

Paperback: \$31.45 (Amazon Prime); Kindle: \$20.45 (Amazon)

Usefulness and Recommendations five out of five airplanes

Human factors are both physiological and psychological. It's easy to find information on human physiology, and perhaps many instructors in human factors focus more strongly on physiology, because students can better relate to what they can see, rather than what they can imagine. This text is not about human physiology, even though the authors assume the reader understands how body and mind are integrated in task completion. I have a great deal of respect for the authors, because they tackled a sometimes contentious subject by presenting various perspectives of human error. Because I use this text as a companion text in my human factors course, I'm not confined by the structure of this text. That's why I recommend that you start with Chapter 2 and follow it with Chapter 3. So many instructors focus too heavily on Reason's model of latent and active failures, without asking the question, "Should I believe this is the only way to explain error?"

I had the privilege of hearing about HFACS from a presentation given by Shappell and Wiegmann at the 11th International Symposium on Aviation Psychology in 2001. Their presentation changed the way I looked at everything. If you use this text at all, be sure that your students understand the authors' arguments in Chapter 2. It is imperative that each student is encouraged to study the pros and cons of Reason's Swiss Cheese Model. It will be important to define terms and test your students' understanding of those terms. In many collegiate aviation programs, deeper exposure to philosophical ideas is not mandatory. However, if your students hope to understand this text or texts by Sidney Dekker, they will need your help in understanding the terms. I know this text will enhance your course.

Human Performance and Limitations in Aviation (3rd ed.) (R. D. Campbell & M. Bagshaw)

About the Authors

The late Ron Campbell, Executive Chairman of AOPA UK, was a member of the ECAC Working Group and JAA Flight Crew Licensing Committee responsible for the harmonisation of pilot training and licensing in Europe. Pamela Campbell, who has also contributed to the book, is a former commercial pilot and flying instructor and is currently the International AOPA delegate on the JAA Flight Crew Licensing Committee. Michael Bagshaw is Head of Medical Services for British Airways. He is a current professional pilot, flying instructor and examiner, and a recognised authority on human factors in aviation. He was formerly Senior Medical Officer Pilot and specialist in aviation medicine at the RAF Institute of Aviation Medicine, Farnborough, UK.

Publisher Information

Paperback: 206 pages

Publisher: Blackwell Publishing; 3rd edition

ISBN-13: 978-0632059652

Average Customer Review (Amazon): 5

Usefulness and Recommendations ✈✈✈✈✈ five out of five airplanes

If possible, I recommend that you integrate points of view from persons outside the United States. After serving as a reconnaissance staff officer in the North Atlantic Treaty Organization (NATO) Central Region Headquarters at Ramstein Air Base, Germany, I am more welcoming of other views. Researchers and subject matters experts from each country seem to read journals and professional papers from others within the same country. This leads to differences in focus and concern among and between those most published within each language group. So I suggest that we include different points of view.

The science of this text is not altogether different from what you would find in a text authored by an American. The section on Alcoholism is in some ways different, because of the nature of drinking in the United Kingdom. The number of units of alcohol permissible for a man or woman in the UK is slightly higher than that recommended for an American male or female. If for no other reason that you might use this text, it is important for students to understand the differences in safe consumption rates of alcohol by ethnicity and geographical region. If you also teach Crew Resource Management, you'll enjoy Chapter 8, *Avoiding and Managing Errors: Cockpit Management*; Chapter 9, *Personality*; and Chapter 10, *Human Overload and Underload*. Therefore, this text can enhance both a Human Factors course and a Crew Resource Management course.

For Safety or Crew Resource Management

Darker Shades of Blue: The Rogue Pilot (Tony Kern)

About the Author

Tony Kern is the author of seven textbooks in the fields of human error, airmanship, professionalism, and organizational culture. Kern is a retired Air Force Command Pilot, having served in the military for 20 years in various assignments including B-1B Chief of Standardization and Chair of the Air Force Human Factors Steering Group. Kern is a regular contributor to *Skies* and *Vertical 911*. He is a regular guest aviation expert on national radio and television programs, including the Discovery Channel, NBC Nightly News, and 48 Hours. Kern holds a Doctorate in Education in Educational Administration from Texas Tech University, and a Master's Degrees in both Public Administration and Military History. He currently serves as CEO of Convergent Performance, a consulting firm specializing in human performance and aviation.

Publisher Information

Paperback: 248 pages

Publisher: Convergent Books; 1st edition (2006)

ISBN-13: 978-0977821303

Average Customer Review (Amazon) 4.7

Rent Price (Amazon) Not Available; Buy Used (Amazon Prime) \$21.94; Buy new (Amazon Prime) \$21.95

Usefulness and Recommendations ✈✈✈✈✈ five out of five airplanes -Excellent

Darker Shades of Blue is a rare gem among aviation textbooks. Using a highly-relatable and interesting storytelling approach, Kern draws upon his extensive aviation experience to captivate his readers. The book is reminiscent of the tone and approach used in the popular human error text, *Set Phasers on Stun: And Other True Tales of Design Technology, and Human Error* by Steven Casey. In similar fashion, Kern's book is an easy read and will keep even the most challenging students interested in the topic.

In the book, Kern expertly outlines the importance of aviation professionalism through extensive case studies that outline the impacts of aircrew hazardous attitudes, poor aeronautical decision-making, and role of organizational influences on aviation safety. Kern prescribes pragmatic solutions to combat individual and organizational “rogue” behavior in aviation. In one such case study, Kern provides an in-depth analysis of the key players, events, and influences surrounding the notable 1994 airshow crash of USAF B-52 *Czar 52* at Fairchild AFB, Washington.

The book’s value is demonstrated across a broad spectrum of aviation courses including aviation safety, ethics, aviation management, and flight instruction. I regularly use Kern’s text in my introductory aviation safety course to highlight key safety concepts such as the accident error chain, organizational influences, hazardous attitudes, aircrew discipline, and aeronautical decision-making. The book is well formatted and rife with rich content to create meaningful learning materials, presentations, or class discussion topics for students at all Bloom’s Taxonomy of Learning levels.

In my opinion, Kern’s *Darker Shades of Blue* is a benchmark text in aeronautical decision-making, error management, and aviation professionalism. It is a rare page-turner that will keep students interested throughout any course. A representative sample of Kern’s work can be read at http://sbfpd.org/uploads/3/0/9/6/3096011/darker_shades_of_blue.pdf (used with permission).

The Limits of Expertise: Rethinking Pilot Error and the Causes of Airline Accidents (R. Key Dismukes, Benjamin A. Berman, & Loukia D. Loukopoulos)

About the Authors

Dr. Dismukes is Chief Scientist for Human Factors in the Human Factors Research & Technology Division at NASA Ames Research Center. His current research addresses cognitive issues involved in the skilled performance of pilots, their ability to manage challenging situations, and their vulnerability to error; prospective memory; and management of attention in concurrent task performance. Captain Berman is a senior research associate at San Jose State University/NASA Ames Research Center and flies the Boeing 737 for a major air carrier. He is the former Chief of Major Investigations of the U.S. National Transportation Board, where he previously led the Operational Factors Division, served as a member of the major accident go-team responsible for flight operations, and managed safety studies. Dr. Loukopoulos is a Senior Research Associate at NASA’s Human Factors Research and Technology Division. She currently resides in Athens, Greece where she serves as a human factors consultant to the Greek Air Accident Investigation and Safety Board and where she served on the Helios Airways 2005 accident investigation. She also continues her collaboration with NASA through the San Jose State University Foundation.

Publisher Information

Paperback: 364 pages

Publisher: Routledge

ISBN-13: 978-0754649656

Average Customer Review (Amazon): 5

Kindle: \$31.16; Hardcover: \$89.00; Paperback: \$22.19

Usefulness and Recommendations ★★★★★ five out of five airplanes

I ran into Key Dismukes at the 2007 International Symposium on Aviation Psychology and informed him that I was using his text as a companion to the course text in Crew Resource Management. He said that was exactly what he and the other authors had intended. Twenty accidents, one per chapter, are presented, with Chapter 21 examining the converging themes in all the chapters.

Each chapter balances an NTSB aircraft accident report with human factors analysis by three notable researchers from NASA Ames. Instead of taking the easy way out and pinning the blame on the pilots, the authors tried to determine if other events from within the system contributed to errors, misunderstandings, fatigue, stress, and other psychological factors in the incident or accident. The authors ask questions that requires the reader to analyze the information given, and then decide if there might be alternative explanations for what happened.

For a better examination of the facts in each chapter, I have students determine which of the NOTECHS behavioral markers applies (See, Flin, R., Martin, L., Goeters, K-M, Hormann, H-J, Amalberti, R., Valot, C., & Nijhuis, H. (2003). Development of the NOTECHS (non-technical skills) system for assessing pilots' CRM skills. *Human Factors and Aerospace Safety* 3(2), 95-117.) I create teams of four. The first person characterizes the chapter's accident from the NTSB's point of view. The second person characterizes the same accident from the authors' points of view. The third person names the NOTECHS behavioral markers not present in the account, and the fourth person shares his or her explanation for why the missing behavioral markers were missed.

The Multitasking Myth: Handling Complexity in Real-World Operations (Loukia D. Loukopoulos, R. Key Dismukes, & Immanuel Barshi)

About the Authors

Dr. Loukopoulos has a PhD in Cognitive Psychology from the University of Massachusetts and an Aerospace Experimental Psychology designation from the United States Navy. She spent 6 years on active duty as an aviation psychology officer in the Navy before becoming a Senior Research Associate at NASA Ames' Human Systems Integration Division. She currently resides in Athens, Greece where she is a human factors consultant to the Hellenic Air Accident Investigation and Aviation Safety Board and was a member of the team that investigated the major aircraft accident that took place outside Athens in 2005. She is involved in a number of aviation human factors research and teaching activities, through NASA Ames Research Center/San Jose State University Foundation, the Hellenic Institute of Transport, and the Hellenic Air Force Safety School. Dr. Dismukes is Chief Scientist for Aerospace Human Factors in the Human Systems Integration Division at NASA Ames Research Center. His research addresses cognitive issues involved in the skilled performance of pilots and other experts, their ability to manage challenging situations, and their vulnerability to error. Current research topics include prospective memory (remembering to perform deferred intentions), management of attention in concurrent task performance, pilots' use of checklists and monitoring, and training crews to analyze their own performance. Previously, Dr. Dismukes was Director of Life Sciences at the Air Force Office of Scientific Research. He received his PhD in biophysics from Pennsylvania State University and conducted postdoctoral research at the Johns Hopkins University School of Medicine and the National Institutes of Health. He has published several books and numerous scientific papers in basic and applied psychology and neuroscience, and has written on the implications of science and social policy for the public. He holds airline transport pilot, B737 and Citation type, and glider instructor ratings. Dr. Barshi is a Senior Principle Investigator in the Human-Systems Integration Division at NASA Ames Research Center. His current research addresses cognitive issues involved in the skilled performance of astronauts, pilots, and flight/air traffic controllers, their ability to manage challenging situations, and their vulnerability to error. Among the topics investigated by his research group are spatial reasoning, decision making, risk assessment, communication, and skill acquisition and retention. The results of his work have been implemented in operational procedures and training programs in space, aviation, medicine, and nuclear facilities. Dr. Barshi holds PhDs in Linguistics and in Cognitive Psychology. He has published papers in basic and applied psychology, linguistics, and aviation. He holds Airline Transport Pilot certificate with B737 and CE500 Type Ratings; he is also a certified flight instructor for airplanes and helicopters, with over 30 years of flight experience. (Author information was copied from the Amazon.com website)

Publisher Information

Series: Ashgate Studies in Human Factors for Flight Operations

Paperback: 202 pages

Publisher: Routledge; New edition

ISBN-13: 978-0754679974

Average Customer Review (Amazon): five stars

Kindle: \$39.46; Hardcover: \$56.07-\$139.93; Paperback: \$38.11-\$49.95

Usefulness and Recommendations ✈✈✈✈✈ five out of five airplanes

This text is a must, because it provides an intelligent commentary on why multitasking is a myth. FAA-Handbook-8083-9a gives a definition of multitasking, but the FAA insists that multitasking is attention switching and simultaneous performance, but the actual description of multitasking is concurrent task management, not the performance of a task. Simultaneous performance seems to be better explained through muscle memory, rather than a function of multitasking. The dash 9a, allows instructors to insist that their students multitask, without helping them to understand what that means. It is nearly as unproductive as having an instructor tell his or her student they have lost situation awareness, without telling the student what part or parts of situation awareness he or she has lost.

I recommend that you spend time on Chapter two, *What is Multitasking and How is it Accomplished?* before moving on to chapters 3 and 4. Chapter 3 describes the ideal in task performance, if things go as planned, while Chapter 4 describes what might happen when things do not go as planned. Chapter 5 gives the reader an analysis of concurrent task demands and Chapter 6 applies the research.

I don't feel compelled to use every chapter, but I do spend enough time in the text, to help students understand why concurrent task management is important to crew operations in flight. My students write a paper on what they have learned about concurrent task management from their experience reading portions of the book. This book can be used in the Crew Resource Management course.

Safety Differently: Human Factors for a New Era (Sidney Dekker)

About the Author

Sidney Dekker is currently a professor at Griffith University in Brisbane, Australia, where he runs the Safety Science Innovation Lab. Best-selling author of many books in human factors and safety, he has recently been active flying the Boeing 737NG as a part-time airline pilot (from the book).

Sidney Dekker is Professor of Human Factors and Flight Safety, and Director of Research at the School of Aviation, Lund University, Sweden. He has previously worked at the Public Transport Cooperation in Melbourne, Australia; the Massey University School of Aviation, New Zealand, British Aerospace, UK, and has been a Senior Fellow at Nanyang Technological University in Singapore. His specialties and research interests are system safety, human error, reaction to failure and criminalization, and organizational resilience. He has some experience as a pilot, type trained on the DC-9 and Airbus A340 (from the Amazon.com website).

I met Sidney in 2001 at the International Symposium on Aviation Psychology in Columbus, Ohio. I attended his pre-symposium session on human factors and system safety. His enthusiasm was infectious. In 2005, I started using *Ten Questions about Human Error* in my Human Factors and Crew Resource Management courses. In 2014, CRC Press asked me to review Sidney's manuscript for *Safety Differently*.

Publisher Information

Paperback: 312 pages

Publisher: CRC Press; 2nd edition

ISBN-13: 978-1482241990

Average Customer Review: 4 out of 5 stars

Kindle: \$31.46; Paperback: \$30.82-\$40.89

Usefulness and Recommendations five out of five airplanes

I would not teach Human Factors or Crew Resource Management without using one of Sidney Dekker's books as a companion text. *Safety Differently* is the follow on for *Ten Questions about Human Error*. It is best that one reads *Ten Questions* before *Safety Differently*, in order to fully understand Dekker's references. However, this is not a required way forward, just a recommendation.

The table of contents is misleading. There are only eight chapters, but they are packed with information. In this text, Dekker makes it easy for academics to use the material on visual aids. Many of the more important points being made are already in bullet form. Terms are defined more fully than they were in *Ten Questions*. What has been difficult in earlier texts by Dekker is his assumption that readers would look up terms they didn't know. He relies on philosophical terms to help readers understand why the NTSB behaves as it does. If students are not familiar with special terms, I suggest encouraging them to always look up terms, rather than waiting for instructors to define the terms. I also suggest that instructors take time to let students look up terms on their smart devices during class time. Linda Nilson, in *Creating Self-Regulated Learners*, tells us that our students are more likely to blame instructors if they don't understand the material, rather than taking personal responsibility to learn on their own. If your students are going to understand Dekker, you must insist that they take time to learn on their own, with classroom instruction as a backup. I use the "flipped classroom" style, where homework is done in class, which allows time for students to look up terms for themselves. I even post a student at the keyboard at the front of class, allowing that student to perform keyword searches on any terms she or he does not know. This activity continues throughout the lecture time. Students switch attention between what I'm teaching and what the student at the keyboard is putting on the front screen.

I think our students want to learn, but they haven't been trained on how to do that in K-12. Perhaps the reason why the Amazon.com rating for this book is 4 out of 5 stars is because self-regulated learning is a must when trying to understand this author. This is why I recommend this book as a companion text and not a main text. It is easier to use what you need to from the book, rather than make students read it from start to finish. If you are still having trouble, I suggest showing several of Sidney Dekker's videos through YouTube.

Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations (2nd ed.) (Geert Hofstede)

About the Author

Geert Hofstede received a master's degree in Mechanical Engineering from the Technical University at Delft and a doctorate in Social Psychology from the University of Groningen, both in his native Netherlands. His professional career includes experience as a worker, foreman, plant manager, chief psychologist on the international staff of a multinational corporation, academic researcher, director of human resources of another multinational, and university professor. He has been affiliated with IMD (Lausanne, Switzerland), INSEAD (Fontainebleau, France), the European Institute for Advanced Studies in Management (Brussels, Belgium), IIASA (Laxenburg Castle, Austria), and the University of Hong Kong. He is Professor Emeritus of Organizational Anthropology and International Management of Maastricht University, the Netherlands. He is currently a Senior Fellow of the Institute for Research on Intercultural Cooperation (of which he was a

founder) and of the Center for Economic Research, both at Tilburg University, the Netherlands. He has lectured at universities and consulted for institutions and companies around the world. Dr. Hofstede's books have appeared in seventeen languages, and his articles have been published in social science journals around the world. He is among the top 100 most cited authors in the Social Science Citation Index (As seen on the Amazon.com website).

Publisher Information

Paperback: 616 pages

Publisher: SAGE Publications, Inc. 2nd edition (2003)

ISBN-13: 978-0803973244

Average Customer Review (Amazon): 4 out of 5 stars

Kindle: \$31.31-\$87.35; Hardcover: \$48.14-\$168.48; Paperback: \$33.11-\$91.95

Usefulness and Recommendations  five out of five airplanes

If you really want to understand the differences among nations, you need to read everything Hofstede has written on Power Distance, Uncertainty Avoidance, Individualism and Collectivism, Masculinity and Femininity, and Long vs. Short-term Orientation. If you want to use Hofstede's work in your Human Factors and Crew Resource Management courses, you need to download the *CultureGPS Professional* app or the *CultureGPS Lite* app. The professional version allows you to establish a personal profile, using the 5D model, and then compare it to any of the nations in the world. This is useful when trying to determine whether you and a person from another nationality are more evenly matched. Hofstede's book explains more completely what each of the areas of the 5D model means. You can apply this to commercial airplane flight decks, or to board rooms in major corporations. If you traveling to another country on business, you can determine ahead of time on what issues you might agree and on what issues you might disagree.

Without actually going to another country, you can see how compatible you would be had you visited. This book will help you relate to students in your classroom from other countries. It will also help you discuss strategies for establishing flight deck agreement on how pilot teams will communicate with each other and with ATC. NTSB accident reports and ASRS reports can also be evaluated by using this text and the app.

For Aviation Ethics

Arts of Power: Statecraft and Diplomacy (Chas. W. Freeman, Jr.)

About the Author

Chas. W. Freeman, Jr., has been a career officer in the U.S. Foreign Service, ambassador to Saudi Arabia during the Persian Gulf War, and assistant secretary of defense for international security affairs. He was a fellow at the United States Institute of Peace in 1994-95 and is the author of *Arts of Power: Statecraft and Diplomacy* (USIP Press) and *Diplomat's Dictionary* (USIP press) (From Amazon.com website).

Publisher Information

Series: Cross-Cultural Negotiation Books

Paperback: 224 pages

ISBN-13: 978-1878379658

Average Customer Review: 4.5 out of 5 stars

Paperback: \$12.66

Usefulness and Recommendations five out of five airplanes

When teaching ethics, it is important to equip students with the ability to stay clear of situations where one's ethics can be compromised by peer pressure or the pressure of the boss's unethical way of doing things. In order for employees to navigate through the ethics minefield, they need a way of protecting their interests, while avoiding situations that will jeopardize their interests.

A close friend advised that I use Freeman's book. It's easy to convert National Interests into Personal Interests. It's easy to focus on Personal Power, if you understand the nature of National Power. If you understand diplomatic maneuver in the political arena, you can use the same elements of maneuver in your work life. The exaction of concessions from other states can be applied to the exaction of concessions from other persons at work. Containment, détente, constructive engagement, estrangement, formation and dissolutions of ententes, maintenance of monopolies, domination, mutual restraint, and shared power are diplomatic maneuvers, but are also applicable in relationships among and between workers and teams of workers.

Many of my students are unaware of how complex the work environment can be, and how easy it is to compromise one's ethics right from the start. We can't keep telling our students to be ethical, unless we provide them with ways to stay ethical. This text will help our students stay clear of unethical behavior and might even be useful for faculty members who try to navigate among other faculty members and administration.

I created a complex scenario, which my students role-play over the course of weeks. They see how the elements of political maneuver can play out in an organization. They see how personal interests are challenged, and how persons with power play others. I suggest that you create a scenario as well, to test your students' knowledge and ability.

The Greatest Minds and Ideas of All Time (Will Durant)

About the Author

It is difficult to adequately portray the life of Will Durant. He was a historian and philosopher, spanning the 19th and 20th centuries. He was 96 when he died in Cedars-Sinai Hospital in 1981. He and his wife wrote the 11 volume, prodigious work, *The Story of Civilization*. Their work spanned 110 centuries of human endeavor. He had plenty of critics, but despite their criticism, he and Ariel kept true to their perception of the story of humanity. They weathered two world wars, the Korean Conflict, Vietnam, political upheaval around the world, and the politics of academe. He earned his doctorate from Columbia University and also taught there. He focused on philosophy, writing the bestseller, *The Story of Philosophy*, republished by Simon & Schuster in 1926. The Durants earned enough from that book to fund their travels around the world, which proved to be the catalyst to their *The Story of Civilization* project.

Publisher Information

Hardcover: 127 pages

Publisher: Simon & Schuster

ISBN-13: 978-0743235532

Average Customer Review (Amazon): 4 out of 5 stars

Kindle: \$14.99; Hardcover: \$17.68; Audible: \$4.49

Usefulness and Recommendations ✈✈✈✈✈ five out of five airplanes

If you need a reliable review of philosophical ideas, without reading the entirety of *The Great Books* collection, read this short work by Will Durant. Another book along the same line is Mortimer Adler's book, *Ten Philosophical Mistakes* or *The Great Ideas: A Lexicon of Western Thought*. You won't know as much as you need to, but you'll have a better idea of who in the Western tradition influenced how we think today. I keep these books nearby, and I have the entire *The Great Books* collection in my office. Rather than depend on the Internet for information, I value my collection of books.

I use Durant's book for quick reviews of philosophy, before I go into a lecture. It keeps my thinking fresh.
